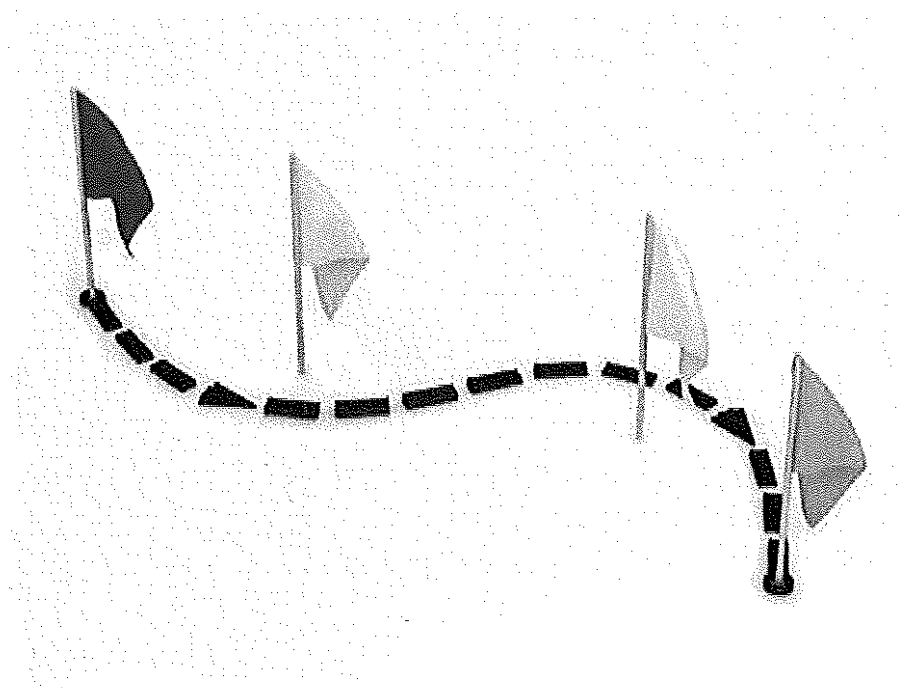




Making the grade 2011

A study of the top 10 issues facing
higher education institutions

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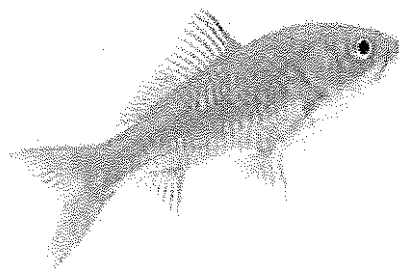
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“Higher education institutions are in the midst of a perfect storm. Government funding is declining, market conditions have reduced the value of endowments, private backing is on the wane and costs are going up. Yet, these combined challenges create a unique opportunity for transformation. Educational institutions willing to think laterally can position themselves to outperform into the future.”

Louise Upton, Principal and Canadian Higher Education Lead, Deloitte Canada

“For higher education institutions, success involves a large range of activities – from improving student outcomes and maintaining educational excellence to attracting the best faculty and planning for the future. Deteriorating financial conditions put all of these activities at risk.”

Kathy Karich, Principal and U.S. Higher Education Lead, Deloitte United States



A transformation in education

In today's uncertain global economy, the continuing acknowledgment that education is critical to long-term economic prosperity seems to be the one constant. According to the Organization of Economic Co-operation and Development (OECD), "investments in education pay large and rising dividends for individuals, but also for economies," with "educational attainment linked to long-term social outcomes such as better health, political understanding and interpersonal trust."¹ This holds particularly true for higher or tertiary education. Indeed, "the net public return is almost three times the cost of investing in tertiary education."²

¹ "Investing in the Future," remarks from Angel Gurría, OECD Secretary-General, for the launch of the 2010 edition of *Education at a Glance*; *Education at a Glance 2009: OECD Indicators*, The Organization of Economic Co-operation and Development, 2009.

² Highlights from *Education at a Glance 2010*, Centre for Educational Research and Innovation, OECD, 7 September 2010.

Despite the obvious economic benefits, however, spending on higher education is coming under increasing pressure these days. As nations around the world work to recover from the global financial crisis, they are tightening their budgets, leaving fewer funds available to the educational sector. At the same time, market weakness has reduced the value of many of the endowments educational institutions rely on. Economic hardship is also affecting enrolment levels at many institutions, as students opt for less costly educational programs or opt out altogether.

To make matters worse, educational institutions are now finding that they must meet a host of costly demands just to stay competitive. Students are expecting user-friendly, self-service administrative options as well as access to the latest technologies. Deferred maintenance is catching up with campuses with aging infrastructure badly in need of upgrades. The costs of attracting and retaining high-calibre faculty are increasing as staff retires in increasing numbers. And colleges and universities are under ever-more scrutiny and compelled to invest in systems that provide the highest levels of transparency and accountability.

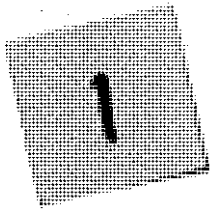
Though institutions of higher education vary in terms of structure and funding from country to country, nearly all are facing these competitive pressures as they confront shrinking resources and increased demands. Clearly, higher education can no longer maintain the status quo. To achieve their mandates and serve their constituencies, they must face up to the unique challenges that the 21st century now presents. This report, produced by Deloitte Canada in consultation with Deloitte education practitioners from around the world,

All who have meditated on the art of governing mankind have been convinced that the fate of empires depends on the education of youth.

Aristotle

identifies the top 10 issues that will prove most pressing in the coming year for institutions of higher education and most in need of their attention. The report focuses on public universities and colleges and private non-profit institutions as well as looks at some of the issues facing private and market-funded institutions.

But identifying challenges is only the first step in what will need to be a radical transformation in the way tertiary institutions do business. Not only will they need to overthrow the status quo – no small task in many institutions of higher learning – but also aggressively execute on new approaches and seek out best practices from around the world and perhaps from outside the academic sphere itself. This report provides some essential strategies that institutions should consider as they seek to address their challenges as well as some fresh thinking on key institutional drivers. Drawn from the professional experience of Deloitte practitioners from both inside and outside the industry, these steps may not only help colleges and universities survive current economic hardships, but also reinvent themselves to meet the educational needs of the future.



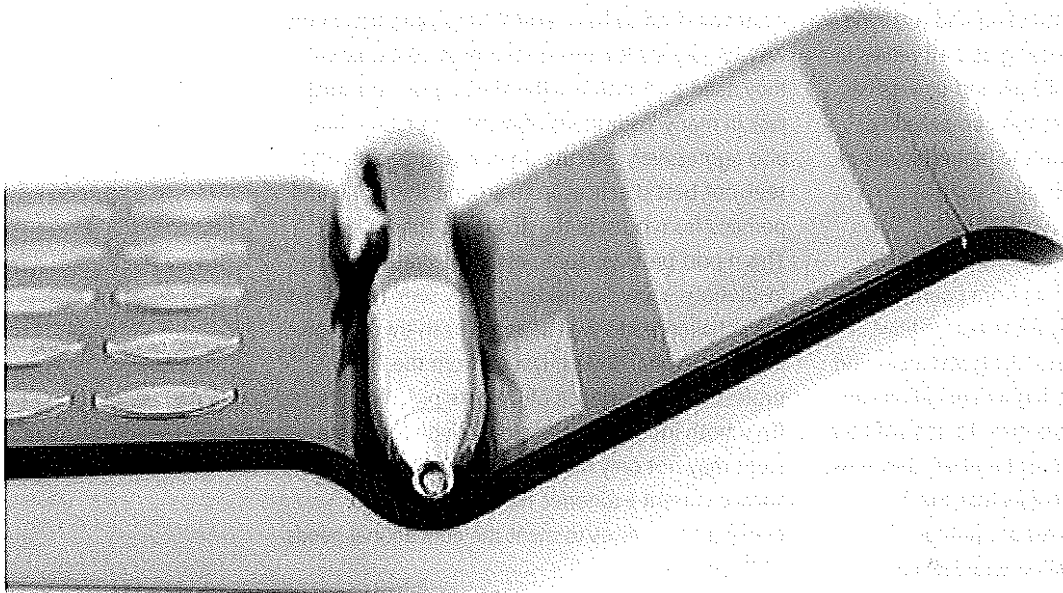
Over budget and underfunded

As funding declines, cost management is key

What happens when access to funds drops at the same time costs rise? This is precisely the quandary facing higher education institutions – and solutions are hard to come by.

When the global financial crisis hit, the education sector was disproportionately affected. Private schools as well as public institutions that rely on private investment, saw the value of their endowment funds fall as declining markets took their toll. This affected many private donors as well, who lost either the ability or will to invest significant sums within the industry. At the same time, regulations limiting tuition fee increases are making it harder for many institutions to establish their own pricing and restricting them from delivering on their mandates.

Most notably, however, government budget challenges are leading to reductions in higher education spending around the world. In the United States, 43 states had enacted or proposed cuts to higher education as of August 2010.³ In the United Kingdom, the amount of money going to higher education is set to decline by as much as 80% over the next four years, although tuition increases will likely soften some of that blow.⁴ While this will likely work to the benefit of the Russell Group (similar to the U.S. Ivy League), which can attract students at high fees, lower tier institutions will likely struggle and may need to consider strategic mergers as a result. For the past five years, government funding to Australia's higher education sector has been on the wane. The same is true in Canada, where the proportion of federal funding to the sector fell from 80% of universities' operating revenues in 1990-91 to 57% in 2007-08.⁵



³ Center on Budget and Policy Priorities, August 4, 2010. "An Update on State Budget Cuts", by Nicholas Johnson, Phil Oliff and Erica Williams, accessed at <http://www.cbpp.org/cms?fa=view&id=1214> on November 1, 2010.

⁴ The Guardian, December 19, 2010. "University funding to be cut before increase in tuition fees", by Allegra Stratton, accessed at <http://www.guardian.co.uk/education/2010/dec/19/university-funding-cut-tuition-fees> on December 28, 2010.

⁵ Times Higher Education, September 11, 2010. "A false economy? Canada counts costs of downsizing decade", by Sarah Cunnane, accessed at <http://www.timeshighereducation.co.uk/story.asp?storycode=413427> on November 1, 2010.

Beyond simply cutting budget allocations, governments are also taking a more hands-on approach in the funding approval process. Rather than providing funding upon student enrolment, Canadian and Australian governments are examining linking funding to the number of students retained to graduation. The United States (at the state level) is taking a similar tack in an attempt to coax institutions into improving efficiency, reducing program duplication and fostering cross-institutional collaboration as conditions for obtaining funding.

As operating margins shrink, higher education institutions must find new ways to cut costs without sacrificing services. Some are streamlining their business processes and back-end systems in an attempt to improve operating efficiency. Others are exploring new revenue opportunities as a way to enhance profits without raising tuitions. While responses will vary for each institution, it has become eminently clear that a proactive response is necessary to offset the potential for severe financial loss.

“As funding dries up, some universities are heading into debt for the first time. This is constraining dollars for classroom delivery and research, creating tension among different departments for scarce financial resources and jeopardizing faculty pay and staff increases. As institutions figure out how to leverage their limited resources to attract the best students, researchers and staff, they will learn valuable lessons related to realized losses on their endowment investments and likely begin to increase their investment policy due diligence.”

Brian McKenna, Partner, Deloitte Canada

Exploring education's budgetary woes

It is often said that when you are in the eye of a hurricane, a false sense of calm can prevail. On some level, this is how many educational institutions are functioning in the aftermath of the global financial downturn. But organizations that continue to act as though it's business as usual may end up scrambling for survival when the funding storm hits. And the inevitability of the storm can be seen in areas outside of straight-forward government cuts.

In the United States, for instance, rising loan default rates may act as harbingers of new budgetary woes to come. According to the U.S. Department of Education statistics released in September 2010, overall student loan default rates increased to 7% in fiscal 2008 compared to 6.7% in fiscal 2007. The worst marks went to market-funded colleges, which saw their default rate rise to 11.6%. This is almost twice the 6% default rate found at public institutions and almost three times higher than the 4% rate found at private institutions.⁶ As default rates rise, the Obama administration is doing more than tightening its lending standards. It may also deem certain schools ineligible for U.S. student aid programs – a move that could vastly limit the flow of funds to some organizations.

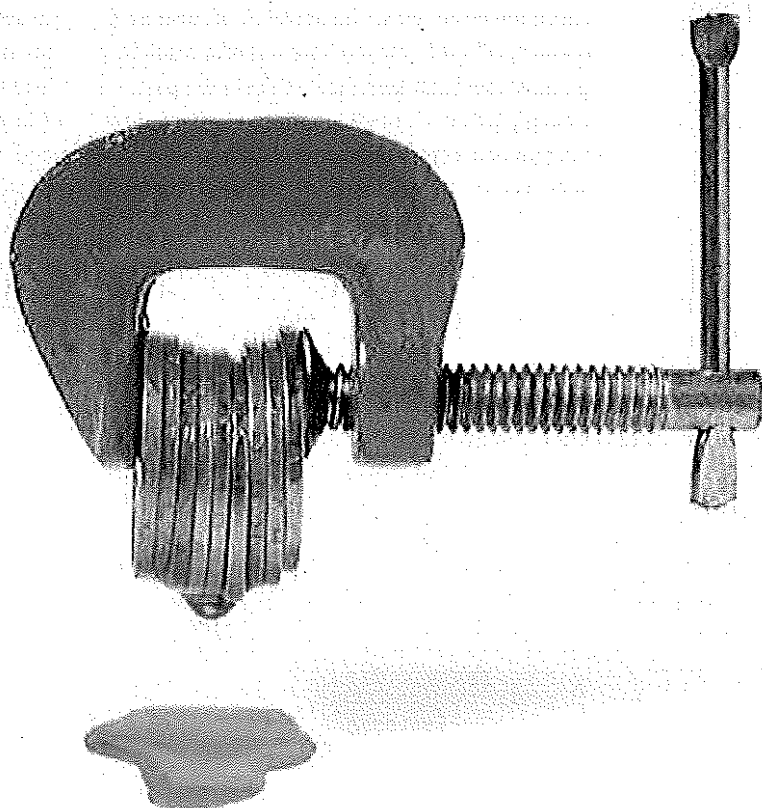
While Canada does not face similar default rates, educational funding is now being jeopardized on the research side. As research grant values decline and fewer grants become available, Canadian institutions need to get better at attracting research dollars. To this end, higher education institutions must do more than collaborate with industry to identify research programs capable of delivering a social benefit. They must vastly enhance their ability to track and manage research dollars.

This imperative was brought home when some of Canada's leading institutions failed the Tri-Council Review of Institutional Policies Dealing with Integrity in Research. To comply with the integrity policy framework, institutions that receive research dollars need to implement reporting mechanisms that promote integrity and ensure allegations of misconduct are properly investigated. Absent the adoption of sufficiently robust processes, research funding for some institutions could be revoked. This is creating added pressure for institutions whose administrative functions are already overburdened.

⁶ Bloomberg, September 13, 2010. "U.S. Student Loan Defaults Rose to 7% in 2008, Led by For-Profit Colleges", by John Lauer as accessed at <http://www.bloomberg.com/news/2010-09-13/u-s-student-loan-defaults-rose-to-7-in-2008-education-management-falls.html> on November 3, 2010.

“Educational institutions have budgetary issues so much different than a business. Schools funded by student loans, for instance, had almost come to view budgets as an unlimited resource. As lending tightens and legislatures continue to limit tuition increases, organizations need to learn how to handle potentially unprecedented budget constraints.”

Thomas Mann, Director, Deloitte United States



The rivalry intensifies

Competition to attract the best students heats up

While India tends to have too many students applying for available spots, the reverse trend appears to prevail in many other countries. To be sure, top-tier institutions – like America’s Ivy Leagues, France’s Grandes Écoles and the United Kingdom’s Russell Group – rarely have difficulty attracting students. But the same cannot be said of most second- and third-tier schools.

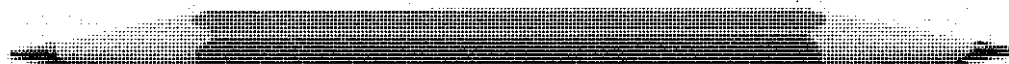
The economic climate is partly to blame, as students shy away from higher-tuition private and market-funded institutions. However, other factors are also at play. Demographic trends in many developed nations have resulted in declining enrolment in elementary schools, which will ultimately affect enrolment levels at higher education institutions. The abolition of Australia’s quota system promises to have a similar result by giving students greater choice than in the past – creating greater competition for the best students. International competition also plays a role by siphoning off the best students of many countries.

As the rivalry intensifies, higher education institutions must find ways to gain a competitive advantage by differentiating themselves in an effort to attract top students as well as research dollars and top faculty. Strategies abound. Some schools are responding by enhancing their curricula as a way to attract students to particular programs, such as science or engineering. Others are gearing their educational programs at specific target groups, such as adult learners or high-school dropouts.

To truly compete effectively, however, higher education institutions must consider two additional strategies. First, they need to foster a greater spirit of cooperation by engaging faculty, students, staff, alumni, employers and the community in an effort to align regional educational offerings and meet the needs of various stakeholder groups. This may lead to greater convergence between higher education institutions and polytechnics or colleges, and may even see the wider adoption of apprenticeship models. Second, organizations must articulate a global strategy to determine both how they plan to attract students from around the world and how they plan to extend their educational offerings to different countries.

“To avoid brand erosion, higher education institutions must get very clear on their strengths and weaknesses. They need to assess if they play on a global, regional, national or local stage. They need to decide if they plan to specialize in specific degrees or student segments. Rather than offering a bit of everything, organizations must identify the key areas of expertise that can best support future growth.”

Loic Jouenne, Partner, Deloitte France



Going global

In examining the industry's competitive landscape, higher education institutions are increasingly realizing that not all their competitors are domestic. As universities and colleges around the world extend their international footprints, the incentive to globalize becomes more pronounced. This is particularly true as some North American institutions consider establishing low-cost campuses and development programs in fast-growing regions, such as the United Arab Emirates (UAE).

Before expanding geographically, however, institutions must articulate a clear international strategy. Moving beyond local or regional borders will not make sense for every institution, particularly considering the significant costs. In some cases, it would be better for universities and colleges to strengthen their ability to both attract foreign students and encourage them to stay in the community after graduation. Achieving this aim takes effort enough, requiring institutions to raise their education standards to international levels, hire and retain globally-prominent faculty members and appear favourably on international ratings like the Shanghai Rankings.

Even where globalization is a viable option, it is imperative to lay the strategic foundation. Before entering global partnerships, institutions must identify appropriate partners and determine their cultural fit. They must also understand their motives for expansion, articulate the benefits and determine the right geographic locations for their offerings.

According to a recent report on the internationalization of education published by the International Association of Universities, the rationale for globalization differs from one institution to the next. Worldwide, the top five reasons for going global are to:

- Improve student preparedness
- Enhance the institution's international profile
- Strengthen research and knowledge production
- Internationalize the curriculum
- Diversify faculty and staff⁷

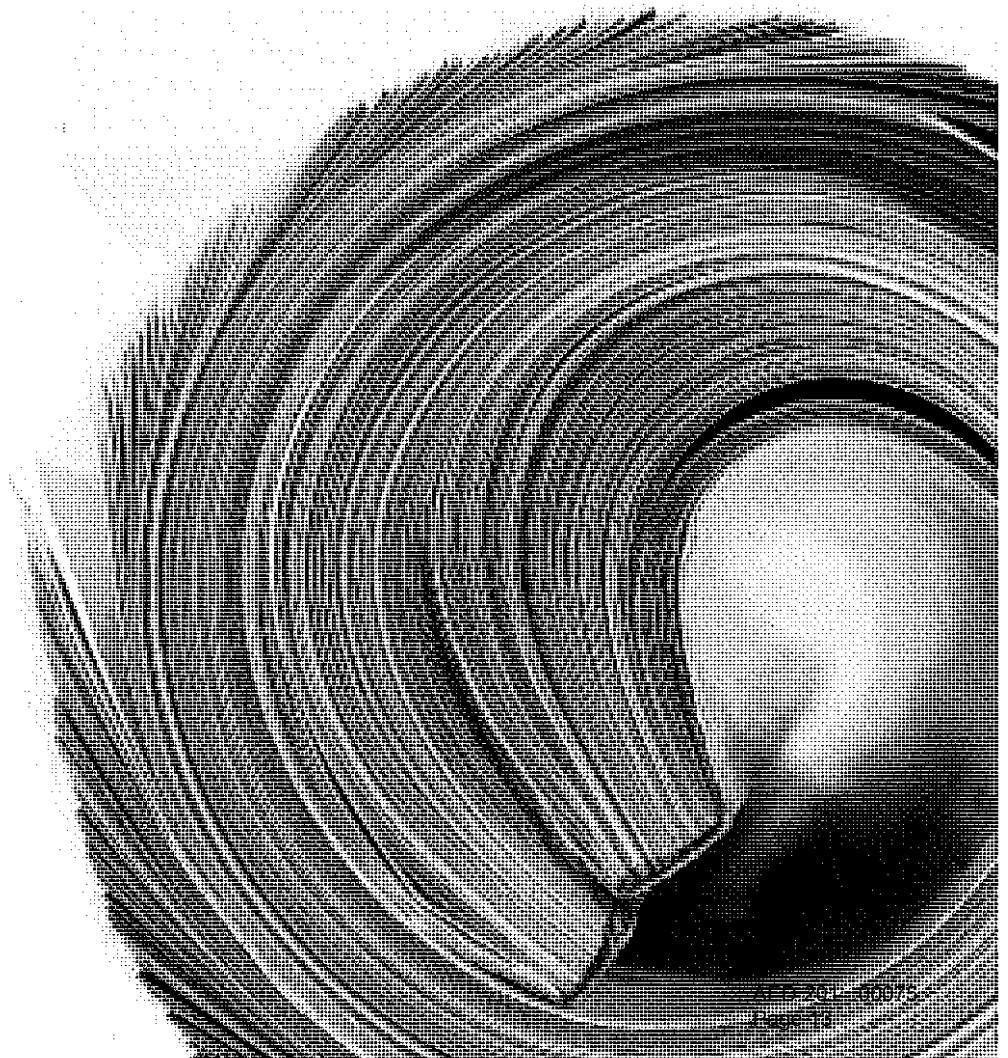
That said, regional variations exist, with universities in North America and Latin America stressing the importance of preparing students for international careers as well as institutions in Europe stressing the importance of both an international curriculum and profile.

Although the benefits of entering international partnerships, offering joint-degree programs and creating global campuses are considerable, risks exist. To prevent the commodification of critical programs, slipping education standards or inappropriate alliances, advance planning is imperative.

⁷ The Chronicle of Higher Education, October 22, 2010. "Internationalization of Higher Education: the Good, the Bad, and the Unexpected," by Francisco Marmolejo as accessed at <http://chronicle.com/blogs/worldwise/internationalization-of-higher-education-the-good-the-bad-and-the-unexpected/27512> on November 4, 2010.

“Universities and colleges are under considerable pressure to enter global partnerships. Yet this is not a decision to undertake lightly. Organizations need to make sure that they pick the right partner, identify the best fit, structure an appropriate program and define the benefits and risks well in advance.”

Omar Aguilar, Principal, Deloitte United States



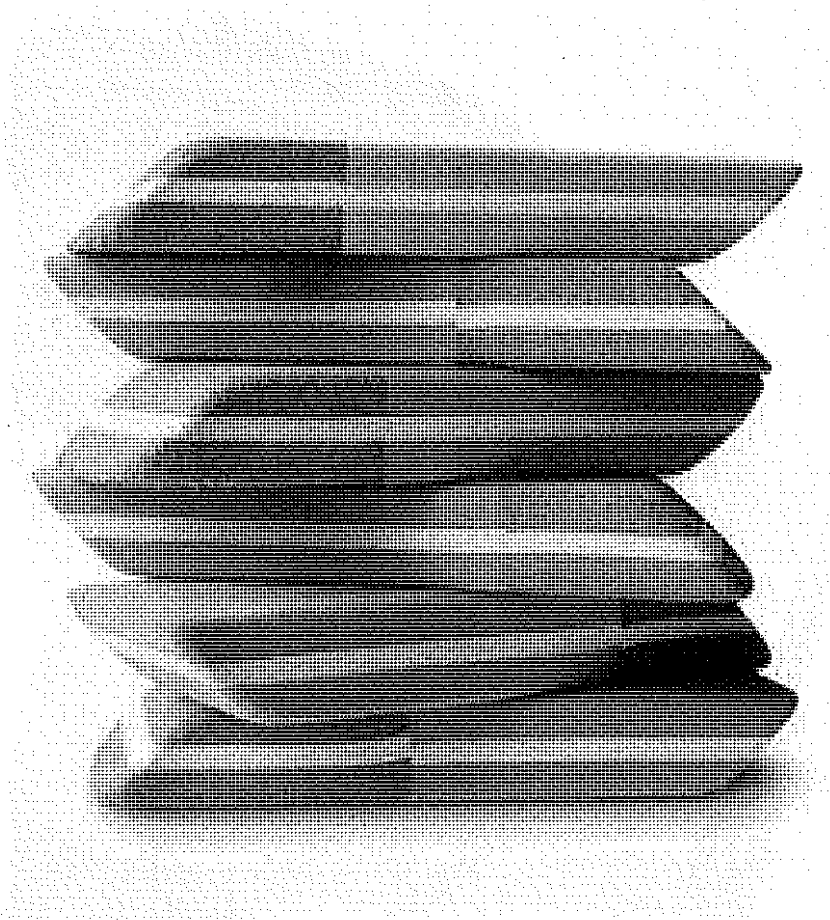
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Setting priorities

The danger of making decisions in the dark

University and college administrations tend to be creatures of habit. That means processes, once established, often follow historic arcs, rather than paving new ground. This is especially true as institutions grapple with the challenge of setting strategic priorities.

In the area of budgeting, for instance, decisions are often made democratically as opposed to strategically. Programs funded in one year are sometimes not funded the next, to ensure an equitable allocation of resources. Extra money frequently goes to the stakeholders who bring it in, rather than being deployed to the areas of greatest need. Institutions are slow to phase out programs that no longer meet evolving student needs or to introduce new programs that lack a proven track record. High degrees of organizational fragmentation and decentralization also prevent various departments from working together towards common goals or to realize improved operational efficiencies.



This same attitude seems to dominate institutional leadership decisions. Historically, many higher education institutions have demonstrated a strong proclivity towards promoting leading academics to leadership roles rather than identifying (potentially private sector) candidates whose business acumen can help institutions enhance their performance agendas, attract leading researchers and evolve to meet changing student expectations.

To be sure, educational institutions operate in environments that are frequently not conducive to stark business approaches. Tenure mandates create no fly zones for strategic agility and flexibility. Consensus decision-making hampers rapid innovation. Complex governance structures make top-down accountability problematic. And meeting the needs of multiple stakeholders can pull decision-makers in countless conflicting directions.

Despite the challenges, the need to incorporate operational aspects into strategic planning is imperative. To succeed into the future, institutions must invest in data mining, financial analysis and IT systems that can help them identify optimal service delivery models and ensure they align to student needs. They must rationalize redundant programs, evaluate the continued relevance of costly ones and ensure their curricula keep pace with market changes. They must look for ways to enhance their core competencies and outsource the rest – which includes considering the merits of shared services and the consolidation of programs, departments and even institutions. Only in this way can they balance financial and academic priorities.

“The economic environment can no longer support a culture where everyone asks for their unique wants and the administration strives to provide that. Although cultural change can be painful and slow, institutions must get better at aligning their programs with their strategic priorities.”

Mark Price, Principal, Deloitte United States

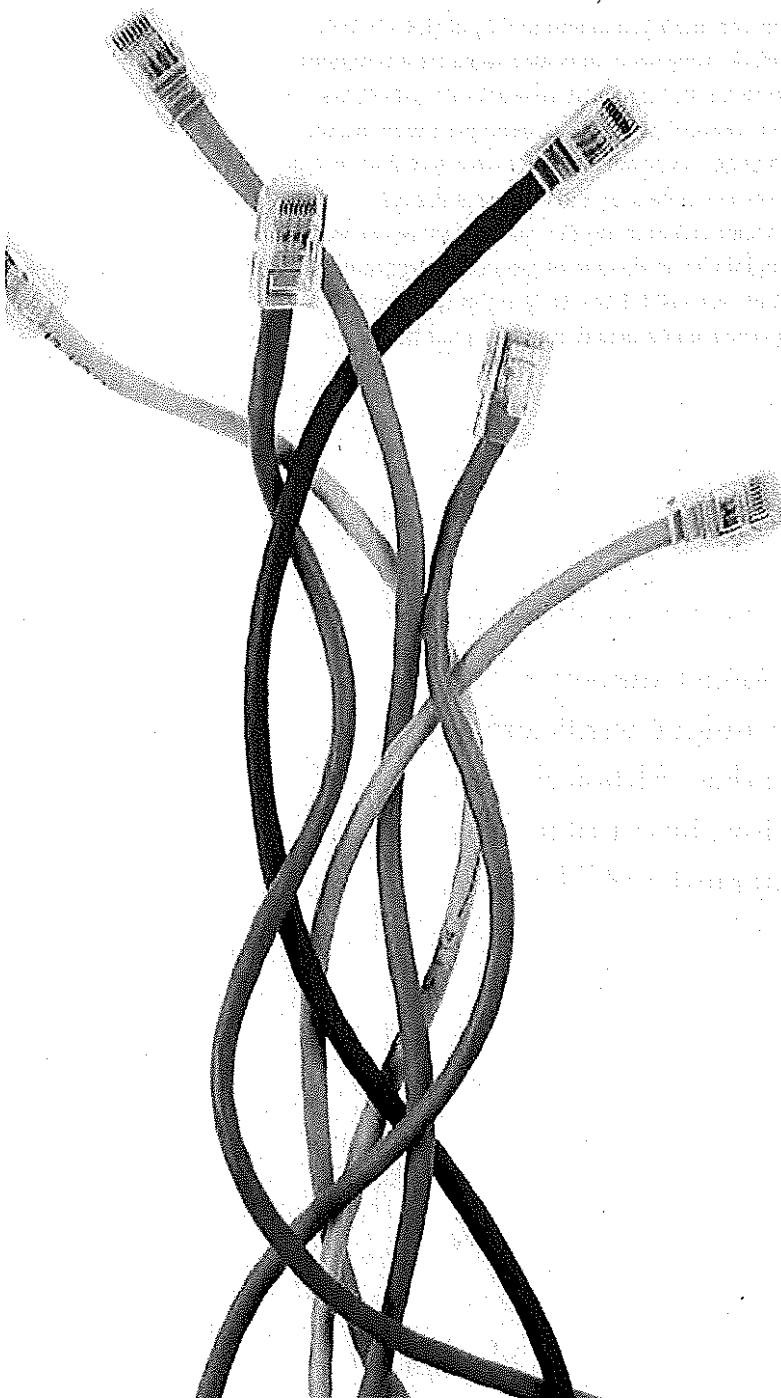
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Moving at the speed of cyberspace

Technology upgrades are needed across the board

Managing a sprawling campus is akin to managing a small city. While stakeholders across the campus all have different needs, they expect access to equivalent levels of service. For faculty, this translates into a need to access critical information seamlessly – whether they are full-time staff or visiting professors. For students, it manifests in the growing expectation for integrated services, such as one-stop enrolment, web-based interaction and the ability to access educational support online.

Although higher education institutions understand these requirements, aging technology systems make it exceptionally difficult to deliver on these promises. In many cases, back-office systems used to manage student information, finances and human resources are woefully outdated, hampering organizational ability to streamline the student enrolment process, realize cost efficiencies or hire new or visiting staff. To complicate matters, many departments maintain homegrown IT systems that are almost impossible to upgrade or centralize or maintain parallel systems that cause redundancy and inefficiency. Even schools that have invested in new technology in recent years often are not leveraging its full capacity.



Similar challenges exist with front-facing technology. Students that have grown up using online social networking sites expect certain standards of interaction from their providers, including their schools. Universities and colleges that fail to provide students with intuitive online systems to streamline registration, enrolment, identity management and payment run this risk of increasing churn due to rising user dissatisfaction. Similarly, schools that have not yet embraced online forms of communication – including Facebook and Twitter – are losing a critical opportunity to build student loyalty and cement long-term relationships.

In addition to system upgrades, higher education institutions must also respond to the growing demand for web-based training. To attract a wider range of students and meet the needs of disparate student groups, many organizations are already considering the viability of offering online courses, webinar instruction and other forms of virtual or remote education. Beyond lowering the costs of delivering education, reducing infrastructure demands and offering programs to higher volumes of students, this type of online education has interesting implications for declining enrolment. In some scenarios, it may even help improve student outcomes.

Before universities and colleges can realize any of these benefits, however, they must commit to renewed IT investment and take steps to continue enhancing online security and data privacy. This is critical not only to meet evolving student demands, but also to attract a new generation of IT employees who simply lack the skills to manage many institutions' legacy applications.

“Today’s students have very high expectations of the technology experience. Higher education institutions that cannot meet these standards by supporting online enrolment, enabling online fee payment or empowering interaction with professors through social media risk losing students.”

Troy Kay, Senior Manager, Deloitte Canada

Rethinking infrastructure

A renewed focus on asset optimization

When endowments seemed endless and financial security assured, many institutions committed significant resources to expanding their campuses. The rationale was sound. After all, students today assess schools on criteria beyond their academic offerings, looking at the quality of residences, academic facilities and athletic centres. To meet these expectations, many institutions planned to build new facilities and/or renovate old ones.

Much has changed since the economy shifted. As the value of endowments declined, institutions were forced to scale back on their capital expansion plans or halt them entirely. Harvard's decision to put its \$25 billion Austin campus construction project on hold may have been the most visible example, but other higher education institutions have since followed suit. Schools that already built new facilities are now struggling to pay ongoing operating and maintenance costs. And even those that did not build are grappling with the consequences of deferred maintenance, particularly as their facilities, technology, equipment and campuses continue to age.

In this new world order, asset optimization is becoming increasingly critical. To reduce infrastructure costs, some institutions are now partnering with the private sector to build and/or operate shared facilities, such as community centres that can be used by students and citizens alike. Others are disposing of surplus assets and taking steps to streamline their real estate portfolios.

In a particularly notable trend, numerous campuses are also looking for ways to boost revenues by monetizing their existing assets. Several institutions have partnered with developers to establish multi-use buildings – setting up retirement homes on campus, for instance, or leasing out properties to external stakeholders (for both community and private use). Others are reevaluating fees charged for existing uses, including residence fees and parking lot charges. Still others are exploring strategies for leasing out building space that sits vacant during certain times of the year.

Although each institution must articulate a unique strategy, one thing is clear: a strategic approach to asset optimization is essential if campuses hope to keep costs in line in the coming years.

“In the wake of the global financial crisis, higher education institutions must explore new ways to reduce their infrastructure costs. This involves more than addressing their deferred maintenance fees or converting properties to multiple uses. It requires a wholesale assessment of how they can use their assets more effectively.”

Rod Barrass, Manager, Deloitte Canada



Linking programs to outcomes

Where training and market demand intersect

In countries around the world, there has long been a distinction between university education and vocational training. Typically, universities are perceived as offering superior academic and research environments focused on helping students acquire a well-rounded education. For their part, vocational programs are often seen as “lower-tier” offerings designed to provide students with practical, on-the-job training.

Yet, despite their reputational challenges, vocational schools may be trumping universities in one of the most critical performance metrics: post-graduate employment. In the U.S., a recent report found that the employment growth in occupations requiring vocational training is projected to be more than double overall employment growth over the next decade. Similarly, according to the Manpower Demonstration Research Corporation, unlike college degrees, career academies and vocational schools tend to boost student earnings by 11%.⁸

This may explain some of the challenges being experienced by countries like India that lack a focus on vocational training. With over one billion citizens, India has the second largest higher education system in the world.⁹ However, the country has exceptionally limited access to people trained in critical vocations. Aside from creating a significant workforce gap, this educational omission may be contributing to the country’s outsized illiteracy rate, which hovers in the range of 35%.¹⁰

To meet the growth mandates of developing nations – and the career aspirations of students everywhere – a stronger focus on vocational training is required. This means higher education institutions must take steps to design programs that align with marketplace demands and employer needs. It also means they must engage in more focused research and analysis in an effort to correlate their educational offerings with their students’ ability to secure gainful employment. As students and parents increasingly come to assess degrees based on the economic value they confer, institutions will need a way to demonstrate the practical outcomes of the programs they offer.

⁸ Harvard Political Review, October 30, 2010. “Beyond the Liberal Arts”, by Luka Oreskovic. Accessed at <http://hpronline.org/higher-education/beyond-the-liberal-arts/> on November 10, 2010.

⁹ National Portal of India, October 25, 2010. Accessed at http://india.gov.in/overseas/study_india/studyinindia.php on November 10, 2010.

¹⁰ UNESCO, Education for All Global Monitoring Report 2010. Accessed at <http://www.unesco.org/en/efareport/reports/2010-marginalization/> on November 10, 2010.

“Despite the merits of a world-class liberal arts education, there is a danger in supporting a curriculum that is too theoretical. Today’s fast-paced world needs construction crews, hospital workers and people to build cell phone towers. Institutions must respond to these realities by ensuring their educational agendas are in sync with forecast marketplace demands.”

Arsh Maini, Senior Consultant, Deloitte India



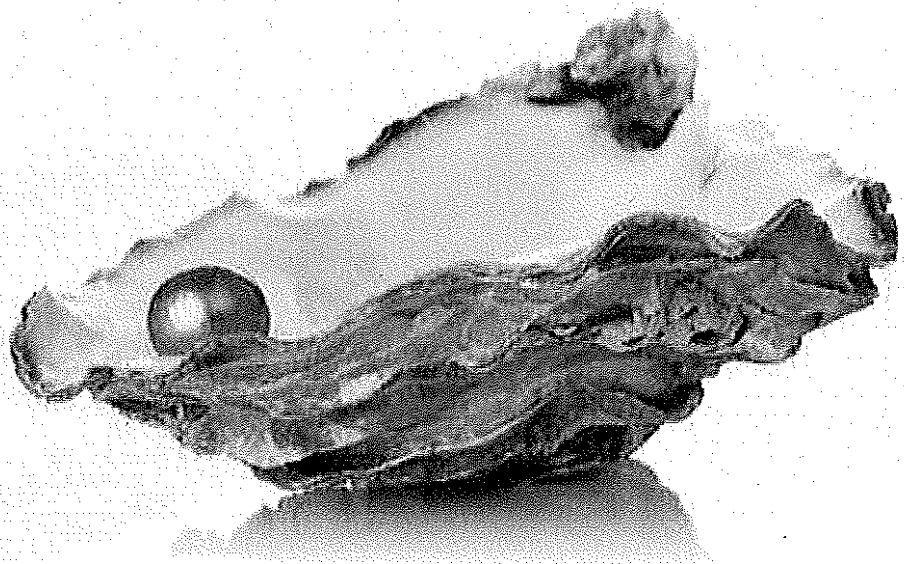
The best and the brightest

Attracting and retaining talented faculty

Most organizations realize that their performance hinges on the talent of their staff. For universities and colleges, however, attracting and retaining the right faculty can spell the difference between success and failure. In addition to enticing the best students, high-calibre academic staff often support considerable research dollars and can even help to raise an institution's public profile.

However, despite the critical role of faculty, many higher education institutions lack a solid strategy for attracting and retaining talent, measuring performance and enhancing teaching quality. This failure to put sufficient emphasis on the human resources function is particularly egregious in light of demographic trends that continue to make it harder for universities and colleges to draw qualified talent.

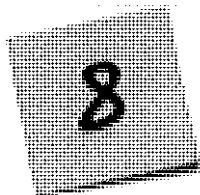
Like most sectors of the economy, education is not immune to the effects of aging populations. As staff members get older, they risk falling further out of touch with rapidly-evolving student needs and expectations. This situation has been exacerbated by the sector's typically low retirement rates, which has prevented institutions from hiring some of the industry's emerging bright lights. Even in cases when schools do try to actively recruit top talent, they often find themselves competing on an international stage where they risk losing top educators to higher-paying or higher-profile jobs both within and outside academia.



Given these trends, higher education institutions may find themselves facing a critical talent gap in the near future. To stem the tide, they must do more than invest in new HR technology systems. They must also develop focused talent management strategies designed to help them become employers of choice within the sector at large. They must adopt a performance culture capable of identifying and nurturing top talent. They must bring in new leaders to reinvigorate the workforce. And they must use pending retirement rates as a way to hire a more diverse faculty capable of inspiring and connecting with a new generation of learners.

“With the continued aging of the population, institutions are finding it hard to replace retiring staff, particularly within the academic ranks. Even in non-academic fields, education providers are often not seen as progressive and aspirational employers – compelling high-quality candidates to choose other careers. Educational institutions need to act immediately and with urgency to implement focused talent management strategies to recruit and retain the best in an increasingly competitive environment.”

Michael Jabour, Director, Deloitte Australia



A sustainable future

Enhancing environmental performance

In industries around the world, younger populations are driving the push towards greater environmental awareness. Notably, as the breeding ground of these younger populations, higher education institutions are working to lead the pack.

In fact, for many institutions, the commitment to sustainability extends far beyond environmental performance. Institutions building new facilities generally work to adopt energy-efficient systems and remove barriers that can potentially cause environmental illness. IT teams are limiting energy use with technologies like virtualization and blade servers. Even maintenance teams are moving towards green cleaning practices.

Yet, as far as campuses have come, there is a long way to go. Public scrutiny, media attention, regulatory mandates and ongoing student demands continue to exert pressure on organizations to improve their environmental performance. This is starkly highlighted by the release of the annual College Sustainability Report Card, published by the Sustainable Endowments Institute. After assessing 322 U.S. and Canadian universities and colleges, the Report Card “grades” each school’s sustainability practices. The

comprehensive report reviews performance across 52 indicators in nine categories: administration, climate change and energy, food and recycling, green building, transportation, student involvement, endowment transparency, investment priorities and shareholder engagement.¹¹

As these categories show, sustainability in a higher education setting crosses organizational lines. Institutions that earn top marks must generally do more than reduce their carbon emissions and improve energy efficiency. They also need to examine a range of non-traditional practices – such as managing a campus garden or farm, introducing trayless dining, composting organic waste, incenting students to reduce water and electricity use, introducing bicycle-sharing programs and constructing green buildings.

“Higher education institutions work with a population that is environmentally aware and active. To meet the needs of these stakeholders, schools must be able to demonstrate and account for their environmental performance. They also need to enhance their environment-related programs to provide students with the educational credentials they need to drive this agenda in the community at large.”

Michael Pentland, Associate Partner, Deloitte Canada



Education for all

Tackling diversity, accessibility and affordability

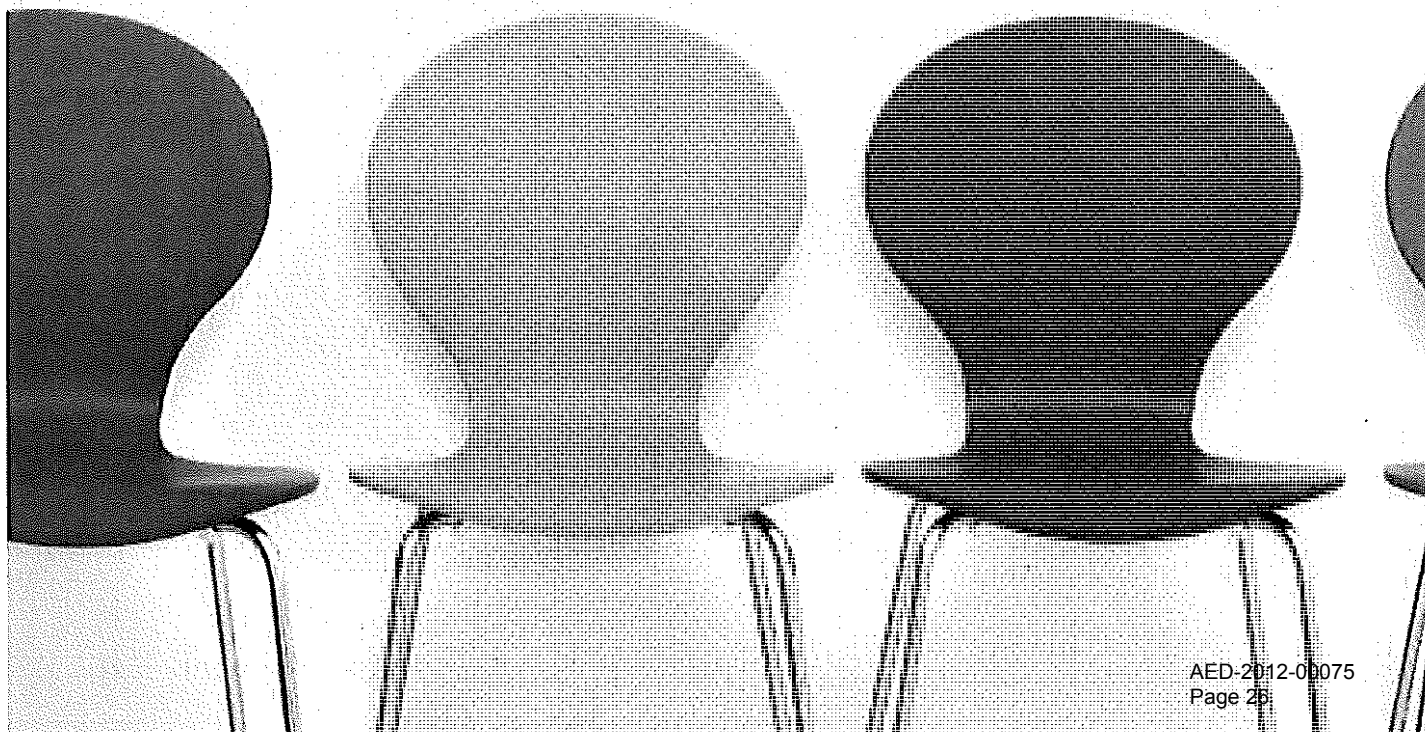
While very few issues cross social, cultural and geographic lines, access to education is one of them. In countries around the world, governments and citizens grapple with the challenge of educating hard-to-reach students – particularly those who struggle with income disparity, have an illness or disability, live in remote communities or are members of disenfranchised ethnic groups.

To be sure, the issue has particular relevance at the primary education stage, where roughly 72 million children around the world are still out of school.¹² However, higher education institutions are by no means immune.

For instance, the Association of Universities and Colleges of Canada views increased Aboriginal access, participation and success in higher education as a national priority. In the U.S., barely 40% of adults between 25 and 34 hold even a minimum of an associates degree and graduates are still predominantly white. According to the U.S. Department of Education, 60% of white students who attend a four-year college complete a bachelor's degree within six years, compared to 49% of Hispanic students and 42% of African-Americans.¹³ Similar challenges prevail in Europe, where institutions are still struggling to democratize their traditionally elite educational systems. South Africa also continues its long process to de-segregate education.

¹² United Nations Girls' Education Initiative, April 2010. "Equity and Inclusion in Education". Accessed at http://www.unicef.org/education/files/Equity_and_Inclusion_Guide.pdf on November 11, 2011.

¹³ Complete College America, 2010. Accessed at <http://www.completecollege.org/> on November 11, 2010.

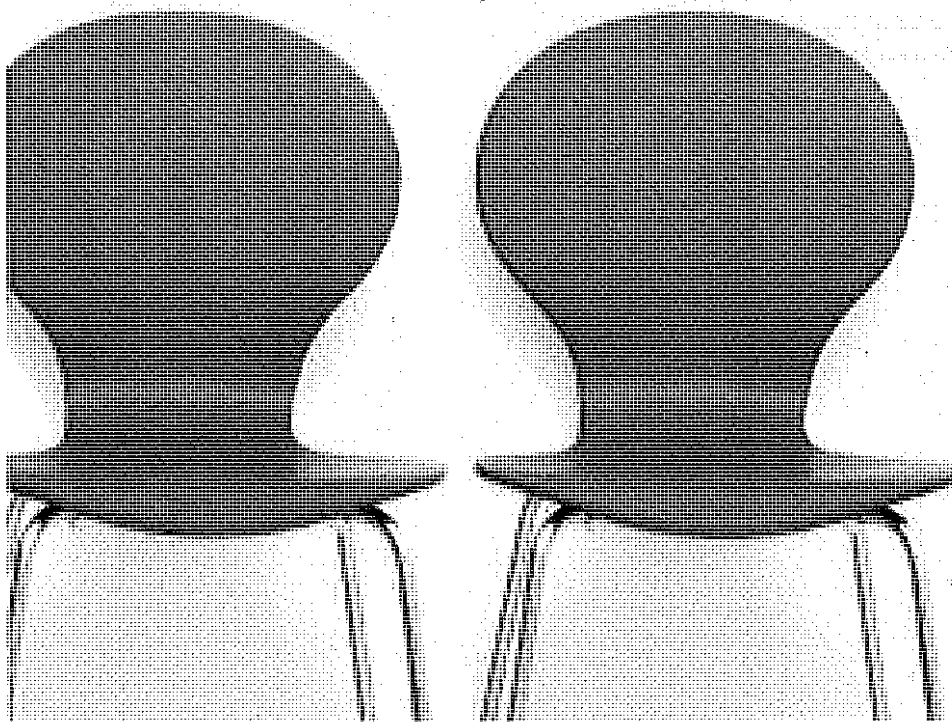


In most cases, universities and colleges are not equipped to resolve these issues on their own; government assistance and regulation tend to go a long way towards making education more accessible. That said, many institutions have begun to explore ways to extend their educational offerings to a broader base of students. Online programs, video streaming and other forms of digital education can bring education to remote communities or students struggling with physical disabilities. Financial aid programs that focus on assisting key segments of the population can help to attract students from low-income families. Maintaining a diverse faculty and encouraging cultural diversity can also bring in a wider range of ethnic students.

While simple solutions may not exist, access to education remains a critical issue that should impel institutions to design programs that best meet their unique constituencies.

“As schools work to cut costs out of their operating structures, they must still make the investments required to meet student demand. That includes devising strategies for attracting atypical students who will likely constitute the growth groups of the future.”

Peter Present, Executive Lead, Deloitte South Africa



Regulations and reporting

New responsibilities require better disclosure

Funding constraints and cost containment are not the only legacies of the global financial crisis. In the wake of the international market meltdown, governments around the world have been stepping up industry oversight by flexing their regulatory muscles. In many cases, the education sector has been caught in the crossfire.

In the U.S., for instance, where funding accountability has become a rallying cry, some market-funded institutions are under scrutiny for holding the industry's lowest repayment rates on government-backed student loans. In some instances, they are also being accused of misrepresenting post-graduate employment opportunities. As a result, the federal government has tightened student lending standards and is making it harder for schools to qualify for U.S. student aid programs.

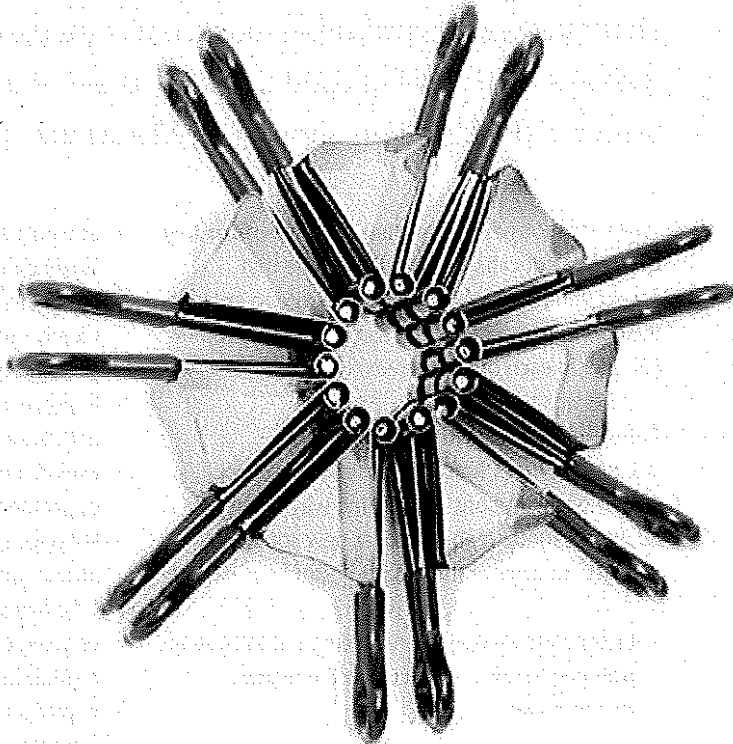
Australia, too, is calling for tighter regulations in a bid to enhance national accreditation standards and improve protection of foreign students. In fact, higher education institutions around the world have been working to strengthen their systems in recent years in a bid to better track foreign students in general, to ensure their safety and welfare.

In light of these new responsibilities, many institutions find themselves struggling to comply with an increasingly complex disclosure environment. In addition to meeting the regulatory mandates of several different governing bodies, higher education institutions are under greater scrutiny than in the past. Regulators, students and other stakeholders expect schools to adhere to higher standards of transparency – not only with regard to the allocation of their research dollars but also with regard to their student success rates, commitment to sustainability, program outcomes, teaching standards, comparative rankings and beyond.

To meet these expectations, institutions will need to do more than simply comply with the letter of the law. If they hope to differentiate themselves in an increasingly crowded marketplace, they will need to invest in more sophisticated information systems that allow them to track and report their performance across the criteria of greatest interest to each of their stakeholders.

“Higher education institutions face greater regulatory responsibilities than in the past. In addition to improving financial accountability, they must act as corporate parents to exchange students, report on enrolment statistics and enhance transparency across the board. How many institutions have the information management systems necessary to track and report all these data?”

Julie Mercer, Associate Partner, Deloitte UK



Accelerating the learning curve

Responding to industry challenges

Given the wide variety of funding models, geographic reach, educational focus, student constituency and faculty talent, it's no surprise that industry challenges affect every institution differently. That means each institution must craft strategies of its own in response to prevailing conditions. That said, there are certain best practices organizations should consider as they prepare for the future.

While variations exist, there are essentially **four key drivers** of educational institution value that colleges and universities can manipulate to improve their performance. Here are some strategies to consider in each of these areas:

Funding and revenue growth

In light of current funding constraints, many higher education institutions are seeking ways to attract additional funding and uncover new sources of revenue. To achieve these aims, institutions should:

- Incorporate an operational element into strategic planning to ensure a focus on the highest priority issues

- Streamline the governance process to empower stakeholders to quickly make informed budgetary and research allocation decisions
- Clearly define roles, responsibilities and accountabilities
- Improve information tracking to better measure and report on program outcomes
- Explore innovative public-private partnership opportunities
- Enhance institutional brands in an effort to attract additional private investment
- Leverage social media and other online forms of ongoing communication to establish and maintain relationships with students, parents and alumni
- Improve tracking of research dollars
- Consider globalization strategies.

Operating margins

In addition to pursuing top line growth, higher education institutions must continue reducing their costs to widen operating margins. Here they can:

- Implement and/or leverage technologies designed to streamline core business processes, such as student services, research, finance, administration, human resources and procurement
- Engage in more sophisticated planning and forecasting
- Pinpoint opportunities to share services and outsource non-core functions
- Eliminate program redundancies and inefficient processes.

Asset efficiency

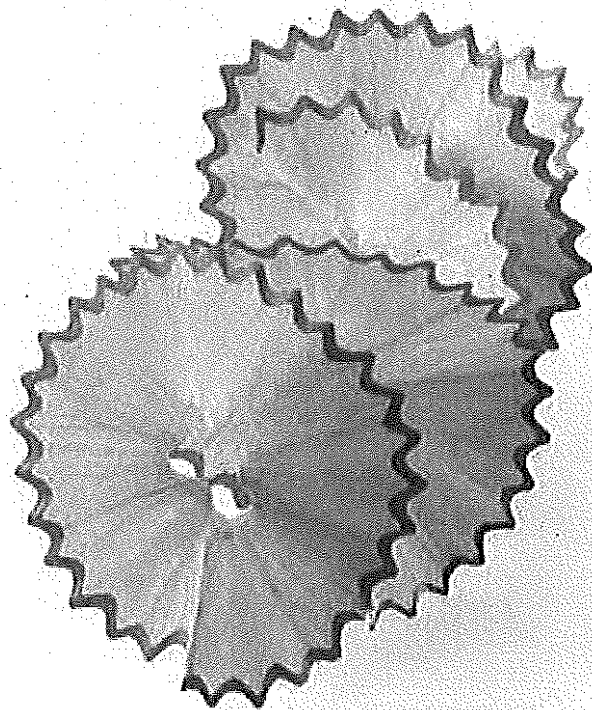
Yet another way for higher education institutions to enhance performance includes optimizing the use of existing assets. To succeed in this effort, institutions can:

- Engage in talent management strategies to attract and retain the highest calibre faculty
- Streamline procurement and sourcing to optimize the supply chain
- Review regional delivery models to eliminate program duplication and pursue consolidation where it makes sense
- Extend access to their programs through initiatives like distance learning and online education
- Identify and target optimal student populations
- Engage in sustainability initiatives to improve energy utilization, reduce waste and identify ancillary opportunities to cut costs and improve performance
- Rationalize IT and real estate portfolios.

Expectations and strengths

A final critical area of focus includes enhancing institutional brands in a bid to build on existing strengths and lay a solid foundation for the future. Here they can:

- Improve information management and data analytics to identify areas of competitive differentiation
- Solicit opinions from outside the education sector
- Leverage technological innovation to better engage students and improve services
- Revisit existing strategies and processes with an eye towards identifying areas for improvement
- Benchmark against competitive institutions
- Share best practices.



Taking it
to the
next level

the most common method for determining the degree of correlation between two variables is the Pearson correlation coefficient. This coefficient is calculated by dividing the covariance of the two variables by the product of their standard deviations. The resulting value ranges from -1 to 1, where -1 indicates a perfect negative correlation, 0 indicates no correlation, and 1 indicates a perfect positive correlation.

“To succeed into the future, higher education institutions must take a good, hard look at their organizing principles. They must assess how well their academic and non-academic functions work together, the caliber of their student experience, their ability to attract the best students and faculty and the strength of their systems and processes. Ultimately, the victors will be those who can support their decision-making with the strongest business case.”

Christina Dorfhuber, Principal, Deloitte United States

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Drummond

COMMISSION
ON THE
REFORM
OF
ONTARIO'S
PUBLIC
SERVICES

PUBLIC SERVICES FOR ONTARIANS: A PATH TO SUSTAINABILITY AND EXCELLENCE

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Message from the Chair

Dear Premier McGuinty and Minister Duncan:

Thank you for inviting me to chair the Commission on the Reform of Ontario's Public Services. This can be an important turning point in the province's history and I welcome this opportunity to present the ideas contained in this report.

I especially appreciate the extraordinarily wide mandate you gave the Commission, which makes it much more than a simple exercise in cost-cutting. It has allowed us to delve into almost every corner of the government's activities and to think long and hard about how government can work better for the benefit of everyone in the province. It recognizes that the people of Ontario deserve the finest public services at a cost that is affordable.

Let me first thank the other three commissioners. Dominic Giroux, Susan Pigott and Carol Stephenson brought to this work long and varied experience and keen minds that added enormously to the quality of our thinking. The Commission's work has benefited from the views and work of many people, both inside and outside the government, who took time to share their views with us. We had excellent support from the Secretariat under the leadership of Scott Thompson. Members of the Ministry of Finance were particularly helpful, but we also benefited from the wise counsel of many people in the Ontario government, who gave us generous access to their ideas and data.

With such a broad mandate to be carried out over a limited period, we were not able to conduct comprehensive consultations. But every group we asked to meet us not only accepted our invitation, but offered great ideas for reforms in their domains. We thank them all.

Ontario faces two serious fiscal challenges. The first is to get out of the current large deficit. This will take many years, but the task does not end there. It goes almost without saying that every effort must be made to bolster future economic growth rates, and much has been done in that regard, such as reinvesting in education and reforming the tax system. But with a looming slowdown in the expansion of the labour force that is almost upon us and with the province's weak productivity growth of late, Ontario cannot count on a resumption of its historical strong growth rates. This means that the sharp degree of fiscal restraint needed over the next few years to eliminate the deficit may see a point of some reprieve, but not much. Spending simply cannot return to recent trends.

This context lifts the task ahead well beyond that of merely cutting or restraining costs. We must be students of history and history shows that simple cost-cutting by governments too often generates fiscal improvements that peter out after a few years as pressures build. In the end, spending surges again and the result is more of the same, but at a higher cost.

The only way to get out of deficits and stay out, in a period of limited economic growth, is to reform government programs and the manner in which they are delivered.

This should be viewed as an opportunity, not a problem. Ontario can and should have the best public services in the world; this is an opportunity to reach for that goal. To get there, we should study promising practices around the world by others who have faced similar issues.

But to be the best, we must go beyond that. Ontario should become the first government to relentlessly pursue quality and efficiency in public services. It is often argued that governments cannot do this because they lack the discipline imposed by a bottom-line profit imperative and shareholders to hold them to it. But the Ontario government has over 13 million shareholders who do not want their government to run deficits and believe they already pay enough taxes. That should be incentive enough.

What we need is to drive those incentives into every corner of government and the broader public sector. Programs need clear objectives. Metrics must be created to track whether programs meet those objectives. If not, the programs must be changed.

The government must constantly benchmark its effectiveness and efficiency against the private sector and against the best public services in the world. It must be prepared to shed old priorities (and offend their advocates) and set new priorities (which often have no advocates) as they arise.

It must make tough decisions on which services are best delivered by the public service and which can be better done by others, in the private sector.

The calling of public service must be restored to a position of honour and respect, so it can draw the province's best and brightest. Their performance should be adequately compensated and rewarded — not for effort, but for results. There is huge value in a public service that can think deeply and wisely about public policy and deliver effective programs in an efficient manner.

Ontario must be the leader in shifting public services from a reactive to a proactive mode. Whether it is health care, social services, education, training, economic development or almost anything else, governments typically patch up things once something has gone wrong. Ontario must shift to foreseeing problems and cutting them off before they develop. This in turn requires a government with a serious research capacity, both internally and through what it can draw from the outside.

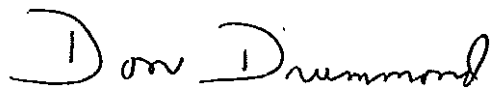
The Commission has made hundreds of recommendations for improving the effectiveness and efficiency with which public services can be delivered.

None of these choices will be easy and many of our proposals will draw vigorous criticism. But it must be kept in mind that our recommendations can deliver the needed degree of spending restraint to balance the budget by 2017–18 *only if all are implemented*. This imposes a discipline of its own. We expect that many of our recommendations will be rejected. We accept that, but each rejected recommendation must be replaced not by a vacuum, but by a better idea — one that delivers a similar fiscal benefit.

Our recommendations are daunting in depth and scope. Indeed, they may seem overwhelming, even to the point that the government may fear that they exceed its political and bureaucratic capacity to carry them out. But there is benefit to moving quickly on many fronts at once. Targeting certain programs or sectors for reform and restraint can generate a sense of unfairness. A wide-ranging reform effort will reinforce the notion that we are all in this together, that all Ontarians can support the reforms because they will benefit in the end from these changes. And none of this will work if there is no public support.

Although we have not made a formal recommendation on this point, I urge you to consider holding broader consultations on the economic and fiscal challenges facing this province. Ontarians have not yet grasped the extent to which the slow decline of this province's manufacturing base has undermined both its historic economic advantage relative to the rest of Canada and the provincial government's long-term ability to finance the public services they treasure. You should go beyond a legislative body to review our report and consult as well with the wider public through town hall gatherings and meetings of stakeholders. An informed public is essential to the success of the reforms.

Action must begin very soon. The deficit is expected to be \$16 billion this year. By 2017–18, it will almost double — and the debt will climb to more than half of gross domestic product — if the status quo is left in place. Decisive, firm and early action is required to get off this slippery, and ultimately destructive, slope. At a time when the news is full of stories of countries around the world that have failed the fiscal test and slid into the ditch, to the enormous detriment of their citizens, Ontario must be different. It must be the best.



Don Drummond
Chair
Commission on the Reform of Ontario's Public Services

Acknowledgments

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Reform of Ontario's Public Services:

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Commission Member Biographies

Don Drummond, Chair

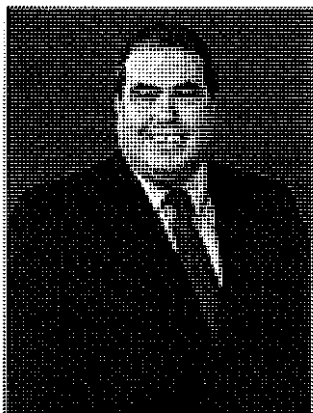


Don Drummond is currently Matthews Fellow in Global Public Policy, Queen's University. Mr. Drummond was born and raised in Victoria, British Columbia, where he graduated from the University of Victoria. He subsequently received his M.A. in Economics from Queen's University. He also holds an honorary doctorate from Queen's University.

Mr. Drummond joined the federal Department of Finance upon completing his studies at Queen's. During almost 23 years at Finance, Mr. Drummond held a series of progressively more senior positions in the areas of economic analysis and forecasting, fiscal policy and tax policy. His last three positions were, respectively, Assistant Deputy Minister of Fiscal Policy and Economic Analysis, Assistant Deputy Minister of Tax Policy and Legislation and, most recently, Associate Deputy Minister. In this latter position Mr. Drummond was responsible for economic analysis, fiscal policy, tax policy, social policy and federal-provincial relations. In particular, Mr. Drummond co-ordinated the planning of the annual federal budgets.

From 2000 to 2010, Mr. Drummond served as Senior Vice President and Chief Economist, TD Bank. Mr. Drummond led TD Economics' work in analyzing and forecasting economic performance in Canada and abroad. TD Economics also analyzes the key policies that influence economic performance, including monetary and fiscal policies.

Dominic Giroux, Commission member



Dominic Giroux is the President and Vice-Chancellor of Laurentian University.

Prior to his appointment at Laurentian, Mr. Giroux was Assistant Deputy Minister with the Ontario Ministry of Education and the Ministry of Training, Colleges and Universities, after having served as CFO of two French-language school boards in southern and eastern Ontario.

Mr. Giroux started in education as a school board trustee at age 19 and was elected board chair at 21 in Ottawa. In 2011, he received one of Canada's "Top 40 Under 40" Awards.

Mr. Giroux serves as chair of the board of directors of the Northern Ontario School of Medicine, national co-chair of the Consortium national de formation en santé (CNFS), co-chair of the Ontario Council on Articulation and Transfer (ONCAT), and board member of the Centre for Excellence in Mining Innovation (CEMI), the Greater Sudbury Development Corporation (GSDC) and the Greater Sudbury Food Bank. He also served as co-special advisor on the implementation of the Northern Policy Institute and was appointed to the province's Ring of Fire Advisory Council.

A member of the Ontario College of Teachers, Mr. Giroux holds bachelor's degrees in social sciences and education from the University of Ottawa, and an MBA from the École des Hautes Études Commerciales (HEC) in Montreal.

Susan Pigott, Commission member



Susan Pigott is the Vice President, Communications and Community Engagement at the Centre for Addiction and Mental Health (CAMH) in Toronto.

She trained as a nurse at the Wellesley Hospital School of Nursing in Toronto and then worked as a registered nurse for 10 years in Toronto and in Australia and Papua New Guinea.

In 1978, Ms. Pigott earned a master's degree in social work at the University of Toronto. Since then, she has worked in the non-profit human services field for over 25 years. Prior to CAMH, she was Chief Executive Officer of St. Christopher House, a community-based, multi-service agency that operates in the west end of Toronto. Prior to that, she spent seven years at the United Way of Greater Toronto, first as Allocations Director and then as Vice President of Fundraising.

In 2006–07, she took a leave of absence from St. Christopher House to serve as the Executive Lead for Citizen Engagement, supporting the Ontario Citizens' Assembly on Electoral Reform.

An active volunteer, Ms. Pigott has served on several boards including the Community Social Planning Council, the Hospital for Sick Children and Soulpepper Theatre Company. Currently, she is a board member of the Greater Toronto CivicAction Alliance, the Change Foundation and Workman Arts.

Carol Stephenson, O.C., Commission member



Carol Stephenson is the Dean of the Richard Ivey School of Business at The University of Western Ontario, as well as the Lawrence G. Tapp Chair in Leadership.

Since joining Ivey in 2003, Carol Stephenson has led the drive to reshape the teaching of business education. As a widely respected CEO, she brings more than 30 years of progressive experience in marketing, operations, strategic planning, technology development, and financial management to Canada's premier business school.

Ms. Stephenson currently serves on several boards for top Canadian companies and on important government committees. She is a Director of Intact Financial Services Corporation (formerly ING Canada) and Manitoba Telecom Services Inc. Carol served as a board of directors member for GM Canada, until she was appointed by the governments of Canada and Ontario to serve as a board member for General Motors Company. Ms. Stephenson is Chair of the Ontario Research Fund Advisory Board, and Chair of the federal government's Advisory Committee on Senior Level Retention and Compensation. In November 2006, she was appointed by the federal government to serve on the board of directors of the Vancouver Olympic Games Organizing Committee (VANOC). She has earned significant recognition for her community work and industry involvement. Notably, in December 2009, Ms. Stephenson was appointed Officer of the Order of Canada.

Executive Summary

Ontarians want excellent public services from their government. The Commission on the Reform of Ontario's Public Services understands and supports this desire. We see no reason why Ontario cannot have the best public services in the world — with the proviso that they must come at a cost Ontarians can afford. With such a goal, we face three overarching tasks. First, we must understand Ontario's economic challenges and address them directly. Second, we must firmly establish a balanced fiscal position that can be sustained over the long term. And third, we must sharpen the efficiency of literally everything the government does so Ontarians get the greatest value for money from the taxes they pay. This report addresses these issues and offers a road map to a day when Ontarians can count on public services that are both excellent and affordable — the public services Ontarians want and deserve.

The Need for Strong Fiscal Action

Ontario faces more severe economic and fiscal challenges than most Ontarians realize. We can no longer assume a resumption of Ontario's traditional strong economic growth and the continued prosperity on which the province has built its public services. Nor can we count on steady, dependable revenue growth to finance government programs. Unless policy-makers act swiftly and boldly to prevent such an outcome, Ontario faces a series of deficits that would undermine the province's economic and social future. Much of this task can be accomplished through reforms to the delivery of public services that not only contribute to deficit elimination, but are also desirable in their own right. Affordability and excellence are not incompatible; they can be reconciled by greater efficiency, which serves both the fiscal imperative and Ontarians' desire for better-run programs. Balancing the budget, however, will also require tough decisions that will entail reduced benefits for some. Given that many of these benefit programs are not sustainable in their current form, the government will need to decide how best to target benefits to those who need them most. The treatment may be difficult, but it is worth the effort.

Ontario's \$14 billion deficit in 2010–11 was equivalent to 2.3 per cent of gross domestic product (GDP), the largest deficit relative to GDP of any province. Net debt came to \$214.5 billion, 35 per cent of GDP. The *2011 Ontario Budget* set 2017–18 as the target year to balance the books — at least three years behind any other province. The government asked this Commission to help meet and, if possible, accelerate the deficit-elimination plan.

First, we assessed the **2011 Budget Scenario** for the next seven years; while the government maintained that it was committed to balancing the budget by 2017–18, we concluded, as did the Auditor General, that the *2011 Budget* measures alone would not likely lead to balance. If there are now plans under development within government to secure all of the fiscal restraint, they have not been provided to the Commission.

Next, we developed a **Status Quo Scenario**, our own view of how Ontario's finances would unfold if no changes were made to government policies, programs or practices. We used assumptions for both economic and revenue growth that were more cautious than those in the *2011 Budget*, largely because the economic outlook had deteriorated since March 2011. We also assumed that the growth of programs would continue to be driven by inflation, population growth, aging, school enrolments and so on.

The resulting projection indicated that the deficit would more than double to \$30.2 billion in 2017–18 and net public debt would reach \$411.4 billion, equivalent to just under 51 per cent of the province's GDP. To avoid that outcome, we devised a **Preferred Scenario** for the budget path that would balance the budget in 2017–18. It incorporates a revenue projection that is substantially lower than that of the *2011 Budget* and a much reduced track for program spending.

Meeting the target will be difficult, but we believe our recommendations will accomplish the job. Although our mandate expressly forbids us from proposing new or increased taxes, there are ways the government can raise some additional revenues. Still, most of the burden of eliminating the \$30.2 billion shortfall in 2017–18 must fall on spending. To balance the budget, the province must target a spending level in 2017–18 that is 17 per cent lower than the sum found in the Status Quo Scenario — a wrenching reduction from the path that spending is now on. It is, however, necessary if Ontario is to escape its recent history of rising public debt that forces the government to spend more than it should in interest payments — money that could otherwise be used to finance programs. Our Preferred Scenario would hold down the growth of net public debt, leaving it at 37 per cent of GDP in 2017–18.

Slowing, and eventually halting, further growth of the debt burden is critical. In the past two decades, Ontario's fiscal record has been one of large deficits that were only partially offset by sporadic episodes of small surpluses. Since the late 1980s, Ontario's debt ratio has more than doubled to 35 per cent from 14 per cent as recessions quickly created more debt, but good economic times only reduced it slowly. Debt is costly, since interest must be paid on the province's outstanding bonds and other obligations. Unusually low interest rates in recent years have allowed Ontario to borrow cheaply, but as interest rates rise to more normal levels, so will the cost of servicing the growing debt, and that will divert dollars away from public programs.

Until recently, Ontario's debt record was similar to that of other Canadian provinces. In the past decade, however, a commodities boom has allowed provinces such as Alberta, British Columbia, Newfoundland and Labrador, and Saskatchewan to reduce their debt burden, leaving Ontario in the company of the three Maritime provinces, with their roughly 35 per cent debt ratios. Canada's highest provincial debt ratio, at about 50 per cent, belongs to Quebec; that is where Ontario is headed in our Status Quo Scenario.

By current international standards, Ontario's debt is still relatively small. We are a very long way from the dreadful fiscal condition of countries that have dominated the news in the past two years. So, however, were many of the headline countries at one time — in some cases, surprisingly recently. Still, among bond investors, Ontario is seen as a well-governed province in a well-governed country. We do not mean to be alarmist, only to point out that government debt can rise quickly if not headed off early. Should the global economy turn nasty once again, any deterioration in investor confidence could be remarkably swift. The recent decision by Moody's Investors Service to revise its outlook on Ontario's bonds from stable to negative is a danger sign. With the global recession hitting Ontario particularly hard, Ontario's recent deficit record is poor; relative to GDP, it ran the biggest provincial deficits in the country for three consecutive years beginning in 2008–09; the current 2011–12 fiscal year is likely to add a fourth.

Our message will strike many as profoundly gloomy. It is one that Ontarians have not heard, certainly not in the recent election campaign, but one this Commission believes it must deliver. If Ontarians and their government are going to come to grips with the fiscal challenges that lie ahead, they must understand the depth of the problem and its causes. Ontario must act soon to put its finances on a sustainable path and must be prepared for tough action — not just for a few years, but at least until 2018. We believe Ontarians can make — and implement — the kind of thoughtful decisions needed to resolve the province's fiscal dilemma while protecting, to the greatest degree possible, the public programs on which Ontarians rely, many of which are a source of justifiable pride.

The rewards of such action will be considerable and tangible. High-debt governments are always vulnerable to the whims and demands of the financial markets from which they have borrowed; governments in this position can be forced to take draconian measures to keep their lenders happy (Greece and Italy are recent vivid examples). Low-debt governments have much more flexibility to set their own priorities — ones that meet the needs of their citizens and the good of their jurisdictions as a whole.

How did we get to this point? For most of the past decade, Ontario's economic growth has lagged that of the rest of Canada, as changing economic conditions hit Ontario harder than other provinces. A strong dollar made Ontario's exports more expensive for foreigners to buy while making imports cheaper; as a result, foreign trade, once a net contributor to GDP growth, is now a net drag. In the recent recession, Ontario lost 5.0 per cent of its GDP from peak to trough, while the rest of the country lost only 3.7 per cent. The human cost of this lacklustre performance is apparent in jobs and incomes: Ontario's unemployment rate has been above the national rate for over five years now; average personal income in Ontario, more than 20 per cent higher than the average in the rest of Canada in the second half of the 1980s, was 0.5 per cent lower than this average in the third quarter of 2011.

Ontario's future growth will almost certainly be slower than it was in the past. Not only will the global recovery be slower than normal, but Ontario also faces further structural changes. As in most of the developed world, manufacturing has been dwindling as a share of the province's output and employment base. This trend will continue. Moreover, the growth in Ontario's working-age population and labour force will come mostly from immigration, but the incomes of recent immigrants have been well below those of workers who were born in Canada or arrived earlier.

In short, we cannot count on robust economic growth to resolve our fiscal challenge. Out to 2014, we accept the projection in the government's *2011 Ontario Economic Outlook and Fiscal Review* that real GDP will grow by an average of 2.2 per cent per year. Beyond that, we take a cautious approach, based on our view that labour-force growth will slow and productivity growth will remain modest. From 2015 through 2018, we expect average real GDP growth of only two per cent per year. Growth in nominal GDP, which includes the impact of inflation, is even more critical for fiscal planning because it constitutes the tax base — the economic activity on which the provincial government levies its taxes on income, sales and corporate profits. We assume nominal GDP growth of 4.2 per cent to 2014 and 3.9 per cent from 2015 through 2018.

Our growth assumption directly affects our projections of the government's revenue growth. We continue to be more cautious on the revenue projections to 2013–14 than those contained in the *2011 Ontario Economic Outlook and Fiscal Review*. We see some room for additional revenue growth without raising taxes (these would involve contraband tobacco, the underground economy, collections issues, tax expenditures and additional revenues from Crown agencies), but our projections for 2017–18 point to total revenues of \$134.7 billion, \$7.5 billion less than the Budget Scenario's \$142.2 billion. While we can hope for better, we cannot make firm budget plans on the basis of hope. Our caution also leads us to build in a larger reserve in case revenues fall short of the forecast.

The *2011 Budget* set out a track to 2017–18 for spending on programs (everything, that is, except interest on the debt) that involved growth of 1.0 per cent annually from 2010–11 to 2013–14 and 1.7 per cent per year from then until 2017–18. But if we assume that government programs continue as they are now delivered, then spending is actually on course to grow much faster — 3.5 per cent per year on average over the seven-year period. This is about half the pace of the past decade, so significant action has been taken. Our Status Quo Scenario for program spending incorporates increases that are likely to occur if current programs retain their present form, if no new programs are introduced and if nothing further is done to restrain spending. It is based on drivers of spending growth such as inflation, population growth, aging, new drugs, enrolment growth and welfare caseloads.

Yet spending is neither out of control nor wildly excessive. Ontario runs one of the lowest-cost provincial governments in Canada relative to its GDP and has done so for decades. And we must recognize that some important steps have been taken in the past few years to help manage costs, improve our prospects for future economic growth and enhance services to the public.

To prevent the \$30.2 billion deficit that we project in our Status Quo Scenario for 2017–18, the government can raise taxes, cut the rate of spending growth, or do some of both. While our mandate precludes us from recommending new or increased taxes, we believe that the revenue measures mentioned earlier could raise almost \$2 billion by then; the government should proceed with these measures. Steadily reducing the deficit to zero in 2017–18 would save \$4.3 billion in interest costs. To balance the budget, we need to shave about \$23.9 billion off our projection for program spending in that year.

Such an outcome allows for an increase in total spending on programs of only 5.6 per cent over seven years, or 0.8 per cent per year. If we factor in both population growth and inflation, we find that real program spending for every man, woman and child in Ontario must fall by 16.2 per cent, an average annual decline of 2.5 per cent from 2010–11 through 2017–18, a drop that is almost certainly unprecedented.

TABLE 1. Three Views of the Outlook for 2017–18

	2010–11	2017–18	2010–11 to 2017–18		2010–11	2017–18	2010–11 to 2017–18		2010–11	2017–18	2010–11 to 2017–18	
	Billions (\$)	Billions (\$)	Per Cent Change	CAGR* (Per Cent)	Per Capita in current dollars	Per Capita in current dollars	Per Cent Change	CAGR* (Per Cent)	Per Capita in 2010 dollars ***	Per Capita in 2010 dollars ***	Per Cent Change	CAGR** (Per Cent)
Budget Scenario*												
Revenue	106.2	142.2	33.9	4.3	8,027	9,898	23.3	3.0	8,027	8,527	6.2	0.9
Expense												
Program Spending	113.3	124.9	10.2	1.4	8,569	8,697	1.5	0.2	8,569	7,492	(12.6)	(1.9)
Interest on Debt	9.5	16.3	70.7	7.9	720	1,132	57.2	6.7	720	975	35.4	4.4
Total Expense	122.9	141.2	14.9	2.0	9,289	9,829	5.8	0.8	9,289	8,467	(8.8)	(1.3)
Contingency Reserve	–	1.0	–	–	–	70	–	–	–	60	–	–
Surplus/ (Deficit)	(16.7)	–	–	–	(1,261)	–	–	–	(1,261)	–	–	–
Net Debt	217.3	322.5	48.4	5.8	16,431	22,450	36.6	4.6	16,431	19,340	17.7	2.4
Net Debt/ GDP	35.5%	39.7%	–	–	–	–	–	–	–	–	–	–
Status Quo*												
Revenue	106.7	132.7	24.5	3.2	8,063	9,241	14.6	2.0	8,063	7,960	(1.3)	(0.2)
Expense												
Program Spending	111.2	141.4	27.2	3.5	8,406	9,842	17.1	2.3	8,406	8,479	0.9	0.1
Interest on Debt	9.5	19.7	107.5	11.0	717	1,369	91.1	9.7	717	1,180	64.6	7.4
Total Expense	120.7	161.1	33.5	4.2	9,122	11,212	22.9%	3.0%	9,122	9,658	5.9	0.8
Contingency Reserve	–	1.9	–	–	–	132	–	–	–	114	–	–
Surplus/ (Deficit)	(14.0)	(30.2)	–	–	(1,059)	(2,103)	–	–	(1,059)	(1,812)	–	–
Net Debt	214.5	411.4	91.8	9.8	16,216	28,641	76.6	8.5	16,216	24,672	52.1	6.2
Net Debt/ GDP	35.0%	50.7%	–	–	–	–	–	–	–	–	–	–
Preferred Scenario*												
Revenue	106.7	134.7	26.3	3.4	8,063	9,377	16.3	2.2	8,063	8,077	0.2	0.0
Expense												
Program Spending	111.2	117.5	5.6	0.8	8,406	8,176	(2.7)	(0.4)	8,406	7,043	(16.2)	(2.5)
Interest on Debt	9.5	15.3	61.8	7.1	717	1,068	49.0	5.9	717	920	28.4	3.6
Total Expense	120.7	132.8	10.0	1.4	9,122	9,244	1.3	0.2	9,122	7,963	(12.7)	(1.9)
Contingency Reserve	–	1.9	–	–	–	132	–	–	–	114	–	–
Surplus/ (Deficit)	(14.0)	0.0	–	–	(1,059)	0.0	–	–	(1,059)	0.0	–	–
Net Debt	214.5	300.1	39.9	4.9	16,216	20,888	28.8	3.7	16,216	17,994	11.0	1.5
Net Debt/ GDP	35.0%	37.0%	–	–	–	–	–	–	–	–	–	–

* Certain figures may not add due to rounding.

** CAGR = Compound Annual Growth Rate.

*** Deflated by the CPI.

Not every program should grow at the 0.8 per cent rate that is our limit. But if some programs grow faster, other programs will have to grow more slowly or even shrink. For example, if health care continues to grow by 6.3 per cent per year — its track record over the previous five years — then all programs other than health would have to contract by 4.1 per cent annually to meet our target. Health care would run roughshod over every other priority; it would gut every other government service that Ontarians rely on for their education, social welfare, justice system, infrastructure needs and a host of other programs that matter to the people of this province. This cannot be our future.

Another choice Ontarians must face in the months ahead involves labour compensation. Since the total bill for wages, salaries and benefits accounts for about half of all Ontario government program spending, it is difficult to believe that program spending can be held to annual growth of 0.8 per cent if labour costs rise appreciably.

Having developed a number of scenarios for program spending, we have opted to recommend one that counts on very restrained growth in health care outlays to leave room for spending growth in some other programs. We believe there is ample scope in the health care system for efficiencies that will allow health care providers to deliver the services Ontarians need without getting annual increases of the kind seen in recent years.

Accordingly, we recommend the following annual changes in program spending out to 2017–18:

- Health care — plus 2.5 per cent;
- Education — plus 1.0 per cent;
- Post-secondary education (excluding training) — plus 1.5 per cent;
- Social programs — plus 0.5 per cent; and
- All other programs — minus 2.4 per cent.

This permits post-secondary education grants to almost keep pace with enrolment and provides a realistic path for non-health, non-education, non-social services spending. For the latter programs, it represents a very significant degree of restraint: a cumulative decline in the level of spending of 15.6 per cent over seven years. But a significant portion of this “everything else” category is either fully committed by historical arrangements such as amortization and pension contributions, or simply unwise to cut, such as existing shared-cost agreements, where the province would be giving up federal dollars. For everything other than these fixed items, the cumulative decline would come to about 27 per cent. If we attach dollar signs to these changes, we find that in 2017–18, total program spending will be up \$6.3 billion from 2010–11. Health will have \$8.4 billion more; education (elementary and secondary), \$1.6 billion more; post-secondary education, \$0.7 billion more; and social services, \$0.5 billion more. All other programs will have \$4.0 billion less, while changes to reserves and year-end savings will make up the difference.

Ontario's finances do not yet constitute a crisis, and with early strong action a crisis can be averted. Crises almost inevitably bring forth bad public policy decisions born of desperation. The lessons of history and of what is happening elsewhere today are clear: the government must take daring fiscal action early, before today's challenges are transformed into tomorrow's crisis. Unlike a crisis, a challenge can be met with well-considered, firm, steady and even imaginative action that deals with the problems methodically and phases in the needed changes over a period of years, giving people a chance to adjust. The government's decision to create the Commission and give it a broad mandate to address near- and long-term fiscal issues signals its intent to address these challenges and head off any crisis. Our goal in this report is to set out the kind of measures that will meet the task.

The Fiscal Challenge

Closing the budget gap by 2017–18 will not be easy. However, many Canadian governments have successfully faced deep fiscal problems in the past two decades and in the process have strengthened their capacity to deal with fresh challenges as they came along. Most of those episodes occurred in the 1990s, when a sharp recession was followed by a recovery that was halting at first before gathering enough momentum to generate a solid expansion. Economic growth helped governments back to fiscal health, but many restrained spending significantly and some raised taxes. This time, economic growth may not even be strong enough to lend much of a hand.

The federal government's elimination of the deficit between 1995 and 1998 is the best-known example. Departmental operating budgets, as well as grants and contributions, were reduced by 15 per cent to 25 per cent, while transfers to the provinces were cut by more than 21 per cent over two years. Seven of every eight dollars needed to eliminate the deficit came from spending restraint rather than revenue-generating measures. Program spending fell by almost 10 per cent in the first two years of the restraint period and remained below the pre-restraint peak for five years.

Four provinces that carried out vigorous and successful deficit-cutting exercises — Alberta, Saskatchewan, New Brunswick and Ontario — all relied on spending restraint or outright cuts to a much greater extent than tax increases. In Alberta, total spending on programs fell by almost 22 per cent in three years and remained below its peak for six years. Saskatchewan, which had come close to defaulting on its debt, used a mix of spending cuts and tax increases. Program spending was cut by 10 per cent from the peak, but the restraint period lasted a full seven years. New Brunswick's two episodes of restraint in the 1980s and 1990s produced a mixed record. The first relied mainly on revenue increases. The second was tackled with a combination of tight expenditure curbs and revenue-raising measures, but government spending fell in only one of the restraint years.

In Ontario, a deep recession and five years of deficits raised the debt ratio from 12.7 per cent in 1989–90 to 29.2 per cent in 1994–95. After the 1995 election, the Harris government substantially reined in spending, with the exception of health care; the two most dramatic moves were a 22 per cent cut in social assistance rates and a downloading of program responsibilities to municipal governments, with a partial fiscal offset from other changes in Ontario–municipal relations and the induced reductions in overall welfare expenditures. Strong economic and revenue growth after 1995 helped the province balance its budget by 1999–2000, by which time spending had begun to rise again.

Despite the lasting reputation of the Harris government, program spending fell by only 3.9 per cent from its 1995–96 peak and stayed below the peak for only three years, a period of restraint that was both milder and much shorter in comparison with Alberta and Saskatchewan. Even Quebec cut program spending by more than Ontario during this period — 4.6 per cent over two years.

How does our scenario for the period from 2010–11 through 2017–18 compare with the 1990s?¹ Our Preferred Scenario projects that revenue will grow by 3.4 per cent annually from 2010–11 to 2017–18. Between 1993–94 and 1999–2000, the recovery period from deficit in the 1990s, revenue grew by a robust 4.7 per cent per year, even though taxes were cut after 1995. The *2011 Budget* clearly signalled the government's intention to restrain spending in the seven years to 2017–18. Remarkably, the implications of the spending goal went almost entirely unremarked by the public in the months since the *Budget* was released. In setting out a target for program spending in 2017–18, the government's Budget Scenario was pointing to a steady decline in real program spending per capita, averaging 1.9 per cent per year. Startlingly, this compares with a real per capita decline in program spending averaging 2.0 per cent per year between 1993–94 and 1999–2000. Ontarians did not notice that the *2011 Budget* was projecting seven years of real per capita spending cuts that looked very much like the 1990s.

Unfortunately, the Commission believes that will not be enough. Given our greater caution in projecting revenue growth, our Preferred Scenario suggested that program spending — again on a real per capita basis — will have to fall by 2.5 per cent per year.

The 1990s cuts probably appear smaller than the figures many Ontarians remember. But in 1999–2000, as the budget approached balance, program spending increased by 3.0 per cent as the government loosened the purse strings to deal with the pressures that had accumulated; health spending alone increased by 11.4 per cent.

The lesson here is that governments can hold the lid on spending for a while by taking extraordinary measures to contain compensation costs, postpone capital projects and scrimp on infrastructure maintenance. But unless fundamental spending reforms are implemented, the old pressures reassert themselves and governments with newly balanced budgets have a hard time resisting them.

Ontario is neither a high-tax nor high-spend province. It does not enjoy the easy pickings of natural resource revenue, nor is it a major recipient of federal transfers in comparison with the rest of Canada. To meet its own goal of a balanced budget in seven years, the government will have to cut program spending more deeply on a real per capita basis, and over a much longer period of time, than the Harris government did in the 1990s. Moreover, it does not have the option of an immediate deep cut in social assistance rates, which have not greatly recovered from a 22 per cent cut in 1995. It will have to maintain restraint for as long as Alberta's Klein government and Saskatchewan's Romanow government in the 1990s, recognizing that Alberta also made deep cuts to social assistance payments, while Saskatchewan raised taxes to help meet its goal.

¹ Accounting changes have forced us to use a six-year period in the 1990s.

The ultimate challenge in the years ahead will be to find ways to make government work better and preserve as much as possible the programs Ontarians cherish most.

Mandate and Approach

There are five parts to our mandate:

1. Advise on how to balance the budget earlier than 2017–18.

Given the deterioration in the economic outlook since the *2011 Budget*, we believe an earlier target for balance is neither practical nor desirable.

2. Once the budget is balanced, ensure a sustainable fiscal environment.

Our proposals aim to keep the budget roughly in balance after 2017–18. We attach great importance to this goal.

3. Ensure that the government is getting value for money in all its activities.

We see this as a requirement to recommend ways of ensuring that all programs and services achieve the best possible outcomes within available resources.

4. Do not recommend privatization of health care or education.

We interpret this to mean that health care must be kept within the public payer model. We do not interpret it as denying opportunities for private-sector delivery of services, if that is more efficient. We interpret our education mandate to mean that we will not advocate any shift to educational institutions that are predominantly financed from private revenue.

5. Do not recommend tax increases.

Although our mandate precludes us from recommending higher taxes, we do recommend ways to raise more revenue without adjusting tax rates.

We have developed a number of broad guidelines for our recommended actions. Government ministries and agencies should always strive for efficiency gains, not only when driven by overall budget restraint or in response to problems unearthed by the Auditor General or exposed by a spending scandal. We have also drawn lessons from both public- and private-sector restructurings, a series of “dos and don’ts” that we will set out in reverse order.

The “don’ts” are proposals that sound useful, but are often harmful:

- Do not simply cut costs. The imperative to restrain spending should instead be an opportunity to reform programs and service delivery;
- Avoid across-the-board cuts. They represent an abdication of the government’s responsibility to make real, and often difficult, decisions;
- Avoid setting targets for the size of the civil service. A leaner civil service will be an inevitable result of lower-cost programs and achieving greater value for money;
- Do not rely unduly on hiring freezes and attrition to reduce the size of the civil service;
- Do not hang onto public assets or public service delivery when better options exist; and
- Do not resort to traditional short-term fixes.

The “dos” apply across the entire public sector:

- The government should issue a road map setting out its vision. Such a document would both inform the public about the changes that lie ahead and also serve as a script for all bureaucrats;
- Higher priority should be given to programs and activities that invest in the future rather than serve the status quo;
- Policy development should be more evidence-based — with clear objectives set based on sound research and evidence — and relevant data collected and used to evaluate programs;
- Governments must minimize the cost of operations, but they also need rules to ensure that taxpayers’ money is not abused. The pendulum has now swung too far towards excessive rules, with too many layers of watchers at the expense of people who actually get things done. The Ontario government must find a new middle ground;
- Within their operations, public-sector service providers should assign people to jobs where they are most effective, efficient and affordable;
- Seek common themes across the reforms to achieve economies of scale and to simplify communications; and
- Reform must be pervasive and speedy. Broader action favours a public perception that the reforms are fair, as opposed to a view that a few programs were unfairly targeted. Change is disruptive, but the medicine does not go down more easily if it is dragged out over a long period.

We can perhaps shoot for a grander goal — a province that provides the best public services, delivered in the most efficient manner, in the world. If this sounds impossibly ambitious, put the question another way: Why not? We goad our business sector to win new customers globally in the face of stiff competition. Why not apply the same standards to our government? Why not give our public servants an objective that can turn the task of transformation — which will at times be a very tough slog — into a project that becomes a source of real pride?

What does being the best at public policy and services look like?

Public service would be an honourable calling that would draw the province's best and brightest people into government. The best public service would set clear objectives, use proper metrics to measure progress and provide clear accountability for those expected to meet the objectives. It would benchmark itself against the best in the world. It would constantly evaluate priorities; if a new priority is identified, others would move down a spot and some, now outdated, would be discarded. It would drive relentlessly towards effectiveness and efficiency. It would focus on outcomes, not inputs, and give managers the flexibility to do the job best within their budget. It would approach risk from a scientific basis.

The task ahead need not be dreary. Many will scoff that the very idea of creating an organization that delivers the world's best public services is hopelessly naive, and that we should not even think of such lofty goals. But high ambition should never be sneered at. Such an objective could instil in our politicians, our public servants and all Ontarians a sense of purpose that would help see us all through this monumental mission.

Why not?

Making Transformation Work: Process and Structures

Ontarians are not prepared for the severity of the restraint needed to balance the budget by 2017–18. Raising public awareness of the challenge must be done early, clearly and consistently. The *2012 Budget* should set out as much detail of the restraint as feasible.

In any organization, a major transformation can succeed only if it is clearly led from the top. Once the Budget is crafted, the task of ensuring that the spending targets turn into firm action falls to the Premier's Office and the Cabinet Office. It must be clear to all that the Premier's Office is giving full moral and organizational support to the effort.

The budget process itself needs some reforms. The annual budget can be a powerful educational tool both for Ontarians in general and for public-sector officials. Transparency, clarity, the use of reserves and a long-term perspective are all virtues in budget-making; there is now too little of all four.

Several measures would strengthen the fiscal planning process. For example, the 2012 *Budget* should contain a “clean status quo” fiscal projection out to 2017–18 that reflects only decisions and actions already taken. From this base, any savings from firm new actions should be shown. Without tax increases, it will be difficult for Ontario to return to a balanced budget earlier than 2017–18, so this date should remain the target. In the full report, we set out 12 steps that would increase the probability of securing the 2017–18 target, including the use of prudent economic growth forecasts, an adequate contingency reserve that grows over time and spending limits for the seven years to 2017–18 for each ministry and agency.

There are three critical ingredients to successful reforms:

1. The objectives and means of the reform must be explained clearly and transparently;
2. The substance of the reforms must be sound and make sense to citizens, officials and politicians; and
3. There must be appropriate internal processes to deliver the desired outcomes.

Ministers and their officials should be given a great deal of discretion in deciding how to implement reforms. However, there are several government-wide issues that many ministries will face in common. These include labour issues; duplication of programs and services; the possibility that services can be delivered in more efficient ways; and managing the province's considerable assets, where a common approach is desirable. Ministers and officials can learn from each other by coming together on such questions.

Latitude for discretionary action notwithstanding, a vigilant watch must be maintained on how the individual reforms are coming together. A Steering Committee, with representation from the Premier's Office, Cabinet Office and Ministry of Finance, should be the focal point for the work necessary to implement all reforms and monitor the reform exercise.

Prior to formal Cabinet consideration, proposals should be vetted by a Premier's results table on strategic reform, which would be the main forum for both championing and contesting reform proposals. The results table would be chaired by the Premier and comprise senior Cabinet ministers and independent experts with relevant experience in cost-cutting and transformational change. This group would be supported by the steering committee, ensuring the involvement of senior staff from the Premier's Office and Cabinet Office, and senior officials from the Ministry of Finance.

This structure should stay in place for at least several years and some parts of it should become permanent to deal with issues such as overlap and duplication.

Health

Health care is at once the biggest item in the Ontario government's budget, the issue of most concern to Ontarians, the source of the most intense and emotional public policy debate, and the centre of the most complex delivery system of any set of programs financed by the provincial government. For at least two decades now, Ontarians — along with other Canadians — have worried about the quality and accessibility of their health care. As health has consumed a rising share of the provincial budget, the debate has increasingly focused on the very sustainability of the health care system in a form that gives Ontarians what they want.

There are only hard answers and difficult solutions. We must reform the health care system to make it operate more efficiently and give us greater value for the money we now spend on it. This is not easy. The public debate has been poisoned in recent decades by a widespread failure to comprehend the trade-offs that must be made; by knee-jerk reactions to worthy but complex ideas for change; by politicians (and media outlets) who have been too willing to pander to fear-mongering; by stakeholders in the health care system who, wishing to cling to the status quo, resist change; and generally by a lack of open-minded acceptance of the reality that change is needed now and that money alone will solve nothing.

The parts should work better together, so that the whole is greater than — or at the very least equal to — the sum of the parts. Such change is already underway in bits and pieces. Health care providers in every corner of the system recognize far better than the politicians or the public what needs to be done and — perhaps more importantly — what no longer needs to be done. They are moving the system incrementally towards the greater integration that is utterly necessary. What they need is more encouragement from government plus financial incentives that will change behaviour in ways that will produce a health care system that better serves us all.

The vital first step is a long-term view. The government must set out a 20-year plan with a vision that all Ontarians can understand and accept as both necessary and desirable — a plan that will, though it involves tough decisions in the short term, deliver a superior health care system down the road.

Reform must shift the system from one built mainly for acute care to one built mainly for chronic care. Quality of care and efficiency are essential. Better care delivered smoothly and briskly will benefit patients and providers alike; it will also save money. Quality and efficiency go hand in hand. Too often, treatment delayed is treatment diminished.

We will recommend a number of ways in which this can be done. Before we get to those proposals, however, we will sketch out what we regard as the most salient facts about health care and the perspectives we bring to the issue.

Health care is the Ontario government's single biggest spending program. In 2010–11, the province spent \$44.8 billion on health — 40.3 per cent of its total spending on programs. The cost of health care is driven by inflation, population growth, aging, new technology and the increasing use of new procedures. Rising costs have been a subject of intense public attention and discussion for at least two decades. The trajectory of ever-more-costly health care will moderate only modestly if left to operate as it does now.

In 2010–11, operation of hospitals accounted for about 35 per cent of provincial health care spending, and doctors and practitioners, about 27 per cent; almost eight per cent each went to prescription drugs and long-term care, and another six per cent to community care. The remaining 17 per cent financed everything else.

In our Status Quo Scenario, the one that relies heavily on existing drivers to project the overall cost of government programs, Ontario's health care budget rises to \$62.5 billion by 2017–18, for an average annual increase of 4.9 per cent from 2010–11. In our Preferred Scenario, we have set out a much more modest path for health care spending: an increase of 2.5 per cent per year.

Polls reveal large gaps between how we run health care in Canada and what Canadians say they want. Most Canadians, for example, want medicare to cover home care, long-term care, mental health care and drug benefits. Ontarians are wedded to the single, public payer model of health care and will not tolerate any deterioration in access and quality of care. There also seems to be less concern that all services be delivered under public administration, as long as the bill can be paid with an OHIP card. Ontarians want their health care system not only sustained, but also improved.

It is easy to be smug when we compare ourselves with the United States, which spends far more than Canada relative to both its population and its GDP, yet in 2010 left over 16 per cent of its population uncovered by health insurance. If we compare ourselves to countries other than the United States, however, we often come up short. We need to do more and we need to do better; and we need to do both on a tight budget.

Some context — a series of hard truths, measures and comparisons about health care in Ontario — will help frame the discussion.

The health care system is not really a system: What we have is a series of disjointed services in many silos. Ontario needs to integrate these silos and reduce administrative red tape that impedes efficient and effective service.

The health care system is costly: Canada has one of the costliest health care systems in the world, which may surprise people who are too accustomed to comparing our record only to that of the United States. But among 34 countries in the Organization for Economic Co-operation and Development (OECD), Canada had the sixth most expensive system in 2009 and was not far behind the second most expensive one.

The system is not as public as most people think: The public component of health care accounted for over 70 per cent of all health care spending in 2009. Of 27 OECD countries reporting such data for that year, Canada ranked 19th. Medicare does not cover out-of-hospital drugs, nursing, psychology and other counselling, community mental health services, nutrition advice, ambulance services, addiction treatment, long-term care, eye care or dental care.

The health care system is only part of the picture: Only 25 per cent of the population's health outcomes can be attributed to the health care system. Yet amazingly, the three-quarters of environmental factors that account for health outcomes, such as education and income, barely register in the health care debate.

The system does not produce superior results: Despite its high cost, our system does not produce superior results on a value-for-money basis relative to other countries.

We have fewer physicians than other jurisdictions: At 19 physicians per 10,000 people, Canada is well below continental European G7 countries, where most are well into the 30s.

Canada falls short on many measures: One study ranked Canada 17th in the percentage of total life expectancy that will be lived in full health, 24th in infant mortality and second in the incidence of mortality from colon cancer.

But Ontario's is the best system within Canada: There is some evidence that, on important matters, Ontario has one of the best or even the best system within Canada.

Drug costs are growing faster than other health spending: Pharmaceuticals have been the fastest-growing component of health care costs in recent decades. The OECD reports that Canadian generic drug prices are the highest among member countries.

There are inefficiencies in the health care system: The use of some surgical procedures far exceeds clinical guidelines. Too many hospital patients could get better-quality care at a lower overall cost elsewhere in the system. Researchers at OECD estimated that if Canada became as efficient as the best-performing countries, efficiency gains could amount to almost 30 per cent of public-sector spending.

Complex cases drive costs: About one per cent of Ontario's population accounts for 34 per cent of health care costs, and 10 per cent of the population accounts for 79 per cent, according to a 2011 study. The people in the one per cent group are frequently in and out of our health care system, constantly being admitted and readmitted into hospitals.

Mental health and addiction issues are also cost drivers: The economic costs of mental health and addiction have been estimated at \$39 billion annually, three-quarters of those from productivity losses. Ripple effects are felt in the justice, educational and social services sectors.

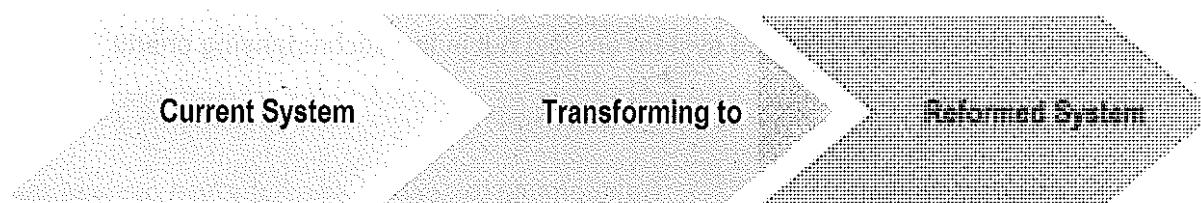
Our health system developed to deal with acute care and largely remains in that mode. Today, the key health issues are increasingly shifting to chronic care questions, in good part because the population is aging, but also because some lifestyle problems such as obesity are creating particular health conditions. The OECD projects that the total public and private cost of long-term care will more than double from an estimated 1.4 per cent of GDP in 2006 to 3.3 per cent by 2050.

The ideal health system would emphasize the prevention of poor health. It would be patient-centric and would feature co-ordination along the complete continuum of care that a patient might need. Primary care would be the main point of contact, but there would be much less emphasis on treating patients in hospitals. All professionals would exercise the full scope of their skills in their work; nurses, for example, would administer vaccines, and nurse practitioners would manage chronic illnesses such as diabetes and high blood pressure. Payment schemes and information gathering would support the patient-centric notion. Compensation for hospitals and physicians would be tied to outcomes of health rather than to the inputs or services.

The old system and an ideal reformed system are laid out in the accompanying charts.



General Approach	
• Intervention after a problem occurs • Acute care • Hospital-centric • Silos • Resource-intensive minority of patients in regular system • Accept socio-economic weaknesses • Extraordinary interventions at end of life	• Health promotion • Chronic care • Patient-centric • Co-ordination across a continuum of care • Dedicated channels for the resource-intensive minority • Address socio-economic weaknesses • Pre-agreements on end-of-life care
Hospitals	
• Draw patients to hospitals • Historical cost plus inflation financing • Managed through central government • Homogeneous, all trying to offer all services	• Keep patients out of hospitals • Blend of base funding and pay-by-activity • Regional management • Differentiation and specialization along with specialized clinics
Long-Term Care, Community Care and Home Care	
• Not integrated, underfunded and weight on long-term care	• Integrated with weight on home care
Physicians and Other Professionals	
• Not integrated with hospitals and other sectors • Work alone or in groups • Mostly fee-for-service funding • Few standards for medical approaches/conduct of practice • Unclear objectives and weak accountability • Inefficient allocation of responsibilities	• Integrated with primary care being the hub for most patients • Work in clinics • Blend of salary/capitation and fee-for-outcomes • Evidence-based guidelines (through quality councils) • Objectives from regional health authorities and accountability buttressed by electronic records • Allocation in accordance with respective skills and costs; and where feasible shifting services to lower-cost care-providers
Pharmaceuticals	
• Little cost discipline from governments • Cost of plans to private employers driven in good part by employees	• Cost discipline through purchasing power, guidelines for conduct of practice • Greater control exercised by employers



Service Delivery	
• Mostly public sector	• Blend of public and private sector (within public payer model)
Information Technology	
• Little used by physicians and especially across the system • Information conveyed in doctors' offices	• Extensive use that is key to co-ordination across system and accountability • Information more easily available and conveyed through multiple sources (phone, Internet, etc.)
Medical Schools	
• No attention to system (cost) issues • Little attention to labour supply issues	• Course(s) on system issues • Role in directing physicians to areas of demand (by area of medicine and geographically)
Coverage of Public Payer Model	
• Hybrid with almost 100 per cent primary, less than half of drugs and limited mental health	• Broader coverage widely recommended but not at all clear this will be acted upon

Here is a summary of the kind of changes we seek: a shift towards health promotion rather than after-the-problem treatment; a system centred on patients rather than hospitals; more attention to chronic care; co-ordination across a broad continuum of care rather than independent silos that allow too many people to fall between the cracks; and new ways of dealing with the small minority of patients who require intensive care.

Rather than draw patients to hospitals, we should direct them to the most appropriate care setting for their problem — whether it is a doctor's office, family care centre or clinic, rehabilitation centre, long-term care centre or back home. Physicians and other professionals tend to work alone or in small groups where they are not integrated with other sectors of the health care system. Family Health Teams (FHTs) go some way to meeting this goal, but tend to be too small, with too few physicians, and cover too narrow a range of services.

Regional health authorities should establish what expectations professionals should meet and accountability should be strengthened by electronic records.

Medical schools should add at least one course introducing their students to the broader system in which they will spend their careers, and where physicians fit. The government should do more to direct physicians to areas of need.

The government should exercise greater cost control over pharmaceuticals; the recent move to reduce the cost of generic drugs was a fine first step. Private-sector employers should also exercise greater control over the cost of drug plans they offer their employees.

Long-term care, community care and home care are underfunded, with too much emphasis on long-term care facilities and too little integration of services.

As long as government pays for all covered services, it should allow both the public and private sectors to play a role in service delivery. Most family physicians are private-sector operators paid by OHIP, and private companies now provide publicly funded laboratory work.

Information technology (IT) is used too little across the system in a way that allows the integration of different activities. Extensive use of IT is key to pushing the health care system to operate in a co-ordinated fashion. Better to build from the bottom up.

The public payer model covers most primary care but less than half of drugs and relatively few mental health services. Extending medicare to more services would be controversial, but an open dialogue will at some point become necessary; the government should at least launch such a dialogue.

We must stress two things. First, the health care landscape is not nearly as black and white as the previous chart implies. Many segments of the old system are already moving towards the reformed system. Second, none of what we have said will surprise anyone who manages part of the health care system today. Many are already pushing the system towards needed reforms.

These ideas are in no way radical; but too many of them have been stifled in public debate by politicians, interest groups and stakeholders who regard even the most sensible reform proposals as threats to medicare rather than solutions to medicare's problems. No one who manages a part of the system argues that more money alone is the solution to the problems of the health care system. Some argue that too much money would simply impede needed reforms. To date, more money has not bought change; only more of the same, at higher cost.

Ontario created 14 Local Health Integration Networks (LHINs) to co-ordinate care on a regional basis. In theory, the LHINs have the authority to allocate budgets across the various components of care; in practice, they do not.

There is an abundance of opportunities for reform that will create a system that can deliver better-quality care more efficiently. The challenge is to realize those opportunities.

Our recommendations are intended to further strengthen the existing system, in part by pushing ahead with the original plans for integrated regional health delivery.

Our first recommendation is that the government should develop and publish a comprehensive plan to address health care challenges over the next 20 years. The plan should set out clear principles and deal plainly with the issues we raise and our proposals for reform.

All patients not requiring acute care should be diverted from hospitals to more appropriate care that will be less expensive, improve the patient experience and reduce the patient's exposure to new health risks. Upon presentation of a health card, the government will pay for the services rendered. Home-based care should be used more extensively.

All health services in a region must be integrated, including primary care physicians, acute care hospitals, long-term care, Community Care Access Centres (CCACs), home care, public health, walk-in clinics, FHTs, Community Health Centres (CHCs) and Nurse Practitioner-Led Clinics (NPLCs). Exceptions to the regional system are specialized health facilities that have provincewide responsibilities, such as the Hospital for Sick Children, the Princess Margaret Hospital and the Centre for Addiction and Mental Health.

The government's health budget should be capped at 2.5 per cent or less annual growth through 2017–18. After that, annual health cost increases must be restrained to no more than five per cent. Some areas — including community health care and mental health — will need to grow more rapidly than the average, and the province should address the historic gap in funding and services for mental health and addiction.

The government should set the overall principles, but deliver health care on a regional basis. A regional health authority should integrate services and institutions across the full continuum of care for a geographic area. The co-ordinating entity must have the authority, accountabilities and resources necessary to oversee health within the region; it must further have the power to allocate budgets, hold stakeholders accountable and set incentive systems.

We considered four possible coordinators: The regional offices of the Ministry of Health and Long-Term Care (MOHLTC), a reversion to the old system; the CCACs; the large, mostly academic, hospitals; and reconstituted LHINs. We favour LHINs, which will need to execute three key roles: planning and integrating the system, funding and case management.

Planning and Integrating the System: Reconstituted LHINs first need to work with other stakeholders to streamline the more than 2,500 funded health agencies in Ontario. This would involve further amalgamating hospitals and reducing the number of boards, consolidating health service agencies where appropriate and establishing advisory panels with representation of stakeholders. Second, LHINs should integrate care by sharing information on patients among health care providers, co-ordinating decisions and allocating funds to best reflect regional needs. Information from funding models such as the Health-Based Allocation Model (HBAM) should be used to identify service gaps and evaluate progress in managing high-use populations.

The LHINs should optimize human resources capacity by shifting services to lower-cost caregivers where feasible and encouraging full scope of practice — a net shift in responsibilities from physicians to nurses and others in health teams, including physician assistants. The LHINs should use funding as a lever to ensure that nurses, nurse practitioners, personal support workers and other staff members can apply their full range of skills.

Out-of-hospital services — for outpatients as an example — should fall to others, such as the CCACs and private health care operators, which have demonstrated that they can do this sort of work for much less than hospitals. The LHINs should also resist the temptation to build many more long-term care facilities until the government can assess if more can be done for an aging population by further emphasizing the use of home-based care, supported by community services. Home-based care is less expensive and should generate greater population satisfaction.

Funding: The government should give LHINs the authority, accountabilities and resources necessary to oversee health within their regions, including allocating budgets, holding stakeholders accountable and setting incentive systems. The LHINs should deal with all aspects of the health system's performance, including primary care (physicians), acute care (hospitals), community care and long-term care. This would include setting budgets and compensation for all players. Compensation for senior executives should be tied to health outcomes, not the number of interventions performed.

Case Management: There is a lack of smooth and consistent patient case management. "Clerical system navigators" who co-ordinate appointments and help patients with forms and paperwork, a role developed in some parts of Ontario, should be used across the entire system. "Quarterbacks" can help FHTs and specialized clinics track patients as they move through the integrated health system. Complex care patients should be managed through interprofessional, team-based approaches to maximize co-ordination with FHTs and other community care providers. Chronic issues should be handled by community and home-based care to the fullest extent possible.

Revamped LHINs would need solid governance and structures. A key element of governance, if they are to co-ordinate the system, is appropriate representation. Their need for more resources would entail a significant transfer of employees from the MOHLTC. Government needs to stand by the LHINs' decisions, even if they close a facility.

Decisions regarding medical procedures covered under OHIP are now part of the compensation package negotiated by the government and the Ontario Medical Association (OMA). Doctors should be consulted, but no more.

Evidence should drive policy. Medicine is ever-changing and it is difficult for doctors to keep up with the latest research and best practices. They need research-based clinical guidelines to help them stay current. In Ontario, these can come from the Institute for Clinical Evaluative Sciences (ICES) and Health Quality Ontario (HQO). These agencies could also help the government decide which procedures might be removed from public coverage. Health Quality Ontario should become a regulatory body that would enforce evidence-based directives to guide treatment decisions and OHIP coverage.

Hospitals are paid on the basis of average costs across the province so there is no incentive to increase efficiency. The MOHLTC and LHINs should use HBAM data to set hospital compensation for procedures. A blend of activity-based funding (i.e., funding related to interventions or outcomes) and base funding would work best. Hospitals should be encouraged to specialize. Hospitals should also make greater use of hospitalists — physicians who co-ordinate inpatient care from admission to discharge. This role is crucial when dealing with patients with complex cases where multiple specialists may be involved in their care.

Primary care, the domain of physicians, should be a focal point in a new, integrated health model. Physicians' primary goal should be prevention and keeping people out of hospitals. The system should move away from the sole proprietorship nature of many doctors' offices and encourage more interdisciplinary integration. Physicians should be compensated through a blend of salary/capitation and fee-for-service; the right balance is probably in the area of 70 per cent for the former and 30 per cent for the latter.

The government should firmly negotiate its next agreement with the OMA. Ontario's doctors are the best paid in the country, so it is reasonable to set a goal of allowing no increase in the total compensation envelope. The negotiations must also address the integration of physicians into the rest of the health care system.

Family Health Teams should become the norm for primary care. They need to be big enough to support a wide range of care providers and the number of other staff needed to track people through the system. They should offer better after-hours care and add more specialists to their teams. The FHTs should also initiate discussions with their middle-aged patients about end-of-life health care and "living wills," so that patients and their families do not have to make such critical decisions under duress. The MOHLTC should seek input from seniors' advocacy organizations to engage the public in an open dialogue on end-of-life care.

The government should remove perverse incentives that undermine care: physicians are penalized when one of their patients goes to another walk-in clinic but not when the patient goes to the emergency department of a hospital.

The aging of Ontario's population underlines the need for reforms to community care, home care and long-term care. We need to match seniors to the services they need from the earliest available care provider, reduce the number of days people spend in hospitals when another form of care is more appropriate, and improve the management of referrals for long-term care, home care and community services. The government should implement the recommendations made by Dr. David Walker, in his 2011 report, "Caring for Our Aging Population and Addressing Alternate Level of Care." There is also a need for more — and more varied — palliative care.

The province should do more in the area of disease prevention and health promotion. Much public health work is done outside the primary health care sector. Funding for public health is strongly linked to municipal budgets. Municipalities now put up 25 cents of every public health dollar; many are now considering spending cuts that put public health units at risk of losing provincial support. The province should consider fully uploading public health to the provincial level. Better co-ordination of the public health system is needed to include hospitals, community care providers and primary care physicians. Ontario should copy British Columbia's Act Now initiative, which has been cited as a best-practice example for health promotion and chronic disease prevention. Doctors could do their part by addressing diet and exercise before reaching for the prescription pad. Patients should heed their doctor's advice and make lifestyle changes when requested. The province should do more to reverse the trend in childhood obesity and explore regulatory options for the food industry.

Medical schools should educate students on "system issues" so that they better understand where physicians fit in the whole health care system. The schools should also flag current or potential shortages and carry out the task of labour supply planning.

Pharmaceuticals are a major issue. Ontario needs an open, honest discussion of whether there should be more public coverage of pharmaceutical costs. At the same time, we should ask if payments under the Ontario Drug Benefit (ODB) program, which covers almost all of the cost of prescription drugs for seniors and recipients of social assistance, should be linked more directly to income. One option is to make the portion of pharmaceutical costs paid for by seniors rise more sharply as income increases. A better option is to link the benefit not to age, but to income only. This option would greatly strengthen the equity of the program and remove a large brick in the "welfare wall" by covering low-income non-seniors who do not receive social assistance. Savings would obviously be greater under the first option. The Commission regrets that there was no modelling of these options that would have clarified the net fiscal impact; it should be done. In 2003, British Columbia changed its age-dependent program into one that links solely to income.

One potential way to reduce overall drug costs is to pursue with other provinces the possibility of setting a common price for pharmaceuticals. Provinces could also reduce overlapping regulations that add costs and present barriers to new drugs entering the market efficiently. The ICES and HQO should also conduct drug comparisons to determine which is the most efficient at treating a given ailment; current tests by Health Canada do not do this. The government should ensure that all new drugs add value that exceeds their cost. As mentioned elsewhere, Ontario should work with the federal government to ensure that Ontario's interests in expanding use of generic drugs are not undermined by a Canada–EU Free Trade Agreement. The province should also use pharmacists to their full scope of practice, allowing them to substitute a less expensive alternative to the physician's prescription. They should also be allowed to administer injectables and inhalant medications and prescribe for minor ailments, as is done in Saskatchewan.

A number of other cost efficiencies are possible for the health care system:

- Centralize all back-office functions such as IT, human resources, finance and procurement;
- A central mechanism could oversee a "spot market" for goods and discretionary services, such as diagnostics, infusions and specialist consultation services;
- A wider array of specialist services could be put to tender based on price and quality, while remaining under the single payer model;
- More service delivery could also be put to tender, with the criteria for selection based on quality-adjusted metrics, not just price;
- Accelerate the adoption of electronic records, working from the bottom up. Begin with doctors, clinics and hospitals and ensure that they use compatible systems. Then build bridges within a region, then across regions;
- Adopt the Nova Scotia model in which emergency medical technicians provide home care when not on emergency calls; and
- Provide better information to individuals and families to facilitate self-care for people with conditions such as diabetes.

Above all, the government should involve all stakeholders in a mature conversation on the future of health care and the 20-year plan. Anything done in the health field can be politically dangerous, especially if cost restraint is involved. It will be critical to explain the objectives carefully and stress that this is not just another round of cost restraint.

The stars are aligning for just such a discussion. The stakeholders themselves are reaching out with proposals for reform, many of which are consistent with our recommendations here. All stakeholders must speak out — ordinary citizens and health care providers of all stripes, drug companies whose products are one of the fastest-growing costs, employers who cover their employees' drug and other health costs, and academics who study these issues.

The scale of reform we propose is vast, dealing with organizational, clinical and business issues. In the late 1990s, the Health Services Restructuring Commission was given power to expedite hospital restructuring and advise the Minister of Health. Given that the scale of reform being proposed in this report extends well beyond hospitals, a new commission should be established to guide the reforms, drawing from a broad range of stakeholder communities, including providers and citizens/patients.

We believe these recommendations can guide the health care system over the period to 2017–18 in a way that meets our target of a 2.5 per cent annual increase in health care funding by the province. This is a tough goal; it implies that real inflation-adjusted spending per person on health care will have to fall by a total of 5.7 per cent in the seven years from 2010–11, or 0.8 per cent per year. But we can reform the system to bring better care to more people at less cost.

It is the reforms that matter most. Major spending cuts solve little, as we saw in the 1990s. The health budget was cut for several years, but because thorough reforms were not undertaken, pressures built and spending took off again, beginning in 1999.

Beyond 2017–18, spending will probably accelerate as a consequence of population aging. This is why our recommendation for a 20-year plan and full public debate is crucial. The government should describe the challenges ahead, highlight the potential for more efficiency, discuss financial issues squarely and present the fundamental choices clearly. If we do not seize the opportunity now to begin creating a system that delivers more value for the money we spend, Ontarians a decade or two hence will face options far less attractive than the ones we face today. Unless we act now, they will be confronted with steadily escalating costs that force them to choose either to forgo many other government services that they treasure, pay higher taxes to cover a relentlessly growing health care bill, or privatize parts of the health care system, something that is anathema to most Ontarians.

We can and should avoid such an outcome by making the right decisions today, however tough they appear at the moment. Our decisions will not be perfect, but almost certainly, they will ensure that we bequeath a more equitable, more cost-efficient and higher-quality system to future generations.

Elementary and Secondary Education

A strong education system is critical to Ontario's prosperity and global competitiveness. We believe that this era of restraint presents an opportunity to deliver education as efficiently and effectively as possible.

The province funds nearly 98 per cent of education sector expenses. Over the past decade, provincial spending on elementary and secondary education has grown significantly despite declining student enrolment; one result has been a 56 per cent increase in per-pupil funding. This is not sustainable. The Commission believes the sector growth rate must be constrained to one per cent per year.

The government's challenge is to restrain education spending while protecting the scholastic progress achieved. The education sector should stay the course on its agenda of three key goals: improving student achievement; closing student achievement gaps; and increasing confidence in the publicly funded education system.

Because sound and transparent fiscal planning will enhance co-operation and stability, the province should set funding allocations to school boards out to 2017–18. Not only will this give boards time to find efficiencies, but also full knowledge of the budgetary future will support constructive collective bargaining later this year when the sector's collective agreements will be renegotiated.

First Nations Education: On-reserve First Nations education urgently needs improvement. Although this is a federal responsibility, the province is affected because most Aboriginal students are educated in provincially funded schools. Most on-reserve secondary students are educated off-reserve and the underfunding of on-reserve elementary schools often means that students arrive at the secondary level with acute remedial needs. Federal funding per student falls well short of parity with provincial education spending. The province should put strong pressure on the federal government to adequately fund on-reserve education at least at parity with per-student provincial funding. Failing an agreement with the federal government, the Commission recommends that the province provide the required funding. Agreements would include the facilitation of forming education entities among participating First Nations with powers similar to provincially funded district school boards, and negotiation of multi-year targets for the proportion of supervisory officers, principals and teachers who will be deemed qualified by the Ontario College of Teachers.

Full-Day Kindergarten (FDK): In 2010, FDK began in nearly 600 schools; another 200 schools were added in 2011 and some 900 more announced for the 2012–13 school year. There is substantial evidence that investments in early childhood education produce significant long-term socio-economic benefits. But costs associated with new staff, classroom supplies, transportation, other school operations, capital and stabilization for the child care sector will eventually amount to over \$1.5 billion per year. In the current fiscal climate, the Commission is concerned that the timing is inappropriate. The Commission is aware that the costs of FDK were incorporated into the March 2011 Budget and 2011 Ontario Economic Outlook and Fiscal Review in November. However, not enough offsetting restraint was secured in other spending to ensure that these fiscal plans would achieve the overall deficit objective.

We recommend cancellation of the FDK program with appropriate phase-out provisions. If the government decides to continue implementation, it should do two things. First, it should delay full implementation from 2014–15 to 2017–18 and reduce FDK program costs by adopting a more affordable staffing model of one teacher for about 20 students, rather than a teacher and an early childhood educator for 26 students. Second, before confirming full implementation of FDK, it should get assurances from school boards, teacher federations and support staff unions that negotiated annual wage increases by 2017–18 will be no higher than current trends in the broader public sector (BPS), and that class-size increases and reductions in non-teaching staff contemplated by the Commission by 2017–18 will be achieved.

Class Sizes: One of Ontario's fundamental strategies to improve student achievement has been to reduce class sizes in primary schools (junior kindergarten to Grade 3). Some 90 per cent of classes now have 20 students or fewer, and none has more than 23. The government has committed significant resources to class-size reductions at the primary and other levels. While the government has emphasized that smaller classes promote better education outcomes, empirical evidence presents a more complicated picture. Ontario's recent improvements on provincial assessments and quality indicators have coincided with reduced class sizes, but there is no evidence of causality. Even if smaller classes had some impact on outcomes, the evidence suggests that investments in smaller classes do not offer the most efficient means for improving results. Given this lack of convincing empirical support, the Commission believes that scarce resources should not be applied to reducing class sizes. We recommend increasing the class-size cap for primary schools from 20 to 23, and increasing the class-size averages in junior/intermediate schools from 24.5 to 26 and in secondary schools from 22 to 24. The Commission supports continued emphasis on programs that have proven critical to increasing graduation rates. Class sizes should be increased in a manner that does not jeopardize programs that have helped increase graduation rates and benefited Ontario students.

Non-Teaching Staff: Since 2002–03, staffing has increased by more than 13,800 for non-teaching positions. To meet our target growth rate in education spending of one per cent per year to 2017–18, the Commission projects that about 70 per cent of these positions will need to be phased out by that year. Boards will have to minimize the impact of this reduction on school operations.

Limits to Funded Secondary School Credits: To get a secondary school diploma, Ontario students must complete 30 secondary school credits. Many students, however, are completing more than 30 credits; 14 per cent of Grade 12 students return for a fifth year. This is costly. The Commission recommends that public funding be capped at 32 successful credits per student. School boards should be allowed to charge a fee for additional credits.

Encouraging Efficient Student Transportation: Transporting students to school poses a challenge to school boards, with costs difficult to contain. The Ministry of Education recently placed a moratorium on new competitive procurement. This should immediately be lifted, since it delays getting efficient, effective student transportation service through competitive bidding. Users may have to bear a portion of the cost through a student transportation fee, with provisions to ensure that lower-income, special needs and rural students are not restricted in their access to learning.

A Comprehensive Plan to Live With One Per Cent Annual Growth: Our one per cent limit on annual growth in the education budget means the sector will have \$1.6 billion more to spend in 2017–18 than in 2010–11. In our Status Quo Scenario, existing cost pressures point to increases that will add \$4.4 billion to the bill, leaving a shortfall of \$2.8 billion. We believe the recommendations already set out will eliminate this shortfall.

We assume that school boards would seek further efficiencies or other revenues to offset cost pressures such as benefits, utilities, fuel and so on. The following recommendations, while not costed explicitly, have been developed in that spirit.

Promoting Evidence-Based Solutions in Special Education: Special education grants account for a significant portion of education spending at \$2.5 billion in 2011–12, a 55 per cent increase since 2002–03 despite declining enrolment. The link between increased funding and outcomes for students is not obvious. The Commission commends the province's focus on supporting students with special needs, but we must direct every dollar to where it will have the most impact. We recommend a full review of the province's special education programs and the results achieved, including programs for students in care, custody or treatment, and hospital boards, with a view to ensuring that funding is being used effectively to improve student outcomes. For clarity, we do not believe there is a "problem" with the overall special education funding envelope. Our concern is the lack of measurable outcomes for the significant investments made since 2002–03.

Reform of Provincial Schools: The ministry directly manages a number of schools for the deaf, demonstration schools for students with learning disabilities and schools for the blind and deaf blind, serving about 800 students in eight schools. School staff members are provincial employees; this is not the best governance arrangement. The government should close the demonstration schools and use the savings to expand alternative secondary school programs in school boards. The Schools for the Deaf should be consolidated into one site to achieve a greater critical mass of students from junior kindergarten to Grade 12. Savings from this consolidation should be reinvested in the School for the Deaf and in enhanced opportunities for deaf learners in school boards, colleges and universities.

Appropriate Incentives for Teachers: Because public education promotes child development and future prosperity, Ontario needs the best possible teachers. Research supports the link between quality teachers and student achievement. Ontario teachers are provided salary increases as incentives to engage in continued learning and development through the Qualification and Experience (Q&E) grant. It recognizes the experience they gain and allows them to move to the high end of salary ranges relatively early in their careers. Such compensation systems help school boards retain excellent teachers. However, the Q&E grant should reward teachers who are most likely to help their students achieve better results. Training programs leading to Additional Qualifications (AQ) should be reviewed and Q&E grants should be administered by a body independent from teacher federations or school boards. Many teachers take AQ courses for duties they have no intention of fulfilling and their absence disrupts classroom continuity. The province should require a minimum number of years of full-time teaching experience before a teacher can try for AQ, and such courses should be more rigorous and evidence-based. Other areas of school staff compensation must strike a better balance between fair conditions of work and fiscal responsibility. For example, the total provincial liability for retirement gratuities is nearly \$1.7 billion; the province should remove school boards' power to offer such gratuities.

Delivering Services More Efficiently: The Ministry of Education should be a leader in promoting efficiency and reducing duplication. School board facilities and information technology may offer effective platforms for co-operation with other ministries, especially those supporting children. Boards should also continue to seek out opportunities to foster procurement efficiencies through their expanded buying power. Important steps have already been taken through the Ontario Education Collaborative Marketplace (OECM), a not-for-profit procurement organization. Boards can work together to consolidate back-office functions. The government should work with school boards, teacher federations and support staff unions towards shared ownership and administration of benefit programs. Efficiency can also be found by maximizing the value of school board capital assets. Where schools have been closed or consolidated because of declining enrolment, school boards have surplus properties. The minister should have the power to order the sale of unused properties, especially when such dispositions could meet other needs in the BPS. An increasingly widespread solution to the problem of underutilized schools is the consolidation of Grades 7 through 12 in one secondary school. The province should encourage such consolidations by eliminating top-up funding to underutilized secondary schools if they can instead accommodate Grade 7 and 8 students in their catchment areas.

Containing Costs of Retirement Benefits: The province and Ontario Teachers' Federation co-sponsor the Ontario Teachers' Pension Plan; the province matches members' contributions even though teachers are employed by school boards, not the province directly. In 2005, the plan revealed its first shortfall since 1990, and contributions have increased since 2007. In 2011, the contribution rate was raised and some future indexation benefits reduced. The province should reject further employer rate increases and instead aim to reduce benefits. The province should also consider raising the retirement age; the typical teacher retires at 59, having worked for 26 years, and then collects a pension for 30 years. A higher average retirement age would reduce the need for lower benefits in the future.

Promoting an Efficient Labour Market for Teachers: In the late 1990s, fears of a looming teacher shortage prompted the government and universities to increase teacher education. The province funded more spaces in faculties of education, and new programs were accredited at several Ontario universities, as well as universities in the United States and Australia. Since then, the number of certified teachers in Ontario has increased, but the retirement rate has declined. The number of new teachers now exceeds the number of new retirees by 7,600 a year. The proposal to convert B.Ed. programs to two years from one, with enrolment in each cohort halved, will help to reduce the oversupply. Still, the government should discuss the overproduction of teachers with Ontario's 13 universities offering teacher education.

Post-Secondary Education

Post-secondary education (PSE) must meet five critical objectives: it must educate a growing share of the population; help equalize economic and social outcomes; provide an important component of lifelong learning; be an engine of innovation; and deliver quality education efficiently.

Enrolment is expected to grow by an average of 1.7 per cent per year through 2017–18. Already, such rapid expansion, combined with the lowest funding levels in Canada, has undermined quality — more sessional instructors, larger classes and less contact with professors. Ontario provides the lowest per-student provincial operating grant funding in Canada to its universities and colleges, and it is falling at a time when the cost of continuing to do the same thing has been rising by three to five per cent annually.

Clear objectives are needed. Post-secondary enrolment in universities and colleges has grown dramatically in recent years, but there is no coherent plan that addresses the whole system. Higher enrolment is inevitable when the government's funding formula ties grants to enrolment growth, as it does now. A better formula would encourage PSE institutions to improve quality, with varying mandates — a research focus for some; excellent undergraduate teaching for others; and regional economic development for still others.

We must first address two very topical PSE issues — whether tuition freezes are in students' best interests and the balance between research and teaching excellence.

- The fact that tuition fees are rising faster than inflation is troubling. Tuition revenue should represent a good investment for students, which puts a premium on efficiency, and financial barriers should not impair access. But tuition freezes are not in students' interests. The likely result is further deterioration of the student experience — larger classes and less opportunity to debate and develop critical thinking skills; and
- As federal support for research tripled between 1997 and 2003, universities pursued federal and provincial research dollars, all in the name of becoming "world-class research centres." Few of Ontario's research centres will become the best in Canada, never mind the world. Many, however, have gone so far in this quest as to cross-subsidize research, effectively supporting it with money from undergraduate tuition revenues. Increasingly, universities are letting professors sacrifice teaching commitments to conduct more research. There must be a better balance; excellent research should not trump excellent teaching.

Ont has the highest tuition in the country for undergrad.

Simply maintaining the status quo requires annual cost increases of three to five per cent at PSE institutions, so greater efficiency is clearly needed. The current system is unsustainable from both a financial and a quality perspective.

The Commission recommends the following:

- Contain government funding and institutional expenses;
- Use differentiation to improve PSE quality and achieve financial sustainability;
- Encourage and reward quality;
- Revise research funding structures;
- Maintain the current overall cap on tuition-fee increases, but simplify the framework;
- Re-evaluate student financial assistance; and
- Generate cost efficiencies by, for example, integrating administrative and back-office functions.

Contain Government Funding and Institutional Expenses: We recommend that government funding be constrained to increases of 1.5 per cent per year to 2017–18. This will not keep pace with projected enrolment growth of 1.7 per cent, nor with the general rate of inflation, never mind the institutions' historical internal rates of inflation, so Ontario's PSE institutions will need to find efficiencies to preserve, if not enhance, quality. The government should work with the institutions to align bargained compensation increases with more recent settlement trends in the BPS.

Increase Differentiation through Establishing Mandate Agreements: Ontario's public university and college system was largely established by the late 1960s. Since then, the colleges' mandate has evolved to include some degree-granting powers, blurring the original rationale for the college system. The government should, by 2012–13, establish mandate agreements with universities and colleges that provide more differentiation and minimize duplication; these should be implemented beginning in 2013–14. By minimizing duplication of programs, differentiation can reduce inefficiencies and realize cost savings. The government should seek advice from either a blue-ribbon panel or the Higher Education Quality Council of Ontario to help choose the highest-quality programs for expansion.

The division of roles between the college and university systems should include the following features:

- After two years of study, college students who meet specific academic achievement criteria should be able to transfer into the university system;
- Colleges should not be granted any new degree programs, but existing programs should be grandfathered;
- The government should approve no new PSE programs until existing programs are rationalized and mandate agreements completed;
- No new professional and specialized programs should be approved without a compelling business case; and
- The Colleges of Applied Arts and Technology should work with the College of Trades to optimize the delivery of apprentice training in non-degree programs.

Encourage and Reward Quality: Students are dissatisfied with large class sizes and inadequate library facilities, among other things. Five specific areas should be addressed:

- **Resources and rewards should be refocused towards teaching:** Post-secondary education institutions should devote more resources to experience-based learning such as internships, allow for more independent study, develop problem-based learning and increase study abroad. Universities should be encouraged to include in their collective agreements flexible provisions with faculty regarding teaching and research workloads. Top-performing teachers and researchers should be recognized with the appropriate workloads and rewards. Eleven Ontario universities already have such flexibility; others should follow. Institutions should redesign incentive systems to reward excellent teachers, as they do now for researchers.
- **Refocus provincial funding to reward teaching excellence:** Provincial funding allocations should be linked to quality objectives, and the funding model should reward degrees awarded rather than just enrolment levels. Government and PSE institutions should work to ensure that the capacity to integrate ideas and create innovative solutions to problems is at the heart of the higher education experience. This will be critical to the economic and social success of Ontario, in an economy where graduates will be working over their career in ways that cannot even be imagined now.

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- **Mandate agreements should include certain quality indicators:** Progress has been made in establishing common indicators, such as the use of the credit transfer system, participation rates of under-represented communities, space utilization and class size. Outcome indicators such as student satisfaction, graduation rates and post-graduation employment are also used. However, the underlying measures used to indicate the quality of the learning environment should be enhanced for both universities and colleges. The government should also work with private career colleges to collect and publish the same performance indicators as public colleges and universities. Funding should be tied to indicators of learning outcomes.
 - **Revise research funding structures:** The government should evaluate the research funding system of PSE institutions and research hospitals as a whole. The federal government, which to its credit prompted the surge in university-based research, does not cover all associated research costs, so universities cross-subsidize research from other sources. There should also be an analysis of commercialization outcomes of research and development investments, which is very weak. The Commission sees great value in the Early Researcher Awards and Ontario Research Fund — Research Infrastructure program.
 - **Maintain current tuition fee increases but simplify the framework:** Keep the five per cent ceiling on overall tuition increases, but let institutions adjust tuition fees for individual programs, within the ceiling.

Re-evaluate Student Financial Assistance: An enhanced system of student loans must accompany the current tuition framework. However, all forms of federal and provincial assistance — student loans, loan remissions, grants and bursaries, tax credits, savings incentives and summer employment subsidies — provide little more for students from the lowest-income families than those from the best-off. They should be better targeted to low-income students. Further, there is ample evidence that family income is not the most serious access problem; the lack of a family history of college or university is the most significant obstacle. Addressing the most acute access issues then becomes very much an issue for the elementary and secondary school system, in conjunction with post-secondary institutions, community organizations and businesses. The province should maintain the Ontario Student Access Guarantee, under which a portion of tuition revenue is set aside to fund bursaries and other student assistance programs. We also suggest that provincial tuition and education tax credits be phased out and replaced with upfront grants. We also make several recommendations to reduce costly defaults under the Ontario Student Assistance Program.



Generate Cost Efficiencies by Integrating Administrative and Back-Office Functions:

We make a variety of recommendations that we think could save money for PSE institutions. One involves co-ordinated purchasing. Another deals with pensions. Ontario hospitals, colleges, municipalities and teachers have multiple employers, but only one pension plan each. But there are 29 pension plans for 23 universities, a very fragmented arrangement; they should be consolidated. Other recommendations involve the use of space.

Taken together, these reforms present a holistic approach for the PSE sector. If these measures are not enough to allow the ministry to live within our cap of 1.5 per cent annual growth, the government should eliminate the 30% Off Ontario Tuition grant. The government's highest priority should be to fully fund the operating grants for colleges and universities, followed by current capital commitments. This will allow PSE institutions to focus on delivering quality education, which will benefit students.

Social Programs

Social programs help the province's most vulnerable citizens. From 2000 to 2010, social spending grew by an average of 6.0 per cent per year, mainly because of increases in the two main programs of social assistance — Ontario Disability Support Program (ODSP) and Ontario Works (OW). To return the budget to balance by 2017–18, we recommend limiting social programs to growth of 0.5 per cent per year. Bold policy prescriptions, new partnerships and a continuing commitment to transformation will be needed to meet this challenge.

There are two types of social programs. Two-thirds of social spending in 2010–11 was carried out through mandated and entitlement-based programs, in which benefits or service levels are set by law. These include social assistance and the Ontario Child Benefit. Other programs are discretionary, so clients are not guaranteed to receive them right away. These include support for mental health programs for children and youth, developmental services, child care subsidies and childhood development programs. When caseloads increase for social assistance, an entitlement-based program, so too does funding; clients are entitled to benefits. When demand outstrips supply for discretionary programs, the result is a waiting list.

More programs should be integrated across different ministries and different levels of government, with the client's perspective put first. Vulnerable people and their families do not care which level of government or which ministry is responsible for providing support; they just want help.

Benefit programs are delivered through various service providers under different funding arrangements. Social assistance is delivered by the province, municipalities and First Nations, but mainly funded by the province. And the Ontario Child Benefit (OCB) is funded by the province, but administered by the Canada Revenue Agency. A lack of co-ordination has created gaps, duplication and higher delivery costs, so those in need must navigate a complex array of access points. Program eligibility criteria also vary. Many programs are income-tested; others are universal; still others determine eligibility based on a client's specific needs. This can create unintended inequities and barriers to employment.

There is scope to do better: income testing can be centralized and income verification can be automated; processing applications, eligibility assessment and payment can also be automated; and eligibility criteria can be standardized across similar programs to reduce barriers to employment.

Some positive steps have been taken to simplify access to income-tested programs. The Ontario Benefits Directory now provides one-stop information on over 40 programs and tax credits. Similarly, there is a new single-window access to developmental services and supports. These must be just the beginning.

More effective programs and lower costs can flow from a fully integrated system that improves both delivery and administration; this should ensure strong support for clients most in need. Pursuing such a model means that data collection (with full protection of personal information and privacy) must improve. Measuring client outcomes is needed to evaluate program effectiveness and to understand how programs interact.

Social Assistance: We approached social assistance differently than other programs because the Commission for the Review of Social Assistance (SAR Commission) under Frances Lankin and Munir Sheikh is already studying these programs. The SAR Commission will report later this year, well after our work is done. Yet because social assistance affects the province's finances, we too must propose recommendations. We have focused on applying the themes that run through our report, such as achieving administrative efficiency, rationalizing jurisdictional oversight and shifting from measuring inputs to outcomes. By no means do our recommendations address all aspects of social assistance that warrant reform; on that, we defer to our colleagues on the SAR Commission.

Social assistance consists of the provincially delivered ODSP and the locally delivered OW. Maintaining two separate programs delivered by two levels of government is less efficient than a single program and it perpetuates the antiquated idea that individuals who are eligible for disability supports are unemployable. We urge the SAR Commission to examine alternatives, including a consolidated model of a single, provincially funded social assistance program delivered at the local level.

Employment and Training: Our workforce focus means that the employment and training component of social assistance becomes even more crucial. Chapter 9, Employment and Training Services, highlights recent efforts to integrate these services through Employment Ontario (EO). Further integration of OW and ODSP's employment services with EO would address program overlap and likely produce other benefits — better client service and outcomes and perhaps even lower-cost employment services and reduced demand for social assistance.

Many people with disabilities can and want to work. Yet we are only now beginning to understand how to accommodate people with physical disabilities in the workplace; we are even further away from doing so for those with mental disabilities. The government should work to help employers and employees alike to understand and accommodate the specific needs of these individuals in the workplace.

Among those with severe disabilities, many are unemployable; they would be better served by a national basic income program instead of social assistance. The province should advocate for such a program with the federal government and other provinces.

The federal Employment Insurance (EI) program does not meet the needs of the modern labour market. Unemployed Ontarians do not receive equitable income support and appropriate training opportunities to help them return to the workforce. Also, the increasing proportion of people who are either new workers (often new immigrants) or young people in non-standard employment (such as part-time or temporary employment) do not qualify for EI. The recommendations of the Mowat Centre EI Task Force, if implemented, would be a considerable improvement.

Should social spending growth fall below the 0.5 per cent target, any savings should be used to remove barriers to moving back to the workplace. Three areas command attention. First, potential social assistance recipients must divest all liquid assets above a threshold — \$1,645 for a single parent of one child receiving OW. This deprives social assistance recipients of the most basic means of climbing the "welfare wall" and is counterproductive. Second, anyone getting social assistance is covered by the ODB program, but loses coverage on finding a job. This is a strong disincentive to work. Third, in the unlikely event that funds do remain after doing the first two, the basic needs and shelter amounts of social assistance should be raised to fill any gap.

Child Welfare: In this case, as with social assistance, we deferred to the ongoing work of another commission, the Commission to Promote Sustainable Child Welfare, now two years into its three-year mandate. Its reports to date are consistent with our themes, but dealing with our 0.5 per cent growth cap per year will nonetheless be difficult. The government should continue to implement reforms proposed by the Commission to Promote Sustainable Child Welfare.

Ontario Child Benefit: The OCB provides up to \$1,100 annually per child; about one million children in almost 530,000 families benefit from it. The OCB is a non-taxable, income-tested monthly benefit. The OCB has transformed children's benefits by providing support to all low- to moderate-income families with children under 18, making it easier for parents to move from social assistance to employment. This is commendable in terms of helping to remove the "welfare wall," but we note that the *2011 Ontario Budget* committed the government to raising the maximum OCB to \$1,310, at a cost of \$245 million per year. This runs counter to our recommendation that any savings from reducing spending below the 0.5 per cent growth rate, if achieved, should be directed to specific social assistance measures; the current OCB maximum should be retained.

Other Social Programs: Discretionary social programs are overseen by many ministries and BPS partners with varying levels of capacity. There are common trends: the province funds most services; the province has recently taken on more funding responsibility from municipalities (e.g., social assistance) and the federal government (e.g., stepping in when child care funding was cancelled); co-operation across sectors is improving, but much more needs to be done; and wait-lists still exist for most services in most programs. Since the province provides most of the funding, it must lead change in these programs.

Children's Mental Health Services: The legislature's Select Committee on Mental Health and Addictions has noted that services are delivered across several ministries and offered in many care settings. The government has taken steps to reduce this fragmentation. It should further integrate child and youth mental health services.

Children's Services Integration: Greater integration of services for children and youth should be expanded beyond mental health. As with the alignment of other services, co-operation across ministries and with other levels of government (particularly at the municipal level) will be key.

Developmental Services: Recent legislation recognizes both that individuals with a developmental disability can, with appropriate supports, live independently and that they and their families want more choice and flexibility in choosing those supports. Shifting funding to clients could promote a more competitive approach to providing supports based on individual demand. The government should consolidate its funding for community-based support programs into a single direct funding program.

Youth Justice: Where excess capacity in youth justice facilities can be demonstrated and a more efficient option exists, strategic closures should occur.

Contributions of the Non-Profit Sector: The non-profit sector accounts for 2.5 per cent of GDP, employs 600,000 people and has over five million volunteers. Most Ontario non-profit organizations are run entirely by volunteers. These organizations should continue to get funding, but the system should be more flexible and work to reduce administrative costs by measuring outcomes rather than inputs. The government should also become more responsive to the non-profit sector; a single window through which non-profits could engage all government ministries would help.

Social Impact Bonds (SIBs): The government should use pilot projects to assess the usefulness of SIBs, which help reduce fiscal pressures on government. While SIBs have challenges, they also offer opportunities for better and more cost-effective social outcomes.

Employment and Training Services

Employment and training programs can be an important tool to help equip workers with the skills they need for the available jobs. Some groups in particular struggle in the job market — youth, recent immigrants, Aboriginals, laid-off older workers, single mothers with young children and persons with disabilities. Existing programs need significant improvement to maximize the participation of all working-age Ontarians.

Ontario offers a range of employment and training services. The Ministry of Training, Colleges and Universities (MTCU) administers most of these through EO, which serves employers, laid-off workers, apprentices, older workers, newcomers and youth. The Ministry of Community and Social Services (MCSS) supports social assistance clients through the ODSP and OW. The Ministry of Citizenship and Immigration (MCI) offers employment programs to immigrants. There is also indirect support for training through tax credits.

With so many services provided by so many ministries, clear opportunities exist to improve efficiency and quality. The new Employment Service (ES), a “one-stop shop” offering a full range of employment support services, is a step in this direction. The EO should further streamline its services for clients who need little intervention, so it can focus on the more intensive interventions needed by others. Other ministries also offer employment and training services that should be integrated with EO.

The federal government provides significant annual funding to Ontario through federal-provincial labour-market agreements, each with its own requirements for client eligibility, program design, reporting and accountability. The patchwork of such agreements leads to fragmented and distorted policy-making. There are also federally funded and delivered employment and training programs for youth, persons with disabilities and Aboriginals that are not part of existing bilateral agreements. This creates administrative inefficiencies and confusion for potential clients. Since many of these agreements are about to expire, the opportunity is ripe for a single new arrangement that should devolve all remaining training responsibility, specifically for youth and persons with disabilities, to the province. This would provide Ontario with sufficient flexibility to fully integrate these services under the EO banner, respond to its fluid labour-market needs and innovate using small-scale pilot projects.

Despite the many programs, there is no coherent strategy based on clear targets and performance measures linked to outcomes. Labour-market information needs improvement. Rather than just count the clients it serves, the government should track outcomes — did clients get jobs, and for how long and at what wages? Also, the province needs better data so it can better target labour-market programs.

In 1994, 25 Workforce Planning Boards were established to improve labour-market conditions at the community level, but control remained at the MTCU head office. Their oversight is now being transferred to regional offices — a positive first step that will promote stronger local links. The boards should encourage employers in their regions to invest more in workplace-based training, an area in which most now fall short compared to international competitors.

Various ministries run economic development programs that include a training component. These programs largely function separately from EO, which renders them less effective. Stronger links are needed, especially for such initiatives as the Ring of Fire.

Ontario's apprenticeship system offers programs for more than 150 trades and occupations. In 2010, Ontario established the College of Trades to modernize the apprenticeship and skilled trades system. The government should shift responsibility for all apprenticeship administration to other players in the sector. Functions related to the administration of apprenticeship classroom training should be given to colleges and union training centres. All other administrative responsibilities for apprenticeships should be transferred to the College of Trades.

Immigration

Because Ontario's population is aging and fertility rates are low, immigrants account for a rising proportion of population growth; within this decade, all net growth in the working-age population will come from immigration. This matters because successful immigrants can contribute substantially towards strong labour-force growth, which in turn enhances Ontario's potential economic growth rate. If immigrants cannot use their skills and education, however, their contribution to the economy cannot be fully tapped. This is happening; economic outcomes for recent immigrants have deteriorated over the past two decades.

Any profile of immigrants to Ontario presents negatives and positives. Recent immigrants have fared less well than earlier cohorts in the labour market. Immigrants are better educated than people born in Canada, but recent immigrants' earnings are well below those of Canadian-born citizens and the earnings gap has been growing. Recent immigrants are also more likely to live in poverty. The number of visible minority immigrants in Ontario is growing and they are more likely to live in poverty for longer than one year.

A key problem for policy is that many of the critical levers of immigration lie with the federal government, whose recent policies have worked to Ontario's disadvantage. It is true that faster economic growth in other provinces has played a role in luring more immigrants to other parts of Canada, but changes to federal immigration policy have also reduced the number of Economic Class immigrants, especially those in the Federal Skilled Worker (FSW) group. Historically, Ontario has relied on such highly educated immigrants with solid language skills, who tend to be the most successful, but federal policy has encouraged a shift in Ontario's mix towards a higher proportion of Family Class and Refugee immigrants.

It is vital that the provincial government develop — and present to the federal government — a stronger position based on the province's best economic and social interests, which would include a greater provincial say in immigrant selection. Ontario should persist in its efforts to increase the number of FSW immigrants, as their earnings grow faster than those entering under the Provincial Nominee Program (PNP). Barring progress on this front, Ontario should advocate for expansion of its PNP.

Refugees require special attention. They experience much higher rates of unemployment, part-time employment and temporary employment than do people born here. Refugees and refugee claimants have complex needs and many need social assistance, a sizable cost for society and the provincial treasury. Ontario should press the federal government to compensate the province for these costs.

Over the past decade, the Ontario government has made significant investments in programs and services across Ontario to help newcomers settle, get language training, and become job-ready and licensed in their field. These should be integrated with complementary services already offered through EO, and carried out carefully, to ensure no drop in service quality during the transition.

The first federal–Ontario immigration agreement in 2005 provided new funds to help newcomers settle and improve their language skills. But the federal government has not kept its commitment to spend all the funding allocated to Ontario; to date, the federal government has underspent its commitment by over \$220 million. Ontario should push for greater policy control and full funding support for immigrant settlement and integration through the next Canada–Ontario Immigration Agreement. Ontario should build a business case for devolving federal immigrant settlement and training programs to the province with an appropriate funding mechanism, similar to those established in British Columbia, Manitoba and Quebec.

Business Supports

The government should rethink and reset its business support programs. At a time when the economy faces significant challenges, Ontario has two critically important assets that support economic growth: one of the most highly skilled workforces in the world and an internationally competitive tax regime. Recent tax reforms alone have saved business more than \$8 billion in annual taxes.

Ontario has myriad programs to support business investment. In the latest year, the government spent just over \$1.3 billion directly to help businesses through 44 programs across nine ministries and provided another \$2.3 billion of indirect support through tax expenditures, including tax credits that were introduced when corporate income tax (CIT) rates were high, but retained even after CIT rates fell significantly. Empirical evidence suggests that business subsidies have done little to raise living standards and can distort business decisions to the point where they are no longer based on sound economic criteria or require a reasonable degree of private risk.

Ontario's hodgepodge of direct and indirect programs is fragmented and lacks clear and coherent objectives. As data on outcomes are often poor and inconsistent, it is unclear whether the programs are achieving any economic benefits for Ontario. If we were to design business support programs from scratch, they would not look like what we have now. We can either restructure the existing programs or start over. The second option is the better way forward.

A new business support framework should be built on five policy pillars:

- **A refocused mandate:** The focus of business support programs should shift from job creation to productivity growth.
- **Consolidated funding:** Ministries should manage a pooled envelope of direct and indirect business support, financed by ending all direct business support programs by Mar. 31, 2013. We believe the current level of direct business support could be reduced by at least one-third.
- **Revised tax expenditures:** Tax expenditures — such as refundable and non-refundable corporate income tax credits and tax deductions or exemptions — are a form of spending through the tax system. The government should sunset all refundable tax credits as of Mar. 31, 2013, and then revive the useful ones through the single envelope for business support programs. The Ontario Small Business Deduction (SBD) should be limited to small businesses, as is the practice federally and in all other provinces.
- **Integrated delivery:** A more user-friendly “one-window” portal would make it easier for firms, communities and individuals to access information about all provincial economic development programs, policies and services.
- **Strengthened accountability and transparency:** Business support programs must be subject to rigorous evaluation that links public expenditures to new, incremental activities by business. A four-year sunset rule should be applied to all future business support programs, and programs should be extended only if they have demonstrated their worth. Greater transparency is also essential. A simple inventory of direct business support programs seemed to be difficult for the Ontario Public Service (OPS) to produce.

Such changes should result in stronger, more productive firms producing higher-value products and services, while creating more higher-paying, skilled jobs for Ontarians.

Infrastructure, Real Estate and Electricity

Public infrastructure, while costly, creates assets that can improve productivity (through schools, for example) and either create returns (through greater tax revenue) or offset future costs (such as traffic congestion). A recent study suggests that every dollar invested in Ontario's public infrastructure generates \$1.11 in economic output. Ontario's fiscal problems mean that it will become harder to finance new infrastructure investment, so a civilized dialogue on alternative methods to finance infrastructure is needed.

More should be done to keep infrastructure in good condition. The equivalent of about half of the \$72 billion of municipally owned water and wastewater infrastructure needs renewal. Full-cost pricing would encourage both stable investment — which is more efficient and fairer on an intergenerational basis — and conservation.

Urban transportation is a particular concern. Over the next 25 years, the Greater Toronto and Hamilton Area (GTHA) is expected to grow from six million people to nine million, equivalent to adding the population of Greater Montreal to the GTHA. Much of the region's public infrastructure is nearing full capacity and gridlock is already a problem. Public transit, surely part of any solution, will be costly. There has been little discussion of either the action needed to meet this challenge or the consequences of failing to act. We cannot review long-term public transit funding, but there are more immediate opportunities; for example, GO Transit should charge patrons for parking, which is more costly than many realize.

We need honest discussions on other revenue solutions. The province should pursue a national transit strategy with the federal government, other provinces and municipalities. General tax revenues will surely be part of any revenue solution — whether federal or provincial — but there are alternatives such as congestion charges, comprehensive road tolls, high-occupancy/toll (HOT) lanes, regional gas taxes and parking surcharges.

Real Estate Is Another Issue: The government of Ontario is the largest owner of realty in the province, with a portfolio worth about \$14 billion, much of it in office buildings, jails, courts and hospitals. Most buildings are old and expensive to maintain. Yet ministries are charged less than market rates for their use of government buildings; they would probably use less space if they had to pay market prices, as they should. The government should also consolidate its real estate and accommodation functions in the Ministry of Infrastructure. In reducing its realty footprint the government will increase its potential to monetize its real estate portfolio; it should develop a strategic plan to do so.

The performance of Ontario's electricity sector has considerable implications for the province. The government owns Ontario Power Generation (OPG) and Hydro One; its programs include the Ontario Clean Energy Benefit (OCEB); electricity prices influence industrial competitiveness; the feed-in tariff (FIT) policy is designed to attract investment; and electricity policies directly affect the environment. Significant private-sector investment has been driven by Ontario Power Authority (OPA) contracts, necessary because wholesale electricity prices were too low to cover the private generators' costs. In addition, the government's job-creation and environmental policy objectives have resulted in the replacement of coal-fired generation with cleaner power sources, domestic-content requirements under the FIT program, and increased conservation efforts. These policies, along with the cost of replacing and maintaining aging infrastructure, have raised electricity rates for consumers.

There are several areas in which the electricity sector and Ontario's fiscal position interact.

Direct Program and Tax Expenditures: The OCEB provides a 10 per cent rebate on electricity bills for residential, farm and small business customers, even though the government acknowledges that electricity prices will continue to rise. This program distorts the true cost of electricity and discourages conservation. As troubling as this is, the Commission foresees that the scheduled demise of this generous incentive in 2015 will create a large price shock for ratepayers. We worry that an extension of the OCEB would risk Ontario's ability to return to a balanced budget in 2017–18. Also, removal of the Debt Retirement Charge (DRC) may be delayed until 2018. Ending the DRC and the offsetting OCEB at the same time would provide a "soft landing" for ratepayers, but this would evaporate if such a delay occurred. Finally, because the Commission strongly believes the OCEB's \$1.1 billion could be used more effectively, the OCEB should be eliminated as quickly as possible. All other electricity subsidies should be reviewed as well.

Electricity Stranded Debt: When the electricity system was restructured in 1999, only part of Ontario Hydro's debt was supported by the assets of its successor companies. The result was \$20.9 billion in stranded debt. The Ontario Electricity Financial Corporation (OEFC) was set up to manage this debt and certain revenue streams were dedicated to pay it down. Also, the DRC levied on consumers was part of this solution. The fiscal impact of the OEFC revenue streams is significant; OEFC revenues, expenses and debt are part of the province's budget. The financial performance of OPG and Hydro One matters because their payments in lieu of taxes and some of their combined net income go to service the OEFC debt. It is imperative that OPG and Hydro One be run efficiently to maximize their contribution to deal with this legacy of the old Ontario Hydro.

Options to Reduce Long-Term Electricity Costs: This report's principles, set out in Chapter 3, Our Mandate and Approach, can be transferred to the electricity rate base. In the face of electricity prices that are projected to rise by 46 per cent between 2010 and 2015, the province should seek efficiencies in the sector that would help slow electricity rate increases. At the same time, the Commission recognizes that after so much change since 1999, a period of normalcy may be helpful. Consequently, the Commission's recommendations are meant to balance the need for stability with the need to curb costs. The government should produce a detailed, 20-year blueprint for the energy sector. It should also consolidate Ontario's 80 Local Distribution Companies (LDCs) along regional lines to create economies of scale; this would result in direct savings on the delivery portion of the electricity bill. Further, the government should mitigate the impact of the FIT program on electricity prices, first by reducing the initial prices offered in FIT contracts and reducing the tariff over time, and second by making better use of "off-ramps" built into existing contracts. Among other measures, the government should seek administrative efficiencies in various electricity sector agencies and restructure the wholesale electricity market so consumers located closer to generation stations can benefit from lower electricity prices.

Environment and Natural Resources

Responsibility for protecting the province's environmental and natural heritage falls to the Ministries of the Environment (MOE) and of Natural Resources (MNR). At a time when fiscal restraint will further restrict their supply of funds, it seems certain that demand for oversight of environmental approvals, compliance and natural resource stewardship will rise. Our recommendations are aimed at more effective and efficient operations.

Full Cost Recovery and User Pay: Full cost recovery is not in effect for all of the government's environmental programs, and existing fees do not keep pace with the rising costs of program delivery; where possible, the costs of those services should be shifted to the beneficiary. The Water Charges initiative should be expanded beyond high users to medium- and low-consumption industries and put on a full user-pay basis. The Renewable Energy Approval, which consolidates the range of approvals needed for renewable energy projects while recovering about 90 per cent of its direct operating costs, is a good example of a modern approval. The Drive Clean program fully recovers its costs.

Jurisdictional Crowding: Federal, provincial and municipal governments all set environmental rules, with some overlap. Even within the Ontario government, regulations are set by several ministries. This results in inefficient use of government resources and creates uncertainty and confusion for industry, developers and citizens. The government should work to rationalize roles and responsibilities that are shared by different governments.

The Approvals Process: Growth in natural resource extraction and energy will put pressure on provincial environmental approvals and compliance systems. The MOE recently launched a significant transformation of the environmental approvals process; it enhances environmental protection with a greater focus on risk, responds to the needs of business, takes advantage of current technology and addresses the increasing complexity of current approvals. Further work should be done, especially in natural resource extraction.

The Environmental Assessment (EA) Process: Many projects require both provincial and federal EA requirements. The 2004 Canada–Ontario Agreement on Environmental Assessment Co-operation is under review, but removing duplication may require new legislation and both governments are reluctant to give up decision-making authority. Some projects need environmental and land use approvals in addition to an EA, though proponents are often unaware of this when an EA process begins. The government should further streamline the process.

Prevention and Polluter Pay: The Environmental Protection Act gives the province the "right to compensation" for loss or damage incurred as a direct result of a spill, and for all reasonable costs and expenses incurred for a cleanup. This is a problem when the owner of a contaminated site cannot be found or cannot pay for the cleanup. The province should put more emphasis on prevention and should use the principle of "polluter pay" for contaminated sites; the use of appropriate financial tools, such as financial assurance, should be part of this.

Ontario Clean Water Agency (OCWA): The OCWA, which operates drinking water and wastewater systems for over 170 clients, is the only agency that competes in the marketplace for its business and receives no funding from government. Its current business model is not sustainable or competitive. It cannot offer its skilled operators appropriate compensation, so many are leaving. And it cannot act quickly enough to pursue lucrative business opportunities. It would work better as a for-profit, wholly owned government entity.

Land Use Planning and Resource Management: The many agencies doing this work in southern Ontario should be rationalized and consolidated.

Ring of Fire: This development of major mineral deposits in northern Ontario offers the prospect of substantial socio-economic opportunities for all northern residents, particularly Aboriginal Peoples. The government should collaborate with Aboriginals, industry and the federal government to maximize these opportunities.

Justice

The government's justice ministries — the Attorney General (MAG) and Community Safety and Correctional Services (MCSCS) — provide policing, correctional services, legal aid funding, administration of the court systems and victim services. Three levels of government are involved in the entire justice system: the federal government has jurisdiction over criminal law; the province runs the courts and police services; and municipalities handle municipal policing and prosecutions under the Provincial Offences Act. This means changes by one government often drive program changes and costs for other governments.

The justice sector faces numerous fiscal challenges:

- Compensation costs account for about 70 per cent of spending. The current contract for the Ontario Provincial Police features a wage freeze in 2012 and 2013, and an 8.5 per cent increase in 2014; the correctional officers' current collective agreement expires at the end of 2012;
- Costs are rising for custody remand — people held in custody while awaiting trial. There are now twice as many people on remand as there are sentenced offenders;

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- Aging infrastructure is deteriorating; 117 courthouses and facilities need renewal or replacement;
 - The federal government's omnibus crime bill provides for tougher sentences and mandatory jail time. This will cost Ontario at least \$22 million per year, probably much more; and
 - The public expects more of the justice system than it previously did. Investigations into organized crime, gangs and Internet crime are increasingly complex and require significant resources. The family court workload has also become heavier as a result of increased child protection initiatives. Moreover, catastrophic events such as the 9–11 terrorist attacks in 2001 have generated greater public focus on emergency management.

The justice sector will need to transform its service delivery and find efficiencies while ensuring public confidence. Our recommendations are designed to help.

Evidence-based decision-making is a persistent theme of the Commission. The justice sector should improve its collection of data to evaluate whether policies and programs are meeting their intended objectives, and how efficiently. The Justice on Target (JOT) program is an example of how to use data to achieve better outcomes. Our full report identifies a number of areas in which better data collection would assist the evaluation and analysis of policy.

Custody remand in Ontario is increasing and so are the costs. The two ministries should work to reverse this trend. The JOT program, which has begun to reduce the time needed to complete a criminal case, can also reduce the number of inmates on remand.

Family breakdown often results in multiple civil legal problems for low-income people; this puts greater demands on both the justice system and social welfare services such as housing, legal aid, social assistance, and physical and mental health programs. The MAG should use JOT principles to develop an early intervention program that would divert less contentious family disputes to non-court alternatives such as mediation. The government should also expand diversion programs for low-risk, non-violent offenders with mental illness rather than send them to jail.

Policing is one of the fastest-growing areas of public expenditures in Canada. After reviewing and defining the core responsibilities for policing, which would include an examination of alternative models of service delivery, the government should eliminate the use of police officers for non-core policing duties, replacing them with special constables or private security services. Similar measures could reduce costs in correctional facilities. Examples of non-core services include inmate transportation and community escorts; inmate health care, food services and laundry services.

In 2010, the government strengthened efficiency and oversight by creating two new agency clusters of adjudicative tribunals — Environment and Land Tribunals Ontario (which includes the Assessment Review Board, Ontario Municipal Board and Environmental Review Board) and Social Justice Tribunals Ontario (which includes the Landlord and Tenant Board, Human Rights Tribunal of Ontario and Social Benefits Tribunal). Tribunals within each cluster share common administrative functions, so each can focus on case management. Environment and Land Tribunals Ontario now occupies a single building, where hearing and mediation rooms can be shared. Procedural improvements are expected as these cluster organizations evolve. Other ministries should follow this example; clustering has the potential to achieve cost efficiencies in health, community and consumer safety, agriculture, commerce and labour adjudicative tribunals.

The government should also examine opportunities to consolidate training in policing, fire services and correctional services; these are now delivered individually through their respective colleges.

To deal with aging infrastructure, the justice sector should continue to work with Infrastructure Ontario to use alternative financing and procurement for capital projects. Completed projects should be evaluated to learn if they did indeed deliver value for money as intended.

More federal-provincial co-ordination would be desirable in areas such as policy and legislation, law enforcement and correctional services. Special attention should be paid to the impact of federal legislation. Accommodating recent federal crime legislation will place further demands on Ontario's court and corrections systems, adding to the province's fiscal burden since the federal government has not yet addressed the cost issue. Ontario's prisons are now filled to 95 per cent of capacity; the new federal legislation could raise this to over 100 per cent, with rates as high as 150 per cent in some institutions. In the worst-case scenario, the province would need a new 1,000-bed facility, costing \$900 million to build and \$60 million per year to run.

Currently, offenders sentenced to less than two years go to provincial prisons while offenders sentenced to two years or more serve in federal penitentiaries. Since effective rehabilitation programs can be provided for inmates serving longer than six months, we recommend uploading to the federal government the responsibility for inmates serving six months and more. This would better align fiscal incentives for corrections and would give inmates access to federal rehabilitation services.

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Labour Relations and Compensation

There are over one million BPS employees in Ontario, about 70 per cent of whom are unionized, compared with about 15 per cent in the private sector. This makes effective union-management relationships important. Any government wanting to change the delivery of services must work with the people who deliver those services and with the unions that represent those people.

Labour costs account for about half of all Ontario government program spending. As such, the target of 0.8 per cent program spending growth cannot be attained without moderation in the growth of public-sector total compensation, whether through base wages; premium payments such as overtime, shift premiums, merit pay or movement through "grids"; or pension costs.

Public-sector wage growth has moderated since the government introduced a restraint policy in March 2010. However, many major agreements, including those covering Ontario's almost 25,000 physicians and over 200,000 teachers, have not been renegotiated since then.

Labour compensation is but one consideration of labour relations. Ultimately, the goal is to have a highly competent public service working at a high level of productivity, delivering excellent public services. Tactics geared towards short-term fiscal gains such as wage freezes and limits on the number of civil servants should be avoided. Wage freezes damage labour relations and are often followed by wage catch-ups. A focus on program outcomes and budgets will naturally and more efficiently result in a smaller civil service than arbitrary rules. There should be no ideological or other bias towards or away from public- or private-sector delivery of services, only a consideration of practical logic: what produces the best result for the people of Ontario at an affordable cost?

The principles below are intended to support the transformation in labour relations that will best allow management and labour to work together to deliver excellent public services.

- The labour relations system in Ontario should be balanced, effective and transparent. It should respect the interests of both employers and employees, provide value to citizens and be seen to do both;
- Collective bargaining agreements that are negotiated between the parties are preferred to settlements or outcomes that are either legislated or arbitrated;

- Accountability for labour relations and service delivery should be appropriately distributed. Governments, BPS employers and bargaining agents should bear responsibility for bargaining outcomes. All BPS management and employees should bear responsibility for delivering high-quality public services and value for public money; and
- Broader system changes should be part of a larger vision, in which labour relations plays a part, but is not an end in and of itself.

These principles should be applied to a number of key issues that recur in labour-management relations in the public sector.

The goal of balance means the government should settle the issue of essential services and change the interest arbitration system. An independent working group should determine which services are essential and how disputes should be resolved. The interest arbitration system has come under increasing scrutiny and attack. We do not find the system to be broken, though it can be improved. Arbitrators are likely to follow the lead of public-sector employers adopting tough, but fair, stances in negotiations. Among changes that would help: an independent tribunal or commission should manage a panel or roster of independent arbitrators, set time limits for each arbitration and require arbitrators to provide clear reasons for their decisions.

Ensuring that public services are delivered more effectively and efficiently is primarily a management problem. Most BPS workers are well educated, highly competent and dedicated, but the system does not measure productivity well, nor does it encourage active steps to improve it. This can and must change. The government should provide a zero budget increase for wage costs; ministries and agencies will then have to drive out inefficiencies to absorb any wage increase. Bumping provisions unduly impede the move towards a progressive and efficient public service; these should be modified. Concerns about successor rights should not stop privatizations or amalgamations; inherited agreements do not live forever. The Ontario Labour Relations Board should be given expanded authority to encourage bargaining structures that support the delivery of quality and effective public services. The government should also encourage further rationalization of BPS bargaining. The province should move to a smaller number of bargaining units and more centralized bargaining. The government should set up a labour relations information bureau to collect data relevant to employers and unions, especially measures of productivity.

Leaders in the OPS and BPS should be held to account, adequately compensated and offered incentives to excel. The Ontario government needs highly competent employees, including managers. Those who exceed their job requirements should receive bonuses. To help managers, job descriptions and collective agreements should be flexible enough to put the best people in the right places. The government needs greater flexibility both to move people around and to address underperforming individuals and areas that are no longer priorities or where the service could be better provided by another entity.

Many public-sector workers have recently agreed to, or had imposed on them, more moderate compensation increases. Large employee groups in health and education that are now entering into bargaining rounds should do their part. The government must work collaboratively with BPS employers and bargaining agents to reach compromises that recognize the fiscal reality. Employers may have to take and maintain hard positions in the face of disagreement and disruption, but all parties should share a focus on results.

The government and its BPS partners must realize that moderation in compensation will be difficult to maintain over the long term. A broad vision for labour relations must recognize this and plan for the future. Transformation and productivity gains will ultimately allow the government to provide sustainable services.

Operating and Back-Office Expenditures

The government's operating and back-office expenditures include employee compensation, IT, human resource management, financial services, procurement, communications and other services. In many cases, these can be made more efficient without compromising service delivery — in most cases, these changes will improve it. Many such reforms should be extended to the BPS — schools, hospitals, agencies, boards and commissions.

The mandate of ServiceOntario should be expanded. ServiceOntario is the province's public-facing delivery organization with responsibility to deliver information and high-volume routine transactions to individuals and businesses. A broader mandate for ServiceOntario would reduce costs, increase productivity and improve service delivery to the public. The one-stop approach — which can work across the Ontario government and in conjunction with the federal and municipal governments — is better for clients and government alike. It should further expand its service-delivery methods to new or alternate platforms, all the way to partnerships with the private sector. ServiceOntario's capital budget is now \$2 million per year, which limits its ability to secure efficiency gains; to carry out a broader mandate, it will need more money, especially for updated IT.

Private-sector partnerships should be used to move ServiceOntario further towards a full-cost recovery model. Such partnerships can provide better value for taxpayer money, as long as they meet the standards expected of public service delivery; Teranet is an example of a public-private partnership that works.

"Agencies" is the generic term for a wide variety of entities to which the government makes at least one appointment. They have diverse and complex mandates and perform a variety of roles. The agencies' governance framework and accountability mechanisms were reviewed in 2010. But a broader review is needed to determine if their mandates continue to be relevant and if efficiencies could be achieved.

Delegated Administrative Authorities (DAA) have delivered regulatory services since the mid-1990s; DAAs are private, not-for-profit corporations that administer legislation on behalf of the government under accountability and governance agreements with the government. Delegated Administrative Authorities have been found to reduce costs to taxpayers, improve regulatory outcomes and efficiency, retain government oversight and increase industry engagement. At a time of fiscal restraint, there is a risk of service erosion as regulatory ministries seek to reduce costs. The government should set up more DAAs.

In the late 1990s, the government combined a hodgepodge of information and information technology (I&IT) solutions into clusters. I&IT is the technological backbone of government operations. Further efficiency and better value for money will be found by eliminating redundant services and centralizing common functions. The government now uses both in-house and external service delivery; in a constrained fiscal environment, outsourced contracts may make the difference between the continuation and the end of some services.

Accountability is essential, but we often treat that goal as an absolute good. Taxpayers expect excellent management and transparent procurement, but an exclusive focus on rigorous financial reporting and compliance requires a significant investment of time, energy and resources that is subject to diminishing returns. The added cost to government, to the general public, and to the private and non-profit sectors in ensuring compliance should be balanced against the risk of waste or fraud. The Auditor General should be asked to help find a new and appropriate balance. At a minimum, the government should switch from individually tracked expenses to a per diem system for civil servants and consultants.

In a number of areas, efficiencies already introduced in the OPS should be extended to the BPS. Among these:

- Shared services for back-office functions (e.g., payroll, financial transactions, procurement, collections and insurance) and common administrative services (e.g., printing, mail, translations and asset management) can save money;
- The consolidation of I&IT services in the OPS saved \$100 million per year; savings would be greater if this were pushed out to the BPS;
- A standardized framework would enable the BPS to leverage its immense purchasing power through collaborative purchasing, standardization of products and processes, and back-office consolidation; and
- Centralized maintenance practices already established in the OPS should be extended to the BPS.

Transfer payment and grant programs in the OPS are ripe to deliver centralized efficiencies. Because many organizations are funded by several ministries, the government has trouble assessing the overall picture and recipient organizations are frustrated at dealing with multiple requirements. A new enterprise grants management system, developed by two ministries to overcome these problems, is set to launch shortly; expanding it to the entire OPS would spread its costs across more ministries.

Government Business Enterprises

The government of Ontario owns four government business enterprises (GBEs): the Liquor Control Board of Ontario (LCBO), Ontario Lottery and Gaming Corporation (OLG), Ontario Power Generation (OPG) and Hydro One. They contribute substantial sums to the provincial treasury — \$4.6 billion in 2010–11 alone. Together, their net assets amounted to \$17.6 billion at the end of last fiscal year.

We looked at two distinct approaches to generating further value from them: the government could sell all or part of each business; or it could improve business efficiencies while retaining full government ownership.

Sales of GBEs: Because these assets contribute substantial ongoing and growing revenues to the province, a full divestiture of any or all of the GBEs would result in a lump-sum payment to the province at the expense of future revenue streams. If sale proceeds were directed to pay down provincial debt, Ontario could save on interest costs of up to four per cent, based on recent bond yields. By comparison, GBEs provide a return on assets (ROA) of at least eight per cent. Any full divestiture would have to overcome this spread to provide a fiscal benefit to Ontario. Current circumstances do not appear to offer a convincing value proposition for the province. Even so, Ontario should not close the door on new approaches that generate better value out of the GBEs. Action, however, must not be driven by ideology. Any sale must rest on overwhelming evidence that Ontario would benefit in the long run.

Improving GBE Operations: The GBEs may not be achieving their full potential because of operational inefficiencies and because they are sometimes ordered to act counter to their direct commercial interest.

There may be opportunities to improve LCBO returns through increased efficiencies and new business opportunities. The Auditor General noted in his 2011 Annual Report that the LCBO could more effectively use its purchasing power and improve the current mark-up structure used to determine retail prices. The LCBO also has obligations that reduce profitability, such as promoting Ontario producers. The policy merits of these measures should be balanced against any reduced profitability. The LCBO may also be able to increase profits by opening more stores.

The OLG provides significant net income to the province while maintaining social responsibility, but efficiencies and other measures could improve the company's margins. The OLG currently operates two head offices in separate locations; it should close one. It operates two casinos in the Niagara area; it should close one. Slot machines are directed to racetracks, where subsidies are provided to the horse racing and breeding industry and municipalities, rather than locations that would be more convenient and profitable; OLG would make much more money if slots were permitted elsewhere, as they should be. The OLG gives lottery terminals to merchants who sell tickets, an implicit subsidy. This practice too should cease.

The OPG and Hydro One occasionally endure government intervention that lacks a clear and legitimate policy objective, to the potential fiscal detriment of the province. They should both be encouraged to seek operational efficiencies in line with their industry's best practices. In an effort to reduce costs to consumers, the government occasionally intervenes in regulatory rate filings for both OPG and Hydro One. As a result, electricity rates may become decoupled from costs, providing a de facto subsidy to electricity consumers, and reducing both companies' net income and their contribution to provincial revenues.

Revenue Integrity

Across a range of revenue issues, better administration and enforcement could improve the integrity of the tax system and build Ontario's fiscal capacity.

The business tax base needs strengthening. Globalization has offered companies more opportunities to reduce the provincial corporate income tax they pay. Ontario should work closely with the federal government and other provinces to reduce aggressive tax avoidance. Such steps could generate over \$200 million per year in revenue.

The underground economy creates an unfair tax burden for taxpayers and makes it hard for legitimate businesses to stay competitive with those that evade many business taxes. More should be done. Quebec has made progress through tougher penalties for non-compliance, intensified tax audits and a tighter focus on high-risk industries and products, along with other initiatives. Ontario should take similar steps and work with the federal government to co-ordinate and strengthen compliance. These and other measures could yield the province over \$500 million per year.

Fines valued at \$1 billion under the Provincial Offences Act (POA) remain uncollected. The province should take more aggressive action to collect this money; for example, it could suspend licences and registrations, add POA fines to the offender's property tax bill and offset tax refunds against unpaid POA fines.

The Auditor General has highlighted the government's collections activities for accounts receivable and overdue accounts. The *2011 Budget* proposed a more centralized system to be lodged in the Ministry of Finance that would reduce costs, improve the monitoring of overdue accounts and reduce accounts receivable. Other jurisdictions have already moved in this direction. Early estimates indicate that this would eventually generate over \$250 million per year.

The Ministry of Finance has developed a sophisticated, automated audit assessment tool to identify areas of greatest financial risk, which helps auditors and inspectors determine where they should focus their attention. By co-ordinating government-wide audits of companies, a valuable resource for ministries, the Ministry of Finance will be better able to recover funds on behalf of the province. The revenue potential here is over \$50 million annually.

The government receives about \$1.8 billion every year from over 400 types of user fees (e.g., driver's licences). Most are set at a specific rate, but there is no regular process for reviewing these fees so, over time, they do not reflect the rising costs of providing the related service. Many of these have seen little change since 2003. The government could set fees to recover all costs associated with the service provided, as recommended by the Auditor General in 2009; this would raise over \$500 million per year in additional revenue. Or it could index all user fees each year by the rate of inflation. The government should update its user fees using a blend of full cost recovery and indexation, with the change phased in over the next two years.

The Commission has no mandate to recommend tax increases. However, we have noted throughout the report that revenues tend to grow more slowly than nominal GDP. As such, our Status Quo Scenario features a decline in the tax burden, defined as the revenue-to-GDP ratio. Allowing the overall tax burden to decline magnifies the severity of program spending restraint required if we are to return to a balanced budget. This severity could be alleviated somewhat if the taxes that do not keep pace with economic activity were reformed to do so. Consistent with our mandate, we have not incorporated any such revenue increases into our Preferred Scenario. We simply note the reforms that could prevent a decline in the overall tax burden.

The main source of this downward bias in the tax burden is education property taxes, including business education taxes (BETs), and a number of excise taxes that are levied on the volumes rather than the values of the products.

Since 2000, property assessments have more than doubled, but municipal property taxes have increased by only 70 per cent and education tax revenues, by only one per cent per year. This is because the provincial government fully offsets the impact of reassessment when resetting education tax rates. This reduces revenues available to support education and requires increased transfers to school boards. The province should stop fully offsetting reassessments so that revenues increase with inflation.

An additional concern is the wide range of BET rates across the province. Under a 2007 plan to address these distortions and inequities, high BET rates are being reduced to a target rate by 2014, eventually saving businesses \$540 million annually. Since the plan was introduced, high BET rates have decreased and the variance among BET rates has narrowed, but a considerable gap remains. The province should continue to implement the BET reduction plan while considering options to avoid revenue losses; raising low BET rates would help to offset reductions in high BET rates. This would make the business tax system more equitable, while providing a significant increase in revenues for education — up to just over \$1 billion by 2017–18.

Contraband tobacco is another issue. In recent years, tobacco consumption has flatlined after more than a decade of decline in smoking rates, partly because cheap illegal tobacco — which reduces provincial revenues — is available. Better enforcement has generated results. The government has taken steps to deter illegal tobacco but needs to go further. Measures we recommend could result in increased annual revenue of up to \$225 million.

Excise taxes — on beer, wine, tobacco and gasoline, for example — are levied on the volume sold, not the value (that is, they are specific, not *ad valorem*, taxes). So if prices rise, but not volumes, revenue from the taxes does not respond. The government should switch to *ad valorem* taxes, or otherwise capture changes in values, so revenue will reflect inflation.

Liability Management

No fiscal projection is static; once released, it is subject to risks that can have a positive or negative impact on the province's actual fiscal results. Ontario's fiscal plan includes a reserve to protect against adverse changes in the revenue and expense outlook, but it is too inflexible. General risks should be handled through the contingency reserve, which should be set higher than in recent budgets and grow over time. Modest internal risks should be addressed through an operating reserve.

There are risks the government cannot predict — like SARS, H1N1 or support of the auto sector. Other risks — like the need for forest firefighting — are known in advance, but the scope of the need is not. Finally, there are risks that are unknown both in their probability and their cost. The government should have an explicit strategy for dealing with risk. We have identified a number of liability risks for which the province should develop management plans. These are known risks that are subject to mitigation strategies. More will undoubtedly surface, so the liability management strategy must be very fluid.

Pension Benefits Guarantee Fund (PBGF): Created in 1980, the PBGF was designed to assist pensioners and plan members when occupational pension plans are wound up with too few funds to cover promised benefits and the employer cannot make the required payments. It is administered by the Superintendent of Financial Services and generally covers single-employer defined benefit pension plans in the private sector and BPS. Ontario is the only sub-national jurisdiction in the world to provide such coverage. A 2010 study concluded that the PBGF was not sustainable in its current form. As such, it presents a large fiscal risk for the province in the event of another economic downturn. The province should either terminate the fund or see if it can be transferred to a private insurer.

Liability from Pension Funds in the BPS: Ontario's public-sector pension plans — to which the province provides direct and indirect funding — include some of the largest in the country. More transparency and strategic planning would help manage this risk. The government should develop plans to contain fiscal risks. Five plans are consolidated in the province's financial statements. The province is wholly or partly responsible for any shortfalls in three of those: the Public Service Pension Plan (PSPP); OPSEU Pension Plan (OPSEUPP); and Ontario Teachers' Pension Plan (TPP). The employers bear this joint responsibility for the Healthcare of Ontario Pension Plan (HOOPP) and Colleges of Applied Arts and Technology (CAAT) Pension Plan. The Commission encountered considerable confusion on the question of who bears the ultimate financial responsibility for funding deficits. The government should clarify who ultimately holds financial liability.

The three pension plans sponsored or co-sponsored by the province now have funding shortfalls; HOOPP was fully funded as of its latest valuation, while CAAT had a small surplus. Many of these have increased employer and employee contribution rates and some have reduced or eliminated the guarantee of inflation protection. A sensitivity analysis of the health of these plans would be useful since views differ on how their liabilities should be valued. The government has few levers to make significant short-term adjustments to its pension costs, but long-term savings are possible.

When faced with future shortfalls, pension plan sponsors should reduce prospective benefits to limit the need for further contribution rate increases. For its part, the government should make benefit cost containment part of its compensation negotiating strategy for the BPS. The government should seek opportunities to save money and obtain better investment returns by consolidating administrative functions and pooling the investments of pension plans across the BPS. Transparency is also important. The cost of the public-sector pension plans should be made much clearer in the *Public Accounts* and the *Budget*.

The Taxpayer Protection Act fetters the government's capacity to make decisions regarding revenues due to its restrictions on increasing tax rates or introducing a new tax. Ultimately, the government is accountable to taxpayers if it decides to modify tax rates or introduce a new tax. Modifying or eliminating this act will allow spending and taxes to be used as required to address the threats of fiscal sustainability.

Environmental Risks: To better protect the province from the costs of environmental cleanup, the legislation should be changed to put more focus on the principle of "polluter pays." Other options include a program like Superfund in the United States, which has the authority to clean up hazardous waste sites.

Risks Posed by the Federal Government: Ontario is always subject to the risk of federal government policy changes, which can disrupt the province's fiscal planning and public services. Among the known risks:

- The outcome of current negotiations for a comprehensive free trade agreement with the European Union could significantly raise the cost of prescription drugs in Ontario because the proposed harmonization of patent rules would keep generic drugs off the market for longer. This could cost Ontario up to \$1.2 billion per year, more than wiping out the savings from the provincial government's recent drug reforms;
- Ontario and the federal government share a common personal income tax base and Ontario generally parallels any federal changes. Federal proposals to expand income splitting and double the contribution limit on Tax-Free Savings Accounts could reduce Ontario revenue by \$1.3 billion annually;
- Changes in the Canada Health Transfer (CHT) will cost Ontario almost \$231 million per year based on current forecasts, but could reach almost \$421 million if GDP growth falls to three per cent; these reductions will grow over time. Tying the CHT to GDP growth will almost inevitably reduce the federal contribution to health spending;
- Recent crime legislation will place further demands on the provincial court and corrections systems. The federal government has not yet recognized or addressed the additional cost. The lowest cost estimate of the impact of the federal crime bill is \$22 million per year; it will probably be much higher; and
- A three-year social housing agreement with the federal government signed last year will provide \$480 million, split 50–50, to build or repair 6,000 affordable housing units. There is currently no federal funding commitment beyond the end of the current agreement.

Risks Posed by the Municipal Sector: There are potential risks for the province in the event of default by a municipality. The province should work with municipalities to ensure that commitments are met. Known risks include potential overruns in municipal infrastructure and the Pan Am Games. Although municipalities are responsible for maintaining their infrastructure, there are continual calls on senior governments to finance new projects. What is needed is a comprehensive plan that points the province, municipalities and the federal government in the same direction. This is an opportune time to take stock of the current approach to municipal infrastructure. Toronto and the Golden Horseshoe region will host the 2015 Pan Am Games. The province is contributing \$500 million and is responsible for any spending beyond the approved \$1.4 billion budget. As the deficit guarantor, the province must be vigilant in ensuring that the parties involved do not allow any overrun in expenditures.

Unknown Risks: Risks that we cannot foresee are inevitable. The fiscal plan must also be prepared for the unexpected and provide for unknown risks as well.

Intergovernmental Relations

Federal, provincial and municipal governments all deliver services to Ontarians, often with inconsistent objectives and unco-ordinated activities. Better co-ordination would help in some areas, but in others, a whole new delineation of responsibilities is needed. The province's relations with the federal government and with Ontario municipalities have major consequences for the provincial budget. We will deal with each in order.

Federal-provincial relations

In 2009–10, Ontario's 39 per cent of Canada's population contributed about 39 per cent of federal revenues, but benefited from only 34 per cent of federal spending — a gap worth about \$12.3 billion or 2.1 per cent of Ontario's 2009 GDP. The spending gap is a clear demonstration of the perverse structure of Canadian fiscal federalism.

Under the Constitution, the provincial and federal governments explicitly share some responsibilities, while issues unknown in the 19th century have forced governments to work together. This collaboration has resulted in accomplishments such as medicare, social services and tax reform, but federal actions can sometimes disrupt provincial fiscal planning and public services. Ontario needs federal co-operation to address the fiscal, economic and demographic challenges it faces, as do other provinces. More than ever, all governments must work together to reform public services. The time for a new federal-provincial paradigm is now.

The Ontario government should establish an understanding with the federal government that federal actions pose fiscal risks to Ontario. There are now four major risks:

- **Changes to the common tax base:** Common personal and corporate income tax bases simplify tax filing. Proposed federal changes on income splitting and Tax-Free Savings Accounts could cost Ontario \$1.3 billion in lost revenue, since the province would likely mirror these changes. And because Ontario parallels some federal tax provisions for business, federal changes to the Scientific Research and Experimental Development tax credit should only be done in consultation with the province.
- **Changes to Canada's Criminal Code:** Changes to the Criminal Code will impose new demands on the provincial court and corrections system, adding to the fiscal burden. The new "tough on crime" legislation is expected to result in substantially higher costs for Ontario. (See Chapter 14, Justice Sector, for full recommendations.)
- **Reducing support for immigration settlement services:** In 2005, the federal and Ontario governments agreed to increase funds for immigration settlement services in the province. The federal government has underspent by more than \$220 million under the agreement, reducing potential services to help newcomers settle, integrate, receive language training and find work.

-
- **Long-term health costs outstripping federal funding:** The CHT and the Wait Times Reduction Fund are set to expire in 2014. The federal government plans to increase the CHT by its current six per cent per year until 2017, but then tie the growth rate to Canada's nominal GDP, with a three per cent floor. While we recommend capping the growth of Ontario health spending below that level to balance the budget by 2017–18, the long-run cost of health care will almost certainly grow faster than nominal GDP. Moving to a GDP-based growth rate would cost Ontario about \$239 million in 2017–18, but could reach nearly \$421 million if GDP growth is below three per cent. These gaps will grow. Constraining CHT transfers in this fashion will reduce even further the federal government's minority share of health care funding.

Aside from the major transfers (CHT, Canada Social Transfer [CST] and Equalization), the federal government has made no commitment to renewing other expiring transfers. Ontario needs a reliable and predictable federal partner.

Some federal programs that directly serve Ontarians or fiscal arrangements that support provincial services should be modernized and reformed. The province should advocate strongly to change federal programs that do not work effectively in Ontario's interests. (Full recommendations on these points can be found in the individual chapters.)

Equalization: A ceiling on Equalization limits the size of the program to the nominal growth rate of national GDP despite rising disparities among the provinces. The program fails to fully capture and share the wealth generated by high commodity prices in other parts of Canada. Nor does the program account for Ontario's higher cost pressures, which affect the cost of public services. Equalization should fully capture resource revenues and accommodate differing price levels among provinces.

Canada Social Transfer: The federal government generates revenues from Ontario on a nearly equal per capita basis; the CST then returns money to the province on an equal per capita basis. This unnecessary step is inefficient and reduces accountability and transparency. The CST should be transferred to the provinces in the form of tax points; in other words, the federal government should reduce its taxes so provinces could increase theirs by an equivalent, revenue-neutral amount.

Employment Insurance: Employment Insurance does not meet the needs of the modern labour market. In 2010, Ontarians contributed about 40 per cent of EI premiums, yet received only 32 per cent of benefits. And despite having an unemployment rate above the national average, only 32 per cent of unemployed Ontarians get EI, which also restricts their eligibility for training. The changes recommended by the Mowat Centre for Policy Innovation would improve outcomes for Ontario workers and employers.

Income assistance for persons with disabilities: Individuals with severe disabilities face significant barriers to gaining employment and earning a decent wage. These vulnerable individuals are now served by a “tangled safety net” of federal and provincial programs. They would be better served by a national income support program.

Immigration policy: Immigration will increasingly be a source of Ontario’s population and economic growth. We noted above that the federal government has underinvested in Ontario and plans further cuts in immigration settlement spending. Moreover, Ontario is allowed to nominate only 1,000 individuals through its PNP, compared to 5,000 for Alberta. The province should have more influence in determining immigration policy. The federal government should also devolve immigration services, with funding, to Ontario.

Education for First Nations on-reserve: Better education on reserves is crucial to improving the social and economic outcomes of First Nations peoples, but federal funding per student falls short of the provincial average. The province should put strong pressure on the federal government for adequate funding. Failing such action, which is clearly justified and desperately needed, the province should plug this gap.

Green energy: The federal government has provided little support for Ontario’s green energy initiatives, but \$1.4 billion in annual subsidies to the oil and gas sectors. Ontario needs fair and equitable support for its clean energy initiatives.

Working together to rationalize public services: The provincial and federal governments should reduce overlap and duplication of services. This discussion could start by examining inefficiencies in overlapping employment and labour-market training services; the effectiveness of federal immigration settlement programs; the potential gains from each government specializing in corrections or parole services; collaboration in direct citizen transactional services; the benefit of a national transit strategy; and rationalization of environmental protection activities and regulations.

Employment and training services: The fragmented nature of various federal-Ontario labour-market agreements limits the province’s ability to benefit from fully integrated services. Several of these agreements expire after 2013–14, so there is an opportunity for reform. Greater flexibility for Ontario would allow the province to adapt the full suite of labour-market programs to meet changing labour-force needs.

Immigration settlement and integration services: Both the federal and Ontario governments provide immigration settlement services, with significant overlap that creates inefficiencies and reduces co-ordination. Responsibility for integrating newcomers should lie with local authorities, which can respond to regional needs. Settlement programs have been devolved to provincial governments in British Columbia, Manitoba and Quebec, but the federal government has not agreed to do the same for Ontario. The federal government should devolve these services to Ontario with funding.

Corrections services: Effective rehabilitation keeps communities safe and controls correctional expenses, but the current arrangement prevents the maximization of these benefits. Offenders sentenced to less than two years go to provincial prisons, while the rest serve their time in federal penitentiaries. There are too few inmates serving sentences of between six months and two years for the province to provide rehabilitation services. The government should explore uploading the responsibility for inmates serving six months and more to the federal government; this would give these inmates access to federal rehabilitation services.

Citizen transactional services: ServiceOntario, which integrates the services delivered by various ministries into one easy-to-access location, has reduced wait times, improved accessibility and achieved efficiencies. The federal, provincial and municipal governments should continue to explore other opportunities to collaborate.

National transit strategy: Traffic congestion is a systemic issue from coast to coast, justifying a national approach. Canada is the sole nation in the OECD that lacks a national transit strategy.

Environmental protection and regulation: Environmental management is shared by the provincial and federal governments. Although the two co-operate on environmental assessments, more remains to be done. The federal government is reviewing its legislation in this area and has shown interest in removing duplication between approvals processes. The two governments should continue to pursue the creation of a "one project-one environmental assessment" solution.

Provincial-Municipal Relations

Municipalities provide many services — such as social housing, social assistance, drinking water quality, public transportation, land use planning and waste management — that are governed by provincial legislation and standards. Most municipal revenue comes from local sources, mainly property taxes. Yet provincial transfers account for nearly one-fifth of their revenue, including contributions to cost-shared programs and unconditional funding through the Ontario Municipal Partnership Fund (OMPF).

Provincial support to municipalities has increased substantially since 2003, mainly to reverse the downloading of responsibilities of the previous decade. After the 2008 Provincial-Municipal Fiscal and Service Delivery Review, the province agreed to upload various municipal costs over a 10-year period. The province also funds municipal infrastructure. Recommendations on provincial-municipal issues are found in many chapters of this report.

Support to municipalities is on track to rise by an average of 5.2 per cent per year to 2018. Much of the growth comes from the remaining \$500 million of uploading. Excluding that, transfers would still grow significantly faster than the 0.8 per cent annual pace we recommend for overall program spending growth. The Commission supports the upload and we realize that any change in the upload merely shifts, not solves, the fiscal problem. Most municipalities also struggle with their budgets. Still, we believe that overall spending restraint means that total transfers should not increase as rapidly. We recommend first that the upload period be extended by two years to 2020 and second that the OMPF should decline to the planned \$500 million by 2016.

The province and municipalities should also track how municipalities invest the benefits realized from the uploads. This accountability framework should focus on new municipal capital spending.

The province and municipalities share the property tax base — a stable revenue source that funds local services and a portion of elementary and secondary education. However, the practice of cutting education tax rates to offset reassessment increases has reduced revenues for education, which is supported by property taxes. The province should maintain stable education tax revenues in real terms. (There is more on this in Chapter 18, Revenue Integrity.)

Different levels of government must work together to find the most efficient ways to service those most in need. To maintain service levels while limiting spending growth to 0.8 per cent per year, all players, including municipalities, must commit to greater efficiency and transformation.

Thompson, Joseph AVED:EX

From: Black, Marc GCPE:EX
Sent: Wednesday, August 8, 2012 12:56 PM
To: Thompson, Joseph AVED:EX
Subject: FYI: Canadian Union of Public Employees: Province launches new assault on post secondary workers

Canadian Union of Public Employees
CUPE BC
08-Aug-2012 12:50

In their latest attack on post secondary education, the BC Liberals are fastracking a new plan to slash jobs and money from BC's already hemorrhaging college and university budgets.

Details about the ambiguously titled Administrative Service Delivery Transformation Project have been surfacing for the past week. While the province has dragged its feet on negotiations with CUPE college and university workers for more than two years, this project appears slated for implementation three months after it launched. In that time, the private firm Deloitte is to have completed a comprehensive investigation to "recommend shared procurement and back office administration services" across the entire BC post secondary sector. In the past, "shared services" and "shared procurement" have meant privatization.

A synopsis of the project launched by the Ministry of Advanced Education suggests "interviews with institutions" took about two weeks, while "data collection and current state analysis" took less than four. The final phase is slated to finish by mid September. It appears the plan is to be implemented for the 2012-13 school year. What is not clear is exactly how many jobs are at stake.

The project has targeted CUPE jobs at colleges and universities in everything from facilities maintenance, to grounds, to recruitment, to benefit plans, to printers, procurement and IT. Virtually all management jobs are excluded and only libraries, admittance and enrolment and ancillary services are marked for "further discussion" from operational positions.

"To steamroll a project like this through while we are in the middle of bargaining is extremely alarming. I don't know how the province expects negotiations to carry on in good faith while the threat of job cuts hangs over the bargaining table," says CUPE BC Universities Sector Coordinator Tracey Mathieson.

"CUPE college and university workers haven't had a wage increase in years and some are already facing layoffs now the BC Liberals appear to be targeting the very workers who make our public post secondary system work," says CUPE BC Colleges Coordinator Ian McLean, adding, "You have to wonder about the timing of this entire project."

The government already announced plans to cut \$50 million from post secondary education by 2015 and insisted institutions get their stamp of approval on "savings plans" before completing contract talks. Those talks are virtually stalled at BC's campuses after waiting months for that provincial approval. [fin, lbr, adv]



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Post-Secondary Sector Administrative Service Delivery Transformation Project

Background

Government's Budget 2012 Includes targeted savings in post-secondary non-academic administrative services. The fiscal targets are \$20M in 2013/14 and a further \$30M in 2014/15.

There is interest in building on the efficient practices and cost savings already achieved by individual institutions, and collaborating to extend these benefits across the post-secondary sector. For example, some practices, technology investments and supplier pricing arrangements could potentially be shared across more institutions.

Overview of the project

The Ministry and the post-secondary institutions will collaborate to implement shared procurement and back office administrative services across the public post-secondary sector to achieve best value and fiscal plan targets.

The first phase is the Opportunity Assessment Phase which began on June 25, 2012 and will end with a consulting firm's report to be delivered in October 2012. This phase will study, review and recommend specific non-academic administrative service delivery opportunities, and will develop a "roadmap" with options for moving forward with service delivery changes in future phases.

The Opportunity Assessment Phase is a study. No recommendations will be implemented and no implementation decisions will be made in this first phase.

Project documents

- [Project Briefing](#), updated August 20, 2012
A 12-page PowerPoint presentation for institutions to brief staff and organizations in B.C.
- [Project Overview](#), updated August 20, 2012
A 3-page summary for project participants to forward to staff and colleagues in B.C. This is a shorter version of the Project Briefing presentation.
- [Terms of Reference](#), approved June 28, 2012
An 8-page project definition signed by the members of the project's Executive Committee.

Questions and Answers

Q. Will the quality of post-secondary education be affected?

A. No. An objective of the project is to protect the quality of academic programs by reducing administrative costs that are not related to direct academic program delivery. The areas of project focus will not impact the delivery of academic services.

Functional areas to be explored include Procurement, Facilities Management, Information Technology, Human Resources, Finance, Ancillary Services and Library Management.

Q. Will jobs be affected?

A. Neither the government nor the institutions have any predetermined idea of how savings and improvements will be achieved. The project is in its earliest phase and it is too early to speculate on what the outcomes may be.

Q. What is the process to be followed in the first phase of the project?

A.

Step	Activities	Timeframe
Data gathering	The consulting firm will work with all public post-secondary institutions to gather data, information and input through meetings and surveys. The consulting firm's internal experts on higher education will provide perspectives and	July and August 2012

Consultants' report	The consulting firm will deliver its report to the Ministry. The report will include recommendations, and a "roadmap" with options for moving forward with service delivery changes in future phases.	October 2012

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Q. What will happen after the first phase?

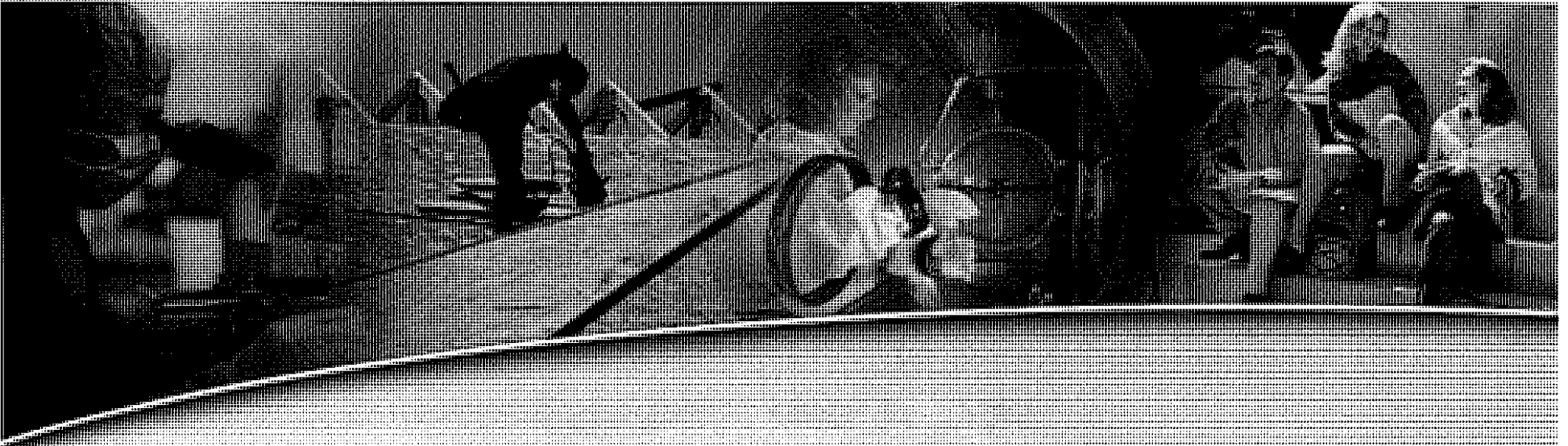
A. The Ministry will present the recommendations and proposed roadmap options to government. The consultants' report will be one source to be considered by decision-makers in determining next steps.

Q. Who is running the project?

A. The project is a collaborative effort by the Ministry of Advanced Education and all public post-secondary institutions.

The project's nine-member Executive Committee is made up of the Presidents of seven institutions, the Deputy Minister, and the responsible Acting Assistant Deputy Minister of the Ministry of Advanced Education.

The 12-member project Steering Committee is comprised of eight Vice Presidents of Finance and one Chief Information Officer from nine institutions that are representative of the sector as a whole, and the Ministry of Advanced Education as represented by the responsible Acting Assistant Deputy Minister, the Acting Chief Financial Officer, and the Acting Chief Information Officer.



Post-Secondary Sector Shared Services Initiative

An Update for Leadership Council

April 3, 2012

Prepared by:
Deborah Rasnick
A/ Executive Director, Post Secondary Funding
Ministry of Advanced Education
250.387.8820



Update from Feb 28th Meeting

- As a meeting outcome, AVED committed to creating *forums of dialogue* to support the building of a *strategic vision*, and the crafting of an initial *Terms of Reference (ToR)*.
- Initial meeting held with sector representatives on March 13th to discuss *Initiative* and sketch a possible way forward.
- Subsequent discussions with several VPs Finance.
- **AVED is coordinating the initial draft of ToR:**
 - This work is underway. Small group of VPs Finance and AVED (proposed Steering Committee members) will jointly craft for broader review/feedback;
 - ToR is considered a living document until final sign-off by proposed governance bodies.

Project Approach

- **Leverage successes from the *community* that came together in the recent GAAP Transition initiative.**
 - Shared ownership of project – Sector and AVED
 - Cross-sector representation throughout governance framework
 - Hats-off: system-wide initiative, with participants pro-actively exploring ideas and finding solutions for success, using system-wide lens
 - AVED staff providing project leadership, connecting people and ideas, coordinating, broad govt liaising, and secretariat functions
 - AVED providing strategic externally-contracted resources for subject matter expertise

Project Approach (cont.) – Building Blocks

Building Blocks under consideration include:

Note: all items below are considered draft, and are subject to discussion and refinement to meet stakeholder needs.

• Purpose of Initiative:

- Explore system-wide opportunities to unlock value through such means as leveraging purchasing power, economies of scale, partnerships and collaborations, technological innovation, product standardization, and process efficiencies.
- Build on individual and collective strengths to get better outcomes and take advantage of the opportunities this may create.
- Design the implementation road map for high quality opportunities within a sustainable delivery model that will meet stakeholder needs into the future.

Project Approach – Building Blocks (cont.)

Note: all items below are considered draft, and are subject to discussion and refinement to meet stakeholder needs.

• Guiding Principles:

- Act as One System
- Shared Leadership, Ownership, and Accountability for Results
- Be a Respectful Partner, and Foster Open Communication
- Understand and Advocate to Meet Stakeholders' Needs
- Use Flexible, Adaptive Approaches
- Focus on Retaining Service Quality while Unlocking Efficiencies
- No Negative Impact to Students, Research, or Programs
- Realistic Solutions and Implementation Timelines

Project Approach – Building Blocks (cont.)

Note: all items below are considered draft, and are subject to discussion and refinement to meet stakeholder needs.

- **Scope:** *For the purpose of this initiative, shared services may include components such as:*
 - **Strategic Sourcing/Collaborative Procurement**
 - **On-Boarding Arrangements Between Entities**
 - **Partnership-Based Delivery/Best Practice Implementation**
 - **Back Office Administrative Efficiencies**
 - **Others Identified by Participants**

Project Approach – Building Blocks (cont.)

Note: all items below are considered draft, and are subject to discussion and refinement to meet stakeholder needs.

- **Overarching Project Approach:**

- **Phasing of In-Scope Items into Manageable Chunks**
- **Ranking Based on Potential, Risk, and Required Investment**
- **Quick Wins receive Earlier Implementation**

- ***Strategic Sourcing/Collaborative Procurement is considered to have great potential for cost reduction & increased service quality, and is therefore the most-likely 1st phase.***

➤ *To be confirmed by Steering Team*

Project Approach – Building Blocks (cont.)

Note: all items below are considered draft, and are subject to discussion and refinement to meet stakeholder needs.

- **Process:** *Within each bucket, the working group and external resources will:*
 - Identify Areas/Ideas for Consideration (e.g. types of contracts for sourcing)
 - *Also will identify the strategic work already implemented or underway*
 - Undertake an Environmental Scan to Identify the Top (5?) Opportunities
 - Conduct Feasibility Study:
 - Base Data Collection – All 25 Institutions *(to be facilitated through Contracted Resources)*
 - Opportunity Profiling/Business Case
 - Consideration of Strategic Linkages to other Relevant Sector Initiatives
 - Propose Business Delivery Structure (including cost and profit sharing arrangements, and exit mechanisms), Implementation and Communications Plan, etc.
 - Go/No Go Decision
 - Implement Approved Business Lines/Solutions

Project Approach – Building Blocks (cont.)

Note: all items below are considered draft, and are subject to discussion and refinement to meet stakeholder needs.

- **Governance Framework:**

- Governance Committee (*this Leadership Council*), Steering Committee, Working Committee and Subject Matter Experts
- See *Attachment 1* for Proposed Membership and Responsibilities

- **Timelines and Milestone Dates:**

- TBD by Steering Committee, for review/feedback by broader stakeholders
- Critical Planning and Scope Refinement Period - April & May

- **Other Critical Considerations:**

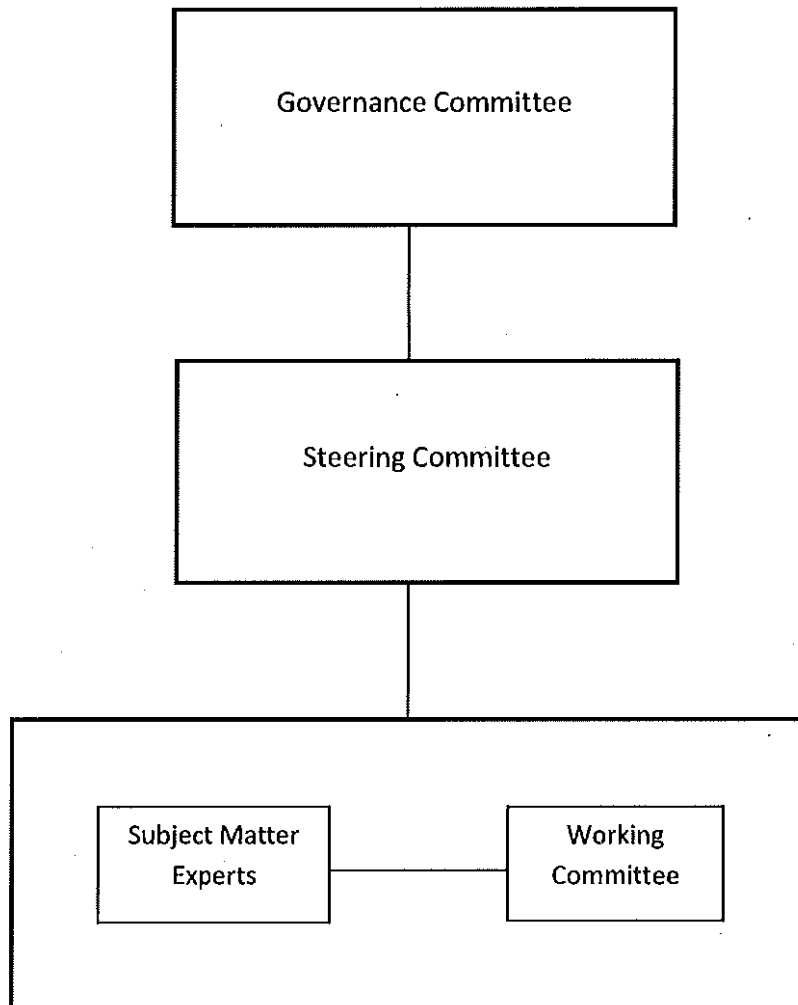
- See *Attachment 2* for some areas of critical consideration, based on selected research and related public reports.

Next Steps

- **Finalize Proposed Steering Committee Reps (AVED to Coordinate)**
- **Concurrently:**
 - Complete Draft ToR for Leadership Council Review/Comment, in prep for Working Group Review
 - Solicit Working Group Members (all institutions represented, unless choosing to defer to colleagues; may have different reps for different phases)
- **(Steering Committee)**
- **Finalize ToR for Leadership Council Approval after Vetting through Working Group (Steering Committee)** Mid-May
- **Develop Refined Project Timeline, including Milestone Dates and Report Backs to Leadership Council (Steering Committee)** End-May
- **Begin Project Initiative (Working Group; All Governance Bodies)** June

Questions?

Attachment 1: Proposed Governance Framework



Proposed Governance Framework (cont.):

Roles	Membership	Responsibilities
Governance Committee	Comprised of public post-secondary institution Presidents, Deputy Minister and Assistant Deputy Ministers of the Ministry of Advanced Education	- Demonstrated Leadership and Commitment to Project - Provide Oversight, Issue Resolution, and Mediation - Provide Overall Sponsorship - Approval of Deliverables - Scope Management
Steering Committee*	Vice-Presidents Finance: Eileen Bray (UNBC) Lorcan O'Melinn (BCIT) Peter Lockie (Camosun) Robert Eby (Okanagan) Kristi Simpson (UVic) Small/Regional College (TBD) Advanced Education: Joe Thompson, A/ADM Ian Rongve, ADM Suzanne Manahan, Exec. Director Deb Rasnick, A/Exec. Director Susan Brown, Exec. Director Ministry Program ED (TBD)	- Define and Validate Functional Scope - Provide Guidance and Advisory or Approvals and Constraints - Sponsor Project at Institution Level - Provide Issue Resolution and Mediation - Provide Support and Leadership as Advocates of Project Team - Approval of Communications and Messaging
Subject Matter Experts	Consultants to be Determined	- Lead Data Gathering at Institution Level - Point of Contact at Institution Level for Information Gathering and Interviews - Remove Barriers at Institution Level - Participate in Approval/Validation/Prioritization of Roadmap Strategy - Validate Assumptions in Opportunity Profiles - Participate in Working Sessions
Working Committee	- Institution Representatives to be Determined by Institutions (solicitation to be facilitated through Steering Committee) - Ministry Representatives to be Determined.	

** Due to the initiative's transformational nature, it is critical that Institutions 'own' this project, as reflected in the proposed Governance Framework. In addition, it is recognized that the guidance of sector associations is also important. Further discussion is needed with association reps and proposed steering committee members on options for addressing this dynamic.*

Attachment 2: Other Critical Considerations

Deloitte Consulting LLP

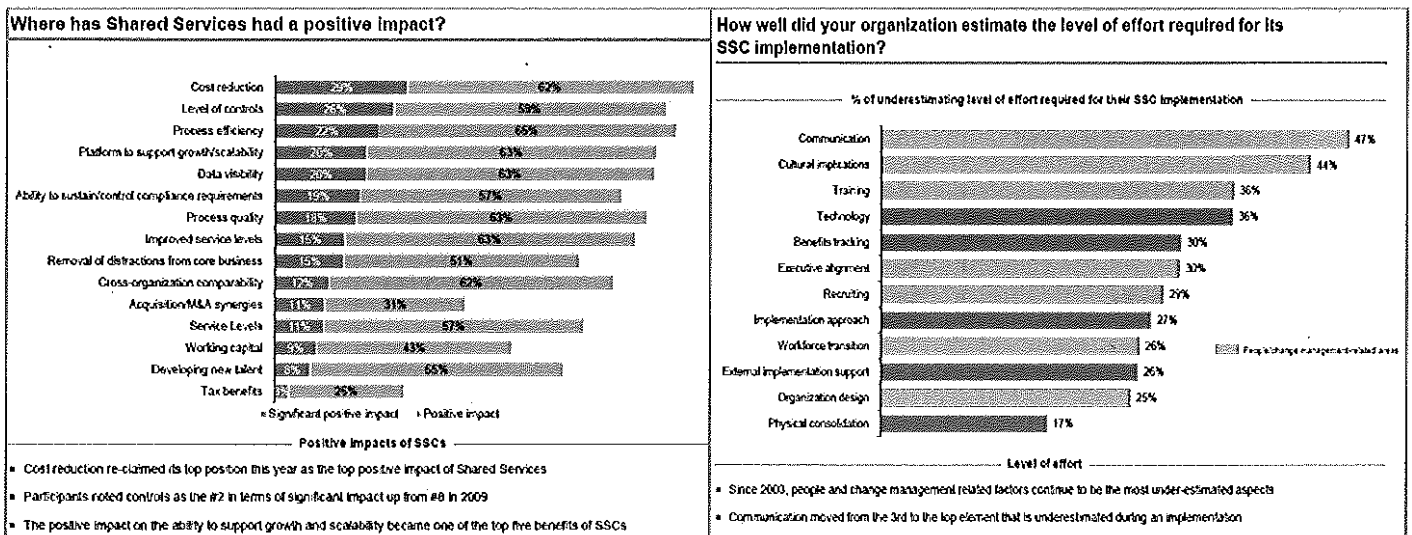
Deloitte has recently shared the results of its March 2011 *Survey of Global Shared Services* initiatives. 270 respondents provided information on their 718 Shared Services Arrangements. The Executive Summary (26 pp) is publically available at: http://www.deloitte.com/assets/Dcom-UnitedStates/Local%20Assets/Documents/IMOs/Shared%20Services/us_sdt_2011GlobalSharedServicesSurveyExecutiveSummary.pdf

The full (~50 pp) document is also available via email; if interested, please contact deborah.rasnick@gov.bc.ca.

Key Findings on the Implementation Journey and Value include:

- Every organization approaches Shared Services differently and regardless of the approach organizations are delivering year over year incremental value to their organizations bottom line.
- Most organizations are being very thoughtful regarding how to “chunk” their SS implementation and/or expansion, carefully weighing the pros and cons of how to sequence and time the changes.
- Organizations continue to underestimate critical elements of the Shared Service journey required for a success--- many do not have the discipline to learn from and avoid the mistakes of others.
- While cost reduction is a tried and true benefit of Shared Services, more and more organizations are recognizing that other benefits from Shared Services are just as much or more valuable than the cost reduction -- controls, data visibility, and creating a platform for growth, just to name a few.
- To fully leverage the value of your Shared Services initiative, the power of the organization’s culture cannot be underestimated or ignored --- heavy focus on change management elements such as communication, training, and executive alignment are required.

Two tables considered highly-relevant for our current initiative include:



Attachment 2 continued on next page...

In 2008, the IBM Center for the Business of Government commissioned a report on *Success Factors for Implementing Shared Services in Government*, which was undertaken by Dr. Timothy Burns (Ph.D., Information Systems) and Dr. Kathryn G. Yeaton (Ph.D., Accounting). While a U.S. report, the findings include interviews with many Canadian government organizations, including entities in British Columbia. This report is publically available at: <http://www.businessofgovernment.org/sites/default/files/BurnsYeatonReport.pdf>

In this report, the five key success factors for a successful shared services implementation are identified as:

- Strong project management skills
- Senior-level support
- Effective communication
- Strong change management
- A phased approach to implementation

The report suggests (p. 6) that these five areas require attention early in the planning cycle so that the appropriate mechanisms can be developed and built into the implementation process.

Three tables (pp. 18-19) considered highly-relevant for our current initiative include:

Table 4: Most Positive Result of Implementing Shared Services

Result	No.	Pct.
Improved service	10	19%
Increased collaboration	7	13%
Standardized services	6	11%
Increased efficiency	4	7%
Increased focus	4	7%
Cost savings	4	7%
Consolidation of services	3	6%
Increased awareness	3	6%
Increased constituent support	3	6%
Other	10	19%
Total Responses	54	

Table 5: Most Negative Result of Implementing Shared Services

Negative Result	No.	Pct.
People issues	23	43%
None	9	17%
Mistakes in implementation	7	13%
Increased confusion	5	9%
Other	10	19%
Total Responses	54	

Table 8: Most Significant Lessons Learned

Lesson Learned	No.	Pct.
Change management is key	17	24%
Communication is key	11	16%
Management support is key	11	16%
Stakeholder support is key	9	13%
Need good governance/ planning	6	9%
Other	16	23%
Total Responses	70	

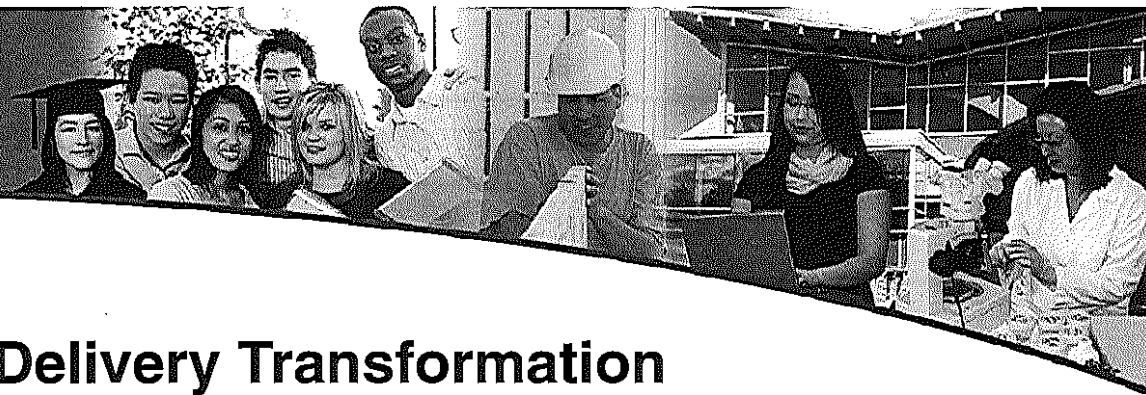
Brandt, Keely AEIT:EX

From: Stewart, Pam JTI:EX
Sent: Monday, July 9, 2012 4:46 AM
To: Thompson, Joseph AVED:EX
Cc: Comolli, Catherine M AVED:EX
Subject: Slides for Ministry ExComm meeting today
Attachments: ExComm update 2012-07-09.pptx

Hi Joe,

Attached are PowerPoint slides for your project update to the ExComm meeting today.

Pam



Post Secondary Sector Administrative Service Delivery Transformation

Accomplishments since project initiation on June 25th:

- First Steering Committee meeting held June 28th
 - Discussed approach, functional scope, plan, communications
 - Members agreed to create institution teams to work with Deloitte
 - Steering Committee Co-Chair: Oliver Grüter-Andrew, CIO, UBC
- Deloitte is scheduling discussions with institution teams to explore opportunities for cost savings and improvements
- First project update sent to project Executive Committee
- Terms of Reference sent to project Executive Committee for sign-off
- Communication Plan drafted



Key Meetings

June 28, 2012	Steering Committee kick-off meeting
July 10, 2012	Meeting with Deloitte and CIOs to discuss opportunities
July 11, 2012	Presentation about the project by Dr. Don Wright at the Post Secondary Leadership Council meeting
July 19, 2012 *	Executive Committee meeting
July TBD	Project update call with all 25 institutions
August 1, 2012 *	Steering Committee meeting
August 16, 2012 *	Executive Committee meeting
August 30, 2012 *	Steering Committee meeting
September 6, 2012 *	Executive Committee meeting
September TBD	Project results call with all 25 institutions

* Tentative



Approach for engaging institutions

- Deloitte will work with **representative group of nine institutions** to gather data and complete the opportunity analysis
- Engage **other institutions in specific functional areas** based on direction from Steering Committee
- **All institutions** will be canvassed for ideas early in the project

Pages 141 through 169 redacted for the following reasons:

s.12, s.13, s.17

s.21

Brandt, Keely AEIT:EX

From: Evans, Jodi (CA - British Columbia) [jodievs@deloitte.ca]
Sent: Wednesday, August 1, 2012 11:46 PM
To: Thompson, Joseph AVED:EX
Cc: Medd, Andrew (CA - British Columbia); Comolli, Catherine M AVED:EX
Subject: Deloitte Contract
Attachments: Signed Contract: C13/4313

Joe (Catherine),

I am following up on the Deloitte contract for the Phase 0 work s.21 I signed it and sent it in on July 18th (see attached email). Can you let me know if it has been signed and if there is a contract #?

Thanks,

Jodi

Jodi Evans

Partner | Consulting

Deloitte

2800 - 1055 Dunsmuir Street, Vancouver, BC, V7X 1P4, Canada

Tel/Direct 604-601-3455 | Fax 604-899-8190 | Mobile s.22 (preferred)

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AED-2012-00075
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SCHEDULE A – SERVICES

- Part 1 - Term**
- Part 2 - Services**
- Part 3 - Related Documentation**
- Part 4 - Key Personnel**

SCHEDULE B – FEES AND EXPENSES

- Part 1 - Maximum Amount Payable**
- Part 2 - Fees**
- Part 3 - Expenses**
- Part 4 - Statements of Account**
- Part 5 - Payments Due**

SCHEDULE C – APPROVED SUBCONTRACTOR(S)

SCHEDULE D – INSURANCE

SCHEDULE E – PRIVACY PROTECTION SCHEDULE

SCHEDULE F – ADDITIONAL TERMS

SCHEDULE G – SECURITY SCHEDULE

THIS AGREEMENT is dated for reference the ____day of August, 2012.

BETWEEN:

@LEGAL NAME AND, IF APPLICABLE, DESCRIPTION, OF CONTRACTOR (the "Contractor") with the following specified address and fax number:

@ADDRESS

@POSTAL CODE

@FAX NUMBER

AND:

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA, as represented by the Ministry of Advanced Education (the "Province") with the following specified address and fax number:

@ADDRESS

@POSTAL CODE

@FAX NUMBER

The Province wishes to retain the Contractor to provide the services specified in Schedule A and, in consideration for the remuneration set out in Schedule B, the Contractor has agreed to provide those services, on the terms and conditions set out in this Agreement.

As a result, the Province and the Contractor agree as follows:

1 DEFINITIONS

General

1.1 In this Agreement, unless the context otherwise requires:

- (a) "Back Office Services" means operational services such as finance, consolidation of procurement, human resources, capital management and information technology;
- (b) "Business Day" means a day, other than a Saturday or Sunday, on which Provincial government offices are open for normal business in British Columbia;
- (c) "Incorporated Material" means any material in existence prior to the start of the Term or developed independently of this Agreement, and that is incorporated or embedded in the Produced Material by the Contractor or a Subcontractor;
- (d) "Material" means the Produced Material and the Received Material;
- (e) "Produced Material" means records, software and other material, whether complete or not, that, as a result of this Agreement, are produced by the Contractor or a Subcontractor and includes the Incorporated Material;
- (f) "Received Material" means records, software and other material, whether complete or not, that, as a result of this Agreement, are received by the Contractor or a Subcontractor from the Province or any other person;
- (g) "Sector" means 25 public post-secondary institutions (11 universities, 11 colleges, 3 institutions);
- (h) "Services" means the services described in Part 2 of Schedule A;
- (i) "Subcontractor" means a person described in paragraph (a) or (b) of section 13.4; and
- (j) "Term" means the term of the Agreement described in Part 1 of Schedule A subject to that term ending earlier in accordance with this Agreement.

Meaning of “record”

- 1.2 The definition of “record” in the *Interpretation Act* is incorporated into this Agreement and “records” will bear a corresponding meaning.

2 SERVICES

Provision of services

- 2.1 The Contractor must provide the Services in accordance with this Agreement.

Term

- 2.2 Regardless of the date of execution or delivery of this Agreement, the Contractor must provide the Services during the Term.

Supply of various items

- 2.3 Unless the parties otherwise agree in writing, the Contractor must supply and pay for all labour, materials, equipment, tools, facilities, approvals and licenses necessary or advisable to perform the Contractor’s obligations under this Agreement, including the license under section 6.4.

Standard of care

- 2.4 Unless otherwise specified in this Agreement, the Contractor must perform the Services to a standard of care, skill and diligence maintained by persons providing, on a commercial basis, services similar to the Services.

Standards in relation to persons performing Services

- 2.5 The Contractor must ensure that all persons employed or retained to perform the Services are qualified and competent to perform them and are properly trained, instructed and supervised.

Instructions by Province

- 2.6 The Province may from time to time give the Contractor reasonable instructions (in writing or otherwise) as to the performance of the Services. The Contractor must comply with those instructions but, unless otherwise specified in this Agreement, the Contractor may determine the manner in which the instructions are carried out.

Confirmation of non-written instructions

- 2.7 If the Province provides an instruction under section 2.6 other than in writing, the Contractor may request that the instruction be confirmed by the Province in writing, which request the Province must comply with as soon as it is reasonably practicable to do so.

Effectiveness of non-written instructions

- 2.8 Requesting written confirmation of an instruction under section 2.7 does not relieve the Contractor from complying with the instruction at the time the instruction was given.

Applicable laws

- 2.9 In the performance of the Contractor's obligations under this Agreement, the Contractor must comply with all applicable laws.

3 PAYMENT

Fees and expenses

- 3.1 If the Contractor complies with this Agreement, then the Province must pay to the Contractor at the times and on the conditions set out in Schedule B:
- (a) the fees described in that Schedule;
 - (b) the expenses, if any, described in that Schedule if they are supported, where applicable, by proper receipts and, in the Province's opinion, are necessarily incurred by the Contractor in providing the Services; and
 - (c) any applicable taxes payable by the Province under law or agreement with the relevant taxation authorities on the fees and expenses described in paragraphs (a) and (b).

The Province is not obliged to pay to the Contractor more than the "Maximum Amount" specified in Schedule B on account of fees and expenses.

Statements of accounts

- 3.2 In order to obtain payment of any fees and expenses under this Agreement, the Contractor must submit to the Province a written statement of account in a form satisfactory to the Province upon completion of the Services or at other times described in Schedule B.

Withholding of amounts

- 3.3 Without limiting section 9.1, the Province may withhold from any payment due to the Contractor an amount sufficient to indemnify, in whole or in part, the Province and its employees and agents against any liens or other third-party claims that have arisen or could arise in connection with the provision of the Services. An amount withheld under this section must be promptly paid by the Province to the Contractor upon the basis for withholding the amount having been fully resolved to the satisfaction of the Province.

Appropriation

- 3.4 The Province's obligation to pay money to the Contractor is subject to the *Financial Administration Act*, which makes that obligation subject to an appropriation being available in the fiscal year of the Province during which payment becomes due.

Currency

- 3.5 Unless otherwise specified in this Agreement, all references to money are to Canadian dollars.

Non-resident income tax

- 3.6 If the Contractor is not a resident in Canada, the Contractor acknowledges that the Province may be required by law to withhold income tax from the fees described in Schedule B and then to remit that tax to the Receiver General of Canada on the Contractor's behalf.

Prohibition against committing money

- 3.7 Without limiting section 13.10(a), the Contractor must not in relation to performing the Contractor's obligations under this Agreement commit or purport to commit the Province to pay any money except as may be expressly provided for in this Agreement.

Refunds of taxes

- 3.8 The Contractor must:

- (a) apply for, and use reasonable efforts to obtain, any available refund, credit, rebate or remission of federal, provincial or other tax or duty imposed on the Contractor as a result of this Agreement that the Province has paid or reimbursed to the Contractor or agreed to pay or reimburse to the Contractor under this Agreement; and
- (b) immediately on receiving, or being credited with, any amount applied for under paragraph (a), remit that amount to the Province.

4 REPRESENTATIONS AND WARRANTIES

- 4.1 As at the date this Agreement is executed and delivered by, or on behalf of, the parties, the Contractor represents and warrants to the Province as follows:

- (a) except to the extent the Contractor has previously disclosed otherwise in writing to the Province,
 - (i) all information, statements, documents and reports furnished or submitted by the Contractor to the Province in connection with this Agreement (including as part of any competitive process resulting in this Agreement being entered into) are in all material respects true and correct,
 - (ii) the Contractor has sufficient trained staff, facilities, materials, appropriate equipment and approved subcontractual agreements in place and available to enable the Contractor to fully perform the Services, and
 - (iii) the Contractor holds all permits, licenses, approvals and statutory authorities issued by any government or government agency that are necessary for the performance of the Contractor's obligations under this Agreement; and
- (b) if the Contractor is not an individual,
 - (i) the Contractor has the power and capacity to enter into this Agreement and to observe, perform and comply with the terms of this Agreement and all necessary corporate or other proceedings have been taken and done to authorize the execution and delivery of this Agreement by, or on behalf of, the Contractor, and
 - (ii) this Agreement has been legally and properly executed by, or on behalf of, the Contractor and is legally binding upon and enforceable against the Contractor in accordance with its terms except as enforcement may be limited by bankruptcy, insolvency or other laws affecting the rights of creditors generally and except that equitable remedies may be granted only in the discretion of a court of competent jurisdiction.

5 PRIVACY, SECURITY AND CONFIDENTIALITY

Privacy

5.1 The Contractor must comply with the Privacy Protection Schedule attached as Schedule E.

Security

5.2 The Contractor must:

- (a) make reasonable security arrangements to protect the Material from unauthorized access, collection, use, disclosure, alteration or disposal; and
- (b) comply with the Security Schedule attached as Schedule G.

Confidentiality

5.3 The Contractor must treat as confidential all information in the Material and all other information accessed or obtained by the Contractor or a Subcontractor (whether verbally, electronically or otherwise) as a result of this Agreement, and not permit its disclosure or use without the Province's prior written consent except:

- (a) as required to perform the Contractor's obligations under this Agreement or to comply with applicable laws;
- (b) if it is information that is generally known to the public other than as result of a breach of this Agreement; or
- (c) if it is information in any Incorporated Material.

Public announcements

5.4 Any public announcement relating to this Agreement will be arranged by the Province and, if such consultation is reasonably practicable, after consultation with the Contractor.

Restrictions on promotion

5.5 The Contractor must not, without the prior written approval of the Province, refer for promotional purposes to the Province being a customer of the Contractor or the Province having entered into this Agreement.

6 MATERIAL AND INTELLECTUAL PROPERTY

Access to Material

6.1 If the Contractor receives a request for access to any of the Material from a person other than the Province, and this Agreement does not require or authorize the Contractor to provide that access, the Contractor must promptly advise the person to make the request to the Province.

Ownership and delivery of Material

6.2 The Province exclusively owns all property rights in the Material which are not intellectual property rights. The Contractor must deliver any Material to the Province immediately upon the Province's request.

Matters respecting intellectual property

6.3 The Province exclusively owns all intellectual property rights, including copyright, in:

- (a) Received Material that the Contractor receives from the Province; and
- (b) Produced Material, other than any Incorporated Material.

Upon the Province's request, the Contractor must deliver to the Province documents satisfactory to the Province that irrevocably waive in the Province's favour any moral rights which the Contractor (or employees of the Contractor) or a Subcontractor (or employees of a Subcontractor) may have in the Produced Material and that confirm the vesting in the Province of the copyright in the Produced Material, other than any Incorporated Material.

Rights in relation to Incorporated Material

6.4 Upon any Incorporated Material being embedded or incorporated in the Produced Material and to the extent that it remains so embedded or incorporated, the Contractor grants to the Province:

- (a) a non-exclusive, perpetual, irrevocable, royalty-free, worldwide license to use, reproduce, modify and distribute that Incorporated Material; and
- (b) the right to sublicense to third-parties the right to use, reproduce, modify and distribute that Incorporated Material.

7 RECORDS AND REPORTS

Work reporting

7.1 Upon the Province's request, the Contractor must fully inform the Province of all work done by the Contractor or a Subcontractor in connection with providing the Services.

Time and expense records

7.2 If Schedule B provides for the Contractor to be paid fees at a daily or hourly rate or for the Contractor to be paid or reimbursed for expenses, the Contractor must maintain time records and books of account, invoices, receipts and vouchers of expenses in support of those payments, in form and content satisfactory to the Province. Unless otherwise specified in this Agreement, the Contractor must retain such documents for a period of not less than seven years after this Agreement ends.

8 AUDIT

8.1 In addition to any other rights of inspection the Province may have under statute or otherwise, the Province may at any reasonable time and on reasonable notice to the Contractor, enter on the Contractor's premises to inspect and, at the Province's discretion, copy any of the Material and the Contractor must permit, and provide reasonable assistance to, the exercise by the Province of the Province's rights under this section.

9 INDEMNITY AND INSURANCE

Indemnity

- 9.1 The Contractor must indemnify and save harmless the Province and the Province's employees and agents from any losses, claims, damages, actions, causes of action, costs and expenses that the Province or any of the Province's employees or agents may sustain, incur, suffer or be put to at any time, either before or after this Agreement ends, including any claim of infringement of third-party intellectual property rights, where the same or any of them are based upon, arise out of or occur, directly or indirectly, by reason of any act or omission by the Contractor or by any of the Contractor's agents, employees, officers, directors or Subcontractors in connection with this Agreement, excepting always liability arising out of the independent acts or omissions of the Province and the Province's employees and agents.

Insurance

- 9.2 The Contractor must comply with the Insurance Schedule attached as Schedule D.

Workers compensation

- 9.3 Without limiting the generality of section 2.9, the Contractor must comply with, and must ensure that any Subcontractors comply with, all applicable occupational health and safety laws in relation to the performance of the Contractor's obligations under this Agreement, including the *Workers Compensation Act* in British Columbia or similar laws in other jurisdictions.

Personal optional protection

- 9.4 The Contractor must apply for and maintain personal optional protection insurance (consisting of income replacement and medical care coverage) during the Term at the Contractor's expense if:
- (a) the Contractor is an individual or a partnership of individuals and does not have the benefit of mandatory workers compensation coverage under the *Workers Compensation Act* or similar laws in other jurisdictions; and
 - (b) such personal optional protection insurance is available for the Contractor from WorkSafeBC or other sources.

Evidence of coverage

- 9.5 Within 10 Business Days of being requested to do so by the Province, the Contractor must provide the Province with evidence of the Contractor's compliance with sections 9.3 and 9.4.

10 FORCE MAJEURE

Definitions relating to force majeure

- 10.1 In this section and sections 10.2 and 10.3:
- (a) "Event of Force Majeure" means one of the following events:
 - (i) a natural disaster, fire, flood, storm, epidemic or power failure,
 - (ii) a war (declared and undeclared), insurrection or act of terrorism or piracy,
 - (iii) a strike (including illegal work stoppage or slowdown) or lockout, or
 - (iv) a freight embargoif the event prevents a party from performing the party's obligations in accordance with this Agreement and is beyond the reasonable control of that party; and

- (b) “Affected Party” means a party prevented from performing the party’s obligations in accordance with this Agreement by an Event of Force Majeure.

Consequence of Event of Force Majeure

- 10.2 An Affected Party is not liable to the other party for any failure or delay in the performance of the Affected Party’s obligations under this Agreement resulting from an Event of Force Majeure and any time periods for the performance of such obligations are automatically extended for the duration of the Event of Force Majeure provided that the Affected Party complies with the requirements of section 10.3.

Duties of Affected Party

- 10.3 An Affected Party must promptly notify the other party in writing upon the occurrence of the Event of Force Majeure and make all reasonable efforts to prevent, control or limit the effect of the Event of Force Majeure so as to resume compliance with the Affected Party’s obligations under this Agreement as soon as possible.

11 DEFAULT AND TERMINATION

Definitions relating to default and termination

- 11.1 In this section and sections 11.2 to 11.4:

- (a) “Event of Default” means any of the following:
- (i) an Insolvency Event,
 - (ii) the Contractor fails to perform any of the Contractor’s obligations under this Agreement, or
 - (iii) any representation or warranty made by the Contractor in this Agreement is untrue or incorrect; and
- (b) “Insolvency Event” means any of the following:
- (i) an order is made, a resolution is passed or a petition is filed, for the Contractor's liquidation or winding up,
 - (ii) the Contractor commits an act of bankruptcy, makes an assignment for the benefit of the Contractor’s creditors or otherwise acknowledges the Contractor’s insolvency,
 - (iii) a bankruptcy petition is filed or presented against the Contractor or a proposal under the *Bankruptcy and Insolvency Act* (Canada) is made by the Contractor,
 - (iv) a compromise or arrangement is proposed in respect of the Contractor under the *Companies’ Creditors Arrangement Act* (Canada),
 - (v) a receiver or receiver-manager is appointed for any of the Contractor’s property, or
 - (vi) the Contractor ceases, in the Province’s reasonable opinion, to carry on business as a going concern.

Province’s options on default

- 11.2 On the happening of an Event of Default, or at any time thereafter, the Province may, at its option, elect to do any one or more of the following:
- (a) by written notice to the Contractor, require that the Event of Default be remedied within a time period specified in the notice;

- (b) pursue any remedy or take any other action available to it at law or in equity; or
- (c) by written notice to the Contractor, terminate this Agreement with immediate effect or on a future date specified in the notice, subject to the expiration of any time period specified under section 11.2(a).

Delay not a waiver

- 11.3 No failure or delay on the part of the Province to exercise its rights in relation to an Event of Default will constitute a waiver by the Province of such rights.

Province's right to terminate other than for default

- 11.4 In addition to the Province's right to terminate this Agreement under section 11.2(c) on the happening of an Event of Default, the Province may terminate this Agreement for any reason by giving at least 10 days' written notice of termination to the Contractor.

Payment consequences of termination

- 11.5 Unless Schedule B otherwise provides, if the Province terminates this Agreement under section 11.4:
- (a) the Province must, within 30 days of such termination, pay to the Contractor any unpaid portion of the fees and expenses described in Schedule B which corresponds with the portion of the Services that was completed to the Province's satisfaction before termination of this Agreement; and
 - (b) the Contractor must, within 30 days of such termination, repay to the Province any paid portion of the fees and expenses described in Schedule B which corresponds with the portion of the Services that the Province has notified the Contractor in writing was not completed to the Province's satisfaction before termination of this Agreement.

Discharge of liability

- 11.6 The payment by the Province of the amount described in section 11.5(a) discharges the Province from all liability to make payments to the Contractor under this Agreement.

Notice in relation to Events of Default

- 11.7 If the Contractor becomes aware that an Event of Default has occurred or anticipates that an Event of Default is likely to occur, the Contractor must promptly notify the Province of the particulars of the Event of Default or anticipated Event of Default. A notice under this section as to the occurrence of an Event of Default must also specify the steps the Contractor proposes to take to address, or prevent recurrence of, the Event of Default. A notice under this section as to an anticipated Event of Default must specify the steps the Contractor proposes to take to prevent the occurrence of the anticipated Event of Default.

12 DISPUTE RESOLUTION

Dispute resolution process

- 12.1 In the event of any dispute between the parties arising out of or in connection with this Agreement, the following dispute resolution process will apply unless the parties otherwise agree in writing:
- (a) the parties must initially attempt to resolve the dispute through collaborative negotiation;

- (b) if the dispute is not resolved through collaborative negotiation within 15 Business Days of the dispute arising, the parties must then attempt to resolve the dispute through mediation under the rules of the British Columbia Mediator Roster Society; and
- (c) if the dispute is not resolved through mediation within 30 Business Days of the commencement of mediation, the dispute must be referred to and finally resolved by arbitration under the *Commercial Arbitration Act*.

Location of arbitration or mediation

- 12.2 Unless the parties otherwise agree in writing, an arbitration or mediation under section 12.1 will be held in Victoria, British Columbia.

Costs of mediation or arbitration

- 12.3 Unless the parties otherwise agree in writing or, in the case of an arbitration, the arbitrator otherwise orders, the parties must share equally the costs of a mediation or arbitration under section 12.1 other than those costs relating to the production of expert evidence or representation by counsel.

13 MISCELLANEOUS

Delivery of notices

- 13.1 Any notice contemplated by this Agreement, to be effective, must be in writing and delivered as follows:
- (a) by fax to the addressee's fax number specified on the first page of this Agreement, in which case it will be deemed to be received on the day of transmittal unless transmitted after the normal business hours of the addressee or on a day that is not a Business Day, in which cases it will be deemed to be received on the next following Business Day;
 - (b) by hand to the addressee's address specified on the first page of this Agreement, in which case it will be deemed to be received on the day of its delivery; or
 - (c) by prepaid post to the addressee's address specified on the first page of this Agreement, in which case if mailed during any period when normal postal services prevail, it will be deemed to be received on the fifth Business Day after its mailing.

Change of address or fax number

- 13.2 Either party may from time to time give notice to the other party of a substitute address or fax number, which from the date such notice is given will supersede for purposes of section 13.1 any previous address or fax number specified for the party giving the notice.

Assignment

- 13.3 The Contractor must not assign any of the Contractor's rights under this Agreement without the Province's prior written consent.

Subcontracting

- 13.4 The Contractor must not subcontract any of the Contractor's obligations under this Agreement to any person without the Province's prior written consent, excepting persons listed in the attached Schedule C. No subcontract, whether consented to or not, relieves the Contractor from any obligations under this Agreement. The Contractor must ensure that:
- (a) any person retained by the Contractor to perform obligations under this Agreement; and
 - (b) any person retained by a person described in paragraph (a) to perform those obligations fully complies with this Agreement in performing the subcontracted obligations.

Waiver

- 13.5 A waiver of any term or breach of this Agreement is effective only if it is in writing and signed by, or on behalf of, the waiving party and is not a waiver of any other term or breach.

Modifications

- 13.6 No modification of this Agreement is effective unless it is in writing and signed by, or on behalf of, the parties.

Entire agreement

- 13.7 This Agreement (including any modification of it) constitutes the entire agreement between the parties as to performance of the Services.

Survival of certain provisions

- 13.8 Sections 2.9, 3.1 to 3.4, 3.7, 3.8, 5.1 to 5.5, 6.1 to 6.4, 7.1, 7.2, 8.1, 9.1, 9.2, 9.5, 10.1 to 10.3, 11.2, 11.3, 11.5, 11.6, 12.1 to 12.3, 13.1, 13.2, 13.8, and 13.10, any accrued but unpaid payment obligations, and any other sections of this Agreement (including schedules) which, by their terms or nature, are intended to survive the completion of the Services or termination of this Agreement, will continue in force indefinitely, even after this Agreement ends.

Schedules

- 13.9 The schedules to this Agreement (including any appendices or other documents attached to, or incorporated by reference into, those schedules) are part of this Agreement.

Independent contractor

- 13.10 In relation to the performance of the Contractor's obligations under this Agreement, the Contractor is an independent contractor and not:
- (a) an employee or partner of the Province; or
 - (b) an agent of the Province except as may be expressly provided for in this Agreement.

The Contractor must not act or purport to act contrary to this section.

Personnel not to be employees of Province

- 13.11 The Contractor must not do anything that would result in personnel hired or used by the Contractor or a Subcontractor in relation to providing the Services being considered employees of the Province.

Key Personnel

- 13.12 If one or more individuals are specified as “Key Personnel” of the Contractor in Part 4 of Schedule A, the Contractor must cause those individuals to perform the Services on the Contractor’s behalf, unless the Province otherwise approves in writing, which approval must not be unreasonably withheld.

Pertinent information

- 13.13 The Province must make available to the Contractor all information in the Province’s possession which the Province considers pertinent to the performance of the Services.

Conflict of interest

- 13.14 The Contractor must not provide any services to any person in circumstances which, in the Province’s reasonable opinion, could give rise to a conflict of interest between the Contractor’s duties to that person and the Contractor’s duties to the Province under this Agreement.

Time

- 13.15 Time is of the essence in this Agreement and, without limitation, will remain of the essence after any modification or extension of this Agreement, whether or not expressly restated in the document effecting the modification or extension.

Conflicts among provisions

- 13.16 Conflicts among provisions of this Agreement will be resolved as follows:
- (a) a provision in the body of this Agreement will prevail over any conflicting provision in, attached to or incorporated by reference into a schedule, unless that conflicting provision expressly states otherwise; and
 - (b) a provision in a schedule will prevail over any conflicting provision in a document attached to or incorporated by reference into a schedule, unless the schedule expressly states otherwise.

Agreement not permit nor fetter

- 13.17 This Agreement does not operate as a permit, license, approval or other statutory authority which the Contractor may be required to obtain from the Province or any of its agencies in order to provide the Services. Nothing in this Agreement is to be construed as interfering with, or fettering in any manner, the exercise by the Province or its agencies of any statutory, prerogative, executive or legislative power or duty.

Remainder not affected by invalidity

- 13.18 If any provision of this Agreement or the application of it to any person or circumstance is invalid or unenforceable to any extent, the remainder of this Agreement and the application of such provision to any other person or circumstance will not be affected or impaired and will be valid and enforceable to the extent permitted by law.

Further assurances

- 13.19 Each party must perform the acts, execute and deliver the writings, and give the assurances as may be reasonably necessary to give full effect to this Agreement.

Additional terms

- 13.20 Any additional terms set out in the attached Schedule F apply to this Agreement.

Governing law

- 13.21 This Agreement is governed by, and is to be interpreted and construed in accordance with, the laws applicable in British Columbia.

14 INTERPRETATION

14.1 In this Agreement:

- (a) “includes” and “including” are not intended to be limiting;
- (b) unless the context otherwise requires, references to sections by number are to sections of this Agreement;
- (c) the Contractor and the Province are referred to as “the parties” and each of them as a “party”;
- (d) “attached” means attached to this Agreement when used in relation to a schedule;
- (e) unless otherwise specified, a reference to a statute by name means the statute of British Columbia by that name, as amended or replaced from time to time;
- (f) the headings have been inserted for convenience of reference only and are not intended to describe, enlarge or restrict the scope or meaning of this Agreement or any provision of it;
- (g) “person” includes an individual, partnership, corporation or legal entity of any nature; and
- (h) unless the context otherwise requires, words expressed in the singular include the plural and *vice versa*.

15 EXECUTION AND DELIVERY OF AGREEMENT

- 15.1 This Agreement may be entered into by a separate copy of this Agreement being executed by, or on behalf of, each party and that executed copy being delivered to the other party by a method provided for in section 13.1 or any other method agreed to by the parties.

The parties have executed this Agreement as follows:

SIGNED on the ____ day of <u>August, 2012</u> by the Contractor (or, if not an individual, on its behalf by its authorized signatory or signatories):	SIGNED on the ____ day of <u>August, 2012</u> on behalf of the Province by its duly authorized representative:
_____ Signature(s)	_____ Signature
_____ Print Name(s)	_____ Print Name
_____ Print Title(s)	_____ Print Title

Schedule A – Services

PART 1. TERM:

1. Subject to section 2 of this Part 1, the term of this Agreement commences on August 15, 2012 and ends on May 31, 2013.
2. Subject to the successful performance of the Contractor of Phase I, outlined below, and the availability of funding, the Province may enter into negotiations with the Contractor for Phase II and/or Phase III (“Subsequent Phases”) of the Service Delivery Transformation project. The Ministry is not obligated to proceed with negotiations for Subsequent Phases.

PART 2. BACKGROUND:

The Ministry, in collaboration with the Sector, is exploring the opportunities available for cost savings, efficiencies and best practices in non-academic administrative services. Key drivers for reshaping and defining this opportunity are:

- Challenging fiscal environment for public institutions in all sectors in BC;
- Post-secondary institutions have already achieved cost savings, efficiencies and best practices in non-academic administrative services; and
- Some institutions’ best practices, technology investments and supplier arrangements could potentially be shared across the Sector.

The Project has been split into 4 phases (0 – III). This contract is for services relating to Phase I.

Phase I consists of: a high-level data collection of non-academic administrative services compiled into a current state assessment; analysis of the data collected; a high level cost/benefit analysis; development of a work plan that provides recommendations and identifies efficiency/savings opportunities.

PART 2. SERVICES:

Deliverables for Phase I:

Building on the work completed in Phase 0 of this project, including the approved Project Plan, the Contractor will provide leadership in supporting the efforts of the steering committee and project team members in collecting, studying, reviewing and recommending shared procurement and Back Office Services for implementation across the Sector. Areas to consider are, but not limited to:

- shared procurement services;
- on-boarding of additional public post-secondary institutions onto existing outsourcing arrangements while respective of open, transparent, competitive procurement;
- Back Office Services across the Sector. The specific services to be included in the service delivery model will be determined during the initiative; and
- best practices, improve quality and standardization by utilizing and expanding on current best practices in the public post-secondary sector.

The Contractor will, as necessary, provide facilitation and engagement services for consultation sessions of varying size and duration throughout the province of BC. Sessions may include travel, or the use of remote meeting technologies such as but not limited to, video-conferencing or Microsoft Live Meeting. The Contractor will be required to engage with stakeholders from multiple autonomous organizations, encourage consensus and facilitate satisfaction, while taking into consideration stakeholders’ unique interests and expectations.

The Contractor will ensure that all project deliverables are received, reviewed and delivered for acceptance according to the approved Project Plan developed in Phase 0, and Ministry's quality assurance standards.

Additional activities include:

- Obtain formal acceptance for all identified deliverables
- Assure that accepted deliverables are delivered to the appropriate repository;
- Obtain a list of defects for all deliverables not accepted and direct the remediation of the deliverables until an acceptable product is delivered, approved and installed in the appropriate repository; and
- Facilitate a project evaluation with team members at the conclusion of the project, the purpose of which is to analyze project successes and failures and identify lessons learned for future projects.

Reporting requirements

The Contractor must prepare and deliver the following documents:

- Current State Assessment: Summary of information gathered from the Ministry and the post-secondary institutions about the current operating model for administrative functional areas.
- Opportunity Profiles: An overview of each specific opportunity identified including description, current delivery model, current issues, leading practices, benefits (financial and non-financial), costs and implementation considerations.
- Cost Benefit Analysis: An overall assessment of the financial and non-financial impacts of the complete portfolio of high-priority opportunities, extrapolated Sector-wide where appropriate.
- Service Delivery Transformation roadmap: A calendar view of the opportunities to show which opportunities should be explored in the short-term and which should be considered as longer-term initiatives. The roadmap will also outline governance and implementation considerations that will need to be addressed to successfully move forward in future phases.

PART 3. RELATED DOCUMENTATION:

Either "Not applicable" or

1. The Contractor must perform the Services in accordance with the obligations set out in this Schedule A including any engagement letter, Solicitation document excerpt, proposal excerpt or other documentation attached as an Appendix to, or specified as being incorporated by reference in, this Schedule.
2. The following are Appendices to this Schedule A:

Appendix 1 – Engagement Letter	ATTACHED: NOT APPLICABLE
Appendix 2 – Solicitation document excerpt	ATTACHED: NOT APPLICABLE
Appendix 3 – Proposal excerpt	ATTACHED: NOT APPLICABLE

or

2. The following documentation is incorporated by reference into this Schedule A:

PART 4. KEY PERSONNEL:

Either "Not applicable" or

1. The Key Personnel of the Contractor are as follows:
 - (a)
 - (b)
 - (c)

Schedule B – Fees and Expenses

1. MAXIMUM AMOUNT PAYABLE:

Maximum Amount: Despite sections 2 and 3 of this Schedule, \$_____ is the maximum amount which the Province is obliged to pay to the Contractor for fees and expenses under this Agreement (exclusive of any applicable taxes described in section 3.1(c) of this Agreement).

2. FEES:

Daily Rate

Fees: at a rate of \$____ per day (based on a day of ____ hours) for those days during the Term when the Contractor provides the Services. If the Contractor provides the Services for less than the required hours on any day, then fees for that day will be reduced proportionally.

Hourly Rate

Fees: at a rate of \$____ per hour for those hours during the Term when the Contractor provides the Services.

Rate per Unit/Deliverable

Fees: at a rate of \$____ for each [unit/deliverable] provided by the Contractor as Services during the Term up to ____ [units/deliverables].

Flat Rate

Fees: \$__ for performing the Services during the Term.

3. EXPENSES:

Expenses: *Either "None." or*

- a. travel, accommodation and meal expenses for travel greater than _____ 32 kilometers away from _____ on the same basis as the Province pays its Group I employees when they are on travel status; and
- b. the Contractor's actual long distance telephone, fax, postage and other identifiable communication expenses; and
- c. *[Describe here if any other type of expense to be permitted.]*

excluding Harmonized sales tax ("HST") or other applicable tax paid or payable by the Contractor on expenses described in (a) to (c) above *[change to "(a) and (b) above" if (c) is to be deleted above]* to the extent that the Contractor is entitled to claim credits (including HST input tax credits), rebates, refunds or remissions of the tax from the relevant taxation authorities.

4. STATEMENTS OF ACCOUNT:

Statements of Account: This will be worded depending on payment method

5. PAYMENTS DUE:

Payments Due: Within 30 days of the Province's receipt of the Contractor's written statement of account delivered in accordance with this Schedule, the Province must pay the Contractor the fees and expenses (plus all applicable taxes) claimed in the statement if they are in accordance with this Schedule. Statements of account or contract invoices offering an early payment discount may be paid by the Province as required to obtain the discount.

Schedule C – Approved Subcontractor(s)

Not applicable.

Schedule D – Insurance

1. The Contractor must, without limiting the Contractor's obligations or liabilities and at the Contractor's own expense, purchase and maintain throughout the Term the following insurances with insurers licensed in Canada in forms and amounts acceptable to the Province:
 - (a) Commercial General Liability in an amount not less than \$2,000,000.00 inclusive per occurrence against bodily injury, personal injury and property damage and including liability assumed under this Agreement and this insurance must
 - (i) include the Province as an additional insured,
 - (ii) be endorsed to provide the Province with 30 days advance written notice of cancellation or material change, and
 - (iii) include a cross liability clause.
2. All insurance described in section 1 of this Schedule must:
 - (a) be primary; and
 - (b) not require the sharing of any loss by any insurer of the Province.
3. The Contractor must provide the Province with evidence of all required insurance as follows:
 - (a) within 10 Business Days of commencement of the Services, the Contractor must provide to the Province evidence of all required insurance in the form of a completed Province of British Columbia Certificate of Insurance;
 - (b) if any required insurance policy expires before the end of the Term, the Contractor must provide to the Province within 10 Business Days of the policy's expiration, evidence of a new or renewal policy meeting the requirements of the expired insurance in the form of a completed Province of British Columbia Certificate of Insurance; and
 - (c) despite paragraph (a) or (b) above, if requested by the Province at any time, the Contractor must provide to the Province certified copies of the required insurance policies.
4. The Contractor must obtain, maintain and pay for any additional insurance which the Contractor is required by law to carry, or which the Contractor considers necessary to cover risks not otherwise covered by insurance specified in this Schedule in the Contractor's sole discretion.

Schedule E – Privacy Protection Schedule

Not applicable.

Schedule F – Additional Terms

Not applicable.

Schedule G – Security Schedule

Definitions

1. In this Schedule,
 - (a) “Equipment” means any equipment, including interconnected systems or subsystems of equipment, software and networks, used or to be used by the Contractor to provide the Services;
 - (b) “Facilities” means any facilities at which the Contractor provides or is to provide the Services;
 - (c) “Information” means information
 - (i) in the Material, or
 - (ii) accessed, produced or obtained by the Contractor (whether verbally, electronically or otherwise) as a result of the Agreement;
 - (d) “Record” means a “record” as defined in the *Interpretation Act*;
 - (e) “Sensitive Information” means
 - (i) Information that is “personal information” as defined in the *Freedom of Information and Protection of Privacy Act*, or
 - (ii) any other Information specified as “Sensitive Information” in Appendix G6, if attached; and
 - (f) “Services Worker” means an individual involved in providing the Services for or on behalf of the Contractor and, for greater certainty, may include
 - (i) the Contractor or a subcontractor if an individual, or
 - (ii) an employee or volunteer of the Contractor or of a subcontractor.

Schedule contains additional obligations

2. The obligations of the Contractor in this Schedule are in addition to any other obligations in the Agreement or the schedules attached to it relating to security including, without limitation, the obligations of the Contractor in the Privacy Protection Schedule, if attached.

Services Worker confidentiality agreements

3. The Contractor must not permit a Services Worker who is an employee or volunteer of the Contractor to have access to Sensitive Information unless the Services Worker has first entered into a confidentiality agreement with the Contractor to keep Sensitive Information confidential on substantially similar terms as those that apply to the Contractor under the Agreement.

Services Worker security screening

4. The Contractor may only permit a Services Worker who is an employee or a volunteer of the Contractor to have access to Sensitive Information or otherwise be involved in providing the Services if, after having subjected the Services Worker to the personnel security screening requirements set out in Appendix G1 and any additional requirements the Contractor may consider appropriate, the Contractor is satisfied that the Services Worker does not constitute an unreasonable security risk. The Contractor must create, obtain and retain Records documenting the Contractor’s compliance with the security screening requirements set out in Appendix G1 in accordance with the provisions of that appendix.

Services Worker activity logging

5. Subject to section 6, the Contractor must create and maintain detailed Records logging the activities of all Service Workers in relation to:
 - (a) their access to Sensitive Information; and
 - (b) other matters specified by the Province in writing for the purposes of this section.
6. The Records described in section 5 must be made and maintained in a manner, and contain information, specified in Appendix G2, if attached.

Facilities and Equipment protection and access control

7. The Contractor must create, maintain and follow a documented process to:
 - (a) protect Facilities and Equipment of the Contractor required by the Contractor to provide the Services from loss, damage or any other occurrence that may result in any of those Facilities and Equipment being unavailable when required to provide the Services; and
 - (b) limit access to Facilities and Equipment of the Contractor
 - (i) being used by the Contractor to provide the Services, or
 - (ii) that may be used by someone to access Information

to those persons who are authorized to have that access and for the purposes for which they are authorized, which process must include measures to verify the identity of those persons.
8. If the Province makes available to the Contractor any Facilities or Equipment of the Province for the use of the Contractor in providing the Services, the Contractor must comply with any policies and procedures provided to it by the Province on acceptable use, protection of, and access to, such Facilities or Equipment.

Sensitive Information access control

9. The Contractor must:
 - (a) create, maintain and follow a documented process for limiting access to Sensitive Information to those persons who are authorized to have that access and for the purposes for which they are authorized, which process must include measures to verify the identity of those persons; and
 - (b) comply with the information access control requirements set out in Appendix G3, if attached.

Integrity of Information

10. The Contractor must:
 - (a) create, maintain and follow a documented process for maintaining the integrity of Information while possessed or accessed by the Contractor; and
 - (b) comply with the information integrity requirements set out in Appendix G4, if attached.
11. For the purposes of section 10, maintaining the integrity of Information means that, except to the extent expressly authorized by the Agreement or approved in writing by the Province, the Information has:
 - (a) remained as complete as when it was acquired or accessed by the Contractor; and
 - (b) not been altered in any material respect.

Documentation of changes to processes

12. The Contractor must create and maintain detailed Records logging any changes it makes to the processes described in sections 7, 9 and 10.

Notice of security breaches

13. If Contractor becomes aware that:
 - (a) unauthorized access, collection, use, disclosure, alteration or disposal of Information or Records containing Information; or
 - (b) unauthorized access to Facilities or Equipment

has occurred or is likely to occur (whether or not related to a failure by the Contractor to comply with this Schedule or the Agreement), the Contractor must immediately notify the Province of the particulars of that occurrence or likely occurrence. If the Contractor provides a notification under this section other than in writing, that notification must be confirmed in writing to the Province as soon as it is reasonably practicable for the Contractor to do so.

Review of security breaches

14. If the Province decides to conduct a review of a matter described in section 13 (whether or not the matter came to the attention of the Province as a result of a notification under section 13), the Contractor must, on the request of the Province, participate in the review to the extent that it is reasonably practicable for the Contractor to do so.

Retention of Records

15. Unless the Agreement otherwise specifies, the Contractor must retain all Records in the Contractor's possession that contain Information until directed by the Province in writing to dispose of them or deliver them as specified in the direction.

Storage of Records

16. Until disposed of or delivered in accordance with section 15, the Contractor must store any Records in the Contractor's possession that contain Information in accordance with the provisions of Appendix G5, if attached.

Audit

17. In addition to any other rights of inspection the Province may have under the Agreement or under statute, the Province may, at any reasonable time and on reasonable notice to the Contractor, enter on the Contractor's premises to inspect and, at the Province's discretion, copy:
 - (a) any Records in the possession of the Contractor containing Information; or
 - (b) any of the Contractor's Information management policies or processes (including the processes described in sections 7, 9 and 10 and the logs described in sections 5 and 12) relevant to the Contractor's compliance with this Schedule

and the Contractor must permit, and provide reasonable assistance to the exercise by the Province of the Province's rights under this section.

Termination of Agreement

18. In addition to any other rights of termination which the Province may have under the Agreement or otherwise at law, the Province may, subject to any provisions in the Agreement establishing mandatory cure periods for defaults by the Contractor, terminate the Agreement by giving written notice of such termination to the Contractor, upon any failure of the Contractor to comply with this Schedule in a material respect.

Interpretation

19. In this Schedule, unless otherwise specified:
 - (a) references to sections are to sections of this Schedule; and
 - (b) references to appendices are to the appendices attached to this Schedule.
20. Any reference to the "Contractor" in this Schedule includes any subcontractor retained by the Contractor to perform obligations under the Agreement and the Contractor must ensure that any such subcontractors comply with this Schedule.
21. The appendices attached to this Schedule are part of this Schedule.
22. If there is a conflict between a provision in an appendix attached to this Schedule and any other provision of this Schedule, the provision in the appendix is inoperative to the extent of the conflict unless the appendix states that it operates despite a conflicting provision of this Schedule.
23. If there is a conflict between:
 - (a) a provision of the Agreement, this Schedule or an appendix attached to this Schedule; and
 - (b) a documented process required by this Schedule to be created or maintained by the Contractorthe provision of the Agreement, Schedule or appendix will prevail to the extent of the conflict.
24. The obligations of the Contractor in this Schedule will survive the termination of the Agreement.

SCHEDULE G – Appendix G1 – Security screening requirements

The personnel security screening requirements set out in this Appendix G1 are for the purpose of assisting the Contractor determine whether or not a Services Worker constitutes an unreasonable security risk.

Verification of name, date of birth and address

1. The Contractor must verify the name, date of birth and current address of a Services Worker by viewing at least one piece of “primary identification” of the Services Worker and at least one piece of “secondary identification” of the Services Worker,* as described in the table following this section. The Contractor must obtain or create, as applicable, Records of all such verifications and retain a copy of those Records. For a Services Worker from another province or jurisdiction, reasonably equivalent identification documents are acceptable.

Primary Identification	Secondary Identification
Issued by ICBC: • B.C. driver’s licence or learner’s licence (must have photo) • B.C. Identification (BCID) card Issued by provincial or territorial government: • Canadian birth certificate Issued by Government of Canada: • Canadian Citizenship Card • Permanent Resident Card • Canadian Record of Landing/Canadian Immigration Identification Record	• School ID card (student card) • Bank card (only if holder’s name is on card) • Credit card (only if holder’s name is on card) • Passport • Foreign birth certificate (a baptismal certificate is not acceptable) • Canadian or U.S. driver’s licence • Naturalization certificate • Canadian Forces identification • Police identification • Foreign Affairs Canada or consular identification • Vehicle registration (only if owner’s signature is shown) • Picture employee ID card • Firearms Acquisition Certificate • Social Insurance Card (only if has signature strip) • B.C. CareCard • Native Status Card • Parole Certificate ID • Correctional Service Conditional Release Card

*It is not necessary that each piece of identification viewed by the Contractor contains the name, date of birth and current address of the Services Worker. It is sufficient that, in combination, the identification viewed contains that information.

Verification of education and professional qualifications

2. The Contractor must verify, by reasonable means, any relevant education and professional qualifications of a Services Worker, obtain or create, as applicable, Records of all such verifications, and retain a copy of those Records.

Verification of employment history and reference checks

3. The Contractor must verify, by reasonable means, any relevant employment history of a Services Worker, which will generally consist of the Contractor requesting that a Services Worker provide employment references and the Contractor contacting those references. If a Services Worker has no relevant employment history, the Contractor must seek to verify the character or other relevant personal characteristics of the Services Worker by requesting the Services Worker to provide one or more personal references and contacting those references. The Contractor must obtain or create, as applicable, Records of all such verifications and retain a copy of those Records.

Security interview

4. The Contractor must allow the Province to conduct a security-focused interview with a Services Worker if the Province identifies a reasonable security concern and notifies the Contractor it wishes to do so.

INFORMATION TECHNOLOGY & MANAGEMENT CONSULTING PROFESSIONAL SERVICES AGREEMENT



For Administrative Purposes Only

Ministry Contract No.: C13/4314
Requisition No.: _____
Solicitation No.(if applicable): RFP AVED-SSRM01
Commodity Code: _____

Contractor Information

Supplier Name: Deloitte Inc.
Supplier No.: _____
Telephone No.: 604-640-3111 (Kurt Ritcey)
E-mail Address: kritcey@deloitte.ca
Website: _____

Financial Information

Client: 019
Responsibility Centre: 11215
Service Line: 18110
STOB: 6101/02
Project: 1100000

Template version: February 8, 2012

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SCHEDULE A – SERVICES

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- Part 2 - Services**
- Part 3 - Related Documentation**
- Part 4 - Key Personnel**

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SCHEDULE C – APPROVED SUBCONTRACTOR(S)

SCHEDULE D – INSURANCE

SCHEDULE E – PRIVACY PROTECTION SCHEDULE

SCHEDULE F – ADDITIONAL TERMS

SCHEDULE G – SECURITY SCHEDULE

THIS AGREEMENT is dated for reference the 16th day of August, 2012.

BETWEEN:

DELOITTE INC. (the "Contractor") with the following specified address and fax number:
2800 – 1055 Dunsmuir Street
4 Bentall Centre, Vancouver, BC
V7X 1P4
Attention: Kurt Ritcey, PHONE: 604-640-3111, EMAIL: kritcey@deloitte.ca

AND:

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA, as represented by the Ministry of Advanced Education (the "Province") with the following specified address and fax number:
1st Floor – 835 Humboldt Street, Victoria, BC
V8W 9H8
FAX: 250-952-0729 PHONE: 250-952-0729

The Province wishes to retain the Contractor to provide the services specified in Schedule A and, in consideration for the remuneration set out in Schedule B, the Contractor has agreed to provide those services, on the terms and conditions set out in this Agreement.

As a result, the Province and the Contractor agree as follows:

1 DEFINITIONS

General

1.1 In this Agreement, unless the context otherwise requires:

- (a) "Back Office Services" means operational services such as finance, procurement, human resources, capital management, library management, facilities management and information technology;
- (b) "Business Day" means a day, other than a Saturday or Sunday, on which Provincial government offices are open for normal business in British Columbia;
- (c) "Incorporated Material" means any material in existence prior to the start of the Term or developed independently of this Agreement, and that is incorporated or embedded in the Produced Material by the Contractor or a Subcontractor;
- (d) "Material" means the Produced Material and the Received Material;
- (e) "Produced Material" means records, software and other material, whether complete or not, that, as a result of this Agreement, are produced by the Contractor or a Subcontractor and includes the Incorporated Material;
- (f) "Received Material" means records, software and other material, whether complete or not, that, as a result of this Agreement, are received by the Contractor or a Subcontractor from the Province or any other person;
- (g) "Sector" means 25 public post-secondary institutions (11 universities, 11 colleges, 3 institutions);
- (h) "Services" means the services described in Part 2 of Schedule A;
- (i) "Subcontractor" means a person described in paragraph (a) or (b) of section 13.4; and
- (j) "Term" means the term of the Agreement described in Part 1 of Schedule A subject to that term ending earlier in accordance with this Agreement.

Meaning of “record”

- 1.2 The definition of “record” in the *Interpretation Act* is incorporated into this Agreement and “records” will bear a corresponding meaning.

2 SERVICES

Provision of services

- 2.1 The Contractor must provide the Services in accordance with this Agreement.

Term

- 2.2 Regardless of the date of execution or delivery of this Agreement, the Contractor must provide the Services during the Term.

Supply of various items

- 2.3 Unless the parties otherwise agree in writing, the Contractor must supply and pay for all labour, materials, equipment, tools, facilities, approvals and licenses necessary or advisable to perform the Contractor’s obligations under this Agreement, including the license under section 6.4.

Standard of care

- 2.4 Unless otherwise specified in this Agreement, the Contractor must perform the Services to a standard of care, skill, and diligence maintained by persons providing, on a commercial basis, services similar to the Services.

Standards in relation to persons performing Services

- 2.5 The Contractor must ensure that all persons employed or retained to perform the Services are qualified and competent to perform them and are properly trained, instructed and supervised.

Instructions by Province

- 2.6 The Province may from time to time give the Contractor reasonable instructions (in writing or otherwise) as to the performance of the Services. The Contractor must comply with those instructions but, unless otherwise specified in this Agreement, the Contractor may determine the manner in which the instructions are carried out.

Confirmation of non-written instructions

- 2.7 If the Province provides an instruction under section 2.6 other than in writing, the Contractor may request that the instruction be confirmed by the Province in writing, which request the Province must comply with as soon as it is reasonably practicable to do so.

Effectiveness of non-written instructions

- 2.8 Requesting written confirmation of an instruction under section 2.7 does not relieve the Contractor from complying with the instruction at the time the instruction was given.

Applicable laws

- 2.9 In the performance of the Contractor's obligations under this Agreement, the Contractor must comply with all applicable laws.

3 PAYMENT

Fees and expenses

- 3.1 If the Contractor complies with this Agreement, then the Province must pay to the Contractor at the times and on the conditions set out in Schedule B:
- (a) the fees described in that Schedule;
 - (b) the expenses, if any, described in that Schedule if they are supported, where applicable, by proper receipts and, in the Province's opinion, are necessarily incurred by the Contractor in providing the Services; and
 - (c) any applicable taxes payable by the Province under law or agreement with the relevant taxation authorities on the fees and expenses described in paragraphs (a) and (b) .

The Province is not obliged to pay to the Contractor more than the "Maximum Amount" specified in Schedule B on account of fees and expenses.

Statements of accounts

- 3.2 In order to obtain payment of any fees and expenses under this Agreement, the Contractor must submit to the Province a written statement of account in a form satisfactory to the Province upon completion of the Services or at other times described in Schedule B.

Withholding of amounts

- 3.3 Without limiting section 9.1, the Province may withhold from any payment due to the Contractor an amount sufficient to indemnify in whole or in part the Province and its employees and agents against any liens or other third-party claims that have arisen or could arise in connection with the provision of the Services. An amount withheld under this section must be promptly paid by the Province to the Contractor upon the basis for withholding the amount having been fully resolved to the satisfaction of the Province.

Appropriation

- 3.4 The Province's obligation to pay money to the Contractor is subject to the *Financial Administration Act*, which makes that obligation subject to an appropriation being available in the fiscal year of the Province during which payment becomes due.

Currency

- 3.5 Unless otherwise specified in this Agreement, all references to money are to Canadian dollars.

Non-resident income tax

- 3.6 If the Contractor is not a resident in Canada, the Contractor acknowledges that the Province may be required by law to withhold income tax from the fees described in Schedule B and then to remit that tax to the Receiver General of Canada on the Contractor's behalf.

Prohibition against committing money

- 3.7 Without limiting section 13.10(a), the Contractor must not in relation to performing the Contractor's obligations under this Agreement commit or purport to commit the Province to pay any money except as may be expressly provided for in this Agreement.

Refunds of taxes

- 3.8 The Contractor must:

- (a) apply for, and use reasonable efforts to obtain, any available refund, credit, rebate or remission of federal, provincial or other tax or duty imposed on the Contractor as a result of this Agreement that the Province has paid or reimbursed to the Contractor or agreed to pay or reimburse to the Contractor under this Agreement; and
- (b) immediately on receiving, or being credited with, any amount applied for under paragraph (a), remit that amount to the Province.

4 REPRESENTATIONS AND WARRANTIES

- 4.1 As at the date this Agreement is executed and delivered by, or on behalf of, the parties, the Contractor represents and warrants to the Province as follows:

- (a) except to the extent the Contractor has previously disclosed otherwise in writing to the Province,
 - (i) all information, statements, documents and reports furnished or submitted by the Contractor to the Province in connection with this Agreement (including as part of any competitive process resulting in this Agreement being entered into) are in all material respects true and correct,
 - (ii) the Contractor has sufficient trained staff, facilities, materials, appropriate equipment and approved subcontractual agreements in place and available to enable the Contractor to fully perform the Services, and
 - (iii) the Contractor holds all permits, licenses, approvals and statutory authorities issued by any government or government agency that are necessary for the performance of the Contractor's obligations under this Agreement; and
- (b) if the Contractor is not an individual,
 - (i) the Contractor has the power and capacity to enter into this Agreement and to observe, perform and comply with the terms of this Agreement and all necessary corporate or other proceedings have been taken and done to authorize the execution and delivery of this Agreement by, or on behalf of, the Contractor, and
 - (ii) this Agreement has been legally and properly executed by, or on behalf of, the Contractor and is legally binding upon and enforceable against the Contractor in accordance with its terms except as enforcement may be limited by bankruptcy, insolvency or other laws affecting the rights of creditors generally and except that equitable remedies may be granted only in the discretion of a court of competent jurisdiction.

5 PRIVACY, SECURITY AND CONFIDENTIALITY

Privacy

- 5.1 The Contractor must comply with the Privacy Protection Schedule attached as Schedule E.

Security

5.2 The Contractor must:

- (a) make reasonable security arrangements to protect the Material from unauthorized access, collection, use, disclosure, alteration or disposal; and
- (b) comply with the Security Schedule attached as Schedule G.

Confidentiality

5.3 The Contractor must treat as confidential all information in the Material and all other information accessed or obtained by the Contractor or a Subcontractor (whether verbally, electronically or otherwise) as a result of this Agreement, and not permit its disclosure or use without the Province's prior written consent except:

- (a) as required to perform the Contractor's obligations under this Agreement or to comply with applicable laws;
- (b) if it is information that is generally known to the public other than as result of a breach of this Agreement; or
- (c) if it is information in any Incorporated Material.

Public announcements

5.4 Any public announcement relating to this Agreement will be arranged by the Province and, if such consultation is reasonably practicable, after consultation with the Contractor.

Restrictions on promotion

5.5 The Contractor, must not, without the prior written approval of the Province, refer for promotional purposes to the Province being a customer of the Contractor or the Province having entered into this Agreement.

6 MATERIAL AND INTELLECTUAL PROPERTY

Access to Material

6.1 If the Contractor receives a request for access to any of the Material from a person other than the Province, and this Agreement does not require or authorize the Contractor to provide that access, the Contractor must promptly advise the person to make the request to the Province.

Ownership and delivery of Material

6.2 The Province exclusively owns all property rights in the Material which are not intellectual property rights. The Contractor must deliver any Material to the Province immediately upon the Province's request.

Matters respecting intellectual property

6.3 The Province exclusively owns all intellectual property rights, including copyright, in:

- (a) Received Material that the Contractor receives from the Province; and
- (b) Produced Material, other than any Incorporated Material.

Upon the Province's request, the Contractor must deliver to the Province documents satisfactory to the Province that irrevocably waive in the Province's favour any moral rights which the Contractor (or employees of the Contractor) or a Subcontractor (or employees of a Subcontractor) may have in the Produced Material and that confirm the vesting in the Province of the copyright in the Produced Material, other than any Incorporated Material.

Rights in relation to Incorporated Material

6.4 Upon any Incorporated Material being embedded or incorporated in the Produced Material and to the extent that it remains so embedded or incorporated, the Contractor grants to the Province:

- (a) a non-exclusive, perpetual, irrevocable, royalty-free, worldwide license to use, reproduce, modify and distribute that Incorporated Material; and
- (b) the right to sublicense to third-parties the right to use, reproduce, modify and distribute that Incorporated Material.

Right of Province to negotiate license of Produced Material

6.5 After the end of the Term, the Province in its sole discretion, may negotiate with the Contractor to provide the Contractor a license (which may be exclusive or non-exclusive) for the Contractor to use, reproduce, modify or distribute some or all of the Produced Material.

7 RECORDS AND REPORTS

Work reporting

7.1 Upon the Province's request, the Contractor must fully inform the Province of all work done by the Contractor or a Subcontractor in connection with providing the Services.

Time and expense records

7.2 If Schedule B provides for the Contractor to be paid fees at a daily or hourly rate or for the Contractor to be paid or reimbursed for expenses, the Contractor must maintain time records and books of account, invoices, receipts and vouchers of expenses in support of those payments, in form and content satisfactory to the Province. Unless otherwise specified in this Agreement, the Contractor must retain such documents for a period of not less than seven years after this Agreement ends.

8 AUDIT

8.1 In addition to any other rights of inspection the Province may have under statute or otherwise, the Province may at any reasonable time and on reasonable notice to the Contractor, enter on the Contractor's premises to inspect and, at the Province's discretion, copy any of the Material and the Contractor must permit, and provide reasonable assistance to, the exercise by the Province of the Province's rights under this section.

9 INDEMNITY AND INSURANCE

Indemnity

- 9.1 The Contractor must indemnify and save harmless the Province and the Province's employees and agents from any losses, claims, damages, actions, causes of action, costs and expenses that the Province or any of the Province's employees or agents may sustain, incur, suffer or be put to at any time, either before or after this Agreement ends, including any claim of infringement of third-party intellectual property rights, where the same or any of them are based upon, arise out of or occur, directly or indirectly, by reason of any act or omission by the Contractor or by any of the Contractor's agents, employees, officers, directors or Subcontractors in connection with this Agreement (each a "Loss"), excepting always liability arising out of the independent acts or omissions of the Province and the Province's employees and agents.

Monetary limitations of indemnity

- 9.2 The indemnification by the Contractor pursuant to section 9.1 is limited to:
- (a) \$2,000,000 per Loss; and
 - (b) \$4,000,000 in the aggregate for all Losses.

Exceptions to monetary limitations

- 9.3 The limitations set out in section 9.2 do not apply to a Loss resulting from any of the following:
- (a) bodily injury or damage to real property or tangible personal property;
 - (b) a claim of infringement of third-party intellectual property rights; or
 - (c) a breach of section 5.1, 5.2, 5.3 or 6.1 of this Agreement.

Province to notify Contractor of Loss

- 9.4 To claim indemnification for a Loss pursuant to section 9.1, the Province must notify the Contractor in writing of the Loss as soon as reasonably practicable after the Province becomes aware of the Loss provided that a failure by the Province to provide such notification will not invalidate the claim unless the Contractor is materially prejudiced by that failure.

Third-party intellectual property infringement claims

- 9.5 If the Loss is on the basis of a third-party claim that any element of the Material infringes the intellectual property rights of any person,
- (a) then the Contractor must defend the Province against that claim at the Contractor's expense and the Contractor must pay all associated costs, damages and legal fees that a court or arbitrator finally awards or are included in a settlement agreed to by the Contractor; and
 - (b) the Province must cooperate with the Contractor in the defence of the claim and, where appropriate in the discretion of the Province, will allow the Contractor to appoint and instruct counsel and otherwise control the defence and any related settlement negotiations.

Insurance

- 9.6 The Contractor must comply with the Insurance Schedule attached as Schedule D.

Workers compensation

- 9.7 Without limiting the generality of section 2.9, the Contractor must comply with, and must ensure that any Subcontractors comply with, all applicable occupational health and safety laws in relation to the performance of the Contractor's obligations under this Agreement, including the *Workers Compensation Act* in British Columbia or similar laws in other jurisdictions.

Personal optional protection

- 9.8 The Contractor must apply for and maintain personal optional protection insurance (consisting of income replacement and medical care coverage) during the Term at the Contractor's expense if:
- (a) the Contractor is an individual or a partnership of individuals and does not have the benefit of mandatory workers compensation coverage under the *Workers Compensation Act* or similar laws in other jurisdictions; and
 - (b) such personal optional protection insurance is available for the Contractor from WorkSafeBC or other sources.

Evidence of coverage

- 9.9 Within 10 Business Days of being requested to do so by the Province, the Contractor must provide the Province with evidence of the Contractor's compliance with sections 9.7 and 9.8.

10 FORCE MAJEURE

Definitions relating to force majeure

- 10.1 In this section and sections 10.2 and 10.3:
- (a) "Event of Force Majeure" means one of the following events:
 - (i) a natural disaster, fire, flood, storm, epidemic or power failure,
 - (ii) a war (declared and undeclared), insurrection or act of terrorism or piracy,
 - (iii) a strike (including illegal work stoppage or slowdown) or lockout, or
 - (iv) a freight embargoif the event prevents a party from performing the party's obligations in accordance with this Agreement and is beyond the reasonable control of that party; and
 - (b) "Affected Party" means a party prevented from performing the party's obligations in accordance with this Agreement by an Event of Force Majeure.

Consequence of Event of Force Majeure

- 10.2 An Affected Party is not liable to the other party for any failure or delay in the performance of the Affected Party's obligations under this Agreement resulting from an Event of Force Majeure and any time periods for the performance of such obligations are automatically extended for the duration of the Event of Force Majeure provided that the Affected Party complies with the requirements of section 10.3.

Duties of Affected Party

- 10.3 An Affected Party must promptly notify the other party in writing upon the occurrence of the Event of Force Majeure and make all reasonable efforts to prevent, control or limit the effect of the Event of Force Majeure so as to resume compliance with the Affected Party's obligations under this Agreement as soon as possible.

11 DEFAULT AND TERMINATION

Definitions relating to default and termination

11.1 In this section and sections 11.2 to 11.4:

- (a) "Event of Default" means any of the following:
 - (i) an Insolvency Event,
 - (ii) the Contractor fails to perform any of the Contractor's obligations under this Agreement, or
 - (iii) any representation or warranty made by the Contractor in this Agreement is untrue or incorrect; and
- (b) "Insolvency Event" means any of the following:
 - (i) an order is made, a resolution is passed or a petition is filed, for the Contractor's liquidation or winding up,
 - (ii) the Contractor commits an act of bankruptcy, makes an assignment for the benefit of the Contractor's creditors or otherwise acknowledges the Contractor's insolvency,
 - (iii) a bankruptcy petition is filed or presented against the Contractor or a proposal under the *Bankruptcy and Insolvency Act* (Canada) is made by the Contractor,
 - (iv) a compromise or arrangement is proposed in respect of the Contractor under the *Companies' Creditors Arrangement Act* (Canada),
 - (v) a receiver or receiver-manager is appointed for any of the Contractor's property, or
 - (vi) the Contractor ceases, in the Province's reasonable opinion, to carry on business as a going concern.

Province's options on default

- 11.2 On the happening of an Event of Default, or at any time thereafter, the Province may, at its option, elect to do any one or more of the following:
- (a) by written notice to the Contractor, require that the Event of Default be remedied within a time period specified in the notice;
 - (b) pursue any remedy or take any other action available to it at law or in equity; or
 - (c) by written notice to the Contractor, terminate this Agreement with immediate effect or on a future date specified in the notice, subject to the expiration of any time period specified under section 11.2(a).

Delay not a waiver

- 11.3 No failure or delay on the part of the Province to exercise its rights in relation to an Event of Default will constitute a waiver by the Province of such rights.

Province's right to terminate other than for default

- 11.4 In addition to the Province's right to terminate this Agreement under section 11.2(c) on the happening of an Event of Default, the Province may terminate this Agreement for any reason by giving at least 10 days' written notice of termination to the Contractor.

Payment consequences of termination

- 11.5 Unless Schedule B otherwise provides, if the Province terminates this Agreement under section 11.4:
- (a) the Province must, within 30 days of such termination, pay to the Contractor any unpaid portion of the fees and expenses described in Schedule B which corresponds with the portion of the Services that was completed to the Province's satisfaction before termination of this Agreement; and
 - (b) the Contractor must, within 30 days of such termination, repay to the Province any paid portion of the fees and expenses described in Schedule B which corresponds with the portion of the Services that the Province has notified the Contractor in writing was not completed to the Province's satisfaction before termination of this Agreement.

Discharge of liability

- 11.6 The payment by the Province of the amount described in section 11.5(a) discharges the Province from all liability to make payments to the Contractor under this Agreement.

Notice in relation to Events of Default

- 11.7 If the Contractor becomes aware that an Event of Default has occurred or anticipates that an Event of Default is likely to occur, the Contractor must promptly notify the Province of the particulars of the Event of Default or anticipated Event of Default. A notice under this section as to the occurrence of an Event of Default must also specify the steps the Contractor proposes to take to address, or prevent recurrence of, the Event of Default. A notice under this section as to an anticipated Event of Default must specify the steps the Contractor proposes to take to prevent the occurrence of the anticipated Event of Default.

12 DISPUTE RESOLUTION

Dispute resolution process

- 12.1 In the event of any dispute between the parties arising out of or in connection with this Agreement, the following dispute resolution process will apply unless the parties otherwise agree in writing:
- (a) the parties must initially attempt to resolve the dispute through collaborative negotiation;
 - (b) if the dispute is not resolved through collaborative negotiation within 15 Business Days of the dispute arising, the parties must then attempt to resolve the dispute through mediation under the rules of the British Columbia Mediator Roster Society; and
 - (c) if the dispute is not resolved through mediation within 30 Business Days of the commencement of mediation, the dispute must be referred to and finally resolved by arbitration under the *Commercial Arbitration Act*.

Location of arbitration or mediation

- 12.2 Unless the parties otherwise agree in writing, an arbitration or mediation under section 12.1 will be held in Victoria, British Columbia.

Costs of arbitration or mediation

- 12.3 Unless the parties otherwise agree in writing or, in the case of an arbitration, the arbitrator otherwise orders, the parties must share equally the costs of a arbitration or mediation under section 12.1 other than those costs relating to the production of expert evidence or representation by counsel.

13 MISCELLANEOUS

Delivery of notices

- 13.1 Any notice contemplated by this Agreement, to be effective, must be in writing and delivered as follows:
- (a) by fax to the addressee's fax number specified on the first page of this Agreement, in which case it will be deemed to be received on the day of transmittal unless transmitted after the normal business hours of the addressee or on a day that is not a Business Day, in which cases it will be deemed to be received on the next following Business Day;
 - (b) by hand to the addressee's address specified on the first page of this Agreement, in which case it will be deemed to be received on the day of its delivery; or
 - (c) by prepaid post to the addressee's address specified on the first page of this Agreement, in which case if mailed during any period when normal postal services prevail, it will be deemed to be received on the fifth Business Day after its mailing.

Change of address or fax number

- 13.2 Either party may from time to time give notice to the other party of a substitute address or fax number, which from the date such notice is given will supersede for purposes of section 13.1 any previous address or fax number specified for the party giving the notice.

Assignment

- 13.3 The Contractor must not assign any of the Contractor's rights under this Agreement without the Province's prior written consent.

Subcontracting

- 13.4 The Contractor must not subcontract any of the Contractor's obligations under this Agreement to any person without the Province's prior written consent, excepting persons listed in the attached Schedule C. No subcontract, whether consented to or not, relieves the Contractor from any obligations under this Agreement. The Contractor must ensure that:
- (a) any person retained by the Contractor to perform obligations under this Agreement; and
 - (b) any person retained by a person described in paragraph (a) to perform those obligations fully complies with this Agreement in performing the subcontracted obligations.

Waiver

- 13.5 A waiver of any term or breach of this Agreement is effective only if it is in writing and signed by, or on behalf of, the waiving party and is not a waiver of any other term or breach.

Modifications

- 13.6 No modification of this Agreement is effective unless it is in writing and signed by, or on behalf of, the parties.

Entire agreement

- 13.7 This Agreement (including any modification of it) constitutes the entire agreement between the parties as to performance of the Services.

Survival of certain provisions

- 13.8 Sections 2.9, 3.1 to 3.4, 3.7, 3.8, 5.1 to 5.5, 6.1 to 6.5, 7.1, 7.2, 8.1, 9.1 to 9.6, 9.9, 10.1 to 10.3, 11.2, 11.3, 11.5, 11.6, 12.1 to 12.3, 13.1, 13.2, 13.8, and 13.10, any accrued but unpaid payment obligations, and any other

sections of this Agreement (including schedules) which, by their terms or nature, are intended to survive the completion of the Services or termination of this Agreement, will continue in force indefinitely, even after this Agreement ends.

Schedules

- 13.9 The schedules to this Agreement (including any appendices or other documents attached to, or incorporated by reference into, those schedules) are part of this Agreement.

Independent contractor

- 13.10 In relation to the performance of the Contractor's obligations under this Agreement, the Contractor is an independent contractor and not:
- (a) an employee or partner of the Province; or
 - (b) an agent of the Province except as may be expressly provided for in this Agreement.

The Contractor must not act or purport to act contrary to this section.

Personnel not to be employees of Province

- 13.11 The Contractor must not do anything that would result in personnel hired or used by the Contractor or a Subcontractor in relation to providing the Services being considered employees of the Province.

Key Personnel

- 13.12 If one or more individuals are specified as "Key Personnel" of the Contractor in Part 4 of Schedule A, the Contractor must cause those individuals to perform the Services on the Contractor's behalf, unless the Province otherwise approves in writing, which approval must not be unreasonably withheld.

Pertinent information

- 13.13 The Province must make available to the Contractor all information in the Province's possession which the Province considers pertinent to the performance of the Services.

Conflict of interest

- 13.14 The Contractor must not provide any services to any person in circumstances which, in the Province's reasonable opinion, could give rise to a conflict of interest between the Contractor's duties to that person and the Contractor's duties to the Province under this Agreement.

Time

- 13.15 Time is of the essence in this Agreement and, without limitation, will remain of the essence after any modification or extension of this Agreement, whether or not expressly restated in the document effecting the modification or extension.

Conflicts among provisions

13.16 Conflicts among provisions of this Agreement will be resolved as follows:

- (a) a provision in the body of this Agreement will prevail over any conflicting provision in, attached to or incorporated by reference into a schedule, unless that conflicting provision expressly states otherwise; and
- (b) a provision in a schedule will prevail over any conflicting provision in a document attached to, or incorporated by reference into a schedule, unless the schedule expressly states otherwise.

Agreement not permit nor fetter

13.17 This Agreement does not operate as a permit, license, approval or other statutory authority which the Contractor may be required to obtain from the Province or any of its agencies in order to provide the Services. Nothing in this Agreement is to be construed as interfering with, or fettering in any manner, the exercise by the Province or its agencies of any statutory, prerogative, executive or legislative power or duty.

Remainder not affected by invalidity

13.18 If any provision of this Agreement or the application of it to any person or circumstance is invalid or unenforceable to any extent, the remainder of this Agreement and the application of such provision to any other person or circumstance will not be affected or impaired and will be valid and enforceable to the extent permitted by law.

Further assurances

13.19 Each party must perform the acts, execute and deliver the writings, and give the assurances as may be reasonably necessary to give full effect to this Agreement.

Additional terms

13.20 Any additional terms set out in the attached Schedule F apply to this Agreement.

Governing law

13.21 This Agreement is governed by, and is to be interpreted and construed in accordance with, the laws applicable in British Columbia.

14 INTERPRETATION

14.1 In this Agreement:

- (a) "includes" and "including" are not intended to be limiting;
- (b) unless the context otherwise requires, references to sections by number are to sections of this Agreement;
- (c) the Contractor and the Province are referred to as "the parties" and each of them as a "party";
- (d) "attached" means attached to this Agreement when used in relation to a schedule;
- (e) unless otherwise specified, a reference to a statute by name means the statute of British Columbia by that name, as amended or replaced from time to time;
- (f) the headings have been inserted for convenience of reference only and are not intended to describe, enlarge or restrict the scope or meaning of this Agreement or any provision of it;

- (g) "person" includes an individual, partnership, corporation or legal entity of any nature; and
(h) unless the context otherwise requires, words expressed in the singular include the plural and *vice versa*.

15 EXECUTION AND DELIVERY OF AGREEMENT

- 15.1 This Agreement may be entered into by a separate copy of this Agreement being executed by, or on behalf of, each party and that executed copy being delivered to the other party by a method provided for in section 13.1 or any other method agreed to by the parties.

The parties have executed this Agreement as follows:

SIGNED on the ____ day of August 2012 by the Contractor (or, if not an individual, on its behalf by its authorized signatory or signatories): _____ Signature(s) _____ Print Name(s) _____ Print Title(s)	SIGNED on the ____ day of August, 2012 on behalf of the Province by its duly authorized representative: _____ Signature _____ Print Name _____ Print Title

Schedule A – Services

PART 1. TERM:

1. Subject to section 2 of this Part 1, the term of this Agreement commences on August 16, 2012 and ends on March 31, 2013.
2. Subject to the successful performance of the Contractor of Phase I, outlined below, and the availability of funding, the Province may enter into negotiations with the Contractor for Phase II and/or Phase III (“Subsequent Phases”) of the Service Delivery Transformation project. The Ministry is not obligated to proceed with negotiations for Subsequent Phases.

PART 2. BACKGROUND:

The Ministry, in collaboration with the Sector, is exploring the opportunities available for cost savings, efficiencies and best practices in non-academic administrative services. Key drivers for reshaping and defining this opportunity are:

- Challenging fiscal environment for public institutions in all sectors in BC;
- Post-secondary institutions have already achieved cost savings, efficiencies and best practices in non-academic administrative services; and
- Some institutions’ best practices, technology investments and supplier arrangements could potentially be shared across the Sector.

The Project has been split into 4 phases (0 – III). This contract is for services relating to Phase I.

Phase I consists of: a high-level data collection of non-academic administrative services compiled into a current state assessment; analysis of the data collected; a high level cost/benefit analysis; development of a work plan that provides recommendations and identifies efficiency/savings opportunities.

PART 2. SERVICES:

Services for Phase I:

Building on the work completed in Phase 0 of this project, including the approved Project Plan, the Contractor will provide leadership in supporting the efforts of the steering committee and project team members in collecting, studying, reviewing and recommending shared procurement and Back Office Services for implementation across the Sector. Areas to consider are, but not limited to:

- shared procurement services;
- on-boarding of additional public post-secondary institutions onto existing outsourcing arrangements while respective of open, transparent, competitive procurement;
- Back Office Services across the Sector. The specific services to be included in the service delivery model will be determined during the initiative; and
- best practices, improve quality and standardization by utilizing and expanding on current best practices in the public post-secondary sector.

The Contractor will, as necessary, provide facilitation and engagement services for consultation sessions of varying size and duration throughout the province of BC. Sessions may include travel, or the use of remote meeting technologies such as but not limited to, video-conferencing or Microsoft Live Meeting. The Contractor will be required to engage with stakeholders from multiple autonomous organizations, encourage consensus and facilitate satisfaction, while taking into consideration stakeholders’ unique interests and expectations.

The Contractor will ensure that all project deliverables are received, reviewed and delivered for acceptance according to the approved Project Plan developed in Phase 0, and Ministry’s quality assurance standards.

Additional activities include:

- Obtain formal acceptance for all identified deliverables;

- Assure that accepted deliverables are delivered to the appropriate repository;
- Obtain a list of defects for all deliverables not accepted and direct the remediation of the deliverables until an acceptable product is delivered, approved and installed in the appropriate repository; and
- Facilitate a project evaluation with team members at the conclusion of the project, the purpose of which is to analyze project successes and failures and identify lessons learned for future projects.

Deliverables for Phase I:

The Contractor must prepare and deliver the following documents:

- Current State Assessment: Summary of information gathered from the Ministry and the post-secondary institutions about the current operating model for administrative functional areas.
- Opportunity Profiles: An overview of each specific opportunity identified including description, current delivery model, current issues, leading practices, benefits (financial and non-financial), costs and implementation considerations.
- Cost Benefit Analysis: An overall assessment of the financial and non-financial impacts of the complete portfolio of high-priority opportunities, extrapolated Sector-wide where appropriate.
- Service Delivery Transformation roadmap: A calendar view of the opportunities to show which opportunities should be explored in the short-term and which should be considered as longer-term initiatives. The roadmap will also outline governance and implementation considerations that will need to be addressed to successfully move forward in future phases.

Deliverable Milestone Dates:

The Contractor will deliver the above deliverables by the following milestone dates listed on page 13 of the Contractor's Proposal:

• Current State Analysis	Week of August 27, 2012
• Opportunity Profiles	Week of September 17, 2012
• Consolidated Cost Benefit Analysis	Week of September 24, 2012
• Service Delivery Transformation Roadmap	Week of September 24, 2012.

Scope and Activities:

The Contractor will provide the services and deliverables described in this Schedule A in accordance with the Institution scope, Functional scope and Proposed project plan and activities described on pages 6 through 13 of the Contractor's Proposal.

Project Reporting Requirements:

The Contractor will prepare and deliver:

- A weekly project status report showing progress against the project plan, and a list of all meetings, workshops and interviews including dates held and names of attendees;
- Project communication and reporting;
- Project control document including change request log, issues log, and/or other control documents;
- Briefing notes, reports and presentations.

PART 3. RELATED DOCUMENTATION:

1. The Contractor must perform the Services in accordance with the obligations set out in this Schedule A including any engagement letter, Solicitation document excerpt, proposal excerpt or other documentation attached as an Appendix to, or specified as being incorporated by reference in, this Schedule.
2. Appendix 1 – Solicitation document.
3. The following documentation is incorporated by reference into this Schedule A:
The Contractor's Proposal, dated July 31, 2012, in response to RFP AVED-SSRM01.

PART 4. KEY PERSONNEL:

1. The Key Personnel of the Contractor are as follows:
 - (a) Jodi Evans, Engagement Partner
 - (b) Andrew Medd, Project Manager
 - (c) Mike Rosenblood, Core Team Member, Facilities and Procurement
 - (d) Amanda Wright, Core Team Member, Ancillary Services and Libraries
 - (e) Joel Turner, Core Team Member, IT, HR and Finance
 - (f) Min Soo Kim, Project Consultant
 - (g) Kurt Ritcey, Quality Assurance Partner and Subject Matter Expert for Procurement
 - (h) Sheldon Miller, Subject Matter Expert for post-secondary education
 - (i) Louise Upton, Subject Matter Expert for post-secondary education
 - (j) Mike Caron, Subject Matter Expert for Information Technology.

APPENDIX 1 – SOLICITATION DOCUMENT:

Solicitation document RFP AVED-SSRM01 is attached.

Schedule B – Fees and Expenses

1. MAXIMUM AMOUNT PAYABLE:

Maximum Amount: Despite sections 2 and 3 of this Schedule, \$405,000.00 is the maximum amount which the Province is obliged to pay to the Contractor for fees and expenses under this Agreement (exclusive of any applicable taxes described in section 3.1(c) of this Agreement).

2. FEES:

Fees: at the following rates per hour for those hours during the Term when the Contractor provides the Services:

Resource	Hourly Rate
Jodi Evans	
Andrew Medd	
Mike Rosenblood	
Amanda Wright	
Joel Turner	
Min Soo Kim	s.21
Kurt Ritcey	
Sheldon Miller	
Louise Upton	
Mike Caron	

In no event will the amount the Province is obliged to pay to the Contractor, in accordance with this Schedule, exceed a maximum of \$375,000.00 for fees (exclusive of applicable taxes).

3. EXPENSES:

Expenses: Expenses will be paid under this Schedule as follows: travel, accommodation and meal expenses for **travel greater than 32 kilometers away from Vancouver** on the same basis as the Province pays its Group I employees when they are on travel status, excluding Harmonized sales tax ("HST") or other applicable tax paid or payable by the Contractor on expenses described above to the extent that the Contractor is entitled to claim credits (including HST input tax credits), rebates, refunds or remissions of the tax from the relevant taxation authorities.

In no event will the amount the Province is obliged to pay to the Contractor, in accordance with this Schedule, exceed a maximum of \$30,000.00 for expenses (exclusive of applicable taxes).

4. STATEMENTS OF ACCOUNT:

Statements of Account: In order to obtain payment of any fees and expenses under this Agreement for a period from and including the 15th day of a month to and including the 14th day of the next month (each a "Billing Period"), the Contractor must deliver to the Province on a date after the Billing Period (each a "Billing Date"), a written statement of account in a form satisfactory to the Province containing:

- (a) the Contractor's legal name and address;
- (b) the date of the statement, and the Billing Period to which the statement pertains;
- (c) the Contractor's calculation of all fees claimed for that Billing Period, including a declaration by the Contractor of all hours worked during the Billing Period for which the Contractor claims fees and a description of the applicable fee rates;
- (d) a chronological listing, in reasonable detail, of any expenses claimed by the Contractor for the Billing Period with receipts attached, if applicable, and, if the Contractor is claiming reimbursement of any HST or other applicable taxes paid or payable by the Contractor in relation to those expenses, a description of any credits, rebates, refunds or remissions the Contractor is entitled to from the relevant taxation authorities in relation to those taxes;
- (e) the Contractor's calculation of any applicable taxes payable by the Province in relation to the Services for the Billing Period;
- (f) a description of this Agreement;
- (g) a statement number for identification; and
- (h) any other billing information reasonably requested by the Province.

5. PAYMENTS DUE:

Payments Due: Within 30 days of the Province's receipt of the Contractor's written statement of account delivered in accordance with this Schedule, the Province must pay the Contractor the fees and expenses (plus all applicable taxes), claimed in the statement if they are in accordance with this Schedule. Statements of account or contract invoices offering an early payment discount may be paid by the Province as required to obtain the discount.

Schedule C – Approved Subcontractor(s)

Not applicable.

Schedule D – Insurance

1. The Contractor must, without limiting the Contractor's obligation or liabilities and at the Contractor's own expense, purchase and maintain throughout the Term the following insurances with insurers licensed in Canada in forms and amounts acceptable to the Province:
 - (a) Commercial General Liability in an amount not less than \$2,000,000 inclusive per occurrence against bodily injury, personal injury and property damage and including liability assumed under this Agreement and this insurance must:
 - (i) include the Province as an additional insured,
 - (ii) be endorsed to provide the Province with 30 days advance written notice of cancellation or material change, and
 - (iii) include a cross liability clause; and
 - (b) Professional Errors and Omissions Liability insuring the Contractor's liability resulting from errors or omissions in the performance of the Services in an amount per occurrence, and in the aggregate, calculated as follows:
 - (i) not less than \$1,000,000, if the "Maximum Amount" set out in Schedule B is less than \$500,000; and
 - (ii) not less than \$2,000,000, if the "Maximum Amount" set out in Schedule B is \$500,000 or greater.
2. All insurance described in section 1 of this Schedule must:
 - (a) be primary; and
 - (b) not require the sharing of any loss by any insurer of the Province.
3. The Contractor must provide the Province with evidence of all required insurance as follows:
 - (a) within 10 Business Days of commencement of the Services, the Contractor must provide to the Province evidence of all required insurance in the form of a completed Province of British Columbia Certificate of Insurance;
 - (b) if any required insurance policy expires before the end of the Term, the Contractor must provide the Province, within 10 Business Days of the policy's expiration, evidence of a new or renewal policy meeting the requirements of the expired insurance in the form of a completed Province of British Columbia Certificate of Insurance; and
 - (c) despite paragraph (a) or (b) above, if requested by the Province at any time, the Contractor must provide to the Province certified copies of the required insurance policies.
4. Despite section 1(b) of this Schedule, if in the Province's sole discretion, the Province has approved in writing either a fronted self-insurance program or a duly licensed captive insurer as an alternative to the Professional Liability Insurance requirement set out in section 1(b), then the Contractor must maintain throughout the Term that alternative in accordance with the terms of the approval.

Schedule E – Privacy Protection Schedule

Not applicable.

Schedule F – Additional Terms

Not applicable.

Schedule G – Security Schedule

Definitions

1. In this Schedule,
 - (a) "Equipment" means any equipment, including interconnected systems or subsystems of equipment, software and networks, used or to be used by the Contractor to provide the Services;
 - (b) "Facilities" means any facilities at which the Contractor provides or is to provide the Services;
 - (c) "Information" means information
 - (i) in the Material, or
 - (ii) accessed, produced or obtained by the Contractor (whether verbally, electronically or otherwise) as a result of the Agreement;
 - (d) "Record" means a "record" as defined in the *Interpretation Act*;
 - (e) "Sensitive Information" means
 - (i) Information that is "personal information" as defined in the *Freedom of Information and Protection of Privacy Act*, or
 - (ii) any other Information specified as "Sensitive Information" in Appendix G6, if attached; and
 - (f) "Services Worker" means an individual involved in providing the Services for or on behalf of the Contractor and, for greater certainty, may include
 - (i) the Contractor or a subcontractor if an individual, or
 - (ii) an employee or volunteer of the Contractor or of a subcontractor.

Schedule contains additional obligations

2. The obligations of the Contractor in this Schedule are in addition to any other obligation in the Agreement or the schedules attached to it relating to security including, without limitation, the obligations of the Contractor in the Privacy Protection Schedule, if attached.

Services Worker confidentiality agreements

3. The Contractor must not permit a Services Worker who is an employee or volunteer of the Contractor to have access to Sensitive Information unless the Services Worker has first entered into a confidentiality agreement with the Contractor to keep Sensitive Information confidential on substantially similar terms as those that apply to the Contractor under the Agreement.

Services Worker security screening

4. The Contractor may only permit a Services Worker who is an employee or a volunteer of the Contractor to have access to Sensitive Information or otherwise be involved in providing the Services if, after having subjected the Services Worker to the personnel security screening requirements set out in Appendix G1 and any additional requirements the Contractor may consider appropriate, the Contractor is satisfied that the Services Worker does not constitute an unreasonable security risk. The Contractor must create, obtain and retain Records documenting the Contractor's compliance with the security screening requirements set out in Appendix G1 in accordance with the provisions of that appendix.

Services Worker activity logging

5. Subject to section 6, the Contractor must create and maintain detailed Records logging the activities of all Service Workers in relation to:
 - (a) their access to Sensitive Information; and
 - (b) other matters specified by the Province in writing for the purposes of this section.
6. The Records described in section 5 must be made and maintained in a manner, and contain information, specified in Appendix G2, if attached.

Facilities and Equipment protection and access control

7. The Contractor must create, maintain and follow a documented process to:
 - (a) protect Facilities and Equipment of the Contractor required by the Contractor to provide the Services from loss, damage or any other occurrence that may result in any of those Facilities and Equipment being unavailable when required to provide the Services; and
 - (b) limit access to Facilities and Equipment of the Contractor
 - (i) being used by the Contractor to provide the Services, or
 - (ii) that may be used by someone to access Information

to those persons who are authorized to have that access and for the purposes for which they are authorized, which process must include measures to verify the identity of those persons.
8. If the Province makes available to the Contractor any Facilities or Equipment of the Province for the use of the Contractor in providing the Services, the Contractor must comply with any policies and procedures provided to it by the Province on acceptable use, protection of, and access to, such Facilities or Equipment.

Sensitive Information access control

9. The Contractor must:
 - (a) create, maintain and follow a documented process for limiting access to Sensitive Information to those persons who are authorized to have that access and for the purposes for which they are authorized, which process must include measures to verify the identity of those persons; and
 - (b) comply with the information access control requirements set out in Appendix G3, if attached.

Integrity of Information

10. The Contractor must:
 - (a) create, maintain and follow a documented process for maintaining the integrity of Information while possessed or accessed by the Contractor; and
 - (b) comply with the information integrity requirements set out in Appendix G4, if attached.
11. For the purposes of section 10, maintaining the integrity of Information means that, except to the extent expressly authorized by the Agreement or approved in writing by the Province, the Information has:
 - (a) remained as complete as when it was acquired or accessed by the Contractor; and
 - (b) not been altered in any material respect.

Documentation of changes to processes

12. The Contractor must create and maintain detailed Records logging any changes it makes to the processes described in sections 7, 9 and 10.

Notice of security breaches

13. If Contractor becomes aware that:

- (a) unauthorized access, collection, use, disclosure, alteration or disposal of Information or Records containing Information; or
- (b) unauthorized access to Facilities or Equipment

has occurred or is likely to occur (whether or not related to a failure by the Contractor to comply with this Schedule or the Agreement), the Contractor must immediately notify the Province of the particulars of that occurrence or likely occurrence. If the Contractor provides a notification under this section other than in writing, that notification must be confirmed in writing to the Province as soon as it is reasonably practicable for the Contractor to do so.

Review of security breaches

14. If the Province decides to conduct a review of a matter described in section 13 (whether or not the matter came to the attention of the Province as a result of a notification under section 13), the Contractor must, on the request of the Province, participate in the review to the extent that it is reasonably practicable for the Contractor to do so.

Retention of Records

15. Unless the Agreement otherwise specifies, the Contractor must retain all Records in the Contractor's possession that contain Information until directed by the Province in writing to dispose of them or deliver them as specified in the direction.

Storage of Records

16. Until disposed of or delivered in accordance with section 15, the Contractor must store any Records in the Contractor's possession that contain Information in accordance with the provisions of Appendix G5, if attached.

Audit

17. In addition to any other rights of inspection the Province may have under the Agreement or under statute, the Province may, at any reasonable time and on reasonable notice to the Contractor, enter on the Contractor's premises to inspect and, at the Province's discretion, copy:
 - (a) any Records in the possession of the Contractor containing Information; or
 - (b) any of the Contractor's Information management policies or processes (including the processes described in sections 7, 9 and 10 and the logs described in sections 5 and 12) relevant to the Contractor's compliance with this Schedule

and the Contractor must permit, and provide reasonable assistance to, the exercise by the Province of the Province's rights under this section.

Termination of Agreement

18. In addition to any other rights of termination which the Province may have under the Agreement or otherwise at law, the Province may, subject to any provisions in the Agreement establishing mandatory cure periods for defaults by the Contractor, terminate the Agreement by giving written notice of such termination to the Contractor, upon any failure of the Contractor to comply with this Schedule in a material respect.

Interpretation

19. In this Schedule, unless otherwise specified:
 - (a) references to sections are to sections of this Schedule; and
 - (b) references to appendices are to the appendices attached to this Schedule.
20. Any reference to the "Contractor" in this Schedule includes any subcontractor retained by the Contractor to perform obligations under the Agreement and the Contractor must ensure that any such subcontractors comply with this Schedule.
21. The appendices attached to this Schedule are part of this Schedule.
22. If there is a conflict between a provision in an appendix attached to this Schedule and any other provision of this Schedule, the provision in the appendix is inoperative to the extent of the conflict unless the appendix states that it operates despite a conflicting provision of this Schedule.
23. If there is a conflict between:
 - (a) a provision of the Agreement, this Schedule or an appendix attached to this Schedule; and
 - (b) a documented process required by this Schedule to be created or maintained by the Contractorthe provision of the Agreement, Schedule or appendix will prevail to the extent of the conflict.
24. The obligations of the Contractor in this Schedule will survive the termination of the Agreement.

SCHEDULE G – Appendix G1 – Security screening requirements

The personnel security screening requirements set out in this Appendix G1 are for the purpose of assisting the Contractor determine whether or not a Services Worker constitutes an unreasonable security risk.

Verification of name, date of birth and address

- The Contractor must verify the name, date of birth and current address of a Services Worker by viewing at least one piece of “primary identification” of the Services Worker and at least one piece of “secondary identification” of the Services Worker,* as described in the table following this section. The Contractor must obtain or create, as applicable, Records of all such verifications and retain a copy of those Records. For a Services Worker from another province or jurisdiction, reasonably equivalent identification documents are acceptable.

Primary Identification	Secondary Identification
Issued by ICBC: - B.C. driver’s licence or learner’s licence (must have photo) - B.C. Identification (BCID) card Issued by provincial or territorial government: - Canadian birth certificate Issued by Government of Canada: - Canadian Citizenship Card - Permanent Resident Card - Canadian Record of Landing/Canadian Immigration Identification Record	- School ID card (student card) - Bank card (only if holder’s name is on card) - Credit card (only if holder’s name is on card) - Passport - Foreign birth certificate (a baptismal certificate is not acceptable) - Canadian or U.S. driver’s licence - Naturalization certificate - Canadian Forces identification - Police identification - Foreign Affairs Canada or consular identification - Vehicle registration (only if owner’s signature is shown) - Picture employee ID card - Firearms Acquisition Certificate - Social Insurance Card (only if has signature strip) - B.C. CareCard - Native Status Card - Parole Certificate ID - Correctional Service Conditional Release Card

*It is not necessary that each piece of identification viewed by the Contractor contains the name, date of birth and current address of the Services Worker. It is sufficient that, in combination, the identification viewed contains that information.

Verification of education and professional qualifications

- The Contractor must verify, by reasonable means, any relevant education and professional qualifications of a Services Worker, obtain or create, as applicable, Records of all such verifications, and retain a copy of those Records.

Verification of employment history and reference checks

3. The Contractor must verify, by reasonable means, any relevant employment history of a Services Worker, which will generally consist of the Contractor requesting that a Services Worker provide employment references and the Contractor contacting those references. If a Services Worker has no relevant employment history, the Contractor must seek to verify the character or other relevant personal characteristics of the Services Worker by requesting the Services Worker to provide one or more personal references and contacting those references. The Contractor must obtain or create, as applicable, Records of all such verifications and retain a copy of those Records.

Security interview

4. The Contractor must allow the Province to conduct a security-focused interview with a Services Worker if the Province identifies a reasonable security concern and notifies the Contractor it wishes to do so.

Criminal history check

5. The Contractor must arrange for and retain documented results of a criminal history check on a Services Worker obtained through the Services Worker's local policing agency. Criminal history checks must be repeated as necessary to ensure that at all times the most recent criminal history check on a Services Worker was completed within the previous five years.

Brandt, Keely AEIT:EX

From: Comolli, Catherine M AVED:EX
Sent: Thursday, July 19, 2012 7:24 AM
To: Smith, Bruce G AVED:EX
Cc: Thompson, Joseph AVED:EX; Porter, Donna A AVED:EX; Perrey, Jordan AVED:EX
Subject: REQUEST: New Draft Contract Please ~ Due end of Day August 3
Attachments: RFP AVED-SSRM01 Service Delivery Transformation_FINAL.PDF

Hi Bruce,

The attached RFP is currently posted on BC Bid. To help ensure timely implementation of the contract, Joe has asked if you would please create a contract using the wording in the RFP for Schedule A. The intention is to be able to implement the contract with the successful proponent as soon as possible after the RFP review process. It would be appreciated if you could please have the draft contract done by end of day Friday August 3 so Joe will be able to review on Tuesday August 7.

With thanks,

Catherine

Catherine Comolli
Executive Administrative Assistant
Student Services and Sector Resource Management Division
Ministry of Advanced Education
3rd Floor, 835 Humboldt Street
Victoria BC V8W 9N3

Tel: (250) 356-2496
Fax: (250) 356-5468

Brandt, Keely AEIT:EX

From: Perrey, Jordan AVED:EX
Sent: Wednesday, July 18, 2012 12:55 PM
To: Thompson, Joseph AVED:EX
Cc: Comolli, Catherine M AVED:EX
Subject: FW: RFP AVED-SSRM01 Service Delivery Transformation.docx
Attachments: RFP AVED-SSRM01 Service Delivery Transformation_FINAL.pdf

Importance: High

Hi Joe and Catherine,

Attached is the RFP that was posted to BC Bid.

Catherine, this will be a good resource for drafting a Schedule A.

Thanks,

Jordan Perrey
A/Chief Information Officer
Technology and Business Transformation Branch Ministry of Advanced Education
Cell: s.22

-----Original Message-----

From: Gordon, Audra LCTZ:EX
Sent: Saturday, July 14, 2012 12:39 PM
To: Perrey, Jordan AVED:EX
Subject: RE: RFP AVED-SSRM01 Service Delivery Transformation.docx
Importance: High

Hi Jordan and Joe,

The RFP has been posted to BC Bid under opportunity # AVED-SSRM01. Attached is the PDF version as posted.

Kind regards,
Audra

-----Original Message-----

From: Perrey, Jordan AVED:EX
Sent: Sat, July 14, 2012 12:29 PM
To: Gordon, Audra LCTZ:EX
Cc: Thompson, Joseph AVED:EX
Subject: RE: RFP AVED-SSRM01 Service Delivery Transformation_FINAL.docx

Hi Audra,

It looks good. Please proceed with posting on BC Bid. Once complete just let Joe and myself know.

Thanks again for all your hard work.

Cheers,

Jordan

From: Gordon, Audra LCTZ:EX

Sent: Saturday, July 14, 2012 12:00 PM
To: Perrey, Jordan AVED:EX
Subject: RFP AVED-SSRM01 Service Delivery Transformation_FINAL.docx

Hi Jordan,

Attached is the final copy of the RFP for posting.

Regards,
Audra



Request for Proposals

Leading Service Delivery Transformation

Ministry of Advanced Education

Request for Proposals Number: AVED-SSRM01

Issue date: July 14, 2012

Closing Time: Proposal must be received **before 2:00 PM Pacific Time on: July 27, 2012**

GOVERNMENT CONTACT PERSON: All enquiries related to this Request for Proposals (RFP), including any requests for information and clarification, are to be directed, in writing, to the following person who will respond if time permits. Information obtained from any other source is not official and should not be relied upon. Enquiries and any responses will be recorded and may be distributed to all Proponents at the Province's option.

Audra Gordon, Senior Manager

purchasing@gov.bc.ca

Fax: 250.387.7309

DELIVERY OF PROPOSALS:

Proposals must not be sent by mail, facsimile or e-mail. Proposals are to be submitted to the closing location as follows:
Three complete hard-copies, one unbound copy and one copy on CD must be delivered by hand or courier to:

Procurement Services
Shared Services BC, Logistics and Business Services Division
Ministry of Labour, Citizens' Services and Open Government
c/o 2nd Floor, 563 Superior St.
Victoria, B.C. V8W 9W6
Attention: Audra Gordon

Proposal envelopes should be clearly marked with the name and address of the Proponent, the Request for Proposals number, and the project or program title.

PROPOSANTS' MEETING:

✓ A Proponents' meeting **will not** be held.

PROPOSANT SECTION:

For hard-copy proposals, a person authorized to sign on behalf of the Proponent **must** complete and sign the Proponent Section (below), leaving the rest of this page otherwise unaltered, and include the originally-signed and completed page with the first copy of the proposal. **For electronic proposals**, all parts of the Proponent Section (below) must be completed except the signature field, as the BC Bid e-bidding key is deemed to be an original signature. The rest of this page must be otherwise unaltered and submitted as part of your proposal.

The enclosed proposal is submitted in response to the above-referenced Request for Proposals, including any addenda. Through submission of this proposal we agree to all of the terms and conditions of the Request for Proposals and agree that any inconsistent provisions in our proposal will be as if not written and do not exist. We have carefully read and examined the Request for Proposals, including the Administrative Section, and have conducted such other investigations as were prudent and reasonable in preparing the proposal. We agree to be bound by statements and representations made in our proposal.

Signature of Authorized Representative:	Legal Name of Proponent (and Doing Business As Name, if applicable):
Printed Name of Authorized Representative:	Address of Proponent:
Title:	
Date:	Authorized Representative phone, fax or email address (if available):

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A. Definitions and Administrative Requirements

1. Definitions

Throughout this Request for Proposals, the following definitions apply:

- a) "Back Office Services" means operational services such as finance, consolidation of procurement, human resources, capital management and information technology;
- b) "Contract" or "Agreement" means the written agreement resulting from this Request for Proposals executed by the Province and the Contractor;
- c) "Contractor" means the successful Proponents to this Request for Proposals who enter into a written Contract with the Province;
- d) "Ministry" means Ministry of Advanced Education ;
- e) "must", or "mandatory" means a requirement that must be met in order for a proposal to receive consideration;
- f) "Non-Disclosure Agreement" means a contract between the Province and the Proponent that outlines confidential material, knowledge and information that both parties agree to not disclose;
- g) "Proponent" means an individual or a company that submits, or intends to submit, a proposal in response to this Request for Proposals;
- h) "Province" means Her Majesty the Queen in Right of the Province of British Columbia and includes SSBC and the Ministry;
- i) "Request for Proposals" or "RFP" means the process described in this document;
- j) "Sector" means 25 public post secondary institutions (11 universities; 11 colleges, 3 institutes) ; and
- k) "should" or "desirable" means a requirement having a significant degree of importance to the objectives of the Request for Proposals; and
- l) "Subsequent Phases" means Phase II and III of the project, as further described in section 2.2.2 i Project Phases.

2. Terms and Conditions

The following terms and conditions will apply to this Request for Proposals. Submission of a proposal in response to this Request for Proposals indicates acceptance of all the terms that follow and that are included in any addenda issued by the Province. Provisions in proposals that contradict any of the terms of this Request for Proposals will be as if not written and do not exist.

3. Additional Information Regarding the Request for Proposals

All subsequent information regarding this Request for Proposals, including changes made to this document will be emailed to all Proponents receiving this RFP.

4. Late Proposals

Proposals will be marked with their receipt time at the closing location. Only complete proposals received and marked before closing time will be considered to have been received on time.

Hard-copies of late proposals will not be accepted and will be returned to the Proponent. Electronic proposals that are received late will be marked late and will not be considered or evaluated.

In the event of a dispute, the proposal receipt time as recorded at the closing location shall prevail whether accurate or not.

5. Eligibility

Proposals will not be evaluated if the Proponent's current or past corporate or other interests may, in the Province's opinion, give rise to a conflict of interest in connection with the project described in this Request for Proposals. This includes, but is not limited to, involvement by a Proponent in the preparation of this Request for Proposals. If a Proponent is in doubt as to whether there might be a conflict of interest, the Proponent should consult with the Government Contact Person listed on page 1 prior to submitting a proposal.

Proposals from not-for-profit agencies will be evaluated against the same criteria as those received from any other Proponents.

6. Evaluation

Evaluation of proposals will be by a committee formed by the Province and may include employees and contractors of the Province. All personnel will be bound by the same standards of confidentiality. The Province's intent is to enter into a Contract with the Proponent who has the highest overall ranking.

7. Negotiation Delay

If a written Contract cannot be negotiated within thirty days of notification of the successful Proponent, the Province may, at its sole discretion at any time thereafter, terminate negotiations with that Proponent and either negotiate a Contract with the next qualified Proponent or choose to terminate the Request for Proposals process and not enter into a Contract with any of the Proponents.

8. Debriefing

At the conclusion of the Request for Proposals process, all Proponents will be notified. Unsuccessful Proponents may request a debriefing meeting with the Province.

9. Alternative Solutions

If alternative solutions are offered, please submit the information in the same format, as a separate proposal.

10. Changes to Proposals

By submission of a clear and detailed written notice, the Proponent may amend or withdraw its proposal prior to the closing date and time. Upon closing time, all proposals become irrevocable. The Proponent will not change the wording of its proposal after closing and no words or comments will be added to the proposal unless requested by the Province for purposes of clarification.

11. Proponents' Expenses

Proponents are solely responsible for their own expenses in preparing a proposal and for subsequent negotiations with the Province, if any. If the Province elects to reject all proposals, the Province will not be liable to any Proponent for any claims, whether for costs or damages incurred by the Proponent in preparing the proposal, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.

12. Limitation of Damages

Further to the preceding paragraph, the Proponent, by submitting a proposal, agrees that it will not claim damages, for whatever reason, relating to the Contract or in respect of the competitive process, in excess of an amount equivalent to the reasonable costs incurred by the Proponent in preparing its proposal and the Proponent, by submitting a proposal, waives any claim for loss of profits if no Contract is made with the Proponent.

13. Proposal Validity

Proposals will be open for acceptance for at least 270 days after the closing date.

14. Firm Pricing

Prices will be firm for the entire Contract period unless this Request for Proposals specifically states otherwise.

15. Currency and Taxes

Prices quoted are to be:

- a) in Canadian dollars;
- b) inclusive of duty, where applicable; FOB destination, delivery charges included where applicable; and
- c) exclusive of applicable taxes.

16. Completeness of Proposal

By submission of a proposal the Proponent warrants that, if this Request for Proposals is to design, create or provide a system or manage a program, all components required to run the system or manage the program have been identified in the proposal or will be provided by the Contractor at no charge.

17. Acceptance of Proposals

This Request for Proposals should not be construed as an agreement to purchase goods or services. The Province is not bound to enter into a Contract with the Proponent who submits the lowest priced proposal or with any Proponent. Proposals will be assessed in light of the evaluation criteria. The Province will be under no obligation to receive further information, whether written or oral, from any Proponent.

Neither acceptance of a proposal nor execution of a Contract will constitute approval of any activity or development contemplated in any proposal that requires any approval, permit or license pursuant to any federal, provincial, regional district or municipal statute, regulation or by-law.

18. Definition of Contract

Notice in writing to a Proponent that it has been identified as the successful Proponent and the subsequent full execution of a written Contract will constitute a Contract for the goods or services, and no Proponent will acquire any legal or equitable rights or privileges relative to the goods or services until the occurrence of both such events.

19. Contract

By submission of a proposal, the Proponent agrees that should its proposal be successful the Proponent will enter into a Contract with the Province on the terms set out in Appendix B.

20. Liability for Errors

While the Province has used considerable efforts to ensure information in this Request for Proposals is accurate, the information contained in this Request for Proposals is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the Province, nor is it necessarily comprehensive or exhaustive. Nothing in this Request for Proposals is intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in this Request for Proposals.

21. Modification of Terms

The Province reserves the right to modify the terms of this Request for Proposals at any time in its sole discretion. This includes the right to cancel this Request for Proposals at any time prior to entering into a Contract with the successful Proponent.

22. Ownership of Proposals

All proposals submitted to the Province become the property of the Province. They will be received and held in confidence by the Province, subject to the provisions of the *Freedom of Information and Protection of Privacy Act* and this Request for Proposals.

23. Use of Request for Proposals

Any portion of this document, or any information supplied by the Province in relation to this Request for Proposals may not be used or disclosed, for any purpose other than for the submission of proposals. Without limiting the generality of the foregoing, by submission of a proposal, the Proponent agrees to hold in confidence all information supplied by the Province in relation to this Request for Proposals.

24. Reciprocity

The Province may consider and evaluate any proposals from other jurisdictions on the same basis that the government purchasing authorities in those jurisdictions would treat a similar proposal from a British Columbia supplier.

25. No Lobbying

Proponents must not attempt to communicate directly or indirectly with any employee, contractor or representative of the Province, including the evaluation committee and any elected officials of the Province, or with members of the public or the media, about the project described in this Request for Proposals or otherwise in respect of the Request for Proposals, other than as expressly directed or permitted by the Province.

26. Collection and Use of Personal Information

Proponents are solely responsible for familiarizing themselves, and ensuring that they comply, with the laws applicable to the collection and dissemination of information, including resumes and other personal information concerning employees and employees of any subcontractors. If this RFP requires Proponents to provide the Province with personal information of employees who have been included as resources in response to this RFP, Proponents will ensure that they have obtained written consent from each of those employees before forwarding such personal information to the Province. Such written consents are to specify that the personal information may be forwarded to the Province for the purposes of responding to this RFP and use by the Province for the purposes set out in the RFP. The Province may, at any time, request the original consents or copies of the original consents from Proponents, and upon such request being made, Proponents will immediately supply such originals or copies to the Province.

B. Requirements and Response

1.0 SUMMARY OF THE REQUIREMENT

The Ministry of Advanced Education, (ñMinistryò), along with the Sector, is exploring cost savings and transformation through a variety of areas; best practices, technology investments and supplier arrangements across the post secondary education sector. The Ministry is seeking a firm to provide a team that will guide the collaboration, collection, and analysis with the Ministry and the Sector to collect, study, review and recommend shared procurement and Back Office Services for implementation across the Sector.

The requirement consists of data collection of non-academic administrative services compiled into a current state assessment which outline opportunities. Upon further data analysis a cost benefit report will be developed. After re-evaluation and further collaboration, a work plan will be defined, that provides recommendations and identifies opportunities to explore in the next phase. The expected completion is by October 2012.

The leadership provided by the Contractor will support the efforts of the steering committee, project team members in the in the delivery of the project and deliverables.

The Contractor's facilitation and engagement services may be required throughout the province of BC, for sessions of varying size and duration, at any level of an organization. Sessions may include travel, the use of remote meeting technologies such as video-conferencing or Microsoft Live Meeting.

Proponents should have previous experience delivering large service transformation projects within but not necessarily limited to public sector entities (e.g. federal, provincial, state or municipal governments). Consultants should be able to demonstrate familiarity with a wide variety of business practices as they relate to the post-secondary sector and government. Experience facilitating various stakeholder groups at all levels of the organization, as well as the ability to demonstrate leading and implementing strategic and confidential transformation projects is also desirable.

The successful Proponent should be able to act diplomatically to represent the Ministry and enhance the Ministry's relationship with its stakeholders. The Contractor will be required to engage with stakeholders from multiple autonomous organizations, encourage consensus and facilitate satisfaction, while taking into consideration stakeholders' unique interests and expectations. Proponents should be experienced facilitators and exceptional communicators with superior abilities to analyze, document, model and communicate. Proponents should be able to demonstrate previous experience to support their ability to perform these duties.

The expected term of the Contract to be awarded is until March 31, 2013 for Phase I deliverables. Proponents are advised that Deloitte & Touche LLP, is currently working on developing the Phase 0 deliverables and is eligible to submit a proposal. Baseline documentation as a deliverable of Phase 0 will be available to proponents upon request and with a signed Non-Disclosure Agreement.

Dependent upon successful performance of the Contractor, and funding for Phase II and/or Phase III (ñSubsequent Phasesò), the Ministry and the Contractor may enter into negotiations for Subsequent Phases. The Ministry is not obligated to proceed with negotiations for Subsequent Phases. The Ministry reserves the right, at its sole option, to issue a request for proposals or other procurement process for Subsequent Phases.

2.0 MINISTRY SITUATION/OVERVIEW

2.1 Ministry Responsibility

The Ministry of Advanced Education ensures that accessible, affordable, high quality post-secondary education and training opportunities are available to the public. We do this by working with B.C.'s province-wide network of public and private post-secondary institutions, training partners and service providers which makes up the post-secondary sector. The Sector delivers relevant and responsive education and training opportunities and provides the provincial labour market with the right people, with the right skills at the right time.

The ministry provides leadership to champion a world class post-secondary education system. We establish policy and provide funding to public post-secondary institutions. Various mechanisms are in place such as legislation, funding agreements and reporting requirements to ensure accountability for public funds.

We oversee the legislative and regulatory frameworks that govern private degree granting and career training institutions and administer the B.C. Education Quality Assurance program which ensures quality assurance standards are met and consumer protection is assured.

With our partner ministries, we administer student financial aid programs including loans, grants, bursaries, scholarships and special programs which help eligible students cover the costs of their post-secondary education.

We also deliver programs such as adult education, Aboriginal education, credential recognition and transfer, and international education to ensure access to post-secondary education for all British Columbians and students wishing to study in B.C. Working with post-secondary partners we deliver a transfer system that permits seamless mobility for students. This transfer system supports improved participation rates, learning outcomes and increases overall economic opportunities for all students.

2.2 About this Initiative

Driven by a challenging fiscal climate, The Ministry, in collaboration with the Sector, is exploring the opportunities available for cost savings, efficiencies and best practices in non-academic administrative services. Key drivers for reshaping and defining this opportunity are:

- Challenging fiscal environment for public institutions in all sectors in BC;
- Post-secondary institutions have already achieved cost savings, efficiencies and best practices in non-academic administrative services; and
- Some institutions' best practices, technology investments and supplier arrangements could potentially be shared across the Sector.

2.2.1 Opportunities for Transformation within the scope of this project

- (a) shared procurement services;
- (b) on-boarding of additional public post secondary institutions onto existing outsourcing arrangements while respective of open, transparent, competitive procurement;
- (c) Back Office Services across the Sector. The specific services to be included in the service delivery model will be determined during the initiative; and
- (d) best practices: improve quality and standardization by utilizing and expanding on current best practices in the public post secondary sector.

2.2.2 Project Phases

- *Phase 0:* Currently underway, Phase 0 is a development of a high-level project plan, governance structure, terms of reference, presentation materials, sponsorship across stakeholder groups and formation of a project steering committee and working groups; (*Phase 0 is expected to be completed in July 2012*)
- *Phase I:* high-level data collection of non-academic administrative services compiled into a current state assessment. A further understanding and analysis of the data collected will drive a high level cost/benefit analysis. After further collaboration a work plan will be defined, that provides recommendations and identifies opportunities to explore in the next phase.
- *Phase II:* this phase will include:
 - Further analysis and dialogue on potential opportunities
 - Engagement and commitment on opportunities
 - Refinement of cost/benefit analysis
 - Implementation and Integration plan
- *Phase III:* implementation and integration of the opportunities.

3.0 REQUIREMENTS

3.1 Strategic Transformation Services Scope:

The Contractor is to lead the service delivery transformation project(s) on behalf of the Ministry in order to:

- Develop a detailed project plan;
- Further identify transformation opportunities;
- Manage scope and schedule of project(s), coordinating and controlling all project activities;
- Assist in the management of the steering committee, working groups, project teams, decisions, changes, issues, including procurement of resources and solutions, if required;
- Provide strategic or specialized advice during the gathering, analysis and road map;
- Deliver final product and all interim deliverables as agreed in the project charter and by subsequent change control; and
- Communicate expectations, status and project information to sponsor, committees, and project stakeholders on a regular basis.

The Contractor will ensure that all project deliverables are received, reviewed, and delivered for acceptance according to the approved project plan and Ministry quality assurance standards. These activities include:

- Obtain formal acceptance for all identified deliverables;
- Assure that accepted deliverables are delivered to the appropriate repository;
- Obtain a list of defects for all deliverables not accepted and direct the remediation of the deliverables until an acceptable product is delivered, approved and installed in the appropriate repository; and
- Facilitate a project evaluation with team members at the conclusion of the project, the purpose of which is to analyze project successes and failures and identify lessons learned for future projects.

3.2 Deliverables

One-time deliverables for the Phase I of the project include:

- **Current State Assessment:** Summary of information gathered from the Ministry and the post-secondary institutions about the current operating model for administrative functional areas.
- **Opportunity Profiles:** An overview of each specific opportunity identified including description, current delivery model, current issues, leading practices, benefits (financial and non-financial), costs and implementation considerations.

- Cost Benefit Analysis: An overall assessment of the financial and non-financial impacts of the complete portfolio of high-priority opportunities, extrapolated Sector-wide where appropriate.
- Service Delivery Transformation roadmap: A calendar view of the opportunities to show which opportunities should be explored in the short-term and which should be considered as longer-term initiatives. The roadmap will also outline governance and implementation considerations that will need to be addressed to successfully move forward in future phases.

On-going Project Deliverable deliverables include:

- Project communication and reporting including regular project status reports;
- Project control document including change request log, issues log, and/or other control documents;
- Briefing notes, reports and presentations;
- Acceptance criteria for project deliverables;
- Security Threat and Risk Assessments, if required; and
- Privacy impact assessment, if required.

3.3 Work Location

The anticipated services are expected to be provided in a combination of on-site delivery, in Victoria, and off-site delivery. The Contractor must be reachable by telephone, fax and e-mail at their off-site location and would require access to standard office automation tools (i.e. e-mail, and the MS Office suite of products including Word, Excel, PowerPoint, and Project).

Access to Ministry workspace may be made available as needed.

A Non-Disclosure Agreement and a Conflict of Interests declaration will be signed by the Contractor.

3.4 Term

The expected start date of the Contract is July 31, 2012 with scheduled completion by May 31, 2013.

The Ministry at its discretion may extend the contract for the additional project phases for up to two (2) additional one (1) year terms dependent on satisfactory performance of the resources and project funding.

3.5 Risk Management Requirements

The Contractor is expected to carry as a minimum \$2,000,000 in General Liability and \$1,000,000 in Professional Liability insurance coverage as set out in Schedule D of Appendix B. The Ministry also requires the Contractor to obtain independent insurance from WorkSafeBC. The ministry will be confirming with WorkSafeBC that the Contractor is registered and in good standing prior to entering into an Agreement with the Contractor. In the event the Contractor is not eligible to register with WorkSafeBC, documentation must be provided as to rationale.

3.6 Performance Management

The Ministry reserves the right to establish performance holdbacks or deliverable-based invoicing requirements depending on the nature of the services required.

4.0 DESIRABLE PROPONENT QUALIFICATIONS

4.1 Approach

The Province is looking for a Proponent with a proven record in successfully leading service delivery transformation projects in similar scale and complexity as described in this RFP. Proponents should be able to demonstrate an approach to reaching the contract deliverables by illustrating, but not limited to:

- a. The strategy employed and a work plan to reaching the project deliverables;
- b. Adequate engagement of stakeholders; and
- c. Effective use of resources.

4.2 Resource Capabilities Qualifications

Proponents should demonstrate capability and expertise in leading systems requirements and development projects. The successful candidate will have demonstrated the following skills and abilities in their career experience:

- a. Experience delivering shared services and service delivery transformation projects;
- b. Experience in delivering large scale service delivery transformation projects in the education sector and government;
- c. Recent and relevant knowledge and understanding of Ministry of Advanced Education; its business, stakeholders, and environment;
- d. Recent and relevant knowledge and understanding with the post-secondary sector, education sector and government;
- e. Experience and knowledge with leveraging government contracts;
- f. Experience successfully communicating project plans, scope, purpose, outcomes and business benefits to varying levels of government, Ministry senior management (DMs, ADMs, Executive Directors and Directors), steering committees, key stakeholders and project teams;
- g. Experience leading stakeholders with diverse interests to agreement on project scope, objectives, responsibilities and delivery of outcomes;
- h. Experience with the acquisition of products and services (e.g. RFP preparation and evaluation) to meet business and systems requirements;
- i. Experience negotiating and managing relationships with key stakeholders both internal and external to government and with service providers and vendors; and
- j. Experience preparing and delivering effective presentation materials to audiences of varying numbers (up to 100 people), business acumen including project overviews, project status and business and/or technical processes, and decision papers/options analysis.

4.3 Pricing

Proponents are required to propose hourly rates per resource role and identify in the work plan the percentage of work given to each role.

5.0 EVALUATION

This section details all of the mandatory and desirable criteria against which proposals will be evaluated. Proponents should ensure that they fully respond to all criteria in order to receive full consideration during evaluation.

5.1 Mandatory Criteria

Proposals not clearly demonstrating that they meet the following mandatory criteria will be excluded from further consideration during the evaluation process.

Criteria
a) The proposal must be received at the closing location before the specified closing time.
b) The proposal must be in English and must not be sent by mail, facsimile or e-mail.
c) Three (3) bound hard copies of the proposal and one (1) copy on CD or memory stick must be submitted with one unaltered, completed Request for Proposals cover page including an originally-signed Proponent Section with the first copy.
d) The proposal must include a completed Resource Capabilities and Experience Questionnaire for each proposed resource (See Appendix A).
e) The proposal must contain a resume for each proposed resource and the company the individual works for (noting sub-contractor or partnering company as applicable).
f) The proposal must contain all pricing information as requested in section 7 d).

5.2 Desirable Criteria

Proposals meeting all of the mandatory criteria will be further assessed against desirable criteria. Proposals not meeting the minimum score requirement will be set aside and will not receive further consideration.

Criterion	Weight	Minimum Score
1. Approach	30 points	
2. Resource Capabilities & Experience	50 points	
a. Experience delivering shared services and service delivery transformation projects.		
b. Experience in delivering large scale service delivery transformation projects in the education sector and government.		
c. Recent and relevant knowledge and understanding of Ministry of Advanced Education; its business, stakeholders, and environment		
d. Recent and relevant knowledge and understanding with the post-secondary sector, education sector and government.		
e. Experience and knowledge with leveraging government contracts.		
f. Experience successfully communicating project plans, scope, purpose, outcomes and business benefits to varying levels of government, Ministry senior management (DMs, ADMs, Executive Directors and Directors), steering committees, key stakeholders and project team		
g. Experience leading stakeholders with diverse interests to agreement on project scope, objectives, responsibilities and delivery of outcomes.		
h. Experience with the acquisition of products and services (e.g. RFP preparation and evaluation) to meet business and systems requirements.		
i. Experience negotiating and managing		

relationships with key stakeholders both internal and external to government and with service providers and vendors.		
j. Experience preparing and delivering effective presentation materials to audiences of varying numbers (up to 100 people), business acumen including project overviews, project status and business and/or technical processes, and decision papers/options analysis		
Sub-total	80 points	51 points
Pricing	20 points	
Written Total	100 points	
Interview (if conducted)	10 points	
Total	110 points	

5.3 Price Evaluation

Each proposal's pricing evaluation will be made according to the following formula:

Formula: $S = \frac{\text{Min} \times M}{P}$			
S	=	score	M = total points available for
price			
Min	=	lowest priced proposal	P = price on this proposal
		that meets mandatory	
		criteria	

For the purposes of evaluation, an average hourly rate will be calculated using the proposed rate per role and the percentage of hours provided in the work plan for each role.

5.4 Interviews

The Ministry may invite up to the three (3) top ranked Proponents to participate in interviews based on the skills-set and work plan provided in its proposal. In the event the Ministry chooses to hold interviews, the session should be delivered by one or more of the resources proposed by the Proponent and will not be longer than one (1) hour in duration. Interviews will likely take place at the Ministry offices in Victoria, B.C. Interviews may include a questions and answers session during which the evaluation committee members may ask for clarifications or validate statements made in the presented material and written proposal.

This session will not be an opportunity for Proponents to either revise existing information or to submit additional information on their proposals. Additional information will be provided to (short-listed) Proponents in the event the Ministry chooses to hold interview sessions.

5.5 Reference Checks

The Ministry may, at its sole discretion, contact references of the successful Proponent to validate the statements in the proposal. The Ministry will not enter into a contract with any Proponent whose references, in the sole opinion of the Ministry, are unsatisfactory or do not confirm the information provided in the proposal.

5.6 Intended Timeline

The following timetable outlines the anticipated schedule for the RFP and contract process. The timing and the sequence of events resulting from the RFP may vary and shall ultimately be determined by the Ministry.

Timeline	Activity/Milestone
July 27, 2012	RFP closes
Early August, 2012	Notification to Proponents
Early August, 2012	Contract execution
Early August, 2012	Commencement of Contract/Services

6.0 PROPOSAL FORMAT

The following format, sequence, and instructions should be followed in order to provide consistency in Proponent response and ensure each proposal receives full consideration. All pages should be consecutively numbered.

- a) An unaltered and completed Request for Proposals cover page, including Proponent Section as per instructions.
- b) Table of contents including page numbers.
- c) A short (one page) summary of the key features of the proposal.
- d) The body of the proposal, including pricing, i.e. the Proponent Response.

7.0 PROPONENT RESPONSE

In order to receive full consideration during evaluation, proposals should include a detailed response to the following:

- a) Approach

Proponents should provide a work-plan and proposed activities to be employed in order to achieve the objectives and deliverables described in this Request for Proposal. Proponents should highlight any assumptions and critical success factors impacting their proposed work plan. The proposed work plan should also include a description of how the proposed resources will be utilized on the work-plan, including their roles and expected percentage of work to be assigned to each.

- b) Resources

Proponents should identify their proposed resources for this project. Clearly state the resource's availability for the term of this requirement, including ability to attend onsite meetings at the Ministry headquarters in Victoria, British Columbia during core working hours (weekdays between 8:00am and 5:00pm Pacific Time). Then,

complete the Resource Capabilities and Experience Questionnaire below for the proposed resource.

c) Resource Capabilities and Experience.

For the proposed resource, describe with reference to two to three projects, specific activities performed by the consultant to demonstrate their experience and ability. Illustrate with examples of how the consultant applied the skill to the project, who else was involved and the results achieved. Include a brief description of the project reference including project scope and timeline, role of the proposed resource in the project, and reference(s).

Please use the format in ñAppendix A. Resource Capabilities and Experience Questionnaireò for ease of information capture.

d) Pricing.

Proponents must clearly identify their hourly rate and any other costs for providing the services identified in this request (travel, for example). Should travel be required the Ministry will reimburse pre-approved travel and accommodation expenses to a maximum level as specified in the contract and subject to government standard group I reimbursement rates.

e) Resume.

Proponents must provide a resume (no more than four pages in length) with appropriate references and contact information.

Appendix A Resource Capabilities and Experience Questionnaire

A completed Resource Capabilities and Experience Questionnaire for each proposed resource is a mandatory requirement of this Request for Proposals.

If no response is provided to a question addressing a mandatory requirement, the proposal will be excluded from further consideration during the evaluation process.

If no response is provided to a question addressing a particular Desirable Capability, the score given during the evaluation for that capability will be zero.

In answering the questions in the questionnaire, the following information is to be provided:

- Describe the proposed resource's relevant work experience and training as it pertains to the question:
 - ï Be specific as to the nature of the work the proposed resource actually performed as opposed to generalities about a project the resource was assigned to. Use the active voice to clearly attribute actions and responsibilities.
 - ï Demonstrate the application of knowledge and skills with specific examples that discuss the problem, what the resource did, who else was involved and the outcome achieved as a result. Be sure that the example is attributed to a specific project or assignment. A few well-chosen and well-written examples are preferred to a long list of projects with generic experience claims.
 - ï Provide a brief summary of the project or assignment scope, duration, objectives and results achieved. Include the dates the resource was assigned to the project and identify the resource's role on the project.
 - ï Provide references, preferably supervisors who have monitored and evaluated the performance of the proposed resource. Provide the name, organization name, and telephone number for each reference.

References may be contacted to verify statements made in a Proponent's response.

- Enter the appropriate skill level code for the proposed resource:

<i>None</i>	Has no exposure or education in this area
<i>Exposure</i>	Has some education in this area but little or no practical experience
<i>Working</i>	Has some education and has practical experience, is capable of carrying out routine assignments with some support from experts
<i>Expert</i>	Has substantial hands-on experience and education, is recognized by others as an expert, plays a lead role when conducting work in this area,

Sample Completed Questionnaire Question

The following is a **sample** completed question illustrating the type and format of information we are looking for in a response.

Desirable Resource Capabilities Section			
IDENTIFY AND DESCRIBE THE PROPOSED RESOURCE'S EXPERIENCE AND TRAINING THAT DEMONSTRATE CAPABILITIES IN THE FOLLOWING AREAS. FOLLOW THE GUIDELINES DESCRIBED IN THE RFP FOR COMPLETING THIS QUESTIONNAIRE.			
Implementation and Support.			
Resource's experience and training as it pertains to requirement. Include Resource's role and brief description (Maximum two pages):			
From November 1996 to January 2000, Jane held the position of Business Analyst at IT Consultants Ltd. She was responsible for implementing new releases of the XYZ Unix graphics programming library, setting standards for its use, and testing its integration with other software packages. During this time she also delivered classroom training and personally developed the User Guide for the product. From February 2000 to July 2001, Jane worked as a consultant for IT Consultants Ltd on an assignment for the Ministry of Special Projects. She prepared the Master Project Plan and coordinated the budget and schedules for a project to convert existing applications to use the XYZ Unix graphics programming library. The project was delivered on time and was under budget.			
Length of Experience in months:44		During this period, what percentage of proponents overall work addressed this capability? 80%	
Reference 1 Name: John Smith	Organization IT Consultants Ltd.	Relationship: Supervisor	Current Telephone Number 250-555-1212
Reference 2(optional) Name Jane Walter	Organization Ministry of Special Projects	Relationship: Client	Current Telephone Number 250-555-4321

One copy of this Questionnaire is to be completed and submitted for each proposed resource included in the Response. Responses will be evaluated, in part, on the basis of the Respondent's declarations as to the skills and experience of the resource presented.

Proposed Resource Identification Section			
Name of Resource:			
Name of Firm (if applicable):			
Title or Position in Firm:			
Address:			
Telephone:			
Fax:			
E-mail:			
Degrees, Certificates, Diplomas or Professional Designations Held or Earned:	Degrees, Certificate, Diploma or Designation	Issuing Institution or Association	Date Conferred or Awarded
Hourly Rate FOB Victoria			
Client References for Resource			
First Client Reference:	Name of Client:		
	Title or Position:		
	Organization Name:		
	Current Telephone		
	Date(s) Services		
Second Client Reference:	Name of Client:		
	Title or Position:		
	Organization Name:		
	Current Telephone		
	Date(s) Services		

Desirable Resource Capabilities Section			
IDENTIFY AND DESCRIBE THE PROPOSED RESOURCE'S EXPERIENCE AND TRAINING THAT DEMONSTRATE CAPABILITIES IN THE FOLLOWING AREAS.			
Experience delivering shared services and service delivery transformation projects.			
<i>Resource's experience and training as it pertains to requirement. Include Resource's role and brief description (Maximum two pages):</i>			
<i>Length of Experience in months:</i>		<i>During this period, what percentage of proponents overall work addressed this capability?</i>	
<i>Skill Level Code (None, Exposure, Working, Expert):</i>			
<i>Reference 1 Name</i>	<i>Organization</i>	<i>Relationship:</i>	<i>Current Telephone Number</i>
<i>Reference 2 (optional) Name:</i>	<i>Organization</i>	<i>Relationship:</i>	<i>Current Telephone Number</i>

Desirable Resource Capabilities Section			
IDENTIFY AND DESCRIBE THE PROPOSED RESOURCE'S EXPERIENCE AND TRAINING THAT DEMONSTRATE CAPABILITIES IN THE FOLLOWING AREAS.			
Experience in delivering large scale service delivery transformation projects in the education sector and government.			
<i>Resource's experience and training as it pertains to requirement. Include Resource's role and brief description (Maximum two pages):</i>			
<i>Length of Experience in months:</i>		<i>During this period, what percentage of proponents overall work addressed this capability?</i>	
<i>Skill Level Code (None, Exposure, Working, Expert):</i>			
<i>Reference 1 Name</i>	<i>Organization</i>	<i>Relationship:</i>	<i>Current Telephone Number</i>
<i>Reference 2 (optional) Name:</i>	<i>Organization</i>	<i>Relationship:</i>	<i>Current Telephone Number</i>

Desirable Resource Capabilities Section			
IDENTIFY AND DESCRIBE THE PROPOSED RESOURCE'S EXPERIENCE AND TRAINING THAT DEMONSTRATE CAPABILITIES IN THE FOLLOWING AREAS.			
Recent and relevant knowledge and understanding of Ministry of Advanced Education; its business, stakeholders, and environment.			
Resource's experience and training as it pertains to requirement. Include Resource's role and brief description (Maximum two pages):			
Length of Experience in months:		During this period, what percentage of proponents overall work addressed this capability?	
Skill Level Code (None, Exposure, Working, Expert):			
Reference 1 Name	Organization	Relationship:	Current Telephone Number
Reference 2 (optional) Name:	Organization	Relationship:	Current Telephone Number

Desirable Resource Capabilities Section			
IDENTIFY AND DESCRIBE THE PROPOSED RESOURCE'S EXPERIENCE AND TRAINING THAT DEMONSTRATE CAPABILITIES IN THE FOLLOWING AREAS.			
Recent and relevant knowledge and understanding with the post-secondary sector, education sector and government.			
<i>Resource's experience and training as it pertains to requirement. Include Resource's role and brief description (Maximum two pages):</i>			
<i>Length of Experience in months:</i>		<i>During this period, what percentage of proponents overall work addressed this capability?</i>	
<i>Skill Level Code (None, Exposure, Working, Expert):</i>			
<i>Reference 1 Name</i>	<i>Organization</i>	<i>Relationship:</i>	<i>Current Telephone Number</i>
<i>Reference 2 (optional) Name:</i>	<i>Organization</i>	<i>Relationship:</i>	<i>Current Telephone Number</i>

Desirable Resource Capabilities Section			
IDENTIFY AND DESCRIBE THE PROPOSED RESOURCE'S EXPERIENCE AND TRAINING THAT DEMONSTRATE CAPABILITIES IN THE FOLLOWING AREAS (MAXIMUM ONE PAGE).			
Experience and knowledge with leveraging government contracts.			
Resource's experience and training as it pertains to requirement. Include Resource's role and brief description:			
Length of Experience in months:		During this period, what percentage of proponents overall work?	
Skill Level Code (None, Exposure, Working, Expert):			
Reference 1 Name	Organization	Relationship:	Current Telephone Number
Reference 2 (optional) Name:	Organization	Relationship:	Current Telephone Number

Desirable Resource Capabilities Section			
IDENTIFY AND DESCRIBE THE PROPOSED RESOURCE'S EXPERIENCE AND TRAINING THAT DEMONSTRATE CAPABILITIES IN THE FOLLOWING AREAS (MAXIMUM ONE PAGE).			
Experience successfully communicating project plans, scope, purpose, outcomes and business benefits to varying levels of government, Ministry senior management (DMs, ADMs, Executive Directors and Directors), steering committees, key stakeholders and project team.			
<i>Resource's experience and training as it pertains to requirement. Include Resource's role and brief description:</i>			
<i>Length of Experience in months:</i>		<i>During this period, what percentage of proponents overall work?</i>	
<i>Skill Level Code (None, Exposure, Working, Expert):</i>			
<i>Reference 1 Name</i>	<i>Organization</i>	<i>Relationship:</i>	<i>Current Telephone Number</i>
<i>Reference 2 (optional) Name:</i>	<i>Organization</i>	<i>Relationship:</i>	<i>Current Telephone Number</i>

Desirable Resource Capabilities Section			
IDENTIFY AND DESCRIBE THE PROPOSED RESOURCE'S EXPERIENCE AND TRAINING THAT DEMONSTRATE CAPABILITIES IN THE FOLLOWING AREAS (MAXIMUM ONE PAGE).			
Experience leading stakeholders with diverse interests to agreement on project scope, objectives, responsibilities and delivery of outcomes.			
Resource's experience and training as it pertains to requirement. Include Resource's role and brief description:			
Length of Experience in months:		During this period, what percentage of proponents overall work?	
Skill Level Code (None, Exposure, Working, Expert):			
Reference 1 Name	Organization	Relationship:	Current Telephone Number
Reference 2 (optional) Name:	Organization	Relationship:	Current Telephone Number

Desirable Resource Capabilities Section			
IDENTIFY AND DESCRIBE THE PROPOSED RESOURCE'S EXPERIENCE AND TRAINING THAT DEMONSTRATE CAPABILITIES IN THE FOLLOWING AREAS (MAXIMUM ONE PAGE).			
Experience with the acquisition of products and services (e.g. RFP preparation and evaluation) to meet business and systems requirements.			
Resource's experience and training as it pertains to requirement. Include Resource's role and brief description:			
Length of Experience in months:		During this period, what percentage of proponents overall work?	
Skill Level Code (None, Exposure, Working, Expert):			
Reference 1 Name	Organization	Relationship:	Current Telephone Number
Reference 2 (optional) Name:	Organization	Relationship:	Current Telephone Number

Desirable Resource Capabilities Section			
IDENTIFY AND DESCRIBE THE PROPOSED RESOURCE'S EXPERIENCE AND TRAINING THAT DEMONSTRATE CAPABILITIES IN THE FOLLOWING AREAS (MAXIMUM ONE PAGE).			
Experience negotiating and managing relationships with key stakeholders both internal and external to government and with service providers and vendors.			
Resource's experience and training as it pertains to requirement. Include Resource's role and brief description:			
Length of Experience in months:		During this period, what percentage of proponents overall work?	
Skill Level Code (None, Exposure, Working, Expert):			
Reference 1			
Name	Organization	Relationship:	Current Telephone Number
Reference 2 (optional)			
Name:	Organization	Relationship:	Current Telephone Number

Desirable Resource Capabilities Section			
IDENTIFY AND DESCRIBE THE PROPOSED RESOURCE'S EXPERIENCE AND TRAINING THAT DEMONSTRATE CAPABILITIES IN THE FOLLOWING AREAS (MAXIMUM ONE PAGE).			
Experience preparing and delivering effective presentation materials to audiences of varying numbers (up to 100 people), business acumen including project overviews, project status and business and/or technical processes, and decision papers/options analysis.			
Resource's experience and training as it pertains to requirement. Include Resource's role and brief description:			
Length of Experience in months:		During this period, what percentage of proponents overall work?	
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Appendix B Contract Form

By submission of a proposal, the Proponent agrees that should its proposal be successful, the Proponent will enter into a Contract with the Province in accordance with the terms of the Province's Information Technology & Management Consulting Professional Services Agreement; a copy of which is available on the Internet at:

http://www.pss.gov.bc.ca/psb/gsa/docs/IT_Services-Feb2012.doc

Deloitte Inc.

2800 - 1055 Dunsmuir Street
4 Bentall Centre P.O. Box 49279
Vancouver, BC V7X 1P4
Telephone: (604) 669-4466

www.deloitte.ca

HST# R864499652

s.21

Your contract # C13/4313

Invoice Date: August 3, 2012

BC-Ministry of Advanced Education
1st Floor - 835 Humboldt Street
Victoria BC V8V 4W8

Client #: s.21
Mandate #:
Mandate Partner: Jodi Evans
Mandate Manager: Andrew Medd

Attn: Joe Thompson

A/ADM Student Services and Sector Resource Management.

FEE INVOICE

Services with respect to Post Secondary Administrative Service Delivery Transformation opportunity assessment

Name	Level	Rate	Hours	Fees
Jodi Evans	Partner	:		
Andrew Medd	Senior Manager	:		
Mike Rosenblood	Manager	:	s.21	
Joel Turner	Sr. Consultant	:		
Min Soo Kim	Consultant	:		
Consulting Fees				\$ 24,500.00 CDN\$
12% HST				\$ 2,940.00 CDN\$
Total Amount of Bill				<u>\$ 27,440.00</u> CDN\$

***Please note Permit to Information*

s.21

Brandt, Keely AEIT:EX

From: Thompson, Joseph AVED:EX
Sent: Thursday, July 12, 2012 10:14 AM
To: Stewart, Pam JTI:EX
Cc: Black, Marc GCPE:EX; Comolli, Catherine M AVED:EX
Subject: FW: For review - Draft briefing for institutions, and draft Communication Plan
Attachments: Communication Plan - draft 2012-07-06 edits oga amedd.doc

Importance: High

Hi Pam, see my edits. Can you do one final review to ensure all edits appropriately reflected then send final back to me for distribution.

Call me if you wish to discuss.

Thanks,

Joe

"Providing Excellence in Service to Help our Clients Succeed"

From: Stewart, Pam JTI:EX
Sent: Monday, July 9, 2012 9:14 AM
To: Thompson, Joseph AVED:EX
Subject: FW: For review - Draft briefing for institutions, and draft Communication Plan

Hi Joe,

s.13, s.17

Pam.

Pam Stewart

B.A., LL.B., PMP, Stanford Certified PM, MCBA
(250) 380-7753 | Pam.Stewart@gov.bc.ca

From: Thompson, Joseph AVED:EX
Sent: July 9, 2012 8:25 AM
To: Stewart, Pam JTI:EX
Subject: RE: For review - Draft briefing for institutions to use

Pam, would you please send me the final version of this material.

Thanks,

Joe

"Providing Excellence in Service to Help our Clients Succeed"

From: Stewart, Pam JTI:EX
Sent: Friday, July 6, 2012 6:14 AM
To: oliver.gruter-andrew@ubc.ca
Cc: Thompson, Joseph AVED:EX
Subject: For review - Draft briefing for institutions to use

Hi Oliver,

In follow-up to the June 28th Steering Committee meeting, attached for your review is a draft Project Briefing presentation for the Steering Committee members to use in briefing their teams. We would like to try to finalize this by the end of day today. Thank you.

Pam.

Pam Stewart

B.A., LL.B., PMP, Stanford Certified PM, MCBA
(250) 380-7753 | Pam.Stewart@gov.bc.ca

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Communication Plan

Post Secondary Sector
Administrative Service Delivery Transformation Project

Draft-4
July 6¹², 2012



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DRAFT

1 Purpose of this document

This is a plan for engaging and communicating with stakeholders during the initial Opportunity Assessment Phase of the Post-secondary Sector Administrative Service Delivery Transformation Project ("the project").

The audience for this document is the Executive Committee, Steering Committee, Ministry of Advanced Education participants and executive, and communication officers in the Ministry and institutions who answer inquiries from the media and the public.

This document will be revised as needed.

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The objectives of this communication plan for the Opportunity Assessment Phase are to:

- (a) support a collaborative environment where the Ministry and the institutions will work in partnership;
- (b) identify other stakeholders who will be informed about the project;
- (c) communicate information to stakeholders in a timely manner that supports their project activities;
- (d) ensure that consistent messages and information are delivered to stakeholders in a planned and coordinated approach.

3 Stakeholders

- (a) The stakeholders who will participate in or be informed about the Opportunity Assessment Phase are:
 - all 25 public post-secondary institutions
 - the Ministry of Advanced Education
 - the 3 associations:
 - Research Universities Council of BC (RUCBC)
 - BC Colleges (BCC)
 - BC Association of Institutes and Universities (BCAIU)
 - agencies that have information relevant to opportunities for savings and improvements, e.g. BCcampus, BCNet and HEITBC
 - unions that represent bargaining units within the institutions.

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- (b) Nine institutions are participating in gathering and analyzing detailed information about opportunities for improvements and cost savings. They are seen as representative for of the sector overall and will identify opportunities based on their knowledge of the system. These are the institutions most heavily involved in the project and are represented on the project Steering Committee:
- University of British Columbia
 - Simon Fraser University
 - University of Northern British Columbia
 - British Columbia Institute of Technology
 - College of the Rockies
 - Langara College
 - Okanagan College
 - Vancouver Community College
 - Vancouver Island University.
- (c) Additional institutions may will be asked to participate in information gathering and analysis as required.
- (e)(d) This document will provide contact information for inquiries from the public and the media.

4 Distribution of project materials

- (a) Given the broad distribution of project documents across the sector, it should be assumed that materials may be received by the media, the public, and individuals who are not participating in the project. It should be made clear that all documents produced by the project are working documents and not finalized.
- (b) All working documents, including the recommendations and roadmap deliverables, must be labeled "Draft", or with wording in the header or footer of each page similar to "This is a draft (or "working") document. Distribution is intended for project participants only."
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5 Key messages

5.1 Background: Why are we doing this?

- (a) The global fiscal environment and resulting slower economic growth is affecting governments and citizens everywhere. Fiscal pressures are creating a challenging financial environment for all public sector organizations in BC, including post-secondary institutions, are affected and are facing a challenging financial environment.
- (b) Government's Budget 2012 includes targeted savings in post-secondary non-academic administrative services. The saving targets are \$20M in 2013/14 and a further \$30M in 2014/15.
- (c) Institutions have already achieved some cost savings, efficiencies and best practices in non-academic administrative services.
- (e)(d) There is interest in building on the work that has already taken place at the institution level to see what explore potential opportunities exist to work across institutions to deliver additional savings and benefits.
- (d)(e) To meet these challenges and build on the effective and efficient practices in place at individual institutions, the Ministry of Advanced Education and the public post-secondary institutions initiated this collaborative project on June 25, 2012.

5.2 What is the purpose of the project as a whole?

- (a) The Ministry and the post-secondary institutions will collaborate to implement shared procurement and back office administrative services across the public post secondary sector to achieve best value and fiscal plan targets which includes
 - reduced costs
 - improved quality
 - improved risk management, and
 - enhanced services.
- (b) The project will build on the effective and efficient practices and cost savings achieved by individual institutions. For example, some practices, technology investments and supplier arrangements could potentially be shared across the sector.
- (b)(c) The project will protect the quality of academic programs by challenging the post-secondary sector to reduce administrative costs and any other expenditures that are not related to direct academic program delivery.

Comment [Pam1]: This wording is extracted from page 24 (second last paragraph) and page 25 (first paragraph, "objective of protecting program quality") in "Budget and Fiscal Plan 2012/13 - 2014/15" at http://www.bcbudget.gov.bc.ca/2012/bfp/2012_Budget_Fiscal_Plan.pdf

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5.3 What is the purpose of the Opportunity Assessment Phase?

- (a) The Opportunity Assessment Phase is the first phase of the project. It began on June 25, 2012 and will end on September 30, 2012
- (b) This phase will study, review and recommend specific non-academic administrative service delivery opportunities, and will develop a "roadmap" with options for moving forward with the service delivery transformation in future phases.
- (b)(c) Through opportunities identified, the post-secondary education system can maximize resources going directly to students, researchers, and educational programming.

5.4 What will happen after the Opportunity Assessment Phase?

- (a) The Ministry will present the recommendations and proposed roadmap to government.
- (b) The Ministry and the post-secondary institutions will implement the service delivery transformation in future project phases.

5.5 What administrative functions will be discussed?

- (a) Non-academic administrative functions will be explored for opportunities.
- (b) Specific functions and opportunities will be identified by the institutions and the Ministry during the Opportunity Assessment Phase.
- (c) ~~The project will focus on the identification of opportunities that do not require significant investment to realize cost savings and improvement and opportunities that will deliver benefits within a reasonable time.~~
- (d)(c) Examples of functions to be discussed are procurement, facilities, information technology, human resources, finance and ancillary services.

Comment [MA(-V2): This will be the focus but opportunities that require significant investments or time to realize the benefits may also be identified.

5.6 Will the quality of post-secondary education be affected?

- (a) No. An objective of the project is to protect the quality of academic programs by reducing administrative costs that are not related to direct academic program delivery.

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5.6.7 Will jobs be affected?

- (a) Neither the government nor the institutions have any predetermined idea of how savings and improvements will be achieved. Potential opportunities and options will be developed throughout the Opportunity Assessment Phase.
- (b) ~~At this time, it is not known whether jobs will be affected.~~

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- (e)(b) Detailed implementation plans will not be developed until after the end of this phase (September 30, 2012), and after a high-level plan for future phases is determined following consideration of the recommendations and roadmap options produced in the Opportunity Assessment Phase.

5.75.8 Who is running the project?

- (a) This is a collaborative effort between the Ministry of Advanced Education and the public post-secondary sector.
- (b) The 9 members of the project's Executive Committee are the Presidents of 7 institutions, the Deputy Minister, and the responsible Acting Assistant Deputy Minister.
- (c) The 12 members of the project's Steering Committee are 8 Vice Presidents of Finance and 1 Chief Information Officer from 9 institutions that are representative of the sector as a whole. The Ministry is represented by the responsible Acting Assistant Deputy Minister, the Acting Chief Financial Officer, and the Acting Chief Information Officer.
- (d) Day-to-day project coordination and communications are provided by the Co-Chairs of the Steering Committee. The Co-Chairs are a member from an institution and a member representing the Ministry.

5.85.9 How will this project be managed over the summer?

- (a) The Executive Committee, Steering Committee and project coordinators recognize the institutions' resourcing and scheduling challenges over the summer. They will work with the Steering Committee to try to accommodate vacation schedules.
- (a)(b) The Executive Committee has retained a Project Director who will coordinate all activities during the summer.
- (c) DeloitteA consulting firm has been asked to provide subject matter expert resources to assist with information gathering and analysis, as well as meeting facilitation and documentation.
- (b)(d) The Steering Committee members should assign and brief backup personnel who can work with the Deloitte consulting firm's consultants team during the summer.

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6 Communication plans for stakeholder groups

6.1 Summary of schedule for distribution of project updates

Monday, weekly	Status report submitted to the Project Director by the Deloitte consulting firm's Engagement Lead.
Tuesday, weekly	Planning meeting of the Steering Committee Co-Chairs, the Project Director and the Deloitte consulting firm's Engagement Lead.
Friday/Thursday, bi-weekly	◦ <u>Project update-Update sent to the:</u> ◦ <u>Executive Committee</u> ◦ <u>Steering Committee</u> ◦ <u>Presidents, VPs of Finance and CIOs of institutions not represented on the Steering Committee</u> ◦ <u>Presidents of the 3 associations (BCAIU, BCC and RUCBC).</u> ◦ <u>Same or similar project update sent to Presidents, VPs of Finance, and CIOs of institutions not represented on the Steering Committee.</u> ◦ <u>Same or similar project update sent to the Steering Committee, possibly with more details attached such as workshop schedules.</u> ◦ <u>Association Chairs (BCAIU, BCC, RUCBC) will be requested to forward the Executive Committee project update to associations' staff.</u> • <u>The Steering Committee will receive the Project Update in a separate e-mail note with the consulting firm's weekly status report also attached.</u>
Friday/Thursday, alternate weeks/weekly	<u>Project update sent to the Steering Committee based on extracts from or additions to the Deloitte weekly status report. The consulting firm's weekly status report will be sent to the Steering Committee.</u>

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6.2 Plan for the Executive Committee

- (a) Bi-weekly written status reports Project Updates will be sent to the Executive Committee.
- (b) Three Executive Committee meetings will be scheduled for July, August and September.
- (c) The Executive Committee will receive the draft Communication Plan for review before it is finalized.

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- (d) The Executive Committee will receive a PowerPoint "Executive Briefing" that may be used to brief others about the project. This presentation will also be used to brief the Post-Secondary Leadership Council on July 11, 2012.

6.3 Plan for the institutions represented on the Steering Committee

- (a) Bi-weekly written Project Updates will be sent to the Steering Committee.

- ~~(a)(b)~~ Weekly written project updates The consulting firm's weekly written status reports will be sent to the Steering Committee.

~~For weeks where an Executive Committee project update is distributed, the same or similar project update will be sent to the Steering Committee, possibly with additional information attached from the Deloitte consultants.~~

~~For the weeks where there is no Executive Committee project update, an update will be sent to the Steering Committee based on the Deloitte status report.~~

- ~~(b)(c)~~ Three Steering Committee meetings will be scheduled for the end of June, the beginning of August, and the end of August or beginning of September.

- ~~(e)(d)~~ The Steering Committee will receive a PowerPoint presentation to be used in briefing their institution teams about the project.

- ~~(d)(e)~~ The Steering Committee will receive the draft Communication Plan for review before it is finalized.

- ~~(e)(f)~~ Deloitte consultants The consulting firm will work directly with the Steering Committee members' institution teams to schedule conference calls, workshops and meetings to explore opportunities for cost savings and service improvements.

6.4 Plan for the institutions not represented on the Steering Committee

- (a) Bi-weekly written status reports Project Updates will be sent to the President, VP of Finance, and CIO of these institutions ~~on the same day as the project update sent to the Executive Committee. These updates may be the same as, or a variation of, the Executive Committee project update.~~

- (b) A project update call with all 25 institutions will be held in July 2012.

- (c) A project results call with all 25 institutions will be held in September 2012.

- (d) All institutions will be canvassed early in the project for ideas about opportunities for cost savings and improvements.

- (e) The Presidents of these institutions will receive a PowerPoint "Executive Briefing" that may be used to brief others about the project. This presentation will be the same as or similar to the "Executive Briefing" sent to the Executive Committee.

- (f) Individuals from any institution may be interviewed about best practices, efficiencies and achievements that could be shared across the sector. The

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~~Deloitte consultants~~ The consulting firm will send relevant information about the project to these individuals in advance of interviews

Comment [MA(-V3): I would like to include the association presidents in the list of people we will interview. If that is appropriate we may want to mention here.

6.5 Plan for the 3 associations (BCAIU, BCC and RUCBC)

- (a) ~~As members of the Executive Committee, the Chairs of the 3 institutions associations will receive the bi-weekly project update sent to the Executive Committee Project Update.~~
- (a)(b) The Presidents of the 3 associations will receive the bi-weekly Project Updates.
- (b)(c) ~~The Chairs will be asked to forward the Executive Committee project update only to the staff of the associations. The 3 association will be asked not to forward Project Updates to their member institutions. Project updates. The Co-Chairs of the project Steering Committee will send updates directly to for the Presidents, VPs of Finance, and CIOs of member institutions will be distributed by the Co-Chairs of the Steering Committee.~~
- (d) As members of the Executive Committee, the Chairs of the 3 institutions associations will receive the draft Communication Plan for review before it is finalized. The Chairs will decide whether to invite comment from the Presidents of the 3 associations.
- ~~The Presidents of the 3 associations will receive the bi-weekly project update.~~
- (e) The consulting firm will interview the Presidents of the 3 associations.
- (e) —
- (d)(f) The 3 associations are an advisory group to the project. Their Chairs and Presidents may submit advice to the Executive Committee or to the Co-Chairs of the Steering Committee at any time. The Co-Chairs may also ask them for advice, information or assistance with communications.

6.6 Plan for the Ministry of Advanced Education

- (a) Joe Thompson, Acting Assistant Deputy Minister, will be responsible for project updates and communications within the Ministry of Advanced Education.

6.7 Plan for unions

- (a) Communications with unions will be the responsibility of the institutions.
- (b) A PowerPoint "Executive Briefing" presentation about the project will be sent to the Presidents of all institutions and may be used to brief the unions.
- (c) See the section above entitled "Will jobs be affected?" for suggested messages for unions.

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6.8 Plan for agencies (e.g. BCcampus, BCNet, HEITBC)

- (a) Agencies will be interviewed by the ~~Deloitte consultants~~ consulting firm for information related to the current state or opportunities for cost savings and improvements.
- (b) The ~~Deloitte consultants~~ consulting firm will send relevant information about the project to the agencies in advance of interviews.

6.9 Plan for inquiries from the media and the public

- (a) This Communication Plan will be sent to the Ministry's Communications Director who will be responsible for answering inquiries from the media and the public:

Marc Black
Communications Director, Ministry of Advanced Education
Marc.Black@gov.bc.ca

- (b) Institutions may provide this Communication Plan to their own communications officers, or refer inquiries from the public and the media to Marc Black.

7 Key meetings

The following is a **tentative** schedule of key meeting dates. The up-to-date schedule will be maintained by the assistant to the Ministry's Steering Committee Co-Chair.

June 28, 2012	Steering Committee kick-off meeting
July 10, 2012	Meeting with ~~Deloitte~~ and CIOs to discuss opportunities
July 11, 2012	Presentation about the project by Dr. Don Wright, President, BCIT, at the Post Secondary Leadership Council meeting
July 19, 2012	Executive Committee meeting
July ~~TBD~~ July 19	Project update call with all 25 institutions 2-3 pm
August 1, 2012	Steering Committee meeting
August 16, 2012	Executive Committee meeting
August 30, 2012	Steering Committee meeting
September 6, 2012	Executive Committee meeting
September TBD	Project results call with all 25 institutions

UBE DT - Robson
JT - Pym - med'l

8 Materials to support communications

The assistant to the Ministry's Steering Committee Co-Chair will maintain the following materials to support project communications:

- (a) **Contact list:** A single up-to-date project contact list will be created to include the Executive Committee, Steering Committee, Presidents, VPs and CIOs of the other institutions, and institution teams and consultants who are working on the project.

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- (b) **Presentations:** Presentation materials will be created for use at the executive and operational levels of institutions and the Ministry. These will be updated as the project progresses.
- (c) **Fact Sheet:** A one-page Fact Sheet about the project will be prepared by the Project Director for use by project participants.
- (d) **Plan:** A plan will be maintained with project milestones, and dates for key meetings and events.

Discussions with institutions: A list of institution participants in workshops and interviews organized by the ~~Deloitte consultants~~ consulting firm will be maintained by the Deloitte firm's Engagement Lead.

9 Project contacts

Questions or comments from the post-secondary sector may be referred to the Co-Chairs of the Steering Committee:

- Joe Thompson
Acting Assistant Deputy Minister
Ministry of Advanced Education
Joseph.Joe.Thompson@gov.bc.ca
- Oliver Grüter-Andrew
Chief Information Officer
University of British Columbia
Oliver.Gruter-Andrew@ubc.ca

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Communication Plan

Post Secondary Sector
Administrative Service Delivery Transformation Project

Draft 1
July 6, 2012



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- (b) This phase will study, review and recommend specific non-academic administrative service delivery opportunities, and will develop a "roadmap" with

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options for moving forward with the service delivery transformation in future phases.

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Comment [MA(-V1)]: This will be the focus but opportunities that require significant investments or time to realize the benefits may also be identified.

5.6 Will jobs be affected?

- (a) Neither the government nor the institutions have any predetermined idea of how savings and improvements will be achieved. Potential opportunities and options will be developed throughout the Opportunity Assessment Phase.
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- (b) The 9 members of the project's Executive Committee are the Presidents of 7 institutions, the Deputy Minister, and the responsible Acting Assistant Deputy Minister.

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- (c) The 12 members of the project's Steering Committee are 8 Vice Presidents of Finance and 1 Chief Information Officer from 9 institutions that are representative of the sector as a whole. The Ministry is represented by the responsible Acting Assistant Deputy Minister, the Acting Chief Financial Officer, and the Acting Chief Information Officer.
- (d) Day-to-day project coordination and communications are provided by the Co-Chairs of the Steering Committee. The Co-Chairs are a member from an institution and a member representing the Ministry.

5.8 How will this project be managed over the summer?

- (a) The Executive Committee, Steering Committee and project coordinators recognize the institutions' resourcing and scheduling challenges over the summer. They will work with the Steering Committee to try to accommodate vacation schedules.
- ~~(a)(b)~~ The Executive Committee has retained a Project Director who will coordinate all activities during the summer.
- (c) Deloitte has been asked to provide subject matter expert resources to assist with information gathering and analysis, as well as meeting facilitation and documentation.
- ~~(b)(d)~~ The Steering Committee members should assign and brief backup personnel who can work with the Deloitte consultants during the summer.

6 Communication plans for stakeholder groups

6.1 Summary of schedule for distribution of project updates

Monday, weekly	Status report submitted to the Project Director by the Deloitte Engagement Lead.
Tuesday, weekly	Planning meeting of the Steering Committee Co-Chairs, the Project Director and the Deloitte Engagement Lead.
Friday, bi-weekly	- Project update sent to the Executive Committee. - Same or similar project update sent to Presidents, VPs of Finance, and CIOs of institutions <u>not</u> represented on the Steering Committee. - Same or similar project update sent to the Steering Committee, possibly with more details attached such as workshop schedules. - Association Chairs (BCAIU, BCC, RUCBC) will be requested to forward the Executive Committee project update to associations' staff.
Friday, alternate weeks	Project update sent to the Steering Committee based on extracts from or additions to the Deloitte weekly status report.

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6.2 Plan for the Executive Committee

- (a) Bi-weekly written status reports will be sent to the Executive Committee.
- (b) Three Executive Committee meetings will be scheduled for July, August and September.
- (c) The Executive Committee will receive the draft Communication Plan for review before it is finalized.
- (d) The Executive Committee will receive a PowerPoint "Executive Briefing" that may be used to brief others about the project. This presentation will also be used to brief the Post-Secondary Leadership Council on July 11, 2012.

6.3 Plan for the institutions represented on the Steering Committee

- (a) Weekly written project updates will be sent to the Steering Committee.

For weeks where an Executive Committee project update is distributed, the same or similar project update will be sent to the Steering Committee, possibly with additional information attached from the Deloitte consultants.

For the weeks where there is no Executive Committee project update, an update will be sent to the Steering Committee based on the Deloitte status report.
- (b) Three Steering Committee meetings will be scheduled for the end of June, the beginning of August, and the end of August or beginning of September.
- (c) The Steering Committee will receive a PowerPoint presentation to be used in briefing their institution teams about the project.
- (d) The Steering Committee will receive the draft Communication Plan for review before it is finalized.
- (e) Deloitte consultants will work directly with the Steering Committee members' institution teams to schedule conference calls, workshops and meetings to explore opportunities for cost savings and service improvements.

6.4 Plan for the institutions not represented on the Steering Committee

- (a) Bi-weekly written status reports will be sent to the President, VP of Finance, and CIO of these institutions on the same day as the project update sent to the Executive Committee. These updates may be the same as, or a variation of, the Executive Committee project update.
- (b) A project update call with all 25 institutions will be held in July 2012.
- (c) A project results call with all 25 institutions will be held in September 2012.
- (d) All institutions will be canvassed early in the project for ideas about opportunities for cost savings and improvements.

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- (e) The Presidents of these institutions will receive a PowerPoint "Executive Briefing" that may be used to brief others about the project. This presentation will be the same as or similar to the "Executive Briefing" sent to the Executive Committee.
- (f) Individuals from any institution may be interviewed about best practices, efficiencies and achievements that could be shared across the sector. The Deloitte consultants will send relevant information about the project to these individuals in advance of interviews

6.5 Plan for the 3 associations (BCAIU, BCC and RUCBC)

- (a) As members of the Executive Committee, the Chairs of the 3 institutions associations will receive the bi-weekly project update sent to the Executive Committee.
- (a)(b) The Presidents of the 3 associations will receive the bi-weekly project update.
- (b)(c) The Chairs will be asked to forward the Executive Committee project update only to the staff of the associations. The 3 association will be asked not to forward project updates to their member institutions. Project updates The Co-Chairs of the project Steering Committee will send updates directly to for the Presidents, VPs of Finance, and CIOs of member institutions will be distributed by the Co-Chairs of the Steering Committee.
- (d) As members of the Executive Committee, the Chairs of the 3 institutions will receive the draft Communication Plan for review before it is finalized.
~~— The Presidents of the 3 associations will receive the bi-weekly project update.~~
- (e) The Deloitte consultants will interview the Presidents of the 3 associations.
- (e) —
- (d)(f) The 3 associations are an advisory group to the project. Their Chairs and Presidents may submit advice to the Executive Committee or to the Co-Chairs of the Steering Committee at any time. The Co-Chairs may also ask them for advice, information or assistance with communications.

Comment [MA(-V2)]: I would like to include the association presidents in the list of people we will interview. If that is appropriate we may want to mention here.

6.6 Plan for the Ministry of Advanced Education

- (a) Joe Thompson, Acting Assistant Deputy Minister, will be responsible for project updates and communications within the Ministry of Advanced Education.

6.7 Plan for unions

- (a) Communications with unions will be the responsibility of the institutions.
- (b) A PowerPoint "Executive Briefing" presentation about the project will be sent to all institutions and may be used to brief the unions.

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- (c) See the section above entitled "Will jobs be affected?" for suggested messages for unions.

6.8 Plan for agencies (e.g. BCCampus, BCNet, HEITBC)

- (a) Agencies will be interviewed by the Deloitte consultants for information related to the current state or opportunities for cost savings and improvements.
- (b) The Deloitte consultants will send relevant information about the project to the agencies in advance of interviews.

6.9 Plan for inquiries from the media and the public

- (a) This Communication Plan will be sent to the Ministry's Communications Director who will be responsible for answering inquiries from the media and the public:

Marc Black
Communications Director, Ministry of Advanced Education
Marc.Black@gov.bc.ca

- (b) Institutions may provide this Communication Plan to their own communications officers, or refer inquiries from the public and the media to Marc Black.

7 Key meetings

The following is a tentative schedule of key meeting dates. The up-to-date schedule will be maintained by the assistant to the Ministry's Steering Committee Co-Chair.

June 28, 2012	Steering Committee kick-off meeting
July 10, 2012	Meeting with Deloitte and CIOs to discuss opportunities
July 11, 2012	Presentation about the project by Dr. Don Wright, President, BCIT, at the Post Secondary Leadership Council meeting
July 19, 2012	Executive Committee meeting
July TBD	Project update call with all 25 institutions
August 1, 2012	Steering Committee meeting
August 16, 2012	Executive Committee meeting
August 30, 2012	Steering Committee meeting
September 6, 2012	Executive Committee meeting
September TBD	Project results call with all 25 institutions

8 Materials to support communications

The assistant to the Ministry's Steering Committee Co-Chair will maintain the following materials to support project communications:

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- (a) **Contact list:** A single up-to-date project contact list will be created to include the Executive Committee, Steering Committee, Presidents of the other institutions, and institution teams and consultants who are working on the project.
- (b) **Presentations:** Presentation materials will be created for use at the executive and operational levels of institutions and the Ministry. These will be updated as the project progresses.
- (c) **Fact Sheet:** A one-page Fact Sheet about the project will be prepared by the Project Director for use by project participants.
- (d) **Plan:** A plan will be maintained with project milestones, and dates for key meetings and events.

Discussions with institutions: A list of institution participants in workshops and interviews organized by the Deloitte consultants will be maintained by the Deloitte Engagement Lead.

9 Project contacts

Questions or comments from the post-secondary sector may be referred to the Co-Chairs of the Steering Committee:

- Joe Thompson
Acting Assistant Deputy Minister
Ministry of Advanced Education
~~Joseph~~Joe.Thompson@gov.bc.ca
- Oliver Grüter-Andrew
Chief Information Officer
University of British Columbia
Oliver.Gruter-Andrew@ubc.ca

From: Stewart, Pam JTI:EX
Sent: Thursday, July 12, 2012 1:17 PM
To: Thompson, Joseph AVED:EX
Cc: Comolli, Catherine M AVED:EX
Subject: Admin Service Delivery Transformation - mailouts today
Attachments: Covering email notes for Communication Plan.docx; Communication Plan - draft 2012-07-12.doc; 2012-07-09 Project Update - Service Delivery Transformation.pdf; Deloitte Status Report - Week Ending Jul 6.xlsx

Hi Joe,

Attached are materials for 2 mailouts today:

- Communication Plan to be sent to the Executive Committee: See the attached Communication Plan and wording for the covering e-mail note.
- 3 documents to be sent to the Steering Committee: See the attached Communication Plan, Project Update, and Deloitte Status Report, all to be attached to one e-mail note. Also attached is the wording for the covering e-mail note.

Catherine can call me if she has any questions.

Pam.

Pam Stewart

B.A., LL.B., PMP, Stanford Certified PM, MCBA
(250) 380-7753 | Pam.Stewart@gov.bc.ca

Subject line: Communication Plan – Admin Service Delivery Transformation

Executive Committee Members,

Attached for your review is the draft Communication Plan for the Post Secondary Sector Administrative Service Delivery Transformation project. Please provide your comments to Pam Stewart, Project Director, Pam.Stewart@gov.bc.ca by end of day Thursday, July 19th.

The Chairs of the 3 associations (RUCBC, BCC and BCAIU) are asked to decide whether they will invite comment from the Presidents of the associations.

Thank you,

Joe Thompson
Steering Committee Co-Chair

Oliver Grüter-Andrew
Steering Committee Co-Chair

Steering Committee Members,

Attached are the following materials for the Post Secondary Sector Administrative Service Delivery Transformation project:

- the draft Communication Plan for your review. Please provide your comments to Pam Stewart, Project Director, Pam.Stewart@gov.bc.ca by end of day Thursday, July 19th;
- a copy of the Project Update that was sent to the Executive Committee on July 9th; and
- the weekly status report from the Deloitte consultants, which includes a detailed project plan and a list of meetings and interviews.

Thank you,

Joe Thompson
Steering Committee Co-Chair

Oliver Grüter-Andrew
Steering Committee Co-Chair

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Communication Plan

**Post Secondary Sector
Administrative Service Delivery Transformation Project**

Draft
July 12, 2012



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1 Purpose of this document

This is a plan for engaging and communicating with stakeholders during the initial Opportunity Assessment Phase of the Post Secondary Sector Administrative Service Delivery Transformation Project ("the project").

The audience for this document is the Executive Committee, Steering Committee, Ministry of Advanced Education participants and executive, and communication officers in the Ministry and institutions who answer inquiries from the media and the public.

This document will be revised as needed.

2 Objectives

The objectives of this communication plan for the Opportunity Assessment Phase are to:

- (a) support a collaborative environment where the Ministry and the institutions will work in partnership;
- (b) identify other stakeholders who will be informed about the project;
- (c) communicate information to stakeholders in a timely manner that supports their project activities;
- (d) ensure that consistent messages and information are delivered to stakeholders in a planned and coordinated approach.

3 Stakeholders

- (a) The stakeholders who will participate in or be informed about the Opportunity Assessment Phase are:
 - all 25 public post-secondary institutions
 - the Ministry of Advanced Education
 - the 3 associations:
 - Research Universities Council of BC (RUCBC)
 - BC Colleges (BCC)
 - BC Association of Institutes and Universities (BCAIU)
 - agencies that have information relevant to opportunities for savings and improvements, e.g. BCcampus, BCNet and HEITBC
 - unions that represent bargaining units within the institutions.

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- (b) Nine institutions are participating in gathering and analyzing detailed information about opportunities for improvements and cost savings. They are seen as representative of the sector overall and will identify opportunities based on their knowledge of the system. These are the institutions most heavily involved in the project and are represented on the project Steering Committee:
- University of British Columbia
 - Simon Fraser University
 - University of Northern British Columbia
 - British Columbia Institute of Technology
 - College of the Rockies
 - Langara College
 - Okanagan College
 - Vancouver Community College
 - Vancouver Island University.
- (c) Additional institutions will be asked to participate in information gathering and analysis as required.
- (d) This document will provide contact information for inquiries from the public and the media.

4 Distribution of project materials

- (a) Given the broad distribution of project documents across the sector, it should be assumed that materials may be received by the media, the public, and individuals who are not participating in the project. It should be made clear that all documents produced by the project are working documents and not finalized.
- (b) All working documents, including the recommendations and roadmap deliverables, must be labeled "Draft", or with wording in the header or footer of each page similar to "This is a draft (or "working") document. Distribution is intended for project participants only."
- (c) Presentation materials do not need to be labeled "Draft" if they are intended for broad distribution or a large audience. However, any references in presentations to other documents should refer to those documents as "Draft", "Preliminary", "Working Document" or similar wording.

5 Key messages

5.1 Background: Why are we doing this?

- (a) The global fiscal environment and resulting slower economic growth is affecting governments and citizens everywhere. All public sector organizations in BC, including post-secondary institutions, are affected and are facing a challenging financial environment.
- (b) Government's Budget 2012 includes targeted savings in post-secondary non-academic administrative services. The saving targets are \$20M in 2013/14 and a further \$30M in 2014/15.
- (c) Institutions have already achieved some cost savings, efficiencies and best practices in non-academic administrative services.
- (d) There is interest in building on the work that has already taken place at the institution level to explore potential opportunities to work across institutions to deliver additional savings and benefits.
- (e) To meet these challenges and build on the effective and efficient practices in place at individual institutions, the Ministry of Advanced Education and the public post-secondary institutions initiated this collaborative project on June 25, 2012.

5.2 What is the purpose of the project as a whole?

- (a) The Ministry and the post-secondary institutions will collaborate to implement shared procurement and back office administrative services across the public post secondary sector to achieve best value and fiscal plan targets which includes
 - reduced costs
 - improved quality
 - improved risk management, and
 - enhanced services.
- (b) The project will build on the effective and efficient practices and cost savings achieved by individual institutions. For example, some practices, technology investments and supplier arrangements could potentially be shared across the sector.
- (c) The project will protect the quality of academic programs by challenging the post-secondary sector to reduce administrative costs and any other expenditures that are not related to direct academic program delivery.

5.3 What is the purpose of the Opportunity Assessment Phase?

- (a) The Opportunity Assessment Phase is the first phase of the project. It began on June 25, 2012 and will end on September 30, 2012
- (b) This phase will study, review and recommend specific non-academic administrative service delivery opportunities, and will develop a "roadmap" with

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options for moving forward with the service delivery transformation in future phases.

- (c) Through opportunities identified, the post-secondary education system can maximize resources going directly to students, researchers, and educational programming.

5.4 What will happen after the Opportunity Assessment Phase?

- (a) The Ministry will present the recommendations and proposed roadmap to government.
- (b) The Ministry and the post-secondary institutions will implement the service delivery transformation in future project phases.

5.5 What administrative functions will be discussed?

- (a) Non-academic administrative functions will be explored for opportunities.
- (b) Specific functions and opportunities will be identified by the institutions and the Ministry during the Opportunity Assessment Phase.
- (c) Examples of functions to be discussed are procurement, facilities, information technology, human resources, finance and ancillary services.

5.6 Will the quality of post-secondary education be affected?

- (a) No. An objective of the project is to protect the quality of academic programs by reducing administrative costs that are not related to direct academic program delivery.

5.7 Will jobs be affected?

- (a) Neither the government nor the institutions have any predetermined idea of how savings and improvements will be achieved. Potential opportunities and options will be developed throughout the Opportunity Assessment Phase.
- (b) Detailed implementation plans will not be developed until after the end of this phase (September 30, 2012), and after a high-level plan for future phases is determined following consideration of the recommendations and roadmap options produced in the Opportunity Assessment Phase.

5.8 Who is running the project?

- (a) This is a collaborative effort between the Ministry of Advanced Education and the public post-secondary sector.
- (b) The 9 members of the project's Executive Committee are the Presidents of 7 institutions, the Deputy Minister, and the responsible Acting Assistant Deputy Minister.

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- (c) The 12 members of the project's Steering Committee are 8 Vice Presidents of Finance and 1 Chief Information Officer from 9 institutions that are representative of the sector as a whole. The Ministry is represented by the responsible Acting Assistant Deputy Minister, the Acting Chief Financial Officer, and the Acting Chief Information Officer.
- (d) Day-to-day project coordination and communications are provided by the Co-Chairs of the Steering Committee. The Co-Chairs are a member from an institution and a member representing the Ministry.

5.9 How will this project be managed over the summer?

- (a) The Executive Committee, Steering Committee and project coordinators recognize the institutions' resourcing and scheduling challenges over the summer. They will work with the Steering Committee to try to accommodate vacation schedules.
- (b) The Executive Committee has retained a Project Director who will coordinate all activities during the summer.
- (c) A consulting firm has been asked to provide subject matter expert resources to assist with information gathering and analysis, as well as meeting facilitation and documentation.
- (d) The Steering Committee members should assign and brief backup personnel who can work with the consulting firm's team during the summer.

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6 Communication plans for stakeholder groups

6.1 Summary of schedule for distribution of project updates

Monday, weekly	Status report submitted to the Project Director by the consulting firm's Engagement Lead.
Tuesday, weekly	Planning meeting of the Steering Committee Co-Chairs, the Project Director and the consulting firm's Engagement Lead.
Thursday, bi-weekly	• Project Update sent to: ○ Executive Committee ○ Steering Committee ○ Presidents, VPs of Finance and CIOs of institutions not represented on the Steering Committee ○ Presidents of the 3 associations (BCAIU, BCC and RUCBC). • The Steering Committee will receive the Project Update in a separate e-mail note with the consulting firm's weekly status report also attached.
Thursday, weekly	The consulting firm's weekly status report will be sent to the Steering Committee.

6.2 Plan for the Executive Committee

- Bi-weekly written Project Updates will be sent to the Executive Committee.
- Three Executive Committee meetings will be scheduled for July, August and September.
- The Executive Committee will receive the draft Communication Plan for review before it is finalized.
- The Executive Committee will receive a PowerPoint "Executive Briefing" that may be used to brief others about the project. This presentation will also be used to brief the Post-Secondary Leadership Council on July 11, 2012.

6.3 Plan for the institutions represented on the Steering Committee

- Bi-weekly written Project Updates will be sent to the Steering Committee.
- The consulting firm's weekly written status reports will be sent to the Steering Committee.
- Three Steering Committee meetings will be scheduled for the end of June, the beginning of August, and the end of August or beginning of September.
- The Steering Committee will receive a PowerPoint presentation to be used in briefing their institution teams about the project.

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- (e) The Steering Committee will receive the draft Communication Plan for review before it is finalized.
- (f) The consulting firm will work directly with the Steering Committee members' institution teams to schedule conference calls, workshops and meetings to explore opportunities for cost savings and service improvements.

6.4 Plan for the institutions not represented on the Steering Committee

- (a) Bi-weekly written Project Updates will be sent to the President, VP of Finance, and CIO of these institutions.
- (b) A project update call with all 25 institutions will be held in July 2012.
- (c) A project results call with all 25 institutions will be held in September 2012.
- (d) All institutions will be canvassed early in the project for ideas about opportunities for cost savings and improvements.
- (e) The Presidents of these institutions will receive a PowerPoint "Executive Briefing" that may be used to brief others about the project. This presentation will be the same as or similar to the "Executive Briefing" sent to the Executive Committee.
- (f) Individuals from any institution may be interviewed about best practices, efficiencies and achievements that could be shared across the sector. The consulting firm will send relevant information about the project to these individuals in advance of interviews

6.5 Plan for the 3 associations (BCAIU, BCC and RUCBC)

- (a) As members of the Executive Committee, the Chairs of the 3 associations will receive the bi-weekly Project Update.
- (b) The Presidents of the 3 associations will receive the bi-weekly Project Updates.
- (c) The 3 association will be asked not to forward the Project Updates to their member institutions. The Co-Chairs of the project Steering Committee will send updates directly to the Presidents, VPs of Finance, and CIOs of member institutions.
- (d) As members of the Executive Committee, the Chairs of the 3 associations will receive this draft Communication Plan for review before it is finalized. The Chairs will decide whether to invite comment from the Presidents of the 3 associations.
- (e) The consulting firm will interview the Presidents of the 3 associations.
- (f) The 3 associations are an advisory group to the project. Their Chairs and Presidents may submit advice to the Executive Committee or to the Co-Chairs of the Steering Committee at any time. The Co-Chairs may also ask them for advice, information or assistance with communications.

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6.6 Plan for the Ministry of Advanced Education

- (a) Joe Thompson, Acting Assistant Deputy Minister, will be responsible for project updates and communications within the Ministry of Advanced Education.

6.7 Plan for unions

- (a) Communications with unions will be the responsibility of the institutions.
- (b) A PowerPoint "Executive Briefing" presentation about the project will be sent to the Presidents of all institutions and may be used to brief the unions.
- (c) See the section above entitled "Will jobs be affected?" for suggested messages for unions.

6.8 Plan for agencies (e.g. BCcampus, BCNet, HEITBC)

- (a) Agencies will be interviewed by the consulting firm for information related to the current state or opportunities for cost savings and improvements.
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6.9 Plan for inquiries from the media and the public

- (a) This Communication Plan will be sent to the Ministry's Communications Director who will be responsible for answering inquiries from the media and the public:

Marc Black
Communications Director, Ministry of Advanced Education
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- (b) Institutions may provide this Communication Plan to their own communications officers, or refer inquiries from the public and the media to Marc Black.

7 Key meetings

The following is a **tentative** schedule of key meeting dates. The up-to-date schedule will be maintained by the assistant to the Ministry's Steering Committee Co-Chair.

June 28, 2012	Steering Committee kick-off meeting
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August 1, 2012	Steering Committee meeting
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August 30, 2012	Steering Committee meeting
September 6, 2012	Executive Committee meeting
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8 Materials to support communications

The assistant to the Ministry's Steering Committee Co-Chair will maintain the following materials to support project communications:

- (a) **Contact list:** A single up-to-date project contact list will be created to include the Executive Committee, Steering Committee, Presidents, VPs and CIOs of the other institutions, and institution teams and consultants who are working on the project.
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Discussions with institutions: A list of institution participants in workshops and interviews organized by the consulting firm will be maintained by the firm's Engagement Lead.

9 Project contacts

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- Joe Thompson
Acting Assistant Deputy Minister
Ministry of Advanced Education
Joe.Thompson@gov.bc.ca
- Oliver Grüter-Andrew
Chief Information Officer
University of British Columbia
Oliver.Gruter-Andrew@ubc.ca

Brandt, Keely AEIT:EX

From: Stewart, Pam JTI:EX
Sent: Wednesday, July 18, 2012 10:04 AM
To: Thompson, Joseph AVED:EX
Cc: Comolli, Catherine M AVED:EX
Subject: RE: Communication Plan
Attachments: Communication Plan - DRAFT - 07-18-2012.docx

Hi Joe,

I've corrected a couple of typos, changed the date on the cover to July 18th, and updated paragraph 8(c). Attached is the revised version with tracked changes on. Thanks for the opportunity to comment.

Pam.

From: Thompson, Joseph AVED:EX
Sent: July 18, 2012 8:47 AM
To: Stewart, Pam JTI:EX
Cc: Comolli, Catherine M AVED:EX
Subject: Communication Plan

Hi Pam. Here are my edits to the Communication Plan. Open to your thoughts / comments.

Joe

"Providing Excellence in Service to Help our Clients Succeed"

Communication Plan

Post Secondary Sector

Administrative Service Delivery Transformation Project

Draft
July 18, 2012



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- (c) The project will protect the quality of academic programs by challenging the post-secondary sector to reduce administrative costs and any other expenditures that are not related to direct academic program delivery.

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5.3 What is the purpose of the Opportunity Assessment Phase?

- (a) The Opportunity Assessment Phase is the first phase of the project. It began on June 25, 2012 and will end on September 30, 2012
- (b) This phase will study, review and recommend specific non-academic administrative service delivery opportunities, and will develop a “roadmap” with options for moving forward with the service delivery transformation in future phases.
- (c) Through opportunities identified, the post-secondary education system can maximize resources going directly to students, researchers, and educational programming.

5.4 What will happen after the Opportunity Assessment Phase?

- (a) The Ministry will present the recommendations and proposed roadmap to government.
- (b) The Ministry and the post-secondary institutions will implement the service delivery transformation in future project phases.

5.5 What administrative functions will be discussed?

- (a) Non-academic administrative functions will be explored for opportunities.
- (b) Specific functions and opportunities will be identified by the institutions and the Ministry during the Opportunity Assessment Phase.
- (c) Examples of functions to be discussed are procurement, facilities, information technology, human resources, finance and ancillary services.

5.6 Will the quality of post-secondary education be affected?

- (a) No. An objective of the project is to protect the quality of academic programs by reducing administrative costs that are not related to direct academic program delivery.

5.7 Will jobs be affected?

- (a) Neither the government nor the institutions have any predetermined idea of how savings and improvements will be achieved. Potential opportunities and options will be developed throughout the Opportunity Assessment Phase.
- (b) Detailed implementation plans will not be developed until after the end of this phase (September 30, 2012), and after a high-level plan for future phases is

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determined following consideration of the recommendations and roadmap options produced in the Opportunity Assessment Phase.

5.8 Who is running the project?

- (a) This is a collaborative effort between the Ministry of Advanced Education and the public post-secondary sector.
- (b) The 9 members of the project's Executive Committee are the Presidents of 7 institutions, the Deputy Minister, and the responsible Acting Assistant Deputy Minister.
- (c) The 12 members of the project's Steering Committee are 8 Vice Presidents of Finance and 1 Chief Information Officer from 9 institutions that are representative of the sector as a whole. The Ministry is represented by the responsible Acting Assistant Deputy Minister, the Acting Chief Financial Officer, and the Acting Chief Information Officer.
- (d) Day-to-day project coordination and communications are provided by the Co-Chairs of the Steering Committee. The Co-Chairs are a member from an institution and a member representing the Ministry.

5.9 How will this project be managed over the summer?

- (a) The Executive Committee, Steering Committee and project coordinators recognize the institutions' resourcing and scheduling challenges over the summer. They will work with the Steering Committee to try to accommodate vacation schedules.
- (b) The Executive Committee has retained a Project Director who will coordinate all activities during the summer.
- (c) A consulting firm has been asked to provide subject matter expert resources to assist with information gathering and analysis, as well as meeting facilitation and documentation.
- (d) The Steering Committee members should assign and brief backup personnel who can work with the consulting firm's team during the summer.

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6 Communication plans for stakeholder groups

6.1 Summary of schedule for distribution of project updates

Monday, weekly	Status report submitted to the Project Director by the consulting firm's Engagement Lead.
Tuesday, weekly	Planning meeting of the Steering Committee Co-Chairs, the Project Director and the consulting firm's Engagement Lead.
Thursday, bi-weekly	• Project Update sent to: - o Executive Committee - o Steering Committee - o Presidents, VPs of Finance and CIOs of institutions not represented on the Steering Committee • The Steering Committee will receive the Project Update in a separate e-mail note with the consulting firm's weekly status report also attached.
Thursday, weekly	The consulting firm's weekly status report will be sent to the Steering Committee.

6.2 Plan for the Executive Committee

- (a) Bi-weekly written Project Updates will be sent to the Executive Committee.
- (b) Three Executive Committee meetings will be scheduled for July, August and September.
- (c) The Chairs of the three associations, as members of the Executive Committee, will be asked to forward project update material to the presidents of the three associations.
- (d) The Executive Committee will receive the draft Communication Plan for review before it is finalized.
- (e) The Executive Committee will receive a PowerPoint "Executive Briefing" that may be used to brief others about the project. This presentation will also be used to brief the Post-Secondary Leadership Council on July 11, 2012.

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6.3 Plan for the institutions represented on the Steering Committee

- (a) Bi-weekly written Project Updates will be sent to the Steering Committee.
- (b) The consulting firm's weekly written status reports will be sent to the Steering Committee.
- (c) Three Steering Committee meetings will be scheduled for the end of June, the beginning of August, and the end of August or beginning of September.
- (d) The Steering Committee will receive a PowerPoint presentation to be used in briefing their institution teams about the project.
- (e) The Steering Committee will receive the draft Communication Plan for review before it is finalized.
- (f) The consulting firm will work directly with the Steering Committee members' institution teams to schedule conference calls, workshops and meetings to explore opportunities for cost savings and service improvements.

6.4 Plan for the institutions not represented on the Steering Committee

- (a) Bi-weekly written Project Updates will be sent to the President, VP of Finance, and CIO of these institutions.
- (b) A project update call with all 25 institutions will be held in July 2012.
- (c) A project results call with all 25 institutions will be held in September 2012.
- (d) All institutions will be canvassed early in the project for ideas about opportunities for cost savings and improvements.
- (e) The Presidents of these institutions will receive a PowerPoint "Executive Briefing" that may be used to brief others about the project. This presentation will be the same as or similar to the "Executive Briefing" sent to the Executive Committee.
- (f) Individuals from any institution may be interviewed about best practices, efficiencies and achievements that could be shared across the sector. The consulting firm will send relevant information about the project to these individuals in advance of interviews

6.5 Plan for the Ministry of Advanced Education

- (a) Joe Thompson, Acting Assistant Deputy Minister, will be responsible for project updates and communications within the Ministry of Advanced Education.

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6.6 Plan for unions

- (a) Communications with unions will be the responsibility of the institutions.
- (b) A PowerPoint “Executive Briefing” presentation about the project will be sent to the Presidents of all institutions and may be used to brief the unions.
- (c) See the section above entitled “Will jobs be affected?” for suggested messages for unions.

6.6.1 Plan for agencies (e.g. BCcampus, BCNet, HEITBC, RUCBC, BCAIU, BCC)

- (a) Agencies will be interviewed by the consulting firm for information related to the current state or opportunities for cost savings and improvements.
- (b) The consulting firm will send relevant information about the project to the agencies in advance of interviews.

6.7 Plan for inquiries from the media and the public

- (a) This Communication Plan will be sent to the Ministry’s Communications Director who will be responsible for answering inquiries from the media and the public:

Marc Black
Communications Director, Ministry of Advanced Education
Marc.Black@gov.bc.ca

- (b) Institutions may provide this Communication Plan to their own communications officers, or refer inquiries from the public and the media to Marc Black.

7 Key meetings

The following is a **tentative** schedule of key meeting dates. The up-to-date schedule will be maintained by the assistant to the Ministry’s Steering Committee Co-Chair.

June 28, 2012	Steering Committee kick-off meeting
July 10, 2012	Meeting with CIOs to discuss opportunities
July 11, 2012	Presentation about the project by Dr. Don Wright, President, BCIT, at the Post Secondary Leadership Council meeting
July 19, 2012	Project update call with all 25 institutions
July 26, 2012	Executive Committee meeting
August 1, 2012	Steering Committee meeting
August 16, 2012	Executive Committee meeting
August 30, 2012	Steering Committee meeting
September 6, 2012	Executive Committee meeting
September TBD	Project results call with all 25 institutions

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8 Materials to support communications

The assistant to the Ministry's Steering Committee Co-Chair will maintain the following materials to support project communications:

- (a) **Contact list:** A single up-to-date project contact list will be created to include the Executive Committee, Steering Committee, Presidents, VPs and CIOs of the other institutions, and institution teams and consultants who are working on the project.
- (b) **Presentations:** Presentation materials will be created for use at the executive and operational levels of institutions and the Ministry. These will be updated as the project progresses.
- (c) **Project Overview:** A three-page Project Overview document will be written by the Project Director to introduce project participants to the project.
- (d) **Plan:** A plan will be maintained with project milestones, and dates for key meetings and events.

Discussions with institutions: A list of institution participants in workshops and interviews organized by the consulting firm will be maintained by the firm's Engagement Lead.

9 Project contacts

Questions or comments from the post-secondary sector may be referred to the Co-Chairs of the Steering Committee:

- Joe Thompson
Acting Assistant Deputy Minister
Ministry of Advanced Education
Joe.Thompson@gov.bc.ca
- Oliver Grüter-Andrew
Chief Information Officer
University of British Columbia
Oliver.Gruter-Andrew@ubc.ca

Brandt, Keely AEIT:EX

From: Stewart, Pam JTI:EX
Sent: Wednesday, July 18, 2012 10:04 AM
To: Thompson, Joseph AVED:EX
Cc: Comolli, Catherine M AVED:EX
Subject: RE: All-sector meeting materials
Attachments: Project Overview - Admin Service Delivery Transformation.pdf; Project Overview - Admin Service Delivery Transformation.doc

Hi Joe,

Attached are the PDF and Word versions of the revised Project Overview document with the same change under "Background". So this is ready to send to the Executive Committee, as well as the VPs of Finance with cc: institution Presidents.

Pam

From: Thompson, Joseph AVED:EX
Sent: July 18, 2012 8:55 AM
To: 'Medd, Andrew (CA - Vancouver) (amedd@deloitte.ca)'
Cc: Stewart, Pam JTI:EX
Subject: FW: All-sector meeting materials

Minor change to first bullet on slide 1...

Joe

"Providing Excellence in Service to Help our Clients Succeed"

From: Medd, Andrew (CA - British Columbia) [<mailto:amedd@deloitte.ca>]
Sent: Tuesday, July 17, 2012 8:40 PM
To: Thompson, Joseph AVED:EX; Gruter-Andrew, Oliver (oliver.gruter-andrew@ubc.ca); Stewart, Pam JTI:EX
Cc: Evans, Jodi (CA - British Columbia)
Subject: All-sector meeting materials

Hi there,

Attached is the draft presentation for the all-sector meeting taking place on Thursday. As we discussed, I have made a few minor updates to the project briefing package Pam developed and sent to the Steering Committee members. This way we are keeping the materials consistent across our various communications. The Steering Committee and the other institutions will have the same information.

Please feel free to make any changes you see as necessary before this is distributed tomorrow morning. I wasn't sure if you wanted to include more details about the Executive Committee meetings on the next steps slide. I will be in the ancillary services workshop tomorrow morning so won't be able to make any changes before this is sent to the group. I would recommend sending it as a PDF.

We didn't get a chance to talk specifically about roles at the meeting but I think the following would make sense. Please let me know if you would like to adjust.

- Introduction to the meeting – Joe/Oliver
- Project background/objectives (slides 1-3) – Joe/Oliver (I can also talk to these slides if you would prefer)
- Project overview (slides 4-7) – Andrew
- Project governance (slides 8-9) – Joe/Oliver
- Project next steps (slide 10) – Andrew

- Close – Joe/Oliver

As we discussed, I think it makes sense to take questions throughout so we can provide the clarity that the group is looking for.

Cheers,
Andrew

Andrew Medd

Consulting

Deloitte

737 Yates Street, Suite 300, Victoria, BC V8W 1L6

NEW: Tel/Direct 250-978-4436 | Fax 778-374-0497 | **NEW: Mobile**

s.22

amedd@deloitte.ca | [@amedd](https://www.linkedin.com/company/deloitte-ca)

Assistant: Christine McLenan | 604-640-4964 | cmclenan@deloitte.ca

www.deloitte.ca | [LinkedIn](#) | [RSS](#) | [YouTube](#)

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**Post Secondary Sector
Administrative Service Delivery Transformation Project**

Project Overview

Purpose of the project

The Ministry of Advanced Education and the public post-secondary institutions will collaborate to assess opportunities for shared procurement and back office administrative services across the public post secondary sector to achieve best value and fiscal plan targets, which includes

- reduced costs
- improved quality
- improved risk management, and
- enhanced services.

The project will build on the effective and efficient practices and cost savings already achieved by individual institutions.

The project will protect the quality of academic programs by challenging the post-secondary sector to reduce administrative costs and any other expenditures that are not related to direct academic program delivery.

Background

All public sector organizations in BC, including public post-secondary institutions, are facing a challenging fiscal environment.

The BC Government's Budget 2012 includes targeted savings in post-secondary non-academic administrative services. The recurring saving targets are \$20M in 2013/14 and a further \$30M in 2014/15.

Institutions have already achieved some cost savings, efficiencies and best practices in non-academic administrative services.

There is interest in building on the work that has already taken place at the institution level to explore potential opportunities to work across institutions to deliver additional savings and benefits.

To meet these challenges and build on the effective and efficient practices in place at individual institutions, the Ministry of Advanced Education and the public post-secondary institutions initiated this collaborative project on June 25, 2012.

Key Deliverables

- **Current state assessment**

A summary of information gathered from the Ministry and the post-secondary institutions about the current operating model in non-academic administrative functional areas.

- **Opportunity profiles**

An overview ("profile") of each specific opportunity identified including description, current delivery model, current issues, leading practices, benefits (financial and non-financial), costs and

implementation considerations (i.e. governance, funding, timing). The number of profiles is dependent on analysis.

- **High-level cost / benefit analysis**

An overall assessment of the financial and non-financial impacts of the complete portfolio of high-priority opportunities, extrapolated sector-wide where appropriate.

- **Service Delivery Transformation roadmap**

A calendar view of the opportunities to show which opportunities should be explored in the short-term and which should be considered as longer-term initiatives. The roadmap will also outline governance and implementation considerations that will need to be addressed to successfully move forward in future phases.

Approach to engaging institutions

A consulting firm will work with a **representative group of nine institutions** to gather data and complete the opportunity analysis. These are the institutions on the project Steering Committee.

Other institutions will be engaged in specific functional areas based on direction from the Steering Committee.

All institutions will be canvassed for their Administrative Service Delivery Transformation ideas early in the project.

Project Leadership

Executive Committee	Steering Committee
• Dr. Mark Evered (UFV) • Dr. David Ross (Langara) • Dr. George Iwama (UNBC) • Mr. Jim Hamilton (Okanagan) • Ms. Kathy Kinloch (VCC) • Dr. Don Wright (BCIT) • Prof. Stephen Toope (UBC) • Ms. Cheryl Wenezenki-Yolland (Deputy Minister, Ministry of Advanced Education) • Mr. Joe Thompson (Acting Assistant Deputy Minister, Ministry of Advanced Education)	• Joe Thompson (Acting ADM, Ministry of Advanced Education) Steering Committee Co-Chair • Oliver Grüter-Andrew (Chief Information Officer, UBC) Steering Committee Co-Chair • Eileen Bray (UNBC) • Doug Callbeck (VCC) • Roy Daykin (Langara) • Pat Eager (VIU) • Robert Eby (Okanagan) • Pat Hibbitts (SFU) • Lorcan O'Melinn (BCIT) • Diane Teslak (COTR) • Deborah Rasnick (Acting CFO, Ministry) • Jordan Perrey (Acting CIO, Ministry)

Project Planning and Coordination
• Joe Thompson, Steering Committee Co-Chair • Oliver Grüter-Andrew, Steering Committee Co-Chair • Pam Stewart, Project Director, reporting to the Steering Committee Co-Chairs • Consulting firm's engagement Lead • Consulting firm's engagement Partner

Communication Plan

Post Secondary Sector Administrative Service Delivery Transformation Project

Final
July 27, 2012



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1 Purpose of this document

This is a plan for engaging and communicating with stakeholders during the initial Opportunity Assessment Phase of the Post Secondary Sector Administrative Service Delivery Transformation Project (“the project”).

The audience for this document is the Executive Committee, Steering Committee, Ministry of Advanced Education participants and executive, and participants in the public post secondary institutions.

This document will be revised as needed.

2 Objectives

The objectives of this communication plan for the Opportunity Assessment Phase are to:

- (a) support a collaborative environment where the Ministry and the institutions will work in partnership;
- (b) identify other stakeholders who will be informed about the project;
- (c) communicate information to stakeholders in a timely manner that supports their project activities;
- (d) ensure that consistent messages and information are delivered to stakeholders in a planned and coordinated approach.

3 Stakeholders

- (a) The stakeholders who will participate in or be informed about the Opportunity Assessment Phase are:
 - all 25 public post-secondary institutions
 - the Ministry of Advanced Education
 - the 3 associations:
 - Research Universities Council of BC (RUCBC)
 - BC Colleges (BCC)
 - BC Association of Institutes and Universities (BCAIU)
 - agencies that have information relevant to opportunities for savings and improvements, e.g. BCcampus, BCNet and HEITBC
 - unions that represent bargaining units within the institutions.

- (b) Nine institutions are participating in gathering and analyzing detailed information about opportunities for improvements and cost savings. They are seen as representative of the sector overall and will identify opportunities based on their knowledge of the system. These are the institutions most heavily involved in the project and are represented on the project Steering Committee:
- University of British Columbia
 - Simon Fraser University
 - University of Northern British Columbia
 - British Columbia Institute of Technology
 - College of the Rockies
 - Langara College
 - Okanagan College
 - Vancouver Community College
 - Vancouver Island University.
- (c) Additional institutions will be asked to participate in information gathering and analysis as required.
- (d) This document provides contact information for inquiries from the public and the media.

4 Distribution of project materials

- (a) Given the broad distribution of project documents across the sector, it should be assumed that materials may be received by the media, the public, and individuals who are not participating in the project. It should be made clear that all documents produced by the project are working documents and not finalized.
- (b) All working documents, including the recommendations and roadmap deliverables, must be labeled “Draft”, or with wording in the header or footer of each page similar to “This is a draft (or “working”) document. Distribution is intended for project participants only.”.
- (c) Presentation materials do not need to be labeled “Draft” if they are intended for broad distribution or a large audience. However, any references in presentations to other documents should refer to those documents as “Draft”, “Preliminary”, “Working Document” or similar wording.

5 Key messages

5.1 Background: Why are we doing this?

- (a) All public sector organizations in BC, including post-secondary institutions, are facing a challenging fiscal environment.
- (b) Government's Budget 2012 includes targeted savings in post-secondary non-academic administrative services. The saving targets are \$20M in 2013/14 and a further \$30M in 2014/15.
- (c) Institutions have already achieved some cost savings, efficiencies and best practices in non-academic administrative services.
- (d) There is interest in building on the work that has already taken place at the institution level to explore potential opportunities to work across institutions to deliver additional savings and benefits.
- (e) To meet these challenges and build on the effective and efficient practices in place at individual institutions, the Ministry of Advanced Education and the public post-secondary institutions initiated this collaborative project on June 25, 2012.

5.2 What is the purpose of the project as a whole?

- (a) The Ministry and the post-secondary institutions will collaborate to implement shared procurement and back office administrative services across the public post secondary sector to achieve best value and fiscal plan targets which includes
 - reduced costs
 - improved quality
 - improved risk management, and
 - enhanced services.
- (b) The project will build on the effective and efficient practices and cost savings achieved by individual institutions. For example, some practices, technology investments and supplier arrangements could potentially be shared across the sector.
- (c) The project will protect the quality of academic programs by challenging the post-secondary sector to reduce administrative costs and any other expenditures that are not related to direct academic program delivery.
- (d) The areas of project focus will not impact the delivery of academic services.

5.3 What is the purpose of the Opportunity Assessment Phase?

- (a) The Opportunity Assessment Phase is the first phase of the project. It began on June 25, 2012 and will end on September 30, 2012
- (b) This phase will study, review and recommend specific non-academic administrative service delivery opportunities, and will develop a "roadmap" with

options for moving forward with the service delivery transformation in future phases.

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- (a) The Ministry will present the recommendations and proposed roadmap to government.
- (b) The Ministry and the post-secondary institutions will implement the service delivery transformation in future project phases.

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- (a) Non-academic administrative functions will be explored for opportunities.
- (b) Specific functions and opportunities will be identified by the institutions and the Ministry during the Opportunity Assessment Phase.
- (c) Examples of functions to be discussed are procurement, facilities, information technology, human resources, finance and ancillary services.

5.6 Will the quality of post-secondary education be affected?

- (a) No. An objective of the project is to protect the quality of academic programs by reducing administrative costs that are not related to direct academic program delivery.
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5.7 Will jobs be affected?

- (a) Neither the government nor the institutions have any predetermined idea of how savings and improvements will be achieved. Potential opportunities and options will be developed throughout the Opportunity Assessment Phase.
- (b) Detailed implementation plans will not be developed until after the end of this phase (September 30, 2012), and after a high-level plan for future phases is determined following consideration of the recommendations and roadmap options produced in the Opportunity Assessment Phase.

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- (a) This is a collaborative effort between the Ministry of Advanced Education and the public post-secondary sector.

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- (c) The 12 members of the project's Steering Committee are 8 Vice Presidents of Finance and 1 Chief Information Officer from 9 institutions that are representative of the sector as a whole. The Ministry is represented by the responsible Acting Assistant Deputy Minister, the Acting Chief Financial Officer, and the Acting Chief Information Officer.
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- (a) The Executive Committee, Steering Committee and project coordinators recognize the institutions' resourcing and scheduling challenges over the summer. They will work with the Steering Committee to try to accommodate vacation schedules.
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- (c) A consulting firm has been asked to provide subject matter expert resources to assist with information gathering and analysis, as well as meeting facilitation and documentation.
- (d) The Steering Committee members should assign and brief backup personnel who can work with the consulting firm's team during the summer.

6 Communication plans for stakeholder groups

6.1 Summary of schedule for distribution of project updates

Monday, weekly	Status report submitted to the Project Director by the consulting firm's Engagement Lead.
Tuesday, weekly	Planning meeting of the Steering Committee Co-Chairs, the Project Director and the consulting firm's Engagement Lead.
Thursday, bi-weekly	• Project Update sent to: ○ Executive Committee ○ Steering Committee ○ Presidents, VPs of Finance and CIOs of institutions not represented on the Steering Committee ○ Presidents of the 3 associations (RUCBC, BCC, BCAIU). • The Steering Committee will receive the Project Update in a separate e-mail note with the consulting firm's weekly status report also attached.
Thursday, weekly	The consulting firm's weekly status report will be sent to the Steering Committee.

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- Bi-weekly written Project Updates will be sent to the Executive Committee.
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- The consulting firm's weekly written status reports will be sent to the Steering Committee.
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- (a) Bi-weekly written Project Updates will be sent to the President, VP of Finance, and CIO of these institutions.
- (b) A project update call with all 25 institutions will be held in July 2012.
- (c) A project results call with all 25 institutions will be held in September 2012.
- (d) All institutions will be canvassed early in the project for ideas about opportunities for cost savings and improvements.
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- (f) Individuals from any institution may be interviewed about best practices, efficiencies and achievements that could be shared across the sector. The consulting firm will send relevant information about the project to these individuals in advance of interviews.

6.5 Plan for the Ministry of Advanced Education

- (a) Joe Thompson, Acting Assistant Deputy Minister, will be responsible for project updates and communications within the Ministry of Advanced Education.

6.6 Plan for the 3 associations (RUCBC, BCC, BCAIU)

For communication purposes, the 3 associations will be treated the same as institutions that are not represented on the Steering Committee.

- (a) Bi-weekly written Project Updates will be sent to the association Presidents.
- (b) The association Presidents will be invited to attend a project results meeting with all 25 institutions to be held in September 2012.
- (c) The association Presidents will receive a PowerPoint "Executive Briefing" that may be used to brief others about the project.
- (d) The associations will be interviewed about best practices, efficiencies and achievements that could be shared across the sector, as well as their ideas, advice and insights.

- (e) The associations will receive any other communications and opportunities to participate that are provided to the institutions not represented on the Steering Committee.

Project communications and data gathering will be between the project team and the institutions directly.

6.7 Plan for unions

- (a) Communications with unions will be the responsibility of the institutions.
- (b) A PowerPoint “Executive Briefing” presentation about the project will be sent to the Presidents of all institutions and may be used to brief the unions.
- (c) See the section above entitled “Will jobs be affected?” for suggested messages for unions.

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Communications Director, Ministry of Advanced Education
(250) 952-6508
Marc.Black@gov.bc.ca

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August 9, 2012	Steering Committee meeting
August 30, 2012	Steering Committee meeting
September 6, 2012	Executive Committee meeting
September TBD	Project results call with all 25 institutions

8 Materials to support communications

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Questions or comments from the post-secondary sector may be referred to the Co-Chairs of the Steering Committee:

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Joe.Thompson@gov.bc.ca
- Oliver Grüter-Andrew
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Pages 335 through 387 redacted for the following reasons:

s.17, s.21

Comolli, Catherine M AVED:EX

From: Comolli, Catherine M AVED:EX on behalf of Thompson, Joseph AVED:EX
Sent: Monday, June 25, 2012 5:06 PM
To: 'braye@unbc.ca'; 'rleby@okanagan.bc.ca'; 'pierre.ouillet@ubc.ca'; 'teslak@cotr.bc.ca'; 'pat_hibbitts@sfu.ca'; 'roy.daykin@langara.bc.ca'; 'dougcallbeck@vcc.ca'; Stewart, Pam JTI:EX; 'Medd, Andrew (CA - British Columbia)'; 'jodievs@deloitte.ca'; 'lomelinn@bcit.ca'; 'Ouillet, Pierre'; 'Lorcan O'Melinn'; 'oliver09@mail.ubc.ca'; 'pat.eagar@viu.ca'; 'Vince Laxton'; Perrey, Jordan AVED:EX; 'Gruter-Andrew, Oliver'; Rasnick, Deborah AVED:EX
Cc: 'Cerna, Carolina'; McMahon, Alana AVED:EX
Subject: Meeting Materials for June 28 Administrative Service Delivery Transformation Steering Committee Meeting
Attachments: Post Administrative Secondary Service Delivery Transformation - Steering Committee Kick-off Pre-read.pptx; Administrative Service Delivery Transformation TOR - June 25.docx

Good afternoon,

Attached is a short pre-read for the inaugural **Administrative Service Delivery Transformation Steering Committee** meeting scheduled for Thursday June 28, 2012, from 12:00 p.m. to 3:00 p.m. at Deloitte offices, Four Bentall Building, 2800 - 1055 Dunsmuir Street, Vancouver. Lunch will be provided.

Included within the document are:

- Meeting Agenda
- High-level overview of the approach and plan for the project, including the proposed timing for future Steering Committee meetings
- Proposed functional scope for the project for us to discuss

Also attached for your review is the draft Terms of Reference.

I would appreciate it if you would please take a few minutes to review these materials prior to the meeting. Your views on the scope and focus on analysis for this project, and opportunities for administrative service delivery transformation, will be critical to our success.

Please Note: This material is presented as draft for discussion. The specific scope, dates/milestones and focus of analysis will be discussed and agreed to by the Steering Committee.

I look forward to meeting with you on Thursday.

Joe Thompson

Acting Assistant Deputy Minister
Student Services and Sector Resource Management Division
Ministry of Advanced Education

Tel: (250) 356-2496
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Pages 389 through 391 redacted for the following reasons:

s.21

Post-Secondary Sector Administrative Service Delivery Transformation

All Sector Update

September 11, 2012



Expectation of confidentiality

- **Document purpose:**
 - This presentation is a working draft and is intended for discussion purposes only
 - Opportunities are all preliminary and require further review, analysis and vetting with the sector and the Ministry
 - Inclusion in the following presentation does not imply recommendations for action or decisions by the working, steering or executive committees

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Objectives and agenda

- **Workshop objectives:**

- Provide an update to the sector on progress to date
- Provide an update on emerging themes and initial current state analysis of opportunities in key non-academic administration functional areas
- Outline key project next steps

Agenda Item	Description	Time
Opening remarks and project update	Meeting overview, update on communications, project update	1:30pm – 1:50pm
Emerging themes and initial current state analysis	• Procurement • Facilities • IT • HR • Finance • Libraries • Ancillary services	1:50pm – 2:45pm
Next steps	Provide an overview of the key upcoming meetings and process for sector review into the draft report	2:45pm – 3:00pm

Pages 395 through 396 redacted for the following reasons:

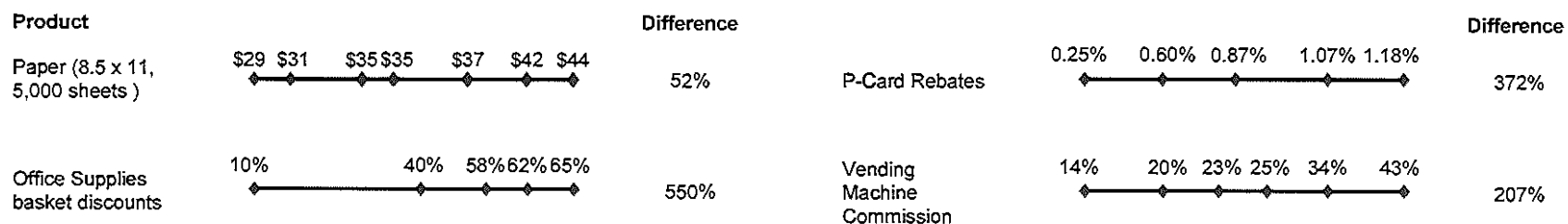
s.21

Emerging themes and initial current state analysis

Procurement

Sub-function	Opportunities to be explored
Strategic Sourcing	Leverage sector purchasing spend across a number of categories
P-Cards	- Optimize overall use of P-cards (physical and ghost) to increase discounts and rebates - Leverage the most beneficial program by exploring existing P-Cards programs at institutions

Sample Opportunities: Price & Discount Differentials



Airfare is another opportunity area with only one institution with negotiated discounts in the range of 8-15% that other institutions could leverage

Travel Fuel Records Mgmt) *others*

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Procurement

Institution/ Group	Procurement Activities & Initiatives
ISI (Interuniversity Services Inc.)	Provides selected central administrative services to 19 member institutions in Nova Scotia, New Brunswick, Prince Edward Island, and Newfoundland
OECM (Ontario Education Collaborative Marketplace)	Provides strategic sourcing and procurement for publicly funded school boards, colleges and universities in Ontario
RGAUQ (Regroupement des Gestionnaires d'Approvisionnement des Universités Québécoises)	Consortium composed of 19 post-secondary education institutions that formalizes the exchange of information between supply managers of Quebec universities and represents the supply function of Quebec universities with economic actors in the province and Canada
Boston Consortium	Consortium composed of 11 Boston-area colleges and universities, with the mission to act as an external resource in creating a collaborative environment among member institutions for the development and practical implementation of cost saving and quality improvement ideas
Australian university	Strategically sourced their office supplies, travel services, lab supplies and chemicals, and expense management system realizing approximately 15% savings on the categories

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Facilities and Capital Management

Sub-function	Opportunities to be explored
Facilities management	Explore potential to transition to a single facilities management services contract for those institutions currently contracting this service
Capital Management (Planning and Delivery)	Explore the creation of a shared capital project planning/management group to support institutions (sharing of best practices, skilled resources, documentation) who require capital planning and management services
Security services	Explore potential to transition to a single security services contract for those institutions currently contracting this service and potential linkages to parking services
Alternative service delivery options for facilities management and security services are being explored but given the concern and complexity of this model and the quality of the data, financial figures may not be included in the report	

Example practices in place in other jurisdictions and sectors

- A US multi-campus institution moved from individually managed facilities groups (>10) into a single, centralized shared service that served the entire campus
- Industry trend toward the use of performance based metrics (e.g. percent uptime between 8am and 6pm) for facilities management and sub-functions (e.g. elevators)
- A large real estate owner in the US, moved to alternative service delivery for facilities and found vendors were using technology to shift the service delivery requirements
- Centralized planning and coordination of facilities and long term projects to avoid rework

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Sub-function	Opportunities to be explored
Printing	Transition to a single managed print services contract for the post-secondary sector
Servers, Storage and Data Centre	- Shared procurement of server and storage hardware and software - Develop a shared post-secondary data centre for hosting and storage
Email and Unified Communications	- Share a hosted email implementation across multiple institutions - Implement and host a Unified Communications suite for multiple institutions
Workstations	Shared procurement of desktop and laptop hardware
Mobility / Telecom	Leverage the Telus TSMA contract

Central control (is not faculty)

*request
staff
sector
documents*

Example practices in place in other jurisdictions and sectors

- The Pennsylvania public post-secondary system has instituted shared procurement of network equipment
- Many institutions and the BC Government recently signed a contract for Managed Print Services
- Adoption of cloud services in post-secondary are increasingly common in other provinces
- In Ireland the Institutes of Technology work with a separate organization to manage the contracts with third parties for a variety of IT functions, including infrastructure and application support

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IT

Sub-function	Opportunities to be explored
Wide Area, Local Area and Wireless Networks	- Standardize network hardware and software and share procurement - Shared LAN and WLAN management services - Extend WAN management services to the entire sector
IT Resource Pool	Provide all institutions with access to a shared pool of IT resources (DBAs, SharePoint Developers, WLAN Designers, etc.)
Specialized IT Procurement & Hosting	- Extend Shared procurement and hosting of IT hardware and software to the following areas: 1. Video Conferencing 2. Audio/Visual Equipment 3. Research and Grant Management Applications 4. Emergency Notification Systems 5. Helpdesk Management Software
Transcript Exchange	Leverage the proposed BCCampus Transcript Exchange application to reduce transcript processing costs and increase efficiency and convenience

\$1.7M investment proposal - needs to be looked at

HR

Sub-function	Opportunities to be explored
Wellness, Attendance Support, and Claims Management	• Create a centre of expertise or shared resources to develop comprehensive programs to improve employee wellness and attendance
Benefits Procurement	• Extend the Benefits Consortium to all institutions
Labour Relations and Legal	• Provide all interested institutions with access to Labour Relations expertise centrally located within PSEA
Non-Faculty Recruiting	• Implement a centralized recruiting portal for non-faculty staff

Example practices in place in other jurisdictions and sectors

- Managed Attendance Support and Wellness programs have been shown to reduce absenteeism by roughly 8-10% in other sectors
- The BC K-12 sector has implemented a common recruiting platform (Make a Future) to reduce advertising costs for participating school districts

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Finance

Sub-function	Opportunities to be explored
HR, Finance and Payroll Systems and Services	- Shared resources related to HR, Finance and Payroll. Potential options include: - Shared Systems and Services - Shared Systems only - Shared support/hosting
Credit Card Payment Processing	- Shared contract in order to reduce credit card merchant fees - Explore model in place at University of Saskatchewan for accepting credit card for tuition payments
Collections	Shared contracting of agencies to manage collections for tuition and other receivables
Finance Specialist Resource Pool	- Sharing and/or joint contracting of specialized resources for specific Finance functions - Internal Audit: - Share existing models and staff at larger institutions - Shared procurement of Internal Audit Services - Actuarial Consulting: - shared procurement of actuarial consultants to calculate liabilities from employer-funded benefit plans

Example practices in place other jurisdictions and sectors

- Finland established a shared service centre to provide Finance and Payroll services to universities on a shared SAP platform. HRIS and SIS were not included.
- The University of Saskatchewan reinstated credit card tuition payment with a 1% user fee

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Library Services

Sub-function	Opportunities to be explored
Copyright	• Explore potential for UBC to provide copyright clearance and compliance services to other institutions • Create a shared legal service for copyright clearance and compliance issues • Explore joint procurement of rights management software (Ares)
Digital Resources	• Create a shared digital repository • Establish a shared conversion program to digitize physical collections • Develop a shared, centrally hosted streaming video service

Example practices in place in other jurisdictions and sectors

- Post-secondary libraries in B.C have established a working group to collaboratively address copyright issues; UBC is establishing a Scholarly Communication and Copyright Office to manage copyright clearance independently from Access Copyright
- Harvard University Library is currently undertaking a major transformation initiative to implement shared services across its 73 libraries
- The Google Books Library Project aims to help publishers and libraries digitize all books in all languages and create a searchable, virtual card catalogue
- Hathi Trust is a partnership of major research institutions and libraries that brings together collections of partner institutions in digital form; the initiative includes over 60 partners such as McGill University, Harvard, Stanford, and Yale

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Next Steps

Ancillary Services

Sub-function	Opportunities to be explored
Print Shop	• Explore shared print shop services provided by one institution or an external service provider
Bookstore	• Explore potential for collaboration on shipping/freight to obtain higher discounts
Food Services	• Explore potential to transition to a single food services contract for the Post-Secondary sector for those currently contracting this service • Explore potential for collaboration to obtain higher commissions on vending machine and beverage supplier contracts
Parking	• Explore potential to transition to a single parking services contract for the institutions that currently contract this service
Alternative service delivery options for parking is being explored but given the concern and complexity of this model and the quality of the data, financial figures may not be included in the report	

Example practices in place in other jurisdictions and sectors

- The Midwestern Higher Education Compact (MHEC) engaged an external vendor in a single contract to provide print services to higher education institutions and public schools in 12 U.S states. Since 2009, MHEC members have saved over \$7M on print services and solutions.
- Many examples of contracts with external service providers for parking exist in the higher education sector. Ohio State University is proceeding with a modified approach and plans to lease its 36,000 parking spaces to a private company for 50 years in exchange for a lump sum payment of \$483M. Indiana University is considering a similar approach.

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Reviewing the draft report

Functional area current state analysis, emerging themes and opportunities list	
Steering Committee meeting and presentation	August 30
Steering Committee submits feedback	September 7
Executive Committee meeting and presentation	September 6
Executive Committee submits feedback	September 14
Functional expert conference calls	September 10-14
Meeting and presentation for all VPs of Finance and the 3 Association Presidents	September 11
All VPs of Finance and the 3 Association Presidents submit feedback	September 17
Draft report	
Steering Committee meeting and presentation	September 24
Briefings for all VPs of Finance and the 3 Association Presidents, scheduled as a series of sub-sector meetings	Week of September 24
Steering Committee, all VPs of Finance, and the 3 Association Presidents submit feedback	Week of October 1
Executive Committee meeting and presentation	Week of October 1
Executive Committee submits feedback	Week of October 8
Final report	
All sector meeting to present final report	October

Employers Assn

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Beyond the report

- The opportunities that will be outlined in the final report are designed to provide the Ministry and the sector with insights into the possibilities, benefits and impacts of service delivery transformation
- Following the submission of the report the Ministry and the sector will need to decide in partnership which opportunities to move forward with in the short-term
- A detailed business case and implementation plan is critical for the successful implementation of each opportunity that the Ministry and the sector decides to pursue

Appendix: Current State Summary

Procurement – Current state summary

Current State Themes	Description
Collaboration through Consortia & Procurement Groups	• There are numerous purchasing consortia in existence, from informal relationships such as the Northern BC buying group to formal groups such as: • Canadian Association of University Business Officers (CAUBO) • Greater Vancouver Municipal Purchasing Group (GVMPG) • BC Education Cooperative Purchasing Group (BC EDCO) • BC Petroleum Products Buying Group (BCPPBG) • Higher Education Information Technology (HEITBC) • Mid-Island Purchasing Group, and • Public Buyers of Prince George • There are also examples of collaboration by post-secondary education institutions with the broader public sector, including partnerships with local school districts, health authorities and municipalities
Existing Commodity Contracts	• The largest existing common contract areas include office supplies, scientific equipment, cafeteria services, custodial & maintenance services, IT (i.e. managed print) and professional services associated with capital projects. Contracts for these services are in place at some institutions but not all.
P-cards Programs	• P-Card program maturity and penetration is varied across the institutions; with some institutions implementing P-Card programs for the first time to those that have well established P-Card programs • Six different P-Cards are in use with the institutions in scope, including Scotiabank, BMO, US Bank Canada, Bank of Nova Scotia, American Express and Diners Club • Rebates range from 0.25% to 1.18% with varied spend volume and payment terms
Procurement Key Performance Indicators	• Spend under management varies by institution, ranging from 13% to 68%, which is consistent with a centralized or decentralized procurement function at the institution (i.e. high degree of centralization yields to higher level of spend under management). Industry benchmarks range from 65% to 99.6% with the average of 83%. • Total spend per procurement employee ranges from \$4M to \$34M. Industry benchmarks range from \$6M to \$39M with the average of \$22M.

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Facilities and Capital Management – Current state summary

Current State Themes	Description
Service Delivery Models	• All institutions have retained management and primary responsibility for Facilities Management (FM) and Capital Management (CM) internal to their institutions • Of the three primary service delivery models (Insourced, Outsourced and Hybrid), all nine institutions effectively follow some form of hybrid with some tending more to one side or the other, typically based on size, with the larger institutions having the scale to do more internally • Generally the facilities and capital functions are focused on internal operations and do not have capacity to actively seek out collaboration opportunities with others in the sector
Deferred Maintenance	• Most institutions indicated increasing deferred maintenance as a challenge
Examples of Existing Collaboration	• Examples of collaboration included: shared facilities between institutions and with other broader public entities (i.e. municipality, school districts), cooperative or reciprocal maintenance agreements, shared project and energy managers, some formal venues for sharing information, practices and lessons learned, industry associations, and sharing within the sector through established networks

IT – Current state summary

Current State Themes	Description
Existing Collaboration	• A culture of collaboration is in place across post-secondary education IT departments • There are currently three organizations providing some form of IT shared services: • HEITBC: Shared procurement of applications • BCNet: Joint ownership and management of the wide area network for member institutions. Evolving into an IT shared service organization with shared procurement and new services under development • BCCampus: Educational technology provider and enabler. Some shared procurement and hosting of applications such as Learning Management Systems • As the three existing shared service organizations grow and expand, they are beginning to overlap one another in certain areas (i.e. procurement) • Shared procurement is the most common form of existing collaboration
Exploration of Cloud Services	• Institutions have expressed an interest in cloud services but privacy concerns have largely prevented progress in this area
Differences in budgets and cost models	• Budgets and regularity of hardware refresh varies based on the size of institution. Smaller institutions are often leveraging used hardware that is either donated or purchased for a reduced cost. Hardware refreshes are performed on an 'as needed' basis • Bandwidth is a constraint that will impact the potential for achievement of some opportunities (i.e. shared data centre)
Evolution Toward Managed Print Services	• Nine of the twelve institutions surveyed indicated that they have implemented some form of Managed Print Services • Within this group, there was a broad range in terms of what the services included under these contracts

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HR – Current state summary

Current State Themes	Description
HR Departments Structures	• HR departments in post-secondary institutions operate with a small staff complement • Only the largest institutions have specialized resources for functions such as Attendance Support or Labour Relations and Legal
Attendance Support	• Attendance Support programs vary based on the size of the institution. Smaller institutions are able to manage attendance through close proximity while larger institutions have the scale necessary to hire specialists for Attendance Support and Wellness. Mid-sized institutions expressed the most difficulties in this area and often rely on insurance companies to provide support.
Labour Relations and Legal	• Labour Relations (LR) is a function that is very nuanced and requires specialists to manage • Small and medium sized institutions are often unable to fit LR specialists into their budgets • Smaller institutions have expressed interest in gaining access to LR professionals on an as-needed basis
Current Levels of Collaboration	• There is a large amount of informal collaboration and sharing of practices but little formalized collaboration (the Benefits Consortium is one example of formalized sharing) • Collective bargaining agreements vary across institutions. The number of agreements and their scope are not uniform.
Recruitment	• Recruitment is competitive, particularly with regard to executives and faculty. Experiences vary across the institutions. • Institutions in rural or remote communities have particular difficulty in recruiting as they are not generally hiring from the local community for skilled positions. These institutions have expressed interest in having access to a centralized portal to advertise positions and process applications. • Institutions in urban areas have expressed less interest or need in this area

Finance – Current state summary

Current State Themes	Description
Finance Department Structures	• Finance departments have relatively small staff complements with varying levels of centralization. Larger institutions often have finance staff with located in other departments. • In most cases Payroll is situated within the Finance department • Accounts Payable, Accounts Receivable, Payroll and General Ledger Accounting make up the majority of Finance processes and staff members • Only the largest institutions have specialized resources for functions such as Internal Audit
Systems and Processes	• There are a number of HR, Finance and Payroll systems in place across the sector with the most common being Banner, Colleague and PeopleSoft • Despite the use of common systems, there is little to no standardization of the deployments • The implementation of these systems were often highly customized resulting in increased cost and complexity of maintenance and upgrades • Chart of Account structures and business processes vary across the sector • In recent years institutions have begun to move back toward standard configurations
Existing Collaboration	• Collaboration has historically been limited to the sharing of best practices though there are increasing discussions about sharing specialized resources across multiple institutions • Discussions and exploration of collaboration have been emerging recently: • Shared tender for Internal Audit services from a professional service firm between three institutions • Sharing of Internal Audit staff between two institutions
Differing Rates for Credit Cards and Collections	• Credit card merchant fees for tuition have proven to be cost prohibitive for many institutions which has led many to cease accepting them • Merchant fees vary across institutions • Fees charged by collections agencies range from ~20%-50% across the sector

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Library Services – Current state summary

Current State Themes	Description
Existing collaboration	• The Council of Post Secondary Library Directors (CPSLD) provides a forum for all libraries to communicate on a regular basis and encourages collaboration across the sector • The BC Electronic Library Network (BCELN) negotiates on behalf of all institutions for consortial database licensing and provides shared services (AskAway and WriteAway) • Libraries leverage purchasing power and obtain significant discounts by buying through consortia such as BCELN, Electronic Health Library of BC (e-HLbc), Canadian Research Knowledge Network (CRKN), and the Council of Prairie and Pacific University Libraries (COPPUL)
Copyright is emerging as a significant challenge	• Recent changes to the fee structure of licensing agreements with Access Copyright (AC), Canada's copyright licensing agency, represent a significant cost increase for many institutions • As a result of the fee changes, 4 of 9 institutions included in this initiative have either opted out of the agreement with AC or have postponed signing the new agreement; the remaining 5 institutions have signed, mainly due to a lack of other options and a lack of resources to perform copyright clearance internally. • Those who opt out must perform copyright clearance independently from AC
Trend toward digitization	• The rapidly changing technological and intellectual landscape is increasing the need for libraries to adapt, innovate and provide services in new ways • Post-secondary libraries in B.C are embracing the move towards digital resources, including online journals and databases, digitized versions of print materials, and streaming video. • SFU has invested in a digital institutional repository; UBC is investing in digitization/conversion programs; and many other institutions have shifted the majority of spending on licensing materials to electronic resources

Ancillary Services – Current state summary

Current State Themes	Description
Existing collaboration	• A lesser degree of collaboration across the sector exists for Ancillary Services; communication between institutions occurs informally in most cases and happens more at a sub-function level (i.e a Bookstore manager may reach out to peers on an ad-hoc basis) • The functional experts included in the ASDT initiative expressed an interest in establishing a forum for collaboration, networking, and sharing of ideas across the sector
Highly valued role in post-secondary education	• Ancillary Services play an important function at post-secondary institutions by generating revenue and providing services to students, faculty and staff • Acknowledging variations from one institutions to the next, Ancillary Services generally encompasses Bookstore, Child Care, Career Services, Food Services, Housing, Parking, and Print Shop
Wide range of current service delivery models	• A range of service delivery models are in place across the Ancillary Services functions, from fully in-house operations to fully outsourced services • Generally, institutions tend to manage their Print Shop, Bookstore and Housing internally, while contracts with external service providers are more often in place for Food Services and Parking
Importance of role in local community	• Post-secondary institutions play an important role within their local community • In an effort to support local companies and provide services in a sustainable way, many institutions prefer to purchase goods and services locally whenever possible • For Ancillary Services, examples include an emphasis on purchasing local food and using smaller local companies to provide food services

Appendix: Opportunity Profile Template

Opportunity Profile – Name

DRAFT

Current State			Opportunity Potential (\$)	
			One-time benefits	
			Low	High
			Recurring benefits	
			Low	High
			Investments	
			Low	High
#	Current Challenges	Example Practices	Potential Opportunities	
1				
2				
3				
Additional considerations and example practices				

Opportunity Profile - Name

Qualitative Benefits	Opportunity Risks
Future State Model Overview	Implementation Considerations

Opportunity Profile - Name

DRAFT

#	Potential Opportunities	Quantitative Benefits and Investments				Est. Timing of Benefit
		Benefits		Investments		
		Low	High	Low	High	
1						
2						
3						
TOTAL						

Opportunity Profile

DRAFT

Analysis summary

Analysis

Assumptions and Limitations

Data Sources

Conclusion

Post-Secondary Sector Administrative Service Delivery Transformation

Executive Committee Update

July 26, 2012



looked in

Background

- Challenging fiscal environment for public institutions in all sectors in BC
- Post-secondary institutions have already achieved cost savings, efficiencies and best practices in non-academic administrative services
- Some institutions' best practices, technology investments and supplier arrangements could potentially be shared across the sector
- Government's Budget 2012 includes targeted savings in post-secondary non-academic administrative services. The saving targets are \$20M in 2013/14 and a further \$30M in 2014/15

The Service Delivery Transformation Project

Project purpose:

- Collaboration by the Ministry and all institutions to study, review and recommend shared procurement and back office administrative services for implementation across the public post-secondary sector

Objectives:

- Achieve best value and fiscal plan targets including
 - Reduced costs
 - Improved quality
 - Improved risk management
 - Enhanced services
- Use best practices and build on existing processes and infrastructure
- Engage all 25 public post-secondary institutions

Guiding principles

- The Ministry and post-secondary institutions will work in partnership to explore opportunities
- The Ministry will provide broad policy direction while respecting institution governance
- Recommendations will be guided by quantitative and qualitative benefits and costs
- Successful delivery models already established in BC post-secondary institutions will be explored where possible
- Best practices from other jurisdictions will be identified and leveraged
- All service delivery models will be considered

Pages 427 through 431 redacted for the following reasons:

s.17, s.21

Post-Secondary Sector Administrative Service Delivery Transformation

Executive Committee Update

September 6, 2012



Expectation of confidentiality

- **Document purpose:**

- This presentation is a working draft, intended for discussion purposes only within the project Steering Committee
- Opportunities are all preliminary and require further review, analysis and vetting with the sector and the Ministry
- Inclusion in the following presentation does not imply recommendations for action or decisions by the working, steering or executive committees

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Objectives and agenda

- **Workshop objectives:**
 - Provide an update to the Executive Committee on progress to date
 - Provide an update on emerging themes and initial current state analysis of opportunities in key non-academic administration functional areas
 - Outline key project next steps

Agenda Item	Description	Time
Opening remarks and project update	Meeting overview, update on communications, project update	10:30pm – 10:50pm
Emerging themes and initial current state analysis	• Procurement • Facilities • IT • HR • Finance • Libraries • Ancillary services	10:50pm – 11:45pm
Next steps	Provide an overview of the key upcoming meetings and process for finalizing the analysis and report	11:45pm – 12:00pm

Page 435 redacted for the following reason:

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Post-Secondary Sector Administrative Service Delivery Transformation

Steering Committee Update

August 9, 2012



Expectation of confidentiality

- **Document purpose:**

- This presentation is a working draft, intended for discussion purposes only within the project Steering Committee
- Opportunities are all preliminary and require further review, analysis and vetting with the sector and the Ministry
- Inclusion in the following presentation does not imply recommendations for action or decisions by the working, steering or executive committees

This document, any attachments to it, and any further documents related to the Administrative Service Delivery Transformation Project as may be provided later (the "Materials") are confidential and intended solely for the use of the individuals to whom they are addressed, and must not be disclosed or copied without the prior written approval of the Ministry of Advanced Education. Following the presentation and review of this document, the Materials must be deleted, shredded or returned to the Ministry.

This document, any attachments to it, and any further documents related to the Administrative Service Delivery Transformation Project as may be provided later (the "Materials") are confidential and intended solely for the use of the individuals to whom they are addressed, and must not be disclosed or copied without the prior written approval of the Ministry of Advanced Education. Following the presentation and review of this document, the Materials must be deleted, shredded or returned to the Ministry.

Objectives and agenda

Current state workshop objectives:

- Provide an update to the Steering Committee on progress to date and opportunities being discussed
- Discuss key topics including communications and budget reductions
- Outline key next steps

Agenda Item	Description	Time
Opening remarks	Outline objectives and agenda of meeting	10 minutes
Project update	Provide an update on overall project: • Progress to date • Opportunities being explored	60 minutes
Project communications	Discussion about key communication topics: • Confidentiality of project documents • Communications to unions • Messaging: Opportunities are being explored; no decisions have been made • Communication of opportunity information to all 25 institutions • Discussion: Any other communication issues?	20 minutes
Budget reductions	Initial discussion about decoupling of savings from budget reductions	20 minutes
Other business/wrap-up	Any other issues for discussion	10 minutes

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Functional area overviews

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Current list of Ancillary Services opportunities being explored

- Preliminary opportunities tending toward increased collaboration on procurement and sharing of existing contract terms
- General support for moving to a centralized print shop(s) model in lower mainland

Sub-function		Opportunities to be explored
Bookstore		• Increased collaboration for negotiations with book vendors/publishers could lead to greater discounts
		• Shared freight contracts could reduce inbound/outbound shipping costs
		• Shared inventory management systems
Food Services		• Explore contracting out of food services for those institutions with in-house operations
		• Align contracts that are currently in place with the same service provider (i.e Chartwells at SFU and BCIT) and share best practices
		• Collaboration in negotiation with beverage and vending machine suppliers could result in higher commissions
Housing		• Explore alternative service delivery models for housing administration and/or maintenance
Parking		• Explore contracting out of parking services
		• Collaborate on investments in technology (electric charging stations, security lamps with integrated phones, parking payment machines)
Print Shop		• Explore alternative service delivery model for print shops (outsource, central service, shared service)

Current list of finance opportunities being explored

- There are several barriers to the implementation of a finance shared service centre including differences in business processes and systems
- Sub-sets of institutions using Banner or Colleague may be able to rationalize support

Sub-function		Opportunities to be explored
Payroll (if in Finance)		• Explore the implementation of finance shared services and Systems (technology, processes) • Prioritize high volume transactional Finance processes (i.e. Payroll, AP, AR)
Accounts Payable		
Accounts Receivable		
Travel & Expenses		
General Ledger		
Fixed Asset Accounting		
Project Accounting		
Budget Management		• Explore the implementation of budget and financial reporting shared systems (closely tied to finance systems)
Financial Reporting		

Current list of HR opportunities being explored

- There are several barriers to the implementation of a HR shared service centre including differences in business processes and systems
- Sharing of specialized resources present the strongest opportunities for savings in HR

Sub-function		Opportunities to be explored
Payroll (if in HR)		• Explore the implementation of HR shared services and systems (technology, processes) • Prioritize high volume transactional HR services (i.e. payroll, personnel data management) • Explore opportunity to more effectively management recruiting agency relationships
Personnel Data Management		
Time Management		
Benefits Administration		
Non-Faculty Recruitment		• Implement a centralized portal to post positions and manage applications • Centralize executive recruiting agency relationships
Disability / Claims / Case Management		• Centrally process, file and appeal (where necessary) WorkSafe claims • Manage return to work programs
Attendance Support		• Implement a best practice attendance support program
Learning & Development		• Shared procurement of consultants or sharing of internal resources to provide leadership development training
Legal/Arbitrations		• Leverage shared resources to reduce legal fees from labour relations
Benefits Procurement		• Leverage and extend the benefit procurement consortium

Current list of IT opportunities being explored

- Shared hosting, support and/or procurement of applications presents opportunities to leverage the scale of the sector to deliver services at reduced cost
- Developing mechanisms to plan initiatives as a sector will ensure future costs are avoided

Sub-function		Opportunities to be explored
Web Portals / SharePoint		• Shared SharePoint provisioning services • Centrally hosted or cloud-based SharePoint portals
Audio Visual Equipment		• Shared procurement of AV equipment
Mobile		• Leverage the BC Government's TSMA for mobility and voice billings
Student Data		• Centralized system to manage the flow of transcripts between institutions
Research Applications		• Shared hosting of research application tools
Video Conferencing		• Shared Procurement of video conferencing services
Enterprise Applications		• Shared resources to manage and support enterprise applications • Finance/HR/Student Information • Databases
Portfolio Management		• Create a governance structure to facilitate future collaboration, sharing of best practices and sharing of plans

Communication issues

- **Confidentiality of project documents**
 - Opportunities are being explored
 - No decisions will be made in this phase of the project
 - Documents are all preliminary working documents
 - Intended for distribution to staff and colleagues in BC
- **Communications to unions**
- **Communications to all 25 institutions**
 - Communication Plan was approved by Executive Committee at its July 26th meeting – Distributed to all institutions
 - Executive Briefing and Project Overview have been distributed
 - Biweekly Project Update to be distributed to all Presidents, VPs of Finance and CIOs
 - How to communicate opportunity information to all institutions?
- **Discussion: Any other communication issues?**

Budget planning assumptions

- Don't reward bad behaviour or penalize good behaviour
- Recognize efforts already made to reduce costs
- Discussion:
 - How should potential cost reductions be allocated across the sector?
 - What assumptions are you making in your budget planning?

Next Steps

- Workshops with all 7 functional working groups have been completed
- Nearly all [number] one-on-one interviews will be completed the week of August 20th
- All non-Steering Committee institutions will be surveyed for their ideas the week of August 20th
- Key meetings coming up:
 - August 30 Steering Committee meeting
 - September 6 Executive Committee meeting
 - September TBD Results update for all institutions (represented by VPs of Finance), and Presidents of 3 associations (RUCBC, BCC and BCAIU)

Brandt, Keely AEIT:EX

From: Stewart, Pam JTI:EX
Sent: Thursday, July 5, 2012 11:23 AM
To: Thompson, Joseph AVED:EX
Cc: Comolli, Catherine M AVED:EX
Subject: Materials for mailout to Steering Committee
Attachments: Steering Committee covering note - FINAL.docx; Post Secondary ASDT - Steering Committee Meeting - Project Overview - FINAL.pdf

Hi Joe,

Attached are the final materials arising from the June 28th Steering Committee meeting:

- covering e-mail note to the Steering Committee
- updated PowerPoint slides.

FYI, page 8 of the PowerPoint slides was updated this morning to include your latest tentative dates for the Executive Committee meetings.

These materials are now ready for you to send to the Steering Committee.

Pam.

Pam Stewart

B.A., LL.B., PMP, Stanford Certified PM, MCBA
(250) 380-7753 | Pam.Stewart@gov.bc.ca

Steering Committee members,

Thank you for your participation in the kick-off meeting of the Post-Secondary Sector Administrative Service Delivery Transformation project on June 28th. Attached to this email is last week's presentation, with updates intended to reflect edits and changes discussed in the meeting. We have done our best to capture and reflect all the feedback yet expect there may still be more to clarify. So we welcome any additional comments, questions or clarifications on the material. Please forward these comments to Andrew Medd (amedd@deloitte.ca) who will in turn triage the requests within the project team.

You will see a number of changes to the functional scope that will drive our initial data gathering and analysis. Everything that is identified with a Green or Yellow box will be included in the scope of our initial analysis. As we discussed, the approach to analyzing opportunities will be iterative. The data gathering and analysis will be continually re-focused based on discussions with the Steering Committee and functional experts from each institution.

NEXT STEPS:

Over the next few days, you will receive:

- * a PowerPoint presentation that you can use to brief your institution's team;
- * a draft Communication Strategy and Plan for your review and comment;
- * information about the schedule for Steering Committee meetings.

In the meantime it would be very helpful if you could provide Andrew Medd with the contact information for the functional experts you wish to be engaged in this work. Deloitte would appreciate contacts in the following functional areas:

- * Procurement
- * Facilities
- * IT
- * HR
- * Finance
- * Ancillary services

Deloitte will contact each of you directly to discuss whether Deloitte should contact them directly or through a single point of contact.

It would also be helpful if you could send Andrew any suggestions for people across the sector who should be contacted about best practices, innovative ideas or previous projects for cost savings or service improvements.

We look forward to working with you to explore opportunities that will benefit all institutions.

CO-CHAIRS OF THE STEERING COMMITTEE:

Joe Thompson

A/Assistant Deputy Minister

Student Services and Sector Resource Management Division Ministry of Advanced Education

Oliver Grüter-Andrew

Chief Information Officer

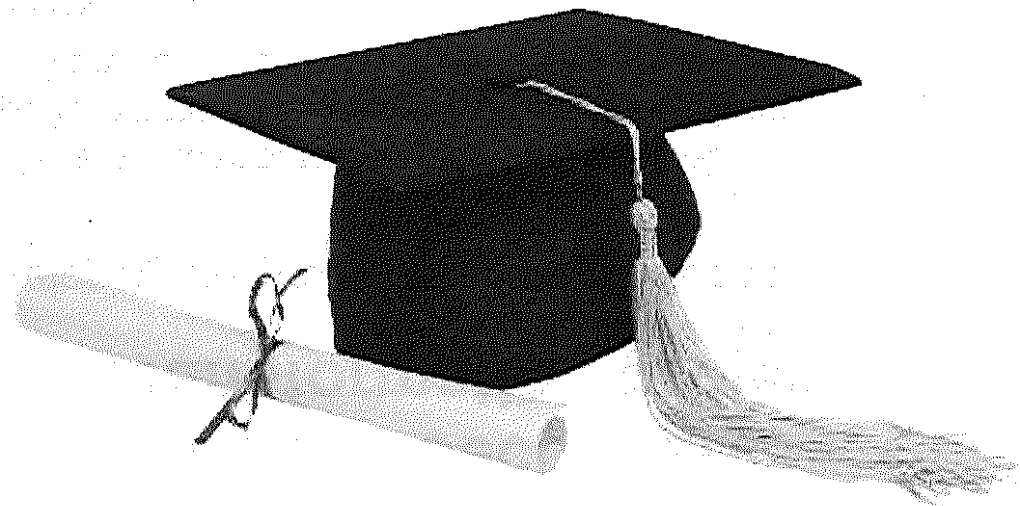
University of British Columbia

BC Post-Secondary Education

Administrative Service Delivery
Transformation Opportunity Assessment

Steering Committee
Project Overview

July 4, 2012



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The project team contains representation at all levels from the institutions, the Ministry and Deloitte

- The proposed project team structure is designed to bring together insight from the Ministry and institutions for each functional area while leveraging Deloitte Subject Matter Experts to provide guidance and quality assurance

Project Coordination (Responsible for project delivery, communications and overall quality assurance)		
Steering Committee Co-Chairs	Joe Thompson	A/ADM, Ministry of Advanced Education
	Oliver Gruter-Andrew	Chief Information Officer, UBC
Project Management	Pam Stewart	Project Director
Deloitte Team	Jodi Evans	Engagement Partner
	Andrew Medd	Engagement Lead
	Mike Rosenblood	Lead, Procurement and Facilities
	Joel Turner	Lead, IT, HR and Finance
	Amanda Wright	Lead, Ancillary Services and other areas
	Min Soo Kim	Project Analyst
Functional working teams	Representatives from post-secondary institutions	

As the project progresses, the Steering Committee will play a vital role in communication and guidance

- The role of the Steering Committee is to:
 - Provide guidance and strategic advice on areas of potential opportunity for service delivery transformation
 - Define and validate functional scope
 - Be an advocate for the project and the final results
 - Sponsor the project and act as a point of contact at the institution level for information gathering and interviews
 - Participate in approval, validation and prioritization of roadmap strategy
 - Identify functional experts in your respective institutions to support data collection and analysis
 - Validate assumptions in opportunity profiles
 - Be the escalation point for issue resolution and mediation

Post-secondary institutions will be engaged throughout this analysis

- Post-secondary institutions in BC differ in areas such as size, scope and geographic location
- The engagement approach is designed to reflect this diversity while ensuring that the representative sample encompasses a significant percentage of provincial operating grant budget and student body population

Engagement approach	Proposed in-scope institutions
• Work with a representative group of nine institutions to gather data and complete the opportunity analysis. These institutions will also serve as the project Steering Committee. • Engage other institutions in specific functional areas based on direction from the Steering Committee • All institutions will be canvassed for their Administrative Service Delivery Transformation ideas early in the project	• University of British Columbia • Simon Fraser University • University of Northern British Columbia • British Columbia Institute of Technology • College of the Rockies • Langara College • Okanagan College • Vancouver Community College • Vancouver Island University

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Key meetings will be held throughout the project to keep everyone informed about overall progress

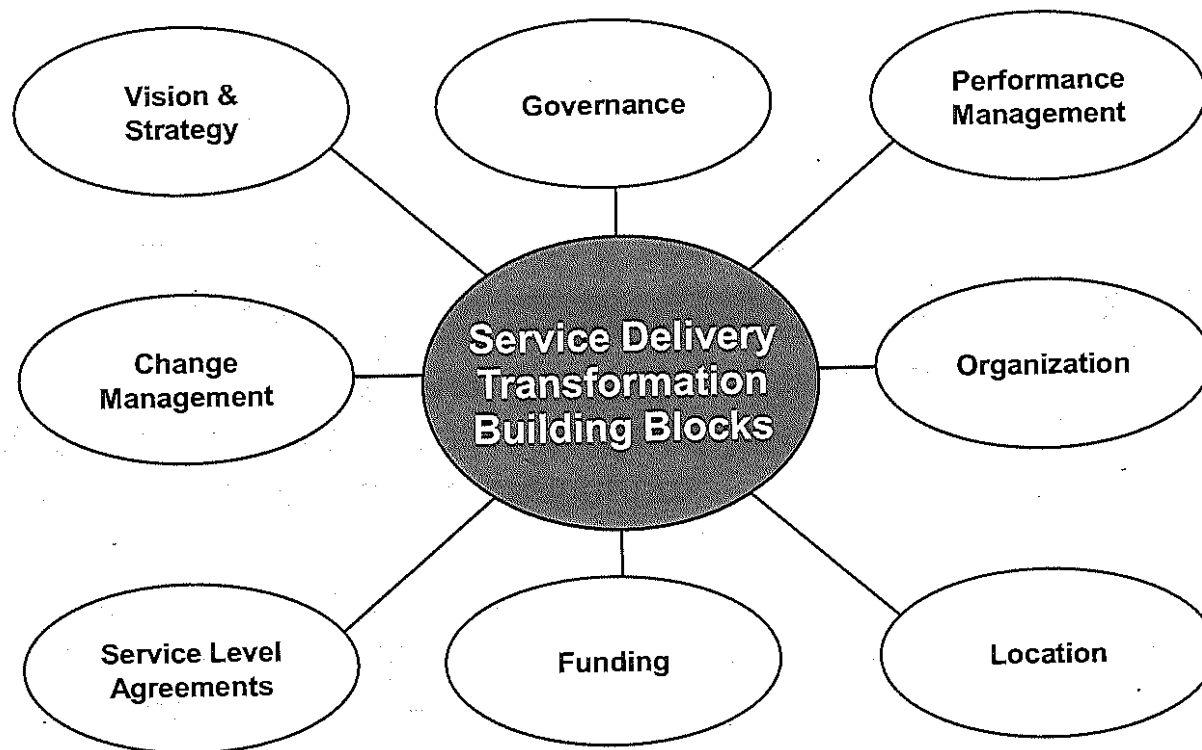
Date (tentative)	Key meetings
June 28, 2012	Steering Committee meeting
July 19, 2012	Executive Committee meeting
July TBD	All institution project update call
August 1, 2012	Steering Committee meeting
August 16, 2012	Executive Committee meeting
August 30, 2012	Steering Committee meeting
September 6, 2012	Executive Committee meeting
September TBD	All institution project results update

- Accompanying the key meetings above, there will be a regular status updates provided to the Executive Committee and Steering Committee

Administrative Service Delivery Transformation Overview

A set of key building blocks provide the various lenses required to undergo a service delivery transformation

- To ensure a successful implementation of a service delivery transformation initiative it is important to understand the foundational elements that need to be in place

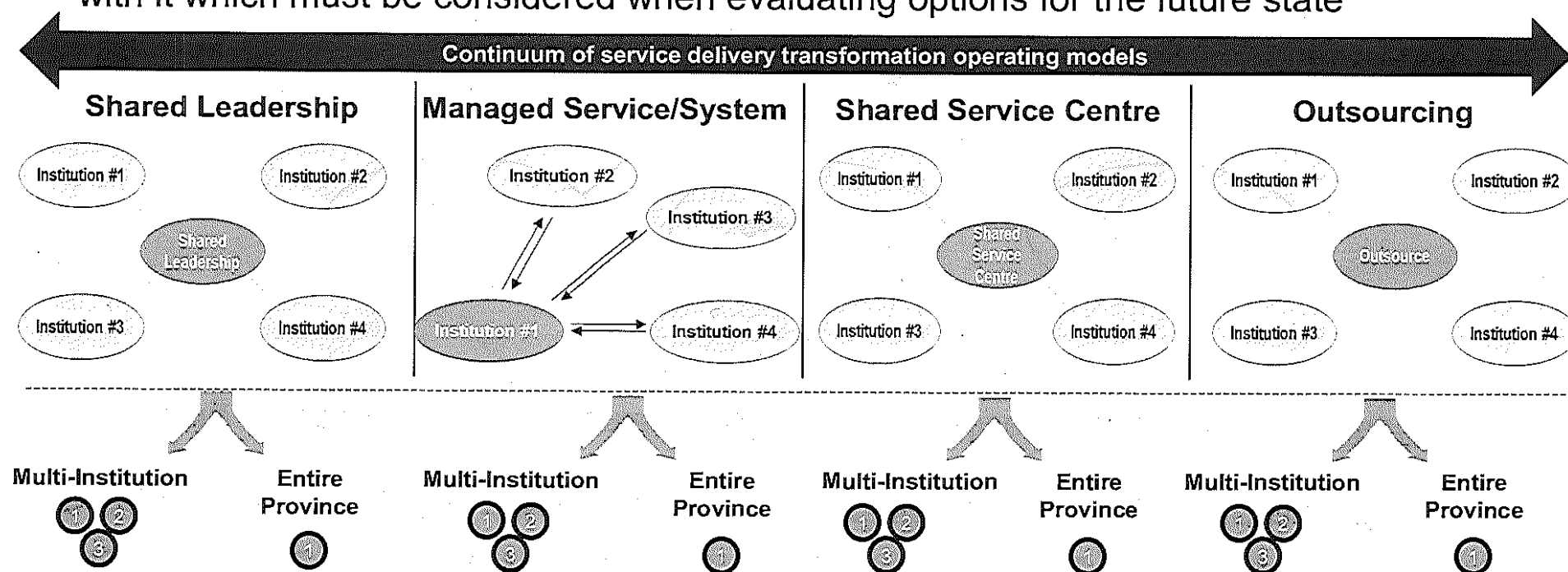


Service Delivery Transformation Key Success Factors

Standardize Common Systems Transition and Training Flexibility Avoid Paralysis

Four models are available to help the post-secondary sector achieve its administrative service delivery vision

- Administrative service delivery transformation at the institution level is a continuum of operating models ranging from institutional collaboration and shared leadership through to centralized, outsourced arrangements
- Participation in each operating model can be mandatory or optional; mandatory participation will yield greater cost savings
- Potential cost savings and complexity of implementation typically increase with as organizations move to the right of the continuum
- Each operating model has unique characteristics, benefits, and challenges associated with it which must be considered when evaluating options for the future state



Initial Administrative Service Delivery Transformation Scope

A set of criteria will be used to evaluate the opportunities throughout the project

- The following criteria will help prioritize service delivery transformation opportunities for analysis and implementation:

Proposed Criteria	Description	Prioritization impact
Cost Savings	The level of cost savings expected to be achieved by the opportunity	Higher savings levels will be given higher priority
Time to Benefit Realization	The time horizon for benefits from the opportunity to be realized	Shorter time horizon to realizing benefits will be given higher priority
Level/Timing of Investment	The level and timing of investments required to achieve desired benefits	Lower investment requirement or manageable investment time horizons will be given higher priority
Implementation Complexity	The complexity (i.e. technical) of the effort required to implement the opportunity	Lower implementation complexity will be given higher priority
Service Delivery Quality	The impact to service delivery quality must be greater than or equal to the current level of service	Higher priority will be given to opportunities that enhance service delivery quality

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Procurement

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 *Proposed functions for analysis*
 *Proposed functions out of scope for analysis*
 *Further discussion and validation required*

Sub-function	Sample preliminary opportunities	
Strategic Sourcing		• Consolidate spends across various consortia, buying groups and institutions • Create centralized shared service centre(s) for procurement function • Renegotiate key commodity contracts with increased participation from sector and/or expanded to include adjacent sectors
Contract Management		• Support with contract development, including the RFP process and negotiation with vendors • Management of vendors to ensure compliance with terms and conditions of contracts on an ongoing basis
Materials and Supply Management		
Shipping & Logistics		• Propose out of scope
P-Cards		• Increase overall use of P-cards (physical and ghost) to reduce procurement costs and to increase discounts and rebates • Explore leveraging provincial government P-Card

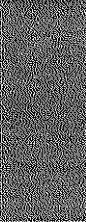
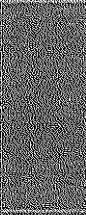
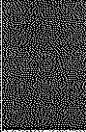
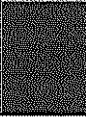
Capital Project Delivery

Sub-function	Sample preliminary opportunities
Capital Planning and Management	• Deploy more cost effective alternative funding and development models for future capital project development • Capital planning and delivery Centre of Excellence

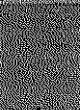
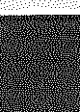
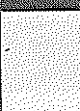
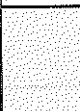
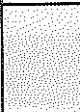
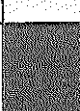
Facilities

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 *Proposed functions for analysis*
 *Proposed functions out of scope for analysis*
 *Further discussion and validation required*

Sub-function		Sample preliminary opportunities
Facilities Management		- Consolidate the operations and maintenance spend and procure service through a third party facilities management provider - Create a shared work order system
Facilities Maintenance		- Deliver facilities maintenance through an alternative delivery model (e.g. municipality) - Explore alternative service delivery for facility condition inspection services to achieve consistency and comparability across institutions
Custodial		Deliver custodial services through an alternative delivery model
Grounds Maintenance		Deliver grounds maintenance through an alternative delivery model
Energy Management		Propose out of scope
Community Use Permits		Propose out of scope

-  *Proposed functions for analysis*
-  *Proposed functions out of scope for analysis*
-  *Further discussion and validation required*

Sub-function		Sample preliminary opportunities
Workstations / Helpdesk		Deliver workstation services, including replacement, support, imaging and application management through an alternative delivery model
Network		Explore managed service contracts for Local Area Network (LAN) and Wireless Local Area Network (WLAN)
Application Management		Centralize management of email and other corporate applications across the post-secondary institutions; explore cloud offerings
Project / Portfolio Management		Propose out of scope
Application and Data Hosting		Pursue centralized data centre and cloud options to reduce cost and burden of managing servers at institutions sites
Enterprise Data Management		Implement centralized data management technologies to minimize redundancy and increase accuracy, availability and timeliness of data
Records / Content Management		Leverage centrally provided records and content management technologies
Mobility and telecomm		Leverage Telus voice contract to consolidate spend and lower land line and mobile phone bills
Printers and MFDs		Leverage Managed Print Services to reduce operational and capital printing costs

Sub-function		Sample preliminary opportunities
Payroll	■	- Explore the implementation of HR Shared Services (technology, processes) - Prioritize high volume transactional HR Services (i.e. Payroll, Personnel Data Management) - Explore opportunity to more effectively management recruiting agency relationships - Explore opportunities to jointly procure benefit plans
Personnel Data Management	■	
Recruitment	■	
Staff complement Management	■	
Time Management	■	
Benefits Admin.	■	
Benefit plans	■	
Pension plans	■	
Pension Admin.	■	- Centrally process, file and appeal (where necessary) WorkSafe claims - Manage return to work programs - Develop a centralized Occupational Health & Safety centre to provide support, training and guidance to post-secondary institutions - Propose out of scope - Implement a best practice Attendance Support program
Disability / Claims / Case Management	■	
Occupational Health & Safety	■	
Learning & Development	■	
Attendance Support	■	

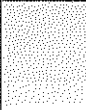
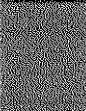
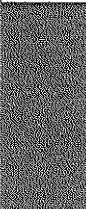
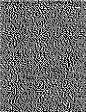
Finance

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-  *Proposed functions for analysis*
-  *Proposed functions out of scope for analysis*
-  *Further discussion and validation required*

Sub-function		Sample preliminary opportunities
Accounts Payable		• Explore the implementation of Finance Shared Services (technology, processes) • Prioritize high volume transactional Finance processes (i.e. AP, AR)
Accounts Receivable		
Travel & Expenses		
General Ledger		
Fixed Asset Accounting		
Project Accounting		
Budget Management		• Explore the implementation of Budget and Financial Reporting Shared Systems
Financial Reporting		
Risk Management		• Risk management centre of expertise
Treasury Management		• Reduce fees and improve deposit and borrowing terms by consolidating banking relationships • Create a Treasury Management Centre of Expertise to manage investments, cash flow for institutions
Internal Audit		• Centralize and standardize procurement of internal audit provider

Front office functions

Sub-function		Sample preliminary opportunities
Admit and enroll students		• Explore the implementation of shared services and/or shared systems • Explore opportunity to collaborate on procuring licensing for key collections, titles and library learning resources • Explore opportunities related to digital libraries
Maintain Transcript Data		
Libraries		
Provide ancillary services		• Explore consolidation of ancillary service contracts (parking, security, food services) • Explore opportunity to collaborative in delivery of bookstore supply chain services
Plan Course offerings		• Propose out of scope
Evaluate Course Offerings		

Draft Agenda

Date and Time: Monday, July 2, 2012, 9:00 – 10:30

Invited: Joe Thompson, Pam Stewart, Andrew Medd, Jordan Perrey

Purpose: **Next steps for Service Delivery Transformation Project**

- 1) Agreement on agenda
- 2) Outcomes of Steering Committee meeting, and how to finish functional scope
- 3) Plan for Steering Committee meetings and working with Deloitte
- 4) Plan for Executive Committee meetings
- 5) Communication Strategy and Plan
- 6) Presentation materials for Steering Committee to use in briefing their teams
- 7) Status reporting
- 8) Other next steps
- 9) Minutes of June 28th Steering Committee meeting

Brandt, Keely AEIT:EX

From: Comolli, Catherine M AVED:EX on behalf of Thompson, Joseph AVED:EX
Sent: Monday, June 25, 2012 5:06 PM
To: 'braye@unbc.ca'; 'rleby@okanagan.bc.ca'; 'pierre.ouillet@ubc.ca'; 'teslak@cotr.bc.ca'; 'pat_hibbitts@sfu.ca'; 'roy.daykin@langara.bc.ca'; 'dougcallbeck@vcc.ca'; Stewart, Pam JTI:EX; 'Medd, Andrew (CA - British Columbia)'; 'jodievs@deloitte.ca'; 'lomelinn@bcit.ca'; 'Ouillet, Pierre'; 'Lorcan O'Melinn'; 'oliver09@mail.ubc.ca'; 'pat.eagar@viu.ca'; 'Vince Laxton'; Perrey, Jordan AVED:EX; 'Gruter-Andrew, Oliver'; Rasnick, Deborah AVED:EX
Cc: 'Cerna, Carolina'; McMahan, Alana AVED:EX
Subject: Meeting Materials for June 28 Administrative Service Delivery Transformation Steering Committee Meeting
Attachments: Post Administrative Secondary Service Delivery Transformation - Steering Committee Kick-off Pre-read.pptx; Administrative Service Delivery Transformation TOR - June 25.docx

Good afternoon,

Attached is a short pre-read for the inaugural **Administrative Service Delivery Transformation Steering Committee** meeting scheduled for Thursday June 28, 2012, from 12:00 p.m. to 3:00 p.m. at Deloitte offices, Four Bentall Building, 2800 - 1055 Dunsmuir Street, Vancouver. Lunch will be provided.

Included within the document are:

- Meeting Agenda
- High-level overview of the approach and plan for the project, including the proposed timing for future Steering Committee meetings
- Proposed functional scope for the project for us to discuss

Also attached for your review is the draft Terms of Reference.

I would appreciate it if you would please take a few minutes to review these materials prior to the meeting. Your views on the scope and focus on analysis for this project, and opportunities for administrative service delivery transformation, will be critical to our success.

Please Note: This material is presented as draft for discussion. The specific scope, dates/milestones and focus of analysis will be discussed and agreed to by the Steering Committee.

I look forward to meeting with you on Thursday.

Joe Thompson

Acting Assistant Deputy Minister
Student Services and Sector Resource Management Division
Ministry of Advanced Education

Tel: (250) 356-2496

Fax: (250) 356-5468

Brandt, Keely AED:EX

From: Comolli, Catherine M AED:EX on behalf of Thompson, Joseph AED:EX
Sent: Wednesday, July 11, 2012 5:00 PM
To: 'braye@unbc.ca'; 'rleby@okanagan.bc.ca'; 'teslak@cotr.bc.ca'; 'pat_hibbitts@sfu.ca';
'roy.daykin@langara.bc.ca'; 'dougcallbeck@vcc.ca'; 'lomelinn@bcit.ca';
Cc: 'pat.eagar@viu.ca'; Perrey, Jordan AED:EX; Rasnick, Deborah AED:EX
'Gruter-Andrew, Oliver (oliver.gruter-andrew@ubc.ca)'; Stewart, Pam JTI:EX; 'Medd,
Andrew (CA - British Columbia)'
Subject: Post-Secondary Sector Administrative Service Delivery Transformation Project
Attachments: Institutions Briefing - Post Secondary Admin Service Delivery Transformation.pptx

Steering Committee Members:

As discussed at the inaugural meeting of the Post-Secondary Sector Administrative Service Delivery Transformation Steering Committee on June 28, 2012, attached is the PowerPoint presentation you may use to brief your institution teams about the project. A draft Communications Plan will be forwarded for your review by end of day tomorrow.

Thank you,

Joe Thompson
Steering Committee Co-Chair

Oliver Grüter-Andrew
Steering Committee Co-Chair

McMahen, Alana AEIT:EX

From: Comolli, Catherine M AVED:EX
Sent: Saturday, July 14, 2012 7:38 AM
To: Molineux, Adam AVED:EX; Azaransky, Debbie L AVED:EX; Loughran, Tony D AVED:EX; Portal, Vincent AVED:EX; Larson, Janice AVED:EX; Hull, Deborah AVED:EX; Brown, Susan B AVED:EX; Stewart, Jacqui AVED:EX; Perrey, Jordan AVED:EX; Rasnick, Deborah AVED:EX; Sedun, Jeanne AVED:EX; Philips, Kathy AVED:EX
Cc: Black, Marc GCPE:EX; Thompson, Joseph AVED:EX; Minty, Dawn M AVED:EX; Rongve, Ian AVED:EX; Carnegie, Lynn AVED:EX; Schnell, Jolene AVED:EX; Culleton, Anita Y AVED:EX; Parker, Sue AVED:EX; Stevenot, Wendy AVED:EX; Dey, Krysta AVED:EX; Laberge, Shelly A AVED:EX; Brandt, Keely AVED:EX; Anderson, Marika L AVED:EX; Nichols, Beth AVED:EX; Thors, Leona AVED:EX; Liscum, Rosemarie AVED:EX; McMahon, Alana AVED:EX
Subject: Post-Secondary Sector Administrative Service Delivery Transformation Initiative
Attachments: Executive Briefing - Post Secondary Admin Service Delivery Transformation.pptx

All AVED Executive Directors:

Per Joe Thompson's request, attached for your information is a copy of Don Wright's presentation to the President's Leadership Council on July 11, 2012. This document will provide you an overview of the Post-Secondary Sector Administrative Service Delivery Transformation initiative.

Two updates since the presentation was made: The July 19 Executive Committee meeting is now confirmed for July 26, and the project update call with all institutions is now confirmed for July 19.

Regards,

Catherine

Catherine Comolli

Executive Administrative Assistant
Student Services and Sector Resource Management Division
Ministry of Advanced Education
3rd Floor, 835 Humboldt Street
Victoria BC V8W 9N3

Tel: (250) 356-2496

Fax: (250) 356-5468

Post-Secondary Sector Administrative Service Delivery Transformation

Executive Briefing

July 11, 2012



Background

- Challenging fiscal environment for public institutions in all sectors in BC
- Post-secondary institutions have already achieved cost savings, efficiencies and best practices in non-academic administrative services
- Some institutions' best practices, technology investments and supplier arrangements could potentially be shared across the sector
- Government's Budget 2012 includes targeted savings in post-secondary non-academic administrative services. The saving targets are \$20M in 2013/14 and a further \$30M in 2014/15.

The Service Delivery Transformation Project

Project purpose:

- Collaboration by the Ministry and all institutions to study, review and recommend shared procurement and back office administrative services for implementation across the public post-secondary sector

Objectives:

- Achieve best value and fiscal plan targets including
 - Reduced costs
 - Improved quality
 - Improved risk management
 - Enhanced services
- Use best practices and build on existing processes and infrastructure
- Engage all 25 public post-secondary institutions

Guiding Principles

- The Ministry and post-secondary institutions will work in partnership to explore opportunities
- The Ministry will provide broad policy direction while respecting institution governance
- Recommendations will be guided by quantitative and qualitative benefits and costs
- Successful delivery models already established in BC post-secondary institutions will be explored where possible
- Best practices from other jurisdictions will be identified and leveraged
- All service delivery models will be considered

The First Phase

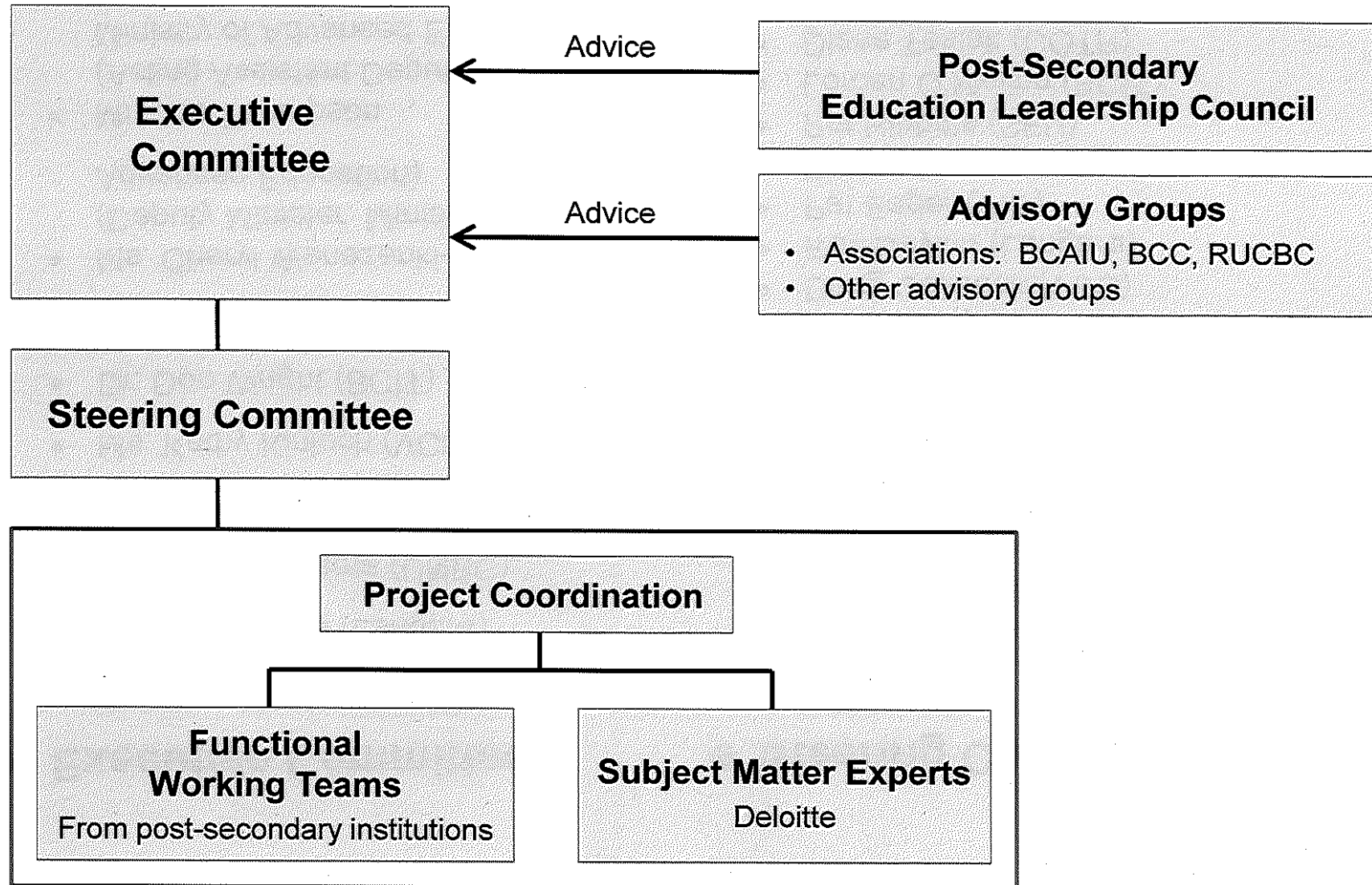
- Opportunity Assessment Phase: June 25 to September 30, 2012
- Key deliverables:

Deliverable	Description
Current state assessment	Summary of information gathered from the Ministry and the post-secondary institutions about the current operating model for administrative functional areas.
Opportunity profiles	An overview (“profile”) of each specific opportunity identified including description, current delivery model, current issues, leading practices, benefits (financial and non-financial), costs and implementation considerations (i.e. governance, funding, timing). Number of profiles is dependent on analysis.
High-level cost / benefit analysis	An overall assessment of the financial and non-financial impacts of the complete portfolio of high-priority opportunities, extrapolated sector-wide where appropriate.
Service Delivery Transformation roadmap	A calendar view of the opportunities to show which opportunities should be explored in the short-term and which should be considered as longer-term initiatives. The roadmap will also outline governance and implementation considerations that will need to be addressed to successfully move forward in future phases.

Page 484 redacted for the following reason:

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Project Governance



Project Governance

● Executive Committee

- Dr. Mark Evered (UFV)
- Dr. David Ross (Langara)
- Dr. George Iwama (UNBC)
- Mr. Jim Hamilton (Okanagan)
- Ms. Kathy Kinloch (VCC)
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- Ms. Cheryl Wenezenki-Yolland
(Deputy Minister, Ministry of
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- Mr. Joe Thompson
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● Steering Committee

Co-Chairs

- Joe Thompson
(Acting Assistant Deputy Minister,
Ministry of Advanced Education)
- Oliver Grüter-Andrew
(Chief Information Officer, UBC)

Members

- Eileen Bray (UNBC)
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- Pat Hibbitts (SFU)
- Lorcan O'Melinn (BCIT)
- Diane Teslak (COTR)
- Deborah Rasnick (CFO, Ministry)
- Jordan Perrey (A/CIO, Ministry)

Project Coordination

- Responsible for project delivery, communications and overall quality assurance

Project Coordination		
Steering Committee Co-Chairs	Joe Thompson	A/ADM, Ministry of Advanced Education
	Oliver Grüter-Andrew	Chief Information Officer, UBC
Project Management	Pam Stewart	Project Director (Pam.Stewart@gov.bc.ca)
Deloitte Team	Jodi Evans	Engagement Partner
	Andrew Medd	Engagement Lead (amedd@deloitte.ca)
	Mike Rosenblood	Lead, Procurement and Facilities
	Joel Turner	Lead, IT, HR and Finance
	Amanda Wright	Lead, Ancillary Services and other areas
	Min Soo Kim	Project Analyst
Functional Working Teams	Representatives from post-secondary institutions	

Pages 488 through 489 redacted for the following reasons:

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Tentative Schedule of Key Meetings

June 28, 2012	Steering Committee kick-off meeting
July 10, 2012	Meeting with Deloitte and CIOs to discuss opportunities
July 19, 2012	Executive Committee meeting
July TBD	Project update call with all 25 institutions
August 1, 2012	Steering Committee meeting
August 16, 2012	Executive Committee meeting
August 30, 2012	Steering Committee meeting
September 6, 2012	Executive Committee meeting
September TBD	Project results call with all 25 institutions

Post-Secondary Sector Administrative Service Delivery Transformation

Project Briefing

July 6, 2012



Background

- Challenging fiscal environment for public institutions in all sectors in BC
- Post-secondary institutions have already achieved cost savings, efficiencies and best practices in non-academic administrative services
- Some institutions' best practices, technology investments and supplier arrangements could potentially be shared across the sector
- Government's Budget 2012 includes targeted savings in post-secondary non-academic administrative services. The saving targets are \$20M in 2013/14 and a further \$30M in 2014/15

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The First Phase

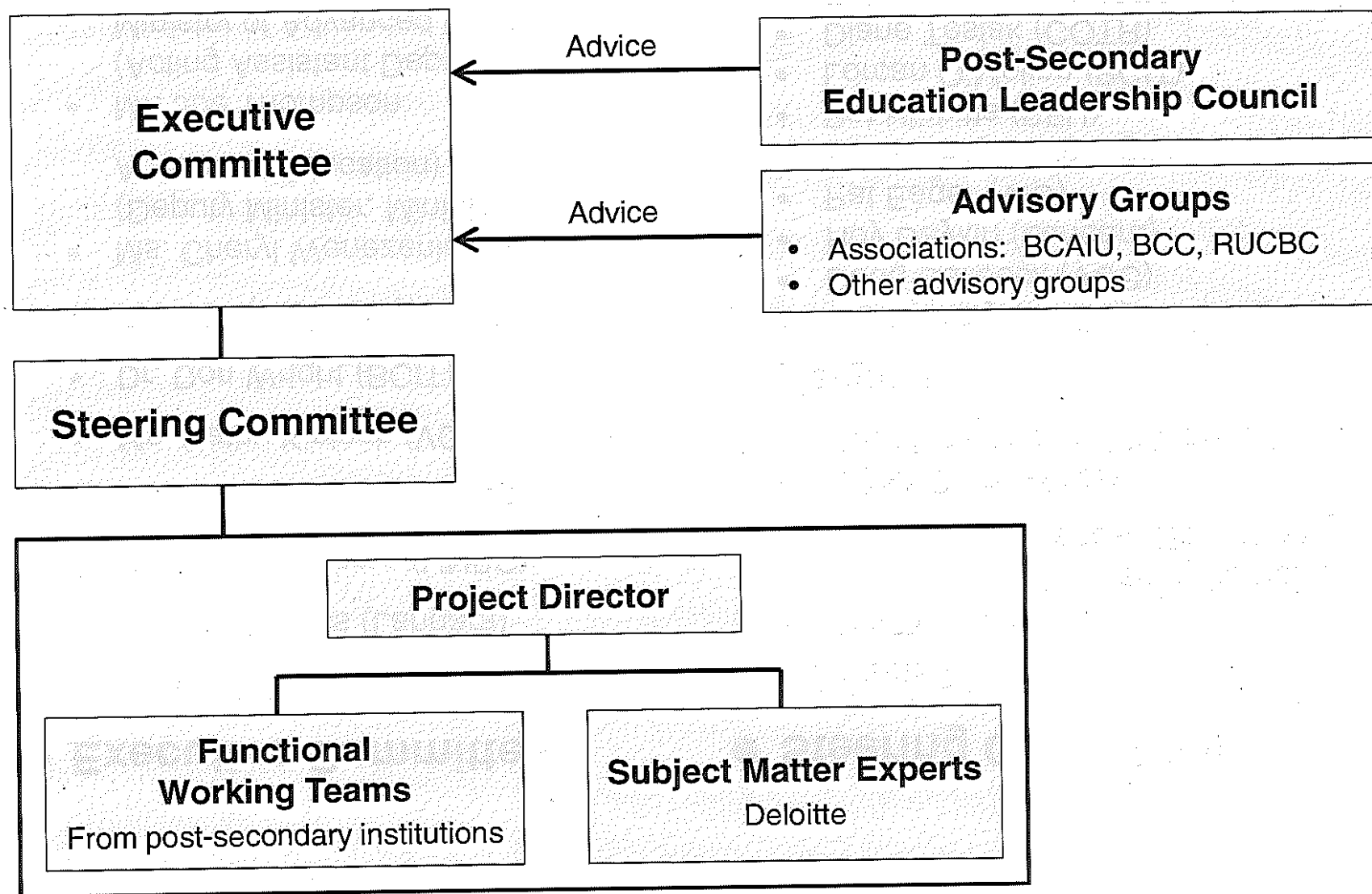
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- Key deliverables:

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High-level cost / benefit analysis	An overall assessment of the financial and non-financial impacts of the complete portfolio of high-priority opportunities, extrapolated sector-wide where appropriate.
Service Delivery Transformation roadmap	A calendar view of the opportunities to show which opportunities should be explored in the short-term and which should be considered as longer-term initiatives. The roadmap will also outline governance and implementation considerations that will need to be addressed to successfully move forward in future phases.

Page 496 redacted for the following reason:

s.17, s.21

Project Governance



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● Executive Committee

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- Prof. Stephen Toope (UBC)
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Project Coordination

- Responsible for project delivery, communications and overall quality assurance

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Steering Committee Co-Chairs	Joe Thompson	A/ADM, Ministry of Advanced Education
	Oliver Grüter-Andrew	Chief Information Officer, UBC
Project Management	Pam Stewart	Project Director (Pam.Stewart@gov.bc.ca)
Deloitte Team	Jodi Evans	Engagement Partner
	Andrew Medd	Engagement Lead (amedd@deloitte.ca)
	Mike Rosenblood	Lead, Procurement and Facilities
	Joel Turner	Lead, IT, HR and Finance
	Amanda Wright	Lead, Ancillary Services and other areas
	Min Soo Kim	Project Analyst
Functional Working Teams	Representatives from post-secondary institutions	

Pages 500 through 501 redacted for the following reasons:

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Next Steps for Institutions

- Representative institutions: Assign contacts in the following functional areas:
 - Procurement
 - Facilities
 - IT
 - Human Resources
 - Finance
 - Ancillary services
- Work with Deloitte to identify opportunities and provide ideas
- Representative institutions: Complete data gathering templates
- Provide Deloitte with any suggestions for people across the sector who should be contacted about best practices, innovative ideas, or previous projects for cost savings or service improvements

Thank You!

- Your efforts to overcome resourcing and scheduling challenges over the summer are much appreciated.
- Thank you for your participation!

Thompson, Joseph AVED:EX

From: Comolli, Catherine M AVED:EX on behalf of Thompson, Joseph AVED:EX
Sent: Wednesday, July 11, 2012 5:00 PM
To: 'braye@unbc.ca'; 'rleby@okanagan.bc.ca'; 'teslak@cotr.bc.ca'; 'pat_hibbitts@sfu.ca';
'roy.daykin@langara.bc.ca'; 'dougcallbeck@vcc.ca'; 'lomelinn@bcit.ca';
'pat.eagar@viu.ca'; Perrey, Jordan AVED:EX; Rasnick, Deborah AVED:EX
Cc: 'Gruter-Andrew, Oliver (oliver.gruter-andrew@ubc.ca)'; Stewart, Pam JTI:EX; 'Medd, Andrew (CA - British Columbia)'
Subject: Post-Secondary Sector Administrative Service Delivery Transformation Project
Attachments: Institutions Briefing - Post Secondary Admin Service Delivery Transformation.pptx

Steering Committee Members:

As discussed at the inaugural meeting of the Post-Secondary Sector Administrative Service Delivery Transformation Steering Committee on June 28, 2012, attached is the PowerPoint presentation you may use to brief your institution teams about the project. A draft Communications Plan will be forwarded for your review by end of day tomorrow.

Thank you,

<i>Joe Thompson</i>	<i>Oliver Grüter-Andrew</i>
Steering Committee Co-Chair	Steering Committee Co-Chair

Post-Secondary Sector Administrative Service Delivery Transformation

Project Briefing

July 6, 2012



The Service Delivery Transformation Project

Project purpose:

- Collaboration by the Ministry and all institutions to study, review and recommend shared procurement and back office administrative services for implementation across the public post-secondary sector

Objectives:

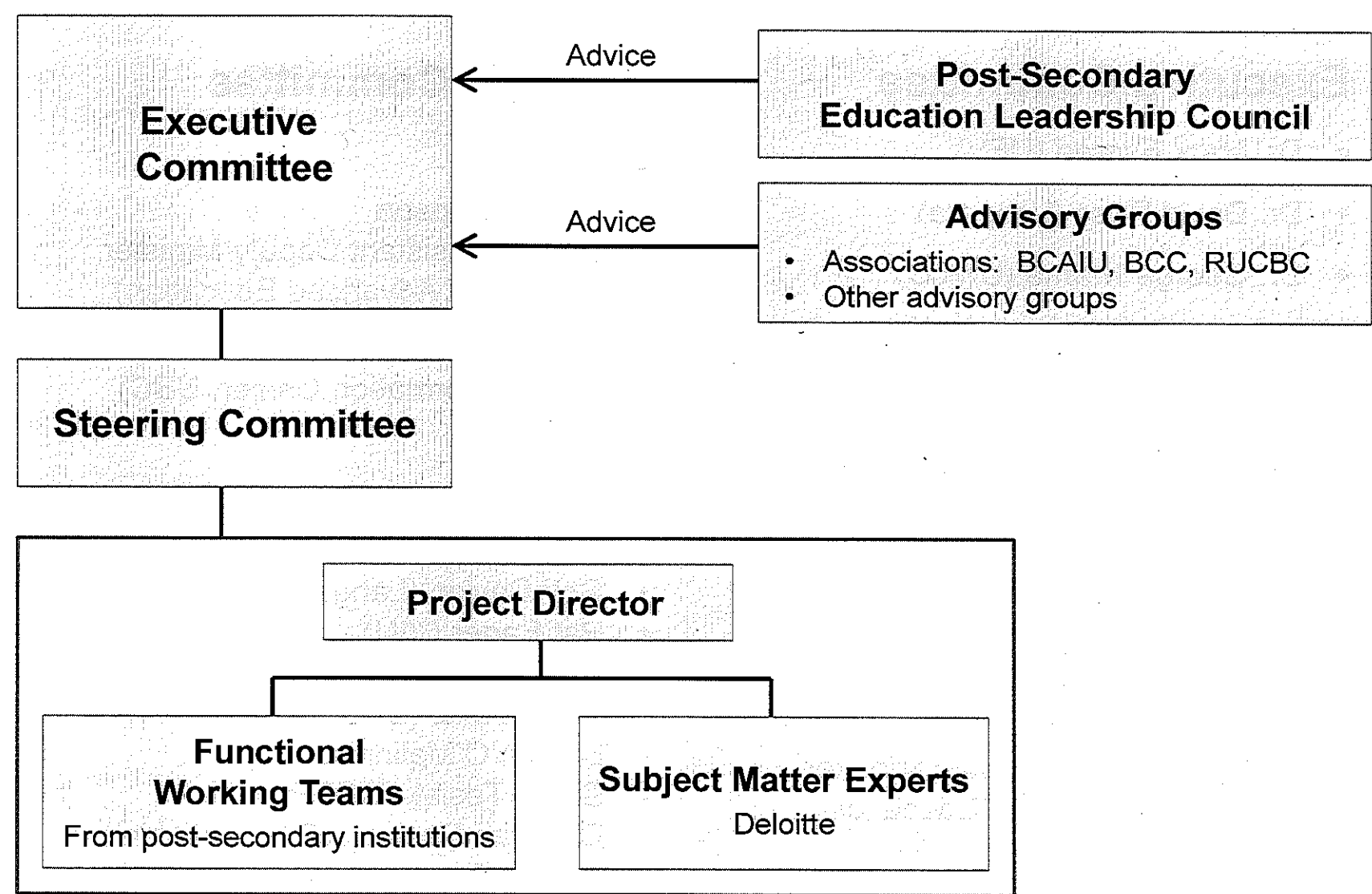
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The First Phase

- Opportunity Assessment Phase: June 25 to September 30, 2012
- Key deliverables:

Deliverable	Description
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Project Governance



Page 509 redacted for the following reason:

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Thank You!

- Your efforts to overcome resourcing and scheduling challenges over the summer are much appreciated.
- Thank you for your participation!

Thompson, Joseph AVED:EX

From: Stewart, Pam JTI:EX
Sent: Wednesday, July 18, 2012 3:30 AM
To: Thompson, Joseph AVED:EX
Subject: Follow-up to yesterday's planning meeting
Attachments: 2012-07-17 Planning - Meeting Notes.doc; Covering email note for Communication Plan.docx; Project Overview - Admin Service Delivery Transformation.doc; Project Overview - Admin Service Delivery Transformation.pdf

Hi Joe,

Attached are:

- Meeting Notes from our planning meeting yesterday including Action items in red;
- Draft covering e-mail note for the mailout to the Executive Committee;
- Word and PDF versions of the "Project Overview" document. The PDF is for the mailout to the Executive Committee, and for distribution to all VPs of Finance, cc: Presidents of the institutions.

You said in your note to Andrew that you're going to make a minor change to his Project Briefing slides. You should also check to see if you need to make the same change to the attached Project Overview document.

Pam,

Pam Stewart

B.A., LL.B., PMP, Stanford Certified PM, MCBA
(250) 380-7753 | Pam.Stewart@gov.bc.ca

Post-Secondary Sector Administrative Service Delivery Transformation

Project Briefing

July 19, 2012



Background

- Challenging fiscal environment for ~~public institutions in all sectors in BC~~ *all public sector organizations in BC including public post secondary institutions*
- Post-secondary institutions have already achieved cost savings, efficiencies and best practices in non-academic administrative services
- Some institutions' best practices, technology investments and supplier arrangements could potentially be shared across the sector
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The First Phase

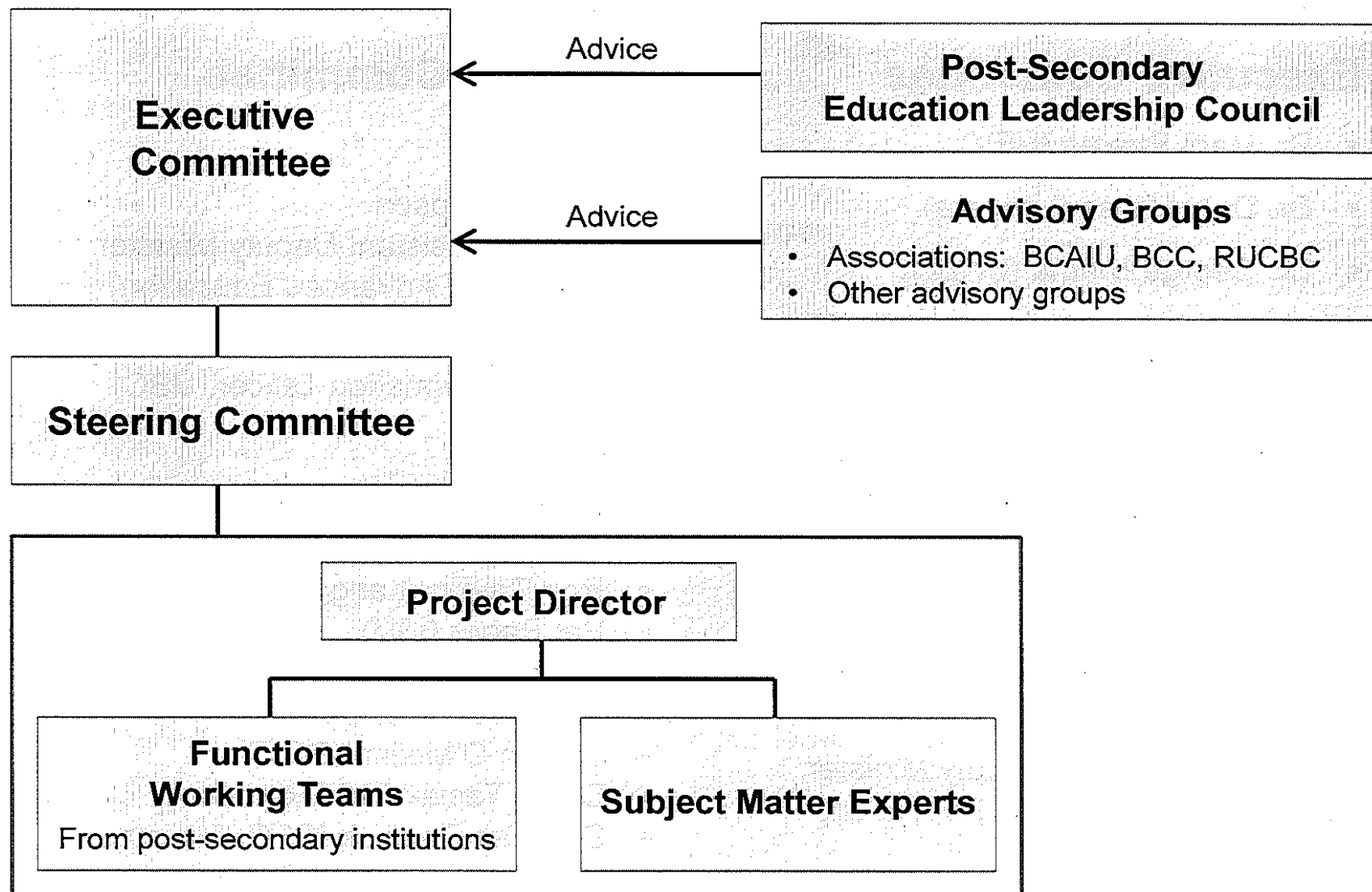
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Page 517 redacted for the following reason:

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Project Governance



Project Governance

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- Deborah Rasnick (CFO, Ministry)
- Jordan Perrey (A/CIO, Ministry)

Pages 520 through 521 redacted for the following reasons:

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Next Steps

- Representative institutions to participate in data gathering process
- Conduct interviews with functional experts from across the sector (representative institutions and others as appropriate)
- Distribute survey to all institutions to gather ideas and best practices
- Provide Ministry with any suggestions for people across the sector who should be contacted about best practices, innovative ideas, or previous projects for cost savings or service improvements

Thank You!

- Your efforts to overcome resourcing and scheduling challenges over the summer are much appreciated.
- Thank you for your participation!

Post-Secondary Sector Administrative Service Delivery Transformation

Project Briefing

July 19, 2012



Background

- Challenging fiscal environment for all public sector organizations in B.C. including all public post secondary institutions
- Post-secondary institutions have already achieved cost savings, efficiencies and best practices in non-academic administrative services
- Some institutions' best practices, technology investments and supplier arrangements could potentially be shared across the sector
- Government's Budget 2012 includes targeted savings in post-secondary non-academic administrative services. The saving targets are \$20M in 2013/14 and a further \$30M in 2014/15

The Service Delivery Transformation Project

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- Engage all 25 public post-secondary institutions

Post-Secondary Sector Administrative Service Delivery Transformation 2

Guiding Principles

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Post-Secondary Sector Administrative Service Delivery Transformation 3

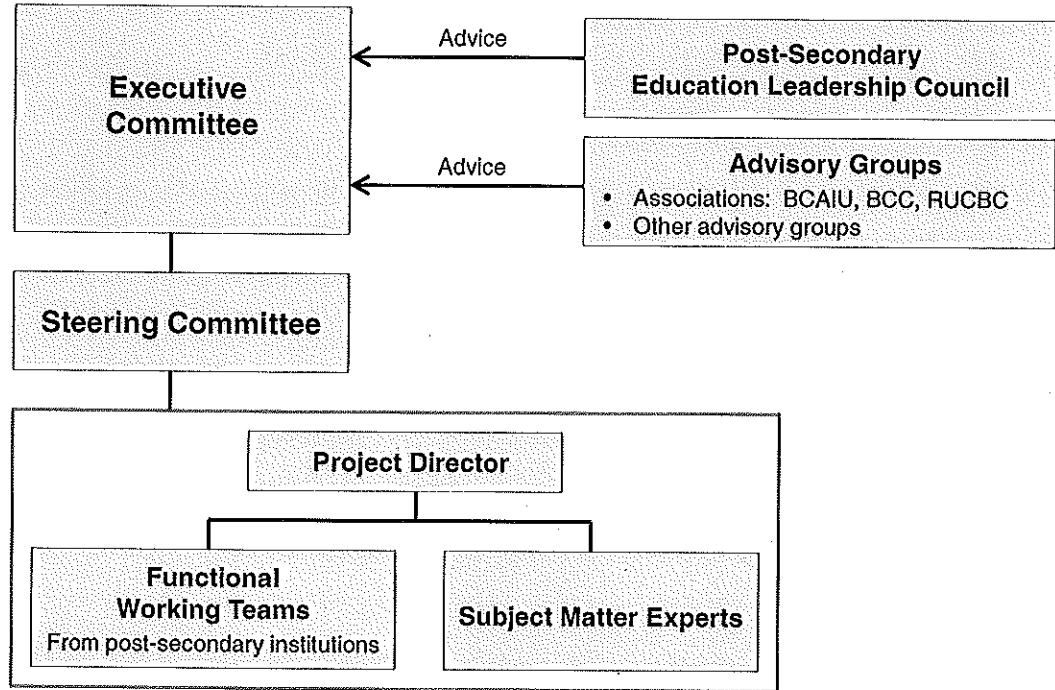
The First Phase

- Opportunity Assessment Phase: June 25 to September 30, 2012
- Key deliverables:

Deliverable	Description
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Post-Secondary Sector Administrative Service Delivery Transformation 4

Project Governance



Project Governance

● Executive Committee

- Dr. Mark Evered (UFV)
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Next Steps

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- Provide Ministry with any suggestions for people across the sector who should be contacted about best practices, innovative ideas, or previous projects for cost savings or service improvements

Thank You!

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- Thank you for your participation!

Post-Secondary Sector Administrative Service Delivery Transformation

Project Briefing

August 20, 2012



Background

- Challenging fiscal environment for public institutions in all sectors in BC
- Post-secondary institutions have already achieved cost savings, efficiencies and best practices in non-academic administrative services
- Some institutions' best practices, technology investments and supplier arrangements could potentially be shared across the sector
- Government's Budget 2012 includes targeted savings in post-secondary non-academic administrative services. The fiscal targets are \$20M in 2013/14 and a further \$30M in 2014/15.

Administrative Service Delivery Transformation Project

Project purpose:

- Collaboration by the Ministry and all institutions to implement shared procurement and back office administrative services across the public post-secondary sector
- The areas of project focus will not impact the delivery of academic services

The current phase:

- Opportunity Assessment Phase from June 25 to September 30, 2012
- To study, review and recommend specific non-academic administrative service delivery opportunities
- To develop a “roadmap” with options for moving forward with the service delivery transformation in future phases

Objectives

- Achieve best value and fiscal plan targets including
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 - Enhanced services
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The First Phase

- Opportunity Assessment Phase: June 25 to September 30, 2012
- Key deliverables to be included in the consultants' final report:

Deliverable	Description
Current state assessment	Summary of information gathered from the Ministry and the post-secondary institutions about the current operating model for administrative functional areas.
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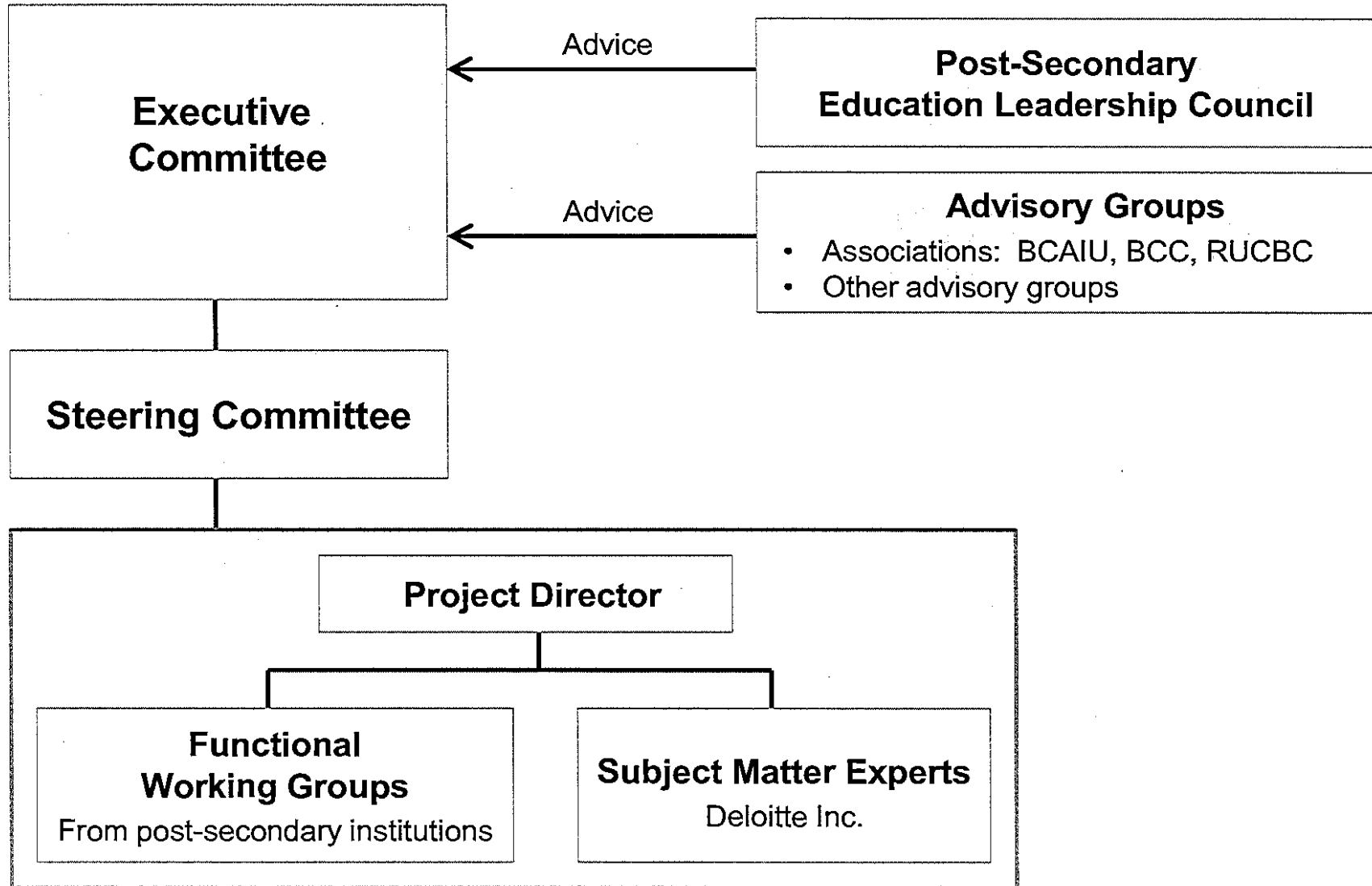
Functional areas for discussion and analysis

- 7 functional areas in non-academic services are within the project scope
 - Ancillary Services
 - Facilities Management
 - Finance
 - Human Resources
 - IT
 - Libraries
 - Procurement
- 7 functional working groups with subject matter experts from
 - the 9 institutions on the Steering Committee
 - representatives from some other institutions for a few working groups

Page 537 redacted for the following reason:

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Project Governance



Project Governance

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Project Coordination

- Responsible for project delivery, communications and overall quality assurance

Project Coordination	
Steering Committee Co-Chairs	Joe Thompson A/ADM, Ministry of Advanced Education
	Oliver Grüter-Andrew Chief Information Officer, UBC
Project Management	Pam Stewart, Project Director reporting to the Steering Committee Co-Chairs
Consulting Firm	Jodi Evans, Deloitte Engagement Partner
	Andrew Medd, Deloitte Engagement Lead
Steering Committee	Local coordination within the 9 institutions represented on the Steering Committee
VPs of Finance	Local coordination within the other institutions <u>not</u> represented on the Steering Committee

Page 541 redacted for the following reason:

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Schedule of Key Meetings

June 28, 2012	Steering Committee kick-off meeting
July 10, 2012	Meeting for CIOs/IT Directors of all institutions to discuss opportunities
July 11, 2012	Presentation about the project by Dr. Don Wright, President, BCIT, at the Post Secondary Leadership Council meeting
July 19, 2012	Project update meeting for VPs of Finance of all 25 institutions
July 26, 2012	Executive Committee meeting
August 9, 2012	Steering Committee meeting
August 16, 2012	Executive Committee written update (no meeting in August)
August 30, 2012	Steering Committee meeting
September TBD	Final discussions with Steering Committee, Executive Committee, and VPs of Finance of all 25 institutions. These meetings are currently being scheduled.

Brandt, Keely AEIT:EX

From: Thompson, Joseph AVED:EX
Sent: Monday, June 25, 2012 1:34 PM
To: Comolli, Catherine M AVED:EX
Subject: FW: Service Delivery Transformation - Steering Committee Meeting Pre-Read
Attachments: Post Administrative Secondary Service Delivery Transformation - Steering Committee Kick-off Pre-read.pptx

Joe

"Providing Excellence in Service to Help our Clients Succeed"

From: Medd, Andrew (CA - British Columbia) [mailto:amedd@deloitte.ca]
Sent: Saturday, June 23, 2012 3:06 PM
To: Thompson, Joseph AVED:EX; Stewart, Pam JTI:EX
Cc: Evans, Jodi (CA - British Columbia); Rosenblood, Mike (CA - British Columbia)
Subject: Service Delivery Transformation - Steering Committee Meeting Pre-Read

Joe, Pam,

Thanks for taking the time to walk through the draft materials for next week's Steering Committee meeting. Your feedback and guidance was very helpful.

Attached are the slides I think we agreed to send out in advance of the Steering Committee. If there were others you thought we should send please let me know. We are updating the full deck based on our discussion and will send you that for review on Tuesday.

At our meeting this week we agreed that it would make most sense for this material to come from Joe. I've included a bit of text below describing what is in the pre-read that you can incorporate into your overall message. If you'd like us to edit/change please let me know.

Attached is a short pre-read for our Administrative Service Delivery Transformation Steering Committee kick-off meeting happening this Thursday. Included in this material are the:

- *Agenda for our meeting*
- *High-level overview of the approach and plan for the project, including the proposed timing for future Steering Committee meetings*
- *Proposed functional scope for the project for us to discuss*

Please take a few minutes to review this materials before our meeting. Your views on the scope and focus on analysis for this project and opportunities for service delivery transformation will be critical to our success.

This material is presented as draft for us to discuss. The specific scope, dates/milestones and focus of analysis will be agreed to by the Steering Committee.

s.22

will be accessible by phone. Jodi and Mike will be finalizing the materials and can handle any edits/changes we need to make before Thursday.

Thanks,
Andrew

Andrew Medd
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Post-Secondary Administrative Service Delivery Transformation

Opportunity Assessment

Steering Committee Kick-off Meeting –
DRAFT

June 28, 2012

Objectives and agenda

Steering Committee meeting objectives:

- Review the project approach including schedule, resources, milestones and deliverables
- Develop collective understanding of key service delivery transformation concepts and models
- Validate the project scope and decision-making criteria
- Discuss potential opportunities in each functional area.

Agenda Item	Description	Time
Overview and introductions	Introductions and outline objectives and agenda of meeting	10 minutes
Project Overview	Outline of project objectives, Terms of Reference, guiding principles, scope, approach, project plan, post-secondary institution engagement, deliverables and milestones and governance	45 minutes
Service Delivery Transformation Overview	High-level overview of shared services and service delivery transformation	20 minutes
Break (15 minutes)		
Functional Scope Discussion	Validation of the proposed functional scope and discussion about potential areas of opportunity	75 minutes
Next steps	Discuss immediate project next steps	15 minutes

Pages 547 through 550 redacted for the following reasons:

s.21

Emerging themes and initial current state analysis

Introduction to presentation of emerging themes and initial current state analysis

- Over the past number of weeks information has been gathered from each Steering Committee institution (and others as appropriate) through workshops, interviews and data requests
- The information is currently being reviewed and analyzed to identify opportunities for collaboration and service delivery transformation
- The following slides outline the opportunities currently being analyzed and some practices in place in other sectors and jurisdictions that are being explored
- The appendix includes information that is illustrative of the current state in each non-academic functional area that is part of the Administrative Service Delivery Transformation
- The financial impact analysis of each opportunity, definition of governance models and the identification of implementation risks and considerations is currently being developed and will be presented at the next Steering Committee meeting

Steering Committee meeting discussion

- The Steering Committee was supportive of exploring the opportunities presented
- In some cases opportunities were identified to be more suitable for certain groups of institutions than others
- The Steering committee identified a number of considerations for moving forward with the analysis:
 - Consider the language used to describe opportunities; be careful about using terms such as 'centralize' and 'consolidate'
 - Labour impacts of some opportunities need to be clearly identified
 - Decision-making opportunity assessment and implementation needs to respect the governance of individual institutions
 - One size does not fit all in terms of opportunity governance models, implementation activities, benefits and investments
 - Service delivery quality and impact on rural communities must be considered along with price for procurement opportunities
 - Support of sharing of best practices more formally across the entire sector in all functional areas
 - Do not add additional complexity where it isn't required

info sharing - lg benefit

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Procurement

Sub-function	Opportunities to be explored
Strategic Sourcing	Leverage sector purchasing spend across a number of categories
P-Cards	- Optimize overall use of P-cards (physical and ghost) to increase discounts and rebates - Leverage the most beneficial program by exploring existing P-Cards programs at institutions

Sample Opportunities: Price & Discount Differentials

Product		Difference			Difference
Paper (8.5 x 11, 5,000 sheets)	\$29 \$31 \$35 \$35 \$37 \$42 \$44	52%	P-Card Rebates	0.25% 0.60% 0.87% 1.07% 1.18%	372%
Office Supplies basket discounts	10% 40% 58% 62% 65%	550%	Vending Machine Commission	14% 20% 23% 25% 34% 43%	207%

Airfare is another opportunity area with only one institution with negotiated discounts in the range of 8-15% that other institutions could leverage

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Procurement

1 PSI
OR
OECM model
Uni's drive it

Institution/ Group	Procurement Activities & Initiatives
ISI (Interuniversity Services Inc.)	Provides selected central administrative services to 19 member institutions in Nova Scotia, New Brunswick, Prince Edward Island, and Newfoundland
OECM (Ontario Education Collaborative Marketplace)	Provides strategic sourcing and procurement for publicly funded school boards, colleges and universities in Ontario
RGUQ (Regroupement des Gestionnaires d'Approvisionnement des Universités Québécoises)	Consortium composed of 19 post-secondary education institutions that formalizes the exchange of information between supply managers of Quebec universities and represents the supply function of Quebec universities with economic actors in the province and Canada
Boston Consortium	Consortium composed of 11 Boston-area colleges and universities, with the mission to act as an external resource in creating a collaborative environment among member institutions for the development and practical implementation of cost saving and quality improvement ideas
Australian university	Strategically sourced their office supplies, travel services, lab supplies and chemicals, and expense management system realizing approximately 15% savings on the categories

Facilities and Capital Management

Sub-function	Opportunities to be explored
Facilities management	- Explore potential to transition to a single facilities management services contract for those institutions currently contracting this service <i>(experience within sector)</i> - Explore alternative service delivery models for facilities management functions such as custodial services, landscaping/groundskeeping, maintenance/trades
Capital Management (Planning and Delivery)	Explore the creation of a shared capital project planning/management group to support institutions (sharing of best practices, skilled resources, documentation) who require capital planning and management services
Security services	- Explore potential to transition to a single security services contract for those institutions currently contracting this service and potential linkages to parking services - Explore alternative service delivery for security services <i>- coll. agreement impact</i>

Centre of Excellence

Split into 2 buckets

Example practices in place in other jurisdictions and sectors

- A US multi-campus institution moved from individually managed facilities groups (>10) into a single, centralized shared service that served the entire campus
- Industry trend toward the use of performance based metrics (e.g. percent uptime between 8am and 6pm) for facilities management and sub-functions (e.g. elevators)
- A large real estate owner in the US, moved to alternative service delivery for facilities and found vendors were using technology to shift the service delivery requirements
- Centralized planning and coordination of facilities and long term projects to avoid rework

IT

Sub-function	Opportunities to be explored
Printing	• Transition to a single managed print services contract for the post-secondary sector
Servers, Storage and Data Centre	• Shared procurement of server and storage hardware and software • Develop a shared post-secondary data centre for hosting and storage
Email and Unified Communications	• Share a hosted email implementation across multiple institutions • Implement and host a Unified Communications suite for multiple institutions
Workstations	• Shared procurement of desktop and laptop hardware
Mobility / Telecom	• Leverage the Telus TSMA contract

Example practices in place in other jurisdictions and sectors

- The Pennsylvania public post-secondary system has instituted shared procurement of network equipment
- Many institutions and the BC Government recently signed a contract for Managed Print Services
- Adoption of cloud services in post-secondary are increasingly common in other provinces  *
- In Ireland the Institutes of Technology work with a separate organization to manage the contracts with third parties for a variety of IT functions, including infrastructure and application support

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Sub-function	Opportunities to be explored
Wide Area, Local Area and Wireless Networks	• Standardize network hardware and software and share procurement • Shared LAN and WLAN management services • Extend WAN management services to the entire sector
IT Resource Pool	• Provide all institutions with access to a shared pool of IT resources (DBAs, SharePoint Developers, WLAN Designers, etc.)
Specialized IT Procurement & Hosting	• Extend Shared procurement and hosting of IT hardware and software to the following areas: 1. Video Conferencing 2. Audio/Visual Equipment 3. Research and Grant Management Applications 4. Emergency Notification Systems <i>- u5c contract - unboarding?</i> 5. Helpdesk Management Software
Transcript Exchange	• Leverage the proposed BCCampus Transcript Exchange application to reduce transcript processing costs and increase efficiency and convenience

HR

Sub-function	Opportunities to be explored
Wellness, Attendance Support, and Claims Management	Create a centre of expertise or shared resources to develop comprehensive programs to improve employee wellness and attendance
Benefits Procurement	Extend the Benefits Consortium to all institutions (allow PST choice) # 2.5M/yr on a smaller spend.
Labour Relations and Legal	Provide all interested institutions with access to Labour Relations expertise centrally located within PSEA
Non-Faculty Recruiting	Implement a centralized recruiting portal for non-faculty staff

Example practices in place in other jurisdictions and sectors

- Managed Attendance Support and Wellness programs have been shown to reduce absenteeism by roughly 8-10% in other sectors
- The BC K-12 sector has implemented a common recruiting platform (Make a Future) to reduce advertising costs for participating school districts

Finance

Sub-function	Opportunities to be explored
HR, Finance and Payroll Systems and Services	- Shared resources related to HR, Finance and Payroll. Potential options include: - Shared Systems and Services - Shared Systems only - Shared support/hosting
Credit Card Payment Processing	- Shared contract in order to reduce credit card merchant fees - Explore model in place at University of Saskatchewan for accepting credit card for tuition payments
Collections	Shared contracting of agencies to manage <u>collections</u> for tuition and other receivables
Finance Specialist Resource Pool	- Sharing and/or joint contracting of specialized resources for specific Finance functions - Internal Audit: - Share existing models and staff at larger institutions - Shared procurement of Internal Audit Services - Actuarial Consulting: - shared procurement of actuarial consultants to calculate liabilities from employer-funded benefit plans

stud info side } *centralize / system* ? *Sub-sector?*

co-op gains

small #

Example practices in place other jurisdictions and sectors

- Finland established a shared service centre to provide Finance and Payroll services to universities on a shared SAP platform. HRIS and SIS were not included.
- The University of Saskatchewan reinstated credit card tuition payment with a 1% user fee

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Library Services

Sub-function	Opportunities to be explored
Copyright	• Explore potential for UBC to provide copyright clearance and compliance services to other institutions • Create a shared legal service for copyright clearance and compliance issues • Explore joint procurement of rights management software (Ares) <i>smaller app</i>
Digital Resources	• Create a shared digital repository • Establish a shared conversion program to digitize physical collections • Develop a shared, centrally hosted streaming video service

Example practices in place in other jurisdictions and sectors

- Post-secondary libraries in B.C have established a working group to collaboratively address copyright issues; UBC is establishing a Scholarly Communication and Copyright Office to manage copyright clearance independently from Access Copyright
- Harvard University Library is currently undertaking a major transformation initiative to implement shared services across its 73 libraries
- The Google Books Library Project aims to help publishers and libraries digitize all books in all languages and create a searchable, virtual card catalogue
- Hathi Trust is a partnership of major research institutions and libraries that brings together collections of partner institutions in digital form; the initiative includes over 60 partners such as McGill University, Harvard, Stanford, and Yale

Ancillary Services

Sub-function	Opportunities to be explored
Print Shop	• Explore shared print shop services provided by one institution or an external service provider
Bookstore	• Explore potential for collaboration on shipping/freight to obtain higher discounts
Food Services	• Explore potential to transition to a single food services contract for the Post-Secondary sector for those currently contracting this service • Explore potential for collaboration to obtain higher commissions on vending machine and beverage supplier contracts
Parking	• Explore potential to transition to a single parking services contract for the institutions that currently contract this service • Explore options for different parking alternative service delivery models

Example practices in place in other jurisdictions and sectors

- The Midwestern Higher Education Compact (MHEC) engaged an external vendor in a single contract to provide print services to higher education institutions and public schools in 12 U.S states. Since 2009, MHEC members have saved over \$7M on print services and solutions.
- Many examples of contracts with external service providers for parking exist in the higher education sector. Ohio State University is proceeding with a modified approach and plans to lease its 36,000 parking spaces to a private company for 50 years in exchange for a lump sump payment of \$483M. Indiana University is considering a similar approach.

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Emerging themes and initial current state analysis

Introduction to presentation of emerging themes and initial current state analysis

- Over the past number of weeks information has been gathered from each Steering Committee institution (and others as appropriate) through workshops, interviews and data requests
- The information is currently being reviewed and analyzed to identify opportunities for collaboration and service delivery transformation
- The information provided on the following slides is presented as illustrative of the current state in each non-academic functional area that is part of the Administrative Service Delivery Transformation
 - Procurement
 - Facilities
 - IT
 - HR
 - Finance
 - Libraries
 - Ancillary services
- Following the meeting detailed draft current state summaries of each opportunity will be distributed to the Steering Committee for review and comment
- The financial impact analysis of each opportunity, definition of governance models and the identification of implementation risks and considerations is currently being developed and will be presented at the next Steering Committee meeting

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Page 565 redacted for the following reason:

s.17, s.21

Procurement – Current state summary

Current State Themes	Description
Collaboration through Consortia & Procurement Groups	- There are numerous purchasing consortia in existence, from informal relationships such as the Northern BC buying group to formal groups such as: - Canadian Association of University Business Officers (CAUBO) - Greater Vancouver Municipal Purchasing Group (GVMPG) - BC Education Cooperative Purchasing Group (BC EDCO) - BC Petroleum Products Buying Group (BCPPBG) - Higher Education Information Technology (HEITBC) - Mid-Island Purchasing Group, and - Public Buyers of Prince George - There are also examples of collaboration by post-secondary education institutions with the broader public sector, including partnerships with local school districts, health authorities and municipalities
Key Commodity Contracts	The largest common contract areas include office supplies, scientific equipment, cafeteria services, custodial & maintenance services, IT (i.e. print) and professional services associated with capital projects
P-cards Programs	- P-Card program maturity and penetration is varied across the institutions; with some institutions implementing P-Card programs for the first time to those that have well established P-Card programs - Six different P-Cards are in use with the institutions in scope, including Scotiabank, BMO, US Bank Canada, Bank of Nova Scotia, American Express and Diners Club - Rebates range from 0.25% to 1.27% with varied spend volume and payment terms
Procurement Key Performance Indicators	- Spend under management varies by institution, ranging from 13% to 68%, which is consistent with a centralized or decentralized procurement function at the institution (i.e. high degree of centralization yields to higher level of spend under management). Industry benchmarks range from 65% to 99.6% with the average of 83%. - Total spend per supply management employee ranges from \$4M to \$34M. Industry benchmarks range from \$6M to \$39M with the average of \$22M.

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Procurement – Practices in place in other sectors and jurisdictions

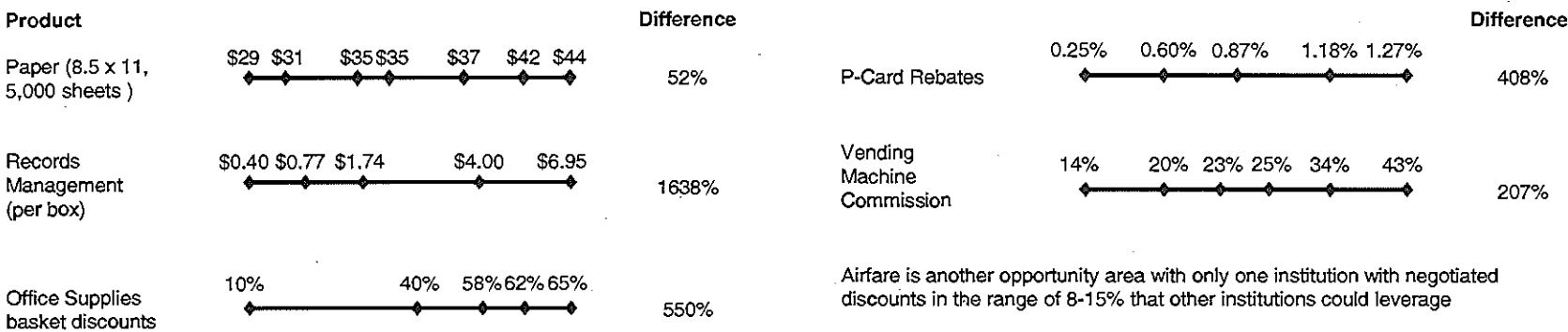
Institution/ Group	Procurement Activities & Initiatives
ISI (Interuniversity Services Inc.)	Provides selected central administrative services to 19 member institutions in Nova Scotia, New Brunswick, Prince Edward Island, and Newfoundland
OECM (Ontario Education Collaborative Marketplace)	Provides strategic sourcing and procurement for publicly funded school boards, colleges and universities in Ontario
RGAUQ (Regroupement des Gestionnaires d'Approvisionnement des Universités Québécoises)	Consortium composed of 19 post-secondary education institutions that formalizes the exchange of information between supply managers of Quebec universities and represents the supply function of Quebec universities with economic actors in the province and Canada
Boston Consortium	Consortium composed of 11 Boston-area colleges and universities, with the mission to act as an external resource in creating a collaborative environment among member institutions for the development and practical implementation of cost saving and quality improvement ideas
Australian university	Strategically sourced their office supplies, travel services, lab supplies and chemicals, and expense management system realizing approximately 15% savings on the categories

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Procurement - Opportunities

Sub-function	Opportunities to be explored
Strategic Sourcing	- Consolidate spend across a number of categories from travel and office supplies to publishing services - Expand purchasing activities across the sector, then investigate creating a shared service centre(s) with a regional/institution-type grouping for procurement services - Leverage and increase usage of the most beneficial contracts
P-Cards	- Optimize overall use of P-cards (physical and ghost) to reduce procurement costs and to increase discounts and rebates - Leverage the most beneficial program by exploring existing P-Cards programs at institutions - Issue new RFX with consolidated volume from all institutions for a new rate better than existing deals

Sample Opportunities: Price & Discount Differentials



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Facilities and Capital Management – Current state summary

- All institutions have retained management and primary responsibility for Facilities Management (FM) and Capital Management (CM) internal to their institutions
- Of the three primary service delivery models (Insourced, Outsourced and Hybrid), all nine institutions effectively follow some form of **hybrid** with some tending more to one side or the other, typically based on size, with the larger institutions having the scale to do more internally
- Most institutions indicated increasing deferred maintenance as a challenge
- Examples of collaboration included: shared facilities between institutions and with other broader public entities (i.e. municipality, school districts), cooperative or reciprocal maintenance agreements, shared project and energy managers, some formal venues for sharing information, practices and lessons learned, industry associations, and sharing within the sector through established networks
- Generally the facilities and capital functions are focused on internal operations and do not have capacity to actively seek out collaboration opportunities with others in the sector

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Facilities and Capital Management – Opportunities and practices in place in other sectors and jurisdictions

Example practices

- A US multi-campus institution moved from individually managed facilities groups (>10) into a single, centralized shared service that served the entire campus
- Industry trend toward the use of performance based metrics (e.g. percent uptime between 8am and 6pm) for facilities management and sub-functions (e.g. elevators)
- A large real estate owner in the US, moved to alternative service delivery for facilities and found vendors were using technology to shift the service delivery requirements
- Centralized planning and coordination of facilities and long term projects to avoid rework

Sub-function	Opportunities to be explored
Facilities management	• Explore contract consolidation and/or alternative service delivery models for facilities management functions such as custodial services, landscaping/groundskeeping, maintenance/trades
Capital Management (Planning and Delivery)	• Explore the creation of a shared capital project planning/management group to support institutions (sharing of best practices, skilled resources, documentation) who require capital planning and management services
Security & Parking services	• Explore alternative service delivery or consolidation of security service contracts and potential linkages to parking services

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IT – Current state summary

Current State Themes	Description
Existing Collaboration	• A culture of collaboration is in place across post-secondary education IT departments • There are currently three organizations providing some form of IT shared services: • HEITBC: Shared procurement of applications • BCNet: Joint ownership and management of the wide area network for member institutions. Evolving into an IT shared service organization with shared procurement and new services under development • BCCampus: Educational technology provider and enabler. Some shared procurement and hosting of applications such as Learning Management Systems • As the three existing shared service organizations grow and expand, they are beginning to overlap one another in certain areas (i.e. procurement) and discussions between BCNet and HEITBC have taken place • Shared procurement is the most common form of existing collaboration
Exploration of Cloud Services	• Institutions have expressed an interest in cloud services but privacy concerns have largely prevented progress in this area
Differences in budgets and cost models	• Budgets and regularity of hardware refresh varies based on the size of institution. Smaller institutions are often leveraging used hardware that is either donated or purchased for a reduced cost. Hardware refreshes are performed on an ‘as needed’ basis • Bandwidth is a constraint that will impact the potential for achievement of some opportunities (i.e. shared data centre)
Evolution Toward Managed Print Services	• Nine of the twelve institutions surveyed indicated that they have implemented some form of Managed Print Services • Within this group, there was a broad range in terms of what the services included under these contracts

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IT - Opportunities and practices in place in other sectors and jurisdictions

Example practices

- The Pennsylvania public post-secondary system has instituted shared procurement of network equipment
- Many institutions and the BC Government recently signed a contract for Managed Print Services
- Adoption of cloud services in post-secondary are increasingly common in other provinces
- In Ireland the Institutes of Technology work with a separate organization to manage the contracts with third parties for a variety of IT functions, including infrastructure and application support

Sub-function	Opportunities to be explored
Printing	• Transition to a single managed print services contract for the post-secondary sector
Servers, Storage and Data Centre	• Consolidate procurement of server and storage hardware and software • Develop a centralized data centre for hosting and storage
Email and Unified Communications	• Centrally host email for all institutions • Centrally implement and host a Unified Communications suite for institutions
Workstations	• Consolidate procurement of desktop and laptop hardware
Mobility / Telecom	• Leverage the Telus TSMA contract to generate savings in telecommunications

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IT - Opportunities and practices in place in other sectors and jurisdictions

Sub-function	Opportunities to be explored
Wide Area, Local Area and Wireless Networks	• Standardize network hardware and software and consolidate spend • Centralize LAN and WLAN management services • Extend BCNet WAN management services to the entire sector
IT Resource Pool	• Centrally provide pool of IT resources (DBAs, SharePoint Developers, WLAN Designers, etc.)
Specialized IT Procurement & Hosting	• Extend Shared procurement and hosting of IT hardware and software to the following areas: 1. Video Conferencing 2. Audio/Visual Equipment 3. Research and Grand Management Applications 4. Emergency Notification Systems
Transcript Exchange	• Leverage the proposed BCCampus Transcript Exchange application to reduce transcript processing costs and increase efficiency and convenience

HR – Current state summary

Current State Themes	Description
HR Departments Structures	• HR departments in post-secondary institutions operate with a small staff complement • Only the largest institutions have specialized resources for functions such as Attendance Support or Labour Relations and Legal
Attendance Support	• Attendance Support programs vary based on the size of the institution. Smaller institutions are able to manage attendance through close proximity while larger institutions have the scale necessary to hire specialists for Attendance Support and Wellness. Mid-sized institutions expressed the most difficulties in this area and often rely on insurance companies to provide support.
Labour Relations and Legal	• Labour Relations is a function that is very nuanced and requires specialists to manage • Many LR professionals at institutions have law degrees or a strong understanding jurisprudence • These resources are able to keep grievances from going to court and subsequently can reduce the legal expenses incurred by the institution for labour relations
Current Levels of Collaboration	• There is a large amount of informal collaboration and sharing of practices but little formalized collaboration (the Benefits Consortium is one example of formalized sharing) • Collective bargaining agreements vary across institutions. The number of agreements and their scope are not uniform.
Recruitment	• Recruitment is competitive, particularly with regard to executives and faculty. Experiences vary across the institutions. • Institutions in rural or remote communities have particular difficulty in recruiting as they are not generally hiring from the local community for skilled positions. These institutions have expressed interest in having access to a centralized portal to advertise positions and process applications. • Institutions in urban areas have expressed less interest or need in this area

HR - Opportunities and practices in place in other sectors and jurisdictions

Example practices

- Managed Attendance Support and Wellness programs have been shown to reduce absenteeism by roughly 8-10% in other sectors
- The BC K-12 sector has implemented a common recruiting platform (Make a Future) to reduce advertising costs for participating school districts

Sub-function	Opportunities to be explored
Wellness, Attendance Support, and Claims Management	• Create a centre of expertise or shared resources to develop comprehensive programs to improve employee wellness and attendance
Benefits Procurement	• Extend the Benefits Consortium to all institutions
Labour Relations and Legal	• Create a Labour Relations Centre of Expertise to leverage best practice labour relations practices across the sector in order to reduce the number of arbitrations and proactively and strategically manage settlements legal proceedings • Shared procurement of legal services
Non-Faculty Recruiting	• Implement a centralized recruiting portal for non-faculty staff (leverage the Make Future platform from K-12 Education) • Shared procurement of executive recruiting services

Finance – Current state summary

Current State Themes	Description
Finance Department Structures	• Finance departments have relatively small staff complements with varying levels of centralization. Larger institutions often have finance staff with located in other departments. • In most cases Payroll is situated within the Finance department • Accounts Payable, Accounts Receivable, Payroll and General Ledger Accounting make up the majority of Finance processes and staff members • Only the largest institutions have specialized resources for functions such as Internal Audit
Systems and Processes	• There are a number of HR, Finance and Payroll systems in place across the sector with the most common being Banner, Colleague and PeopleSoft • Despite the use of common systems, there is little to no standardization of the deployments • The implementation of these systems were often highly customized resulting in increased cost and complexity of maintenance and upgrades • Chart of Account structures and business processes vary across the sector • In recent years institutions have begun to move back toward standard configurations
Existing Collaboration	• Collaboration has historically been limited to the sharing of best practices though there are increasing discussions about sharing specialized resources across multiple institutions • Discussions and exploration of collaboration have been emerging recently: • Shared tender for Internal Audit services from a professional service firm between three institutions • Sharing of Internal Audit staff between two institutions
Differing Rates for Credit Cards and Collections	• Credit card merchant fees for tuition have proven to be cost prohibitive for many institutions which has led many to cease accepting them • Merchant fees vary across institutions • Fees charged by collections agencies range from ~20%-50% across the sector

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Finance - Opportunities and practices in place in other sectors and jurisdictions

Example practices

- Finland established a shared service centre to provide Finance and Payroll services to universities on a shared SAP platform. HRIS and SIS were not included.
- The University of Saskatchewan reinstated credit card tuition payment with a 1% user fee

Sub-function	Opportunities to be explored
HR, Finance and Payroll Systems and Services	• Shared resources related to HR, Finance and Payroll. Potential options include: 1. Shared Systems and Services 2. Shared Systems only 3. Shared support/hosting
Credit Card Payment Processing	• Consolidated contract in order to reduce credit card merchant fees
Collections	• Shared contracting of agencies to manage collections for tuition and other receivables
Finance Specialist Resource Pool	• Sharing and/or joint contracting of specialized resources for specific Finance functions • Internal Audit: 1. Share existing models and staff at larger institutions 2. Shared procurement of Internal Audit Services • Actuarial Consulting: 1. shared procurement of actuarial consultants to calculate liabilities from employer-funded benefit plans

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Library Services – Current state summary

Current State Themes	Description
Existing collaboration	• The Council of Post Secondary Library Directors (CPSLD) provides a forum for all libraries to communicate on a regular basis and encourages collaboration across the sector • The BC Electronic Library Network (BCELN) negotiates on behalf of all institutions for consortial database licensing and provides shared services (AskAway and WriteAway) • Libraries leverage purchasing power and obtain significant discounts by buying through consortia such as BCELN, Electronic Health Library of BC (e-HLbc), Canadian Research Knowledge Network (CRKN), and the Council of Prairie and Pacific University Libraries (COPPUL)
Copyright is emerging as a significant challenge	• Recent changes to the fee structure of licensing agreements with Access Copyright (AC), Canada’s copyright licensing agency, represent a significant cost increase for many institutions • As a result of the fee changes, 4 of 9 institutions included in this initiative have either opted out of the agreement with AC or have postponed signing the new agreement; the remaining 5 institutions have signed, mainly due to a lack of other options and a lack of resources to perform copyright clearance internally. • Those who opt out must perform copyright clearance independently from AC
Trend toward digitization	• The rapidly changing technological and intellectual landscape is increasing the need for libraries to adapt, innovate and provide services in new ways • Post-secondary libraries in B.C are embracing the move towards digital resources, including online journals and databases, digitized versions of print materials, and streaming video. • SFU has invested in a digital institutional repository; UBC is investing in digitization/conversion programs; and many other institutions have shifted the majority of spending on licensing materials to electronic resources

Library Services - Opportunities and practices in place in other sectors and jurisdictions

Example practices

- Post-secondary libraries in B.C have established a working group to collaboratively address copyright issues; UBC is establishing a Scholarly Communication and Copyright Office to manage copyright clearance independently from Access Copyright
- Harvard University Library is currently undertaking a major transformation initiative to implement shared services across its 73 libraries
- The Google Books Library Project aims to help publishers and libraries digitize all books in all languages and create a searchable, virtual card catalogue
- Hathi Trust is a partnership of major research institutions and libraries that brings together collections of partner institutions in digital form; the initiative includes over 60 partners such as McGill University, Harvard, Stanford, and Yale

Sub-function	Opportunities to be explored
Copyright	• Explore potential for UBC to provide copyright clearance and compliance services to other institutions • Explore joint procurement of rights management software (Ares) • Create a shared legal service for copyright clearance and compliance issues
Digital Resources	• Create a shared digital repository • Establish a shared conversion program to digitize physical collections • Develop a shared, centrally hosted streaming video service

Ancillary Services – Current state summary

Current State Themes	Description
Existing collaboration	- A lesser degree of collaboration across the sector exists for Ancillary Services; communication between institutions occurs informally in most cases and happens more at a sub-function level (i.e a Bookstore manager may reach out to peers on an ad-hoc basis) - The functional experts included in the ASDT initiative expressed an interest in establishing a forum for collaboration, networking, and sharing of ideas across the sector
Highly valued role in post-secondary education	- Ancillary Services play an important function at post-secondary institutions by generating revenue and providing services to students, faculty and staff - Acknowledging variations from one institutions to the next, Ancillary Services generally encompasses Bookstore, Child Care, Career Services, Food Services, Housing, Parking, and Print Shop
Wide range of current service delivery models	- A range of service delivery models are in place across the Ancillary Services functions, from fully in-house operations to fully outsourced services - Generally, institutions tend to manage their Print Shop, Bookstore and Housing internally, while contracts with external service providers are more often in place for Food Services and Parking
Importance of role in local community	- Post-secondary institutions play an important role within their local community - In an effort to support local companies and provide services in a sustainable way, many institutions prefer to purchase goods and services locally whenever possible - For Ancillary Services, examples include an emphasis on purchasing local food and using smaller local companies to provide food services

Ancillary Services - Opportunities and practices in place in other sectors and jurisdictions

Example practices

- The Midwestern Higher Education Compact (MHEC) engaged an external vendor in a single contract to provide print services to higher education institutions and public schools in 12 U.S states. Since 2009, MHEC members have saved over \$7M on print services and solutions.
- Many examples of contracts with external service providers for parking exist in the higher education sector. Ohio State University is proceeding with a modified approach and plans to lease its 36,000 parking spaces to a private company for 50 years in exchange for a lump sump payment of \$483M. Indiana University is considering a similar approach.

Sub-function	Opportunities to be explored
Print Shop	• Explore shared print shop services provided by one institution or an external service provider
Bookstore	• Explore potential for collaboration on shipping/freight to obtain higher discounts
Food Services	• Explore potential to consolidate food services contracts • Explore potential for collaboration to obtain higher commissions on vending machine and beverage supplier contracts
Parking	• Explore options for different parking service delivery models • Explore potential to consolidate parking services contracts

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Next Steps

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Appendix: Opportunity Profile Template

Current State			Opportunity Potential (\$)	
			One-time benefits	
			Low	High
			Recurring benefits	
			Low	High
			Investments	
			Low	High
#	Current Challenges	Example Practices	Potential Opportunities	
1				
2				
3				
Additional considerations				

Qualitative Benefits	Opportunity Risks
Future State Model Overview	Implementation Considerations

27

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#	Potential Opportunities	Quantitative Benefits and Investments				Est. Timing of Benefit
		Benefits		Investments		
		Low	High	Low	High	
1						
2						
3						
TOTAL						

Analysis summary

Analysis

Assumptions and
Limitations

Data Sources

Conclusion

Next Steps

Page 590 redacted for the following reason:

s.21

Appendix: Current State Summary

Procurement – Current state summary

Current State Themes	Description
Collaboration through Consortia & Procurement Groups	• There are numerous purchasing consortia in existence, from informal relationships such as the Northern BC buying group to formal groups such as: • Canadian Association of University Business Officers (CAUBO) • Greater Vancouver Municipal Purchasing Group (GVMPG) • BC Education Cooperative Purchasing Group (BC EDCO) • BC Petroleum Products Buying Group (BCPPBG) • Higher Education Information Technology (HEITBC) • Mid-Island Purchasing Group, and • Public Buyers of Prince George • There are also examples of collaboration by post-secondary education institutions with the broader public sector, including partnerships with local school districts, health authorities and municipalities
Key Commodity Contracts	• The largest common contract areas include office supplies, scientific equipment, cafeteria services, custodial & maintenance services, IT (i.e. print) and professional services associated with capital projects
P-cards Programs	• P-Card program maturity and penetration is varied across the institutions; with some institutions implementing P-Card programs for the first time to those that have well established P-Card programs • Six different P-Cards are in use with the institutions in scope, including Scotiabank, BMO, US Bank Canada, Bank of Nova Scotia, American Express and Diners Club • Rebates range from 0.25% to 1.18% with varied spend volume and payment terms
Procurement Key Performance Indicators	• Spend under management varies by institution, ranging from 13% to 68%, which is consistent with a centralized or decentralized procurement function at the institution (i.e. high degree of centralization yields to higher level of spend under management). Industry benchmarks range from 65% to 99.6% with the average of 83%. • Total spend per supply management employee ranges from \$4M to \$34M. Industry benchmarks range from \$6M to \$39M with the average of \$22M.

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Facilities and Capital Management – Current state summary

Current State Themes	Description
Service Delivery Models	• All institutions have retained management and primary responsibility for Facilities Management (FM) and Capital Management (CM) internal to their institutions • Of the three primary service delivery models (Insourced, Outsourced and Hybrid), all nine institutions effectively follow some form of hybrid with some tending more to one side or the other, typically based on size, with the larger institutions having the scale to do more internally • Generally the facilities and capital functions are focused on internal operations and do not have capacity to actively seek out collaboration opportunities with others in the sector
Deferred Maintenance	• Most institutions indicated increasing deferred maintenance as a challenge
Examples of Existing Collaboration	• Examples of collaboration included: shared facilities between institutions and with other broader public entities (i.e. municipality, school districts), cooperative or reciprocal maintenance agreements, shared project and energy managers, some formal venues for sharing information, practices and lessons learned, industry associations, and sharing within the sector through established networks

IT – Current state summary

Current State Themes	Description
Existing Collaboration	• A culture of collaboration is in place across post-secondary education IT departments • There are currently three organizations providing some form of IT shared services: • HEITBC: Shared procurement of applications • BCNet: Joint ownership and management of the wide area network for member institutions. Evolving into an IT shared service organization with shared procurement and new services under development • BCCampus: Educational technology provider and enabler. Some shared procurement and hosting of applications such as Learning Management Systems • As the three existing shared service organizations grow and expand, they are beginning to overlap one another in certain areas (i.e. procurement) and discussions between BCNet and HEITBC have taken place • Shared procurement is the most common form of existing collaboration
Exploration of Cloud Services	• Institutions have expressed an interest in cloud services but privacy concerns have largely prevented progress in this area
Differences in budgets and cost models	• Budgets and regularity of hardware refresh varies based on the size of institution. Smaller institutions are often leveraging used hardware that is either donated or purchased for a reduced cost. Hardware refreshes are performed on an 'as needed' basis • Bandwidth is a constraint that will impact the potential for achievement of some opportunities (i.e. shared data centre)
Evolution Toward Managed Print Services	• Nine of the twelve institutions surveyed indicated that they have implemented some form of Managed Print Services • Within this group, there was a broad range in terms of what the services included under these contracts

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HR – Current state summary

Current State Themes	Description
HR Departments Structures	• HR departments in post-secondary institutions operate with a small staff complement • Only the largest institutions have specialized resources for functions such as Attendance Support or Labour Relations and Legal
Attendance Support	• Attendance Support programs vary based on the size of the institution. Smaller institutions are able to manage attendance through close proximity while larger institutions have the scale necessary to hire specialists for Attendance Support and Wellness. Mid-sized institutions expressed the most difficulties in this area and often rely on insurance companies to provide support.
Labour Relations and Legal	• Labour Relations (LR) is a function that is very nuanced and requires specialists to manage • Small and medium sized institutions are often unable to fit LR specialists into their budgets • Smaller institutions have expressed interest in gaining access to LR professionals on an as-needed basis
Current Levels of Collaboration	• There is a large amount of informal collaboration and sharing of practices but little formalized collaboration (the Benefits Consortium is one example of formalized sharing) • Collective bargaining agreements vary across institutions. The number of agreements and their scope are not uniform.
Recruitment	• Recruitment is competitive, particularly with regard to executives and faculty. Experiences vary across the institutions. • Institutions in rural or remote communities have particular difficulty in recruiting as they are not generally hiring from the local community for skilled positions. These institutions have expressed interest in having access to a centralized portal to advertise positions and process applications. • Institutions in urban areas have expressed less interest or need in this area

Finance – Current state summary

Current State Themes	Description
Finance Department Structures	• Finance departments have relatively small staff complements with varying levels of centralization. Larger institutions often have finance staff with located in other departments. • In most cases Payroll is situated within the Finance department • Accounts Payable, Accounts Receivable, Payroll and General Ledger Accounting make up the majority of Finance processes and staff members • Only the largest institutions have specialized resources for functions such as Internal Audit
Systems and Processes	• There are a number of HR, Finance and Payroll systems in place across the sector with the most common being Banner, Colleague and PeopleSoft • Despite the use of common systems, there is little to no standardization of the deployments • The implementation of these systems were often highly customized resulting in increased cost and complexity of maintenance and upgrades • Chart of Account structures and business processes vary across the sector • In recent years institutions have begun to move back toward standard configurations
Existing Collaboration	• Collaboration has historically been limited to the sharing of best practices though there are increasing discussions about sharing specialized resources across multiple institutions • Discussions and exploration of collaboration have been emerging recently: • Shared tender for Internal Audit services from a professional service firm between three institutions • Sharing of Internal Audit staff between two institutions
Differing Rates for Credit Cards and Collections	• Credit card merchant fees for tuition have proven to be cost prohibitive for many institutions which has led many to cease accepting them • Merchant fees vary across institutions • Fees charged by collections agencies range from ~20%-50% across the sector

Library Services – Current state summary

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Appendix: Opportunity Profile Template

Opportunity Profile – Name

Current State			Opportunity Potential (\$)	
			One-time benefits	
			Low	High
			Recurring benefits	
			Low	High
			Investments	
			Low	High
			#	Current Challenges

1

2

3

Additional considerations and example practices

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Opportunity Profile - Name

DRAFT

Qualitative Benefits	Opportunity Risks
Future State Model Overview	Implementation Considerations

Opportunity Profile - Name

DRAFT

#	Potential Opportunities	Quantitative Benefits and Investments				Est. Timing of Benefit
		Benefits		Investments		
		Low	High	Low	High	
1						
2						
3						
TOTAL						

Opportunity Profile

DRAFT

Analysis summary

Analysis

Assumptions and
Limitations

Data Sources

Conclusion

AGENDA

Post-Secondary Sector Service Delivery Transformation

Thursday June 14, 2012

2:00 p.m. to 3:00 p.m.

St. Ann's Academy
Deputy Minister's Office
3rd Floor, 835 Humboldt Street
Victoria BC

Conference Call Information

Dial-in:

Conf ID:

s.15

1. Review of Agenda

2. Terms of Reference (*see attached*)

Review & Decision

3. Shared Narrative

— assist for subs. fiscal year

Discussion

4. Project Resourcing

Discussion

5. Next Steps

Information

- Steering Committee Meeting
 - a) Context / Background
 - b) Review Final Terms of Reference
 - c) Approach and Methodology
 - d) Functional Scope Assessment
 - e) Project Resourcing
 - f) Communication

Co-chairs

Pam
= Background info

Don W - July Presidents Council

Chairs to report out to respective groups

ambulatory allocation exec comm

*frame 1 para m log
long re: all participation
benefit of engagement*

Draft Agenda

Date and Time: Tuesday July 3, 2012

Time: 8:30 a.m. to 10:00 a.m.

Location: Boardroom 110, St. Ann's Academy

Participants: Joe Thompson, Pam Stewart, Andrew Medd, Jordan Perrey

Purpose: **Next steps for Administrative Service Delivery Transformation Project**

- 1) Agreement on agenda
- 2) Outcomes of Steering Committee meeting, and how to finish functional scope
- 3) Plan for Steering Committee meetings and working with Deloitte
- 4) Plan for Executive Committee meetings
- 5) Communication Strategy and Plan
- 6) Presentation materials for Steering Committee to use in briefing their teams
- ✓ 7) Status reporting
- 8) Other next steps
- 9) Minutes of June 28th Steering Committee meeting

Just Engagement

July 11th m dg

1 Hr Sector Mtg



Weekly Planning Meeting

Tuesday, July 17, 2012, 4:30–5:00

Draft Agenda

- 1 Changes to the agenda ✓
- 2 Any questions arising from the Status Report? ✓
- 3 Outcomes of CIOs meeting on July 10th ✓
- 4 Communications
 - ✓ (a) Distribution of Communication Plan to Executive Committee
 - ✓ (b) Use of 3-page "Project Overview"
- 5 Discussion about the opportunity list (if there is time) *next wks mtg*
- 6 Information Note: Upcoming Events *3 page overview*
 - (a) Wed., July 18 Ancillary Services functional SMEs (9:00-11:00)
 - (b) Wed., July 18 Facilities functional SMEs (2:00-4:00)
 - (c) Thurs., July 19 Library Services functional SMEs (9:00-11:00) *Diane*
 - (d) Thurs., July 19 Human Resources functional SMEs (11:30-12:30)
 - (e) Thurs., July 19 All-sector kick-off meeting (VPs of Finance, 2:00-3:30)
 - (f) Thurs., July 19 Procurement functional SMEs (2:30-4:30)
 - (g) Fri., July 20 Finance functional SMEs (10:30-11:00)
 - (h) Thurs., July 26 Executive Committee meeting (2:00-3:45)

Aug 9th

Diane

From: Comolli, Catherine M AVED:EX **On Behalf Of** Thompson, Joseph AVED:EX
Sent: Wednesday, July 18, 2012 2:23 PM
To: 'davidross@langara.bc.ca'; Wenezenki-Yolland, Cheryl AVED:EX; 'jhamilton@okanagan.bc.ca'; 'kkinloch@vcc.ca'; 'don_wright@bcit.ca'; 'stephen.toope@ubc.ca'; 'mark.evered@ufv.ca'; 'iwama@unbc.ca'
Cc: 'jill.smith@ufv.ca'; 'dfalcon@langara.bc.ca'; Berkes, Andrea AVED:EX; 'jcampbell@okanagan.bc.ca'; 'myu@vcc.ca'; 'David_Karppinen@bcit.ca'; 'gerald.calderon@ubc.ca'; 'Rushton@unbc.ca'; 'Gruter-Andrew, Oliver (oliver.gruter-andrew@ubc.ca)'
Subject: Administrative Service Delivery Transformation Executive Committee Meeting ~ July 26, 2012

Good afternoon,

Further to our July 13, 2012 email, we are pleased to provide the following documentation for discussion at the **July 26, 2012 Administrative Service Delivery Transformation Executive Committee Meeting**:

- Agenda
- Signed Terms of Reference
- DRAFT Communications Plan
- Project Overview Document

NOTE: The Project Overview Document is being used to introduce the project to participants in interviews and meetings, and is also being sent to all institutions' Vice-Presidents of Finance with a copy to their Presidents.

The project is moving forward quickly. The following functional area Subject Matter Experts group meetings have been scheduled and all 25 institutions have been invited to the all-sector kick-off meeting.

• Tuesday July 10	Institution Chief Information Officers
• Wednesday July 18	Ancillary Services functional SMEs
• Wednesday July 18	Facilities functional SMEs
• Thursday July 19	Library Services functional SMEs
• Thursday July 19	Human Resources functional SMEs
• Thursday July 19	All-sector kick-off meeting (all VPs of Finance)
• Thursday July 19	Procurement functional SMEs
• Friday July 20	Finance functional SMEs

Thank you,

Joe Thompson
Steering Committee Co-Chair

Oliver Grüter-Andrew
Steering Committee Co-Chair



Post Secondary Sector
Administrative Service Delivery Transformation Project

Meeting with the Vice-Presidents of Finance

July 19, 2012 - 2:00 p.m. to 3:30 p.m.

Boardroom 1510 - SFU Harbour Center
515 West Hastings Street

Conference Call Details

Dial In:

s.15

Participa

Moderator: Joe Thompson

Agenda

Dial In:

Participa

Moderat

s.15

- 1 Opening Remarks
- 2 Background / Objectives (*Slides 1 to 3*)
- 3 Overview (*Slides 4 to 7*)
- 4 Governance (*Slides 8 to 9*)
- 5 Next Steps (*Slide 10*)



Post Secondary Sector
Administrative Service Delivery Transformation Project

Meeting of the Executive Committee

July 26, 2012 - 2:00 p.m. to 3:45 p.m.

Room 283 - BCIT Downtown Campus
555 Seymour Street
(at the NE corner of Seymour and Dunsmuir)

Agenda

- 1 Opening Remarks 2:00 – 2:05
- 2 Communication Plan 2:05 – 2:20
(a) Discussion / Approval
Handwritten notes: "VCE request" and "Jan's email - consistent interp."
- 3 Project Update (*materials provided at meeting*) 2:20 – 3:30
(a) Overview of the Project Plan
(b) Progress to Date
(c) Discussion and Next Steps
Handwritten bracket grouping (a), (b), and (c)
- 4 Round Table 3:30 – 3:45



Post Secondary Sector
Administrative Service Delivery Transformation Project

Agenda

Date and Time: **Thursday, August 9, 2012, 2:00 – 4:00 p.m.**

Purpose: **Meeting of the Steering Committee,**
Post Secondary Sector Administrative Service Delivery
Transformation Project

Location: BCIT Downtown Campus, 555 Seymour Street, Room 283

Conference Call: Dial In: s.15

Participant ID: s.15

Moderator: Joe Thompson

1	Opening Remarks	2:00 – 2:10
2	Project Update	2:10 – 2:50
	(a) Progress	
	(b) Opportunities being explored	
3	Communications	2:50 – 3:20
	(a) Message: Opportunities are being explored; no decisions have been made	
	(b) Confidentiality of project documents: Label as “draft” or “working document”; Circulate only within BC	
	(c) Communications to unions	
	(d) Discussion: Any communication issues?	
4	Decoupling of savings from budget reductions	3:20 – 3:40
5	Other business	3:40 – 4:00



Post Secondary Sector
Administrative Service Delivery Transformation Project

Steering Committee Meeting

August 30, 2012 ~ 1:30 pm to 4:30 pm

Boardroom 483 ~ BCIT Downtown Campus
555 Seymour Street

Conference Call Details

Dial In:

s.15

Particip

Moderator: Joe Thompson

Agenda

1. Opening Remarks	1:30 pm to 1:35 pm ✓
2. Communications	1:35 pm to 1:50 pm ✓
3. Project Update	1:50 pm to 2:00 pm ✓
4. Emerging Themes and Initial Current State Analysis	2:00 pm to 4:15 pm ✓
5. Next Steps	4:15 pm to 4:30 pm

Dial In:

Particip

Moder:

s.15



Post Secondary Sector
Administrative Service Delivery Transformation Project

Executive Committee Meeting

September 6, 2012 ~ 10:30 am to 12:00 pm

Boardroom 326 ~ St. Ann's Academy
835 Humboldt Street, Victoria

Conference Call Details

Dial In:

s.15

Particip

Moderator: Cheryl Wenezenki-Yolland

Agenda

1. Opening Remarks

- Thank you for taking the time to attend (by phone) today. I would naturally prefer we meet in person but recognize early September is a busy time for you all....and probably just as well for myself given yesterday's cabinet shuffle. *Handwritten: Rowd Call, This - short notice, Teleconf - speak up so all can hear, Document sent @ 11:48*
- You will no doubt have heard we have a new Minister....the Honourable John Yap. As well we have a new Minister of Finance...the Honourable Mike De Jong. As I'm sure you know, these cabinet changes do not alter the need to continue with this initiative. There is still a need to find administrative efficiencies, we still have a requirement to report to Treasury Board, and the fiscal targets are still part of government's fiscal plan. Some representatives from the sector raised the question so I thought I should speak to it briefly.
- The project is on schedule and has reached an important milestone. The data gathering phase has been completed. I am pleased to note that the sector demonstrated its commitment to the project through participation in all data gathering activities including workshops, over 70 one-on-one interviews, completing data spreadsheets, and contributing ideas and opinions. I want to thank you for your leadership and the efforts of your staff.
- Before we get into the agenda.... you may have read or heard about similar work the Ministry of Education, Deloitte, and the school districts have been working on in the Education sector. The report from Deloitte was recently

released and was clear about the complexities and challenges when you look at back office functions. I would expect similar context will be provided as it applies to the post-secondary sector. I mention this because I know there are sensitivities around potential impacts on collective agreements...particularly given current collective bargaining. I know this has been a hot topic for several institutions in particular.

- The main focus of today's meeting is to hear about the theme's emerging from the work Deloitte and the post-secondary sector have completed to date.
- Unless there are any comments we'll proceed with the agenda.

Agenda

2. **Communications**

- Joe and Pam are going to give us an update on what's happening on the communication front.

3. **Emerging Themes and Initial Current State Analysis**

- Jodi and Andrew from Deloitte are going to walk us through the material provided with the agenda.

4. **Next Steps**

- Joe is going to walk us through the upcoming schedule.



Post Secondary Sector
Administrative Service Delivery Transformation Project

Executive Committee Meeting

September 6, 2012 ~ 10:30 am to 12:00 pm

Boardroom 326 ~ St. Ann's Academy
835 Humboldt Street, Victoria

Conference Call Details

Dial In:

Particip s.15

Moderator

Agenda

1.	Opening Remarks <i>Cheryl Wenezenki-Yolland</i>	10:30 to 10:35 <i>Information</i>
2.	Communications <i>Joe Thompson / Pam Stewart</i>	10:35 to 10:50 <i>Information</i>
3.	Emerging Themes and Initial Current State Analysis <i>Jodi Evans / Andrew Medd</i>	10:50 to 11:45 <i>Information</i>
4.	Next Steps <i>Joe Thompson</i>	11:45 to 12:00 <i>Discussion</i>



Post Secondary Sector
Administrative Service Delivery Transformation Project

Meeting of the Steering Committee and all Vice Presidents of Finance

Date and Time	September 11, 2012 1:30 to 3:00 pm
Location	Boardroom 281, BCIT Downtown Campus, 555 Seymour Street, Vancouver
Conference Call Details	Dial In: s.15 Particip. Moderator: Joe Thompson

Agenda

1.	Opening Remarks	1:30 to 1:40
2.	Communications	1:40 to 1:50
3.	Emerging Themes and Initial Current State Analysis	1:50 to 2:45
4.	Next Steps	2:45 to 3:00

Dial In:
Particip.
Moderator: s.15



Post-Secondary Sector
Administrative Service Delivery Transformation Project

Meeting of the Steering Committee

Date and Time	Friday, October 12, 2012 – 10:00 AM to 12:00 pm
Location	Room 281, BCIT Downtown Campus, 555 Seymour Street, Vancouver
Conference Call Details	Dial In: s.15 Particip Moderator: Joe Thompson

Agenda

✓ 1. Opening remarks	10:00 to 10:05
✓ 2. Key feedback and changes to draft report	10:05 to 10:50
3. Report to Executive Committee	10:50 to 11:40
Suggested topics:	
✓ • Report disclaimer	
✓ • Consultation process	
✓ • Request for decisions	
✓ • Advice to Executive Committee	
✓ 4. Communications and rollout of final report	11:40 to 11:55
5. Concluding remarks	11:55 to 12:00

↳

This document, any attachments to it, and any further documents related to the Administrative Service Delivery Transformation Project as may be provided later (the "Materials") are confidential and intended solely for the use of the individuals to whom they are addressed, and must not be disclosed or copied without the prior written approval of the Ministry of Advanced Education, Innovation and Technology.



Post-Secondary Sector
Administrative Service Delivery Transformation Project

Meeting of the Executive Committee

Date and Time	Monday, October 15, 2012 – 1:00 to 3:00 pm
Location	Room 2200 (RBC Dominion Securities Executive Meeting Room), SFU Harbour Centre, 515 West Hastings Street, Vancouver
Conference Call Details	Dial In: Particip s.15 Moderator: Joe Thompson

Agenda

Topic	Lead	Time
1. Opening remarks	Cheryl Wenezenki-Yolland	1:00 to 1:05
2. Review of the Deloitte report (a) Executive Summary (b) Targeted walk-through of the report	Jodi Evans and Andrew Medd, Deloitte	1:05 to 2:20
3. Steering Committee discussion points	Joe Thompson and Oliver Grüter-Andrew	2:20 to 2:40
4. Next steps (a) Communications and rollout of final report (b) Endorsement to move forward with planning	Cheryl Wenezenki-Yolland	2:40 to 2:55
5. Concluding remarks	Cheryl Wenezenki-Yolland	2:55 to 3:00

-Mark

Post-Secondary Sector Administrative Service Delivery Transformation Project
Executive Committee Meeting – October 15, 2012

Opening remarks

- Oliver
-Dan R
-Grege
-Jim
Jodi
Adrian
1. Welcome.
 2. I am happy to report we have reached an important milestone:
 - the Deloitte report is being tabled today for your review, and
 - we are nearing the end of the Opportunity Assessment Phase of the project.
 3. The report proposes many opportunities for collaboration and shared services. Attendees at some of the meetings have suggested that the sector begin planning the implementation of some opportunities. That suggestion is on the agenda today for your consideration.
 4. The first order of business is the adoption of the agenda. Does anyone have any changes/comments for the agenda?

Review of the Deloitte Report

1. The Deloitte team is going to walk us through the report's Executive Summary and key sections. As always, you are encouraged to ask questions and comment during the walkthrough. ~~As well~~ there is a short window of time to provide any additional feedback to Deloitte. They are looking for that feedback by October 23rd.
2. If there are no further comments I will ask Jodi Evans to guide us through the report.

Steering Committee Discussion Points

- Response
1. I will now ask both Oliver and Joe to update us on the Steering Committee meeting held last week.

Cheryl – FYI....key points from the Steering Committee are:

- *They endorse / support the process followed;*
- *Did not feel a disclaimer is required in the report – they will respond to the report once made public;*

- *Strongly feel the sector as a whole need to proceed with next phase - planning, business case development, implementation and will be looking to Executive Committee for that endorsement. In this regard, you could suggest the Leadership Council discuss this point and obtain sector wide endorsement to proceed. See Next Steps 4(b) if we get into this agenda item as part of this discussion.*

Next steps

(a) Communications and rollout of final report:

1. The Ministry plans to publish the Deloitte report on the Ministry's public website. You will be notified when we know the date it's going to be posted.
2. The Ministry is working with government communications staff on:
 - messaging for institutions to use until the report is published;
 - messaging by government when the report is published;
 - messaging and a communication strategy for government/sector if the report is leaked;
 - updates to the Communication Plan and the Question & Answer section of the Ministry's project webpage to cover what's happening in October until the report is published.
3. A structured, carefully scheduled report release plan will be in place to ensure the sector has advance notice and copies of the final report.
- 4.

s.17

(b) Endorsement to move forward with planning:

1. The Steering Committee has asked that the sector begin planning for the implementation of some of the short-term opportunities.
2. Planning would include:
 - setting up a governance structure for planning;
 - selection of the opportunities that should be implemented in the short term;
 - preparation of planning deliverables such as business cases and funding models;
 - preparation of a plan by March 31, 2013 to implement the selected opportunities;

- how a go / no go decision would be obtained to proceed with implementation of the selected opportunities;
 - creation of a project secretariat by the Ministry to provide project oversight and reporting to the sector.
3. Planning activities would be reviewed following any direction from Treasury Board.
 4. What are your thoughts about moving forward over the next two or three weeks by having a Steering Committee meeting to discuss governance and initiation of a planning phase?

implementation?

Concluding remarks

1. Thank you for your thoughtful comments on the report and the discussion around the Steering Committee's points.
2. A lot of worthwhile opportunities have come out of this project. Some of them have been discussed previously, but now there seems to be some momentum and a roadmap for moving forward.
3. I think this project has been a great example of a cooperative, collaborative, and consultative process across the sector and with the ministry.
 - Feedback was always constructive.
 - All institutions participated in reviewing many drafts of the preliminary findings and the draft report.
 - The sector responded to meeting some challenging timelines as per our Terms of Reference.
4. Thank you for the efforts of your staff, and for your leadership and support in making this happen. I'm looking forward to working with you in the next phase.

More similar like K-12?

*Leadership Council Mtg - ask Don if can report out
+ Rich-off discussion*



Post-Secondary Sector
Administrative Service Delivery Transformation Project

Messages from the Steering Committee to the Executive Committee

1. The Steering Committee supports and endorses the consultative process used in this project.
2. The Steering Committee is concerned about presentation of the year in which realization of benefits would start.
3. The Steering Committee asks that the Executive Committee support moving ahead with a planning phase as quickly as possible, without waiting for publication of the final report.
4. The Steering Committee asks that the Executive Committee support engagement of the whole sector in future phases of this project.
5. There should be a final Steering Committee meeting in this phase to discuss governance for the planning phase.

1 Response from sector

- how a go / no go decision would be obtained to proceed with implementation of the selected opportunities;
 - creation of a project secretariat by the Ministry to provide project oversight and reporting to the sector.
3. Planning activities would be reviewed following any direction from Treasury Board.
 4. What are your thoughts about moving forward over the next two or three weeks by having a Steering Committee meeting to discuss governance and initiation of a planning phase?

implementation?

Concluding remarks

1. Thank you for your thoughtful comments on the report and the discussion around the Steering Committee's points.
2. A lot of worthwhile opportunities have come out of this project. Some of them have been discussed previously, but now there seems to be some momentum and a roadmap for moving forward.
3. I think this project has been a great example of a cooperative, collaborative, and consultative process across the sector and with the ministry.
 - Feedback was always constructive.
 - All institutions participated in reviewing many drafts of the preliminary findings and the draft report.
 - The sector responded to meeting some challenging timelines as per our Terms of Reference.
4. Thank you for the efforts of your staff, and for your leadership and support in making this happen. I'm looking forward to working with you in the next phase.

More time like K-12?

*Leadership Council Mtg - ask Don-feran report out
+ Rich-off discussion*

Steering Committee Report Out

• Final Steering Committee comments on Draft Report:

- Highlight the key messages from the overall process more clearly in the Executive Summary
- Identify the cumulative net benefits of the Tier 1 opportunities in addition to the fiscal year analysis shown in the Executive Summary
- Concern about achieving the Tier 1 opportunities savings within four years
- Minor wording changes

Payback
Savings
ROI

• Steering Committee comments for Executive Committee

1. The Steering Committee endorses the process undertaken to identify and analyze the opportunities included in the Draft Report
2. The Steering Committee encourages the Executive Committee to move as quickly as possible to the next phase of the Administrative Service Delivery Transformation
3. The Steering Committee proposes a structured release of the report that includes responses from the Ministry and the sector as a whole timed to coincide with a public release
4. The Steering Committee believes one of the key principles in the governance structure for the next phase of the project should be continued cross-sector collaboration

Summary of changes to draft report

- **Structural changes**
 - Created a four page Executive Summary
 - Moved the summary of existing collaboration to Appendix
- **Opportunity-specific changes**
 - Removed references to Group Purchasing Organization and IT Shared Services organization
 - Removed the specific Transcript Exchange opportunity (plan to incorporate into a BC Campus opportunity – discussion?)
 - Removed Parking opportunities
 - Consolidated HR opportunities
 - Moved the Additional Strategic Sourcing opportunity to Tier 2 and updated calculations to reflect the size of the total addressable spend based on feedback from within the sector
 - Added slides to Procurement opportunity profile to provide additional context
 - Added additional detail in the Analysis Summary for several opportunities
 - Provided clarification of gross vs. net benefit in graphs and one time vs. recurring costs
- **Other changes**
 - Highlighted that one size does not fit all more clearly in Executive Summary and Report
 - Removed fiscal target bar on net benefit graphs
 - Only included Tier 1 net benefits in graphs
 - Numerous wording and clarification changes throughout

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Post-Secondary Sector
Administrative Service Delivery Transformation Project

Meeting of the Steering Committee

Date and Time	Tuesday, October 23, 2012 – 1:00 to 3:00 pm		
Location	Boardroom 775, BCIT Downtown Campus, 555 Seymour Street, Vancouver		
Conference Call Details	Dial In:	s.15	s.15
	Particip		
	Moderator:	Joe Thompson	

Agenda

Note: Relevant sections of the Deloitte report have been appended for your convenience.

1. ✓ Opening remarks (Joe and Oliver) 1:00 to 1:05
2. ✓ Briefing on the Executive Committee meeting 1:05 to 1:10
3. ✓ Opportunities and priorities 1:10 to 1:40
See the list of tier 1 and 2 opportunities at Appendix 1.
4. ✓ Success factors: 1:40 to 2:00
How should we address risks and barriers?
An extract from the Deloitte report is at Appendix 2.
5. ✓ Brainstorming on governance model options 2:00 to 2:30
An extract from the Deloitte report is at Appendix 3.
6. ✓ Next steps: How to get going 2:30 to 2:50
An extract from the Deloitte report is at Appendix 4.
7. Concluding remarks 2:50 to 3:00

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Comolli, Catherine M AVED:EX

From: Comolli, Catherine M AVED:EX on behalf of Thompson, Joseph AVED:EX
Sent: Monday, July 9, 2012 8:25 AM
To: 'braye@unbc.ca'; 'lomelinn@bcit.ca'; 'rleby@okanagan.bc.ca'; 'teslak@cotr.bc.ca'; 'pat_hibbitts@sfu.ca'; 'roy.daykin@langara.bc.ca'; 'dougcallbeck@vcc.ca'; 'pat.eagar@viu.ca'; Rasnick, Deborah AVED:EX; Perrey, Jordan AVED:EX
Cc: 'Gruter-Andrew, Oliver'; 'Vince Laxton'; Stewart, Pam JTI:EX; 'Medd, Andrew (CA - British Columbia)'; 'jodie@deloitte.ca'
Subject: Administrative Services Delivery Transformation
Attachments: Post Secondary ASDT - Steering Committee Meeting - Project Overview - FINAL.PDF

Good morning,

Thank you for your participation in the inaugural Post-Secondary Sector Administrative Services Delivery Transformation project meeting on Thursday June 28, 2012. Attached is last week's presentation with updates intended to reflect edits and changes discussed in the meeting. We have done our best to capture and reflect all the feedback, yet expect there may still be more clarification required, so welcome any additional comments, questions or clarifications on the material. Please forward these comments to Andrew Medd at amedd@deloitte.ca who will in turn triage the requests within the project team.

You will see a number of changes to the functional scope that will drive our initial data gathering and analysis; everything identified with a Green or Yellow box will be included in the scope of our initial analysis. As we discussed, the approach to analyzing opportunities will be iterative. The data gathering and analysis will be continually re-focused based on discussions with the Steering Committee and functional experts from each institution.

NEXT STEPS:

Over the next few days, you will receive:

- a PowerPoint presentation that you can use to brief your institution's team;
- a draft Communication Strategy and Plan for your review and comment;
- information about the schedule for Steering Committee meetings.

In the meantime, it would be appreciated if you would please provide Andrew Medd with the contact information for the functional experts you wish to be engaged in this work. Contacts are required in the following functional areas:

- Procurement
- Facilities
- IT
- HR
- Finance
- Ancillary services

Deloitte will contact each of you directly to discuss whether Deloitte should contact the functional experts directly or through a single point of contact.

It would also be helpful if you could send Andrew any suggestions for people across the sector who should be contacted about best practices, innovative ideas or previous projects for cost savings or service improvements.

We look forward to working with you to explore opportunities that will benefit all institutions.

Regards,

Joe Thompson

Oliver Grüter-Andrew

BC Post-Secondary Education

Administrative Service Delivery Transformation Opportunity Assessment

Steering Committee Project Overview

July 4, 2012



There are specific objectives for the Post-Secondary Administrative Service Delivery Transformation project

- The background context considered while developing the project approach included the following:
 - Post-secondary Education in BC is being shaped by a number of forces including planned reductions in government funding, a need to make technology investments to prepare for the future, increasing diversity of student populations and rapid capital infrastructure expansion
 - At the same time fiscal pressures are creating a challenging financial environment for all public sector organizations in BC, including post-secondary institutions
 - In order to meet these challenges and build on the effective and efficient practices in place at individual institutions, the Ministry of Advanced Education and post-secondary institutions are interested in exploring opportunities to create savings and achieve best value in administrative functions
 - Of particular interest is the identification of opportunities that do not require significant investment to realize cost savings and improvements, and those that will deliver benefits within a reasonable time
- ▼
- The specific objectives for this project phase are to:
 - Determine the specific administrative service delivery transformation opportunities that should be further explored by the Ministry and post-secondary institutions, building on best practices occurring within institutions and leveraging best practices from other jurisdictions
 - Develop a roadmap and guidance for moving forward with the administrative service delivery transformation

Page 628 redacted for the following reason:

s.17, s.21

The project team contains representation at all levels from the institutions, the Ministry and Deloitte

- The proposed project team structure is designed to bring together insight from the Ministry and institutions for each functional area while leveraging Deloitte Subject Matter Experts to provide guidance and quality assurance

Project Coordination (Responsible for project delivery, communications and overall quality assurance)		
Steering Committee Co-Chairs	Joe Thompson	A/ADM, Ministry of Advanced Education
	Oliver Gruter-Andrew	Chief Information Officer, UBC
Project Management	Pam Stewart	Project Director
Deloitte Team	Jodi Evans	Engagement Partner
	Andrew Medd	Engagement Lead
	Mike Rosenblood	Lead, Procurement and Facilities
	Joel Turner	Lead, IT, HR and Finance
	Amanda Wright	Lead, Ancillary Services and other areas
	Min Soo Kim	Project Analyst
Functional working teams	Representatives from post-secondary institutions	

As the project progresses, the Steering Committee will play a vital role in communication and guidance

- The role of the Steering Committee is to:
 - Provide guidance and strategic advice on areas of potential opportunity for service delivery transformation
 - Define and validate functional scope
 - Be an advocate for the project and the final results
 - Sponsor the project and act as a point of contact at the institution level for information gathering and interviews
 - Participate in approval, validation and prioritization of roadmap strategy
 - Identify functional experts in your respective institutions to support data collection and analysis
 - Validate assumptions in opportunity profiles
 - Be the escalation point for issue resolution and mediation

Page 630 redacted for the following reason:

s.17, s.21

Key meetings will be held throughout the project to keep everyone informed about overall progress

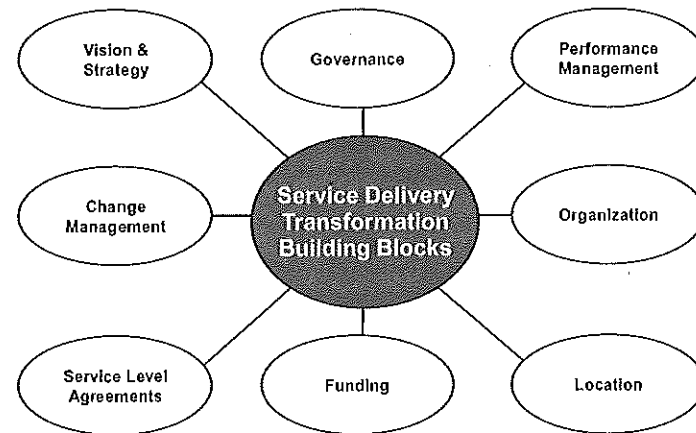
Date (tentative)	Key meetings
June 28, 2012	Steering Committee meeting
July 19, 2012	Executive Committee meeting
July TBD	All institution project update call
August 1, 2012	Steering Committee meeting
August 16, 2012	Executive Committee meeting
August 30, 2012	Steering Committee meeting
September 6, 2012	Executive Committee meeting
September TBD	All institution project results update

- Accompanying the key meetings above, there will be a regular status updates provided to the Executive Committee and Steering Committee

Administrative Service Delivery Transformation Overview

A set of key building blocks provide the various lenses required to undergo a service delivery transformation

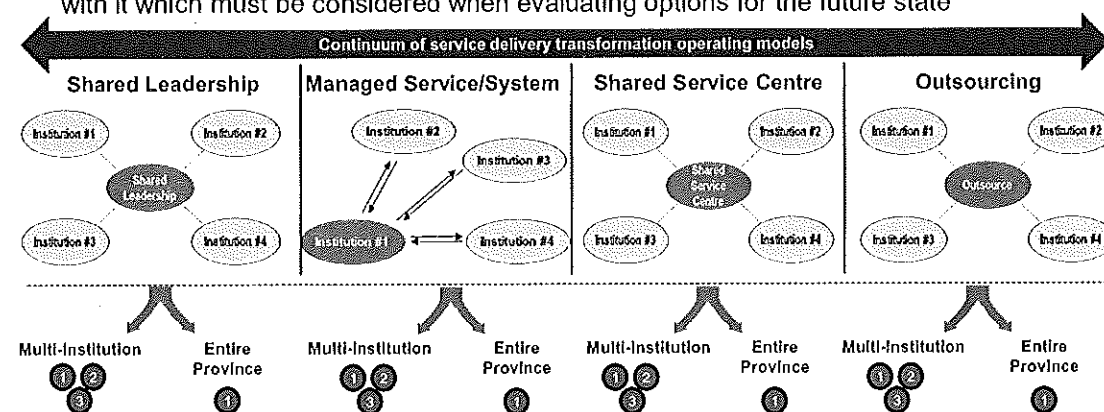
- To ensure a successful implementation of a service delivery transformation initiative it is important to understand the foundational elements that need to be in place



10 Post-Secondary Administrative Service Delivery Transformation Steering Committee Kick-off Meeting

Four models are available to help the post-secondary sector achieve its administrative service delivery vision

- Administrative service delivery transformation at the institution level is a continuum of operating models ranging from institutional collaboration and shared leadership through to centralized, outsourced arrangements
- Participation in each operating model can be mandatory or optional; mandatory participation will yield greater cost savings
- Potential cost savings and complexity of implementation typically increase with as organizations move to the right of the continuum
- Each operating model has unique characteristics, benefits, and challenges associated with it which must be considered when evaluating options for the future state



11 Post-Secondary Administrative Service Delivery Transformation Steering Committee Kick-off Meeting

Initial Administrative Service Delivery Transformation Scope

A set of criteria will be used to evaluate the opportunities throughout the project

- The following criteria will help prioritize service delivery transformation opportunities for analysis and implementation:

Proposed Criteria	Description	Prioritization Impact
Cost Savings	The level of cost savings expected to be achieved by the opportunity	Higher savings levels will be given higher priority
Time to Benefit Realization	The time needed for benefits from the opportunity to be realized	Shorter time needed to realize benefits will be given higher priority
Level/Extent of Investment	The level and extent of investment required to achieve the opportunity	Lower investment and requirements to implement an opportunity will be given higher priority
Implementation Complexity	The complexity (i.e. the extent of the effort required to implement the opportunity	Lower implementation complexity will be given higher priority
Service Delivery Quality	The impact to service delivery quality and the quality of service to the current level of service	Higher quality will be given to opportunities that maintain or enhance delivery quality

Procurement

Proposed functions for analysis

Proposed functions out of scope for analysis

Further discussion and validation required

DRAFT

Sub-function	Sample preliminary opportunities
Strategic Sourcing	- Consolidate spends across various consortia, buying groups and institutions - Create centralized shared service centre(s) for procurement function - Renegotiate key commodity contracts with increased participation from sector and/or expanded to include adjacent sectors
Contract Management	- Support with contract development, including the RFP process and negotiation with vendors - Management of vendors to ensure compliance with terms and conditions of contracts on an ongoing basis
Materials and Supply Management	
Shipping & Logistics	Propose out of scope
P-Cards	- Increase overall use of P-cards (physical and ghost) to reduce procurement costs and to increase discounts and rebates - Explore leveraging provincial government P-Card

Capital Project Delivery

DRAFT
■ Proposed functions for analysis
■ Proposed functions out of scope for analysis
Further discussion and validation required

Sub-function	Sample preliminary opportunities
Capital Planning and Management	- Deploy more cost effective alternative funding and development models for future capital project development - Capital planning and delivery Centre of Excellence

Facilities

DRAFT
■ Proposed functions for analysis
■ Proposed functions out of scope for analysis
Further discussion and validation required

Sub-function	Sample preliminary opportunities
Facilities Management	- Consolidate the operations and maintenance spend and procure service through a third party facilities management provider - Create a shared work order system
Facilities Maintenance	- Deliver facilities maintenance through an alternative delivery model (e.g. municipality) - Explore alternative service delivery for facility condition inspection services to achieve consistency and comparability across institutions
Custodial	Deliver custodial services through an alternative delivery model
Grounds Maintenance	Deliver grounds maintenance through an alternative delivery model
Energy Management	Propose out of scope
Community Use Permits	Propose out of scope

IT

DRAFT
■ Proposed functions for analysis
■ Proposed functions out of scope for analysis
Further discussion and validation required

Sub-function	Sample preliminary opportunities
Workstations / Helpdesk	• Deliver workstation services, including replacement, support, imaging and application management through an alternative delivery model
Network	• Explore managed service contracts for Local Area Network (LAN) and Wireless Local Area Network (WLAN)
Application Management	• Centralize management of email and other corporate applications across the post-secondary institutions; explore cloud offerings
Project / Portfolio Management	• Propose out of scope
Application and Data Hosting	• Pursue centralized data centre and cloud options to reduce cost and burden of managing servers at institutions sites
Enterprise Data Management	• Implement centralized data management technologies to minimize redundancy and increase accuracy, availability and timeliness of data
Records / Content Management	• Leverage centrally provided records and content management technologies
Mobility and telecomm	• Leverage Telus voice contract to consolidate spend and lower land line and mobile phone bills
Printers and MFDs	• Leverage Managed Print Services to reduce operational and capital printing costs

HR

DRAFT
■ Proposed functions for analysis
■ Proposed functions out of scope for analysis
Further discussion and validation required

Sub-function	Sample preliminary opportunities
Payroll	• Explore the implementation of HR Shared Services (technology, processes) • Prioritize high volume transactional HR Services (i.e. Payroll, Personnel Data Management) • Explore opportunity to more effectively management recruiting agency relationships • Explore opportunities to jointly procure benefit plans
Personnel Data Management	
Recruitment	
Staff complement Management	
Time Management	
Benefits Admin.	
Benefit plans	
Pension plans	
Pension Admin.	
Disability / Claims / Case Management	• Centrally process, file and appeal (where necessary) WorkSafe claims • Manage return to work programs
Occupational Health & Safety	• Develop a centralized Occupational Health & Safety centre to provide support, training and guidance to post-secondary institutions
Learning & Development	• Propose out of scope
Attendance Support	• Implement a best practice Attendance Support program

Finance

DRAFT
 ■ Proposed functions for analysis
 ■ Proposed functions out of scope for analysis
 Further discussion and validation required

Sub-function	Sample preliminary opportunities
Accounts Payable	- Explore the implementation of Finance Shared Services (technology, processes) - Prioritize high volume transactional Finance processes (i.e. AP, AR)
Accounts Receivable	
Travel & Expenses	
General Ledger	
Fixed Asset Accounting	
Project Accounting	
Budget Management	Explore the implementation of Budget and Financial Reporting Shared Systems
Financial Reporting	
Risk Management	Risk management centre of expertise
Treasury Management	- Reduce fees and improve deposit and borrowing terms by consolidating banking relationships - Create a Treasury Management Centre of Expertise to manage investments, cash flow for institutions
Internal Audit	Centralize and standardize procurement of internal audit provider

20 Post-Secondary Administrative Service Delivery Transformation Steering Committee Kick-off Meeting

Front office functions

DRAFT
 ■ Proposed functions for analysis
 ■ Proposed functions out of scope for analysis
 Further discussion and validation required

Sub-function	Sample preliminary opportunities
Admit and enroll students	- Explore the implementation of shared services and/or shared systems - Explore opportunity to collaborate on procuring licensing for key collections, titles and library learning resources - Explore opportunities related to digital libraries
Maintain Transcript Data	
Libraries	
Provide ancillary services	- Explore consolidation of ancillary service contracts (parking, security, food services) - Explore opportunity to collaborative in delivery of bookstore supply chain services
Plan Course offerings	Propose out of scope
Evaluate Course Offerings	

21 Post-Secondary Administrative Service Delivery Transformation Steering Committee Kick-off Meeting

Comolli, Catherine M AVED:EX

From: Comolli, Catherine M AVED:EX on behalf of Thompson, Joseph AVED:EX
Sent: Wednesday, July 18, 2012 4:07 PM
To: 'lockie@camosun.ca'; 'cturner@capilanou.ca'; XT:Fahman, Penny FIN:IN;
'teslak@cotr.bc.ca'; 'maynesk@douglascollege.ca'; 'mclifford@ecuad.ca';
'tternoway@jibc.ca'; 'gordon.lee@kwantlen.ca'; 'roy.daykin@langara.bc.ca';
'ccarson@nvit.bc.ca'; 'Carol.Baert@nic.bc.ca'; 'bdeinstadt@nlc.bc.ca';
'csousa@nwcc.bc.ca'; 'rleby@okanagan.bc.ca'; XT:Tulip, Dan GCPE:IN;
'mdion@selkirk.ca'; 'pat_hibbitts@sfu.ca'; 'cneufeld@tru.ca'; 'pierre.ouillet@ubc.ca';
'jackie.hogan@ufv.ca'; 'braye@unbc.ca'; 'VPFO@uvic.ca'; 'dougcallbeck@vcc.ca';
'pat.eagar@viu.ca'; 'ovpaf@viu.ca'; 'lomelinn@bcit.ca'
Cc: 'don_wright@bcit.ca'; 'laurink@camosun.ca'; 'kbulcroft@capilanou.ca';
'bowmanj@cnc.bc.ca'; XT:Rubidge, Nick GCPE:IN; 'mcalpines@douglascollege.ca';
'rburnett@ecuad.ca'; 'jmcgee@jibc.ca'; 'john.mckendry@kwantlen.ca';
'davidross@langara.bc.ca'; XT:Tourand, Ken FIN:IN; 'jan.lindsay@nic.bc.ca';
'lrancourt@nlc.bc.ca'; 'dhenning@nwcc.bc.ca'; 'jhamilton@okanagan.bc.ca';
'allan.cahoon@royalroads.ca'; 'agraeme@selkirk.ca'; 'petter@sfu.ca'; 'president@tru.ca';
'stephen.toope@ubc.ca'; 'mark.evered@ufv.ca'; 'rushton@unbc.ca'; 'pres@uvic.ca';
'kkinloch@vcc.ca'; 'ralph.nilson@viu.ca'; 'Gruter-Andrew, Oliver (oliver.gruter-
andrew@ubc.ca)'
Subject: Administrative Service Delivery Transformation
Attachments: Project Overview - Admin Service Delivery Transformation - 07-18-2012.pdf

Good afternoon,

Attached please find a project overview regarding the Administrative Service Delivery Transformation project. The Steering Committee is in the process of finalizing a formal Communications Plan for approval by the Executive Committee. In the meantime the attached document can be used to brief your institution staff and colleagues about the project.

Thank you;

Joe Thompson
Steering Committee Co-Chair

Oliver Grüter-Andrew
Steering Committee Co-Chair



Post Secondary Sector
Administrative Service Delivery Transformation Project

Project Overview

Purpose of the project

The Ministry of Advanced Education and the public post-secondary institutions will collaborate to assess opportunities for shared procurement and back office administrative services across the public post secondary sector to achieve best value and fiscal plan targets, which includes

- reduced costs
- improved quality
- improved risk management, and
- enhanced services.

The project will build on the effective and efficient practices and cost savings already achieved by individual institutions.

The project will protect the quality of academic programs by challenging the post-secondary sector to reduce administrative costs and any other expenditures that are not related to direct academic program delivery.

Background

All public sector organizations in BC, including public post-secondary institutions, are facing a challenging fiscal environment.

The BC Government's Budget 2012 includes targeted savings in post-secondary non-academic administrative services. The recurring saving targets are \$20M in 2013/14 and a further \$30M in 2014/15.

Institutions have already achieved some cost savings, efficiencies and best practices in non-academic administrative services.

There is interest in building on the work that has already taken place at the institution level to explore potential opportunities to work across institutions to deliver additional savings and benefits.

To meet these challenges and build on the effective and efficient practices in place at individual institutions, the Ministry of Advanced Education and the public post-secondary institutions initiated this collaborative project on June 25, 2012.

Key Deliverables

- **Current state assessment**

A summary of information gathered from the Ministry and the post-secondary institutions about the current operating model in non-academic administrative functional areas.

- **Opportunity profiles**

An overview ("profile") of each specific opportunity identified including description, current delivery model, current issues, leading practices, benefits (financial and non-financial), costs and

implementation considerations (i.e. governance, funding, timing). The number of profiles is dependent on analysis.

- **High-level cost / benefit analysis**

An overall assessment of the financial and non-financial impacts of the complete portfolio of high-priority opportunities, extrapolated sector-wide where appropriate.

- **Service Delivery Transformation roadmap**

A calendar view of the opportunities to show which opportunities should be explored in the short-term and which should be considered as longer-term initiatives. The roadmap will also outline governance and implementation considerations that will need to be addressed to successfully move forward in future phases.

Project Leadership

Executive Committee	Steering Committee
• Dr. Mark Evered (UFV) • Dr. David Ross (Langara) • Dr. George Iwama (UNBC) • Mr. Jim Hamilton (Okanagan) • Ms. Kathy Kinloch (VCC) • Dr. Don Wright (BCIT) • Prof. Stephen Toope (UBC) • Ms. Cheryl Wenezenki-Yolland (Deputy Minister, Ministry of Advanced Education) • Mr. Joe Thompson (Acting Assistant Deputy Minister, Ministry of Advanced Education)	• Joe Thompson (Acting ADM, Ministry of Advanced Education) Steering Committee Co-Chair • Oliver Grüter-Andrew (Chief Information Officer, UBC) Steering Committee Co-Chair • Eileen Bray (UNBC) • Doug Callbeck (VCC) • Roy Daykin (Langara) • Pat Eager (VIU) • Robert Eby (Okanagan) • Pat Hibbitts (SFU) • Lorcan O'Melinn (BCIT) • Diane Teslak (COTR) . • Deborah Rasnick (Acting CFO, Ministry) • Jordan Perrey (Acting CIO, Ministry)

Project Planning and Coordination
• Joe Thompson, Steering Committee Co-Chair • Oliver Grüter-Andrew, Steering Committee Co-Chair • Pam Stewart, Project Director, reporting to the Steering Committee Co-Chairs • Consulting firm's engagement Lead • Consulting firm's engagement Partner



Post-Secondary Sector
Administrative Service Delivery Transformation Project

Project Overview

August 20, 2012

Purpose of the project

The Ministry of Advanced Education and the public post-secondary institutions will collaborate to implement shared procurement and back office administrative services across the public post-secondary sector to achieve best value and fiscal plan targets, which includes

- reduced costs
- improved quality
- improved risk management, and
- enhanced services.

The project will build on the effective and efficient practices and cost savings already achieved by individual institutions.

The project will protect the quality of academic programs by challenging the post-secondary sector to reduce administrative costs and any other expenditures that are not related to direct academic program delivery. The areas of project focus will not impact the delivery of academic services.

The first phase of the project is the Opportunity Assessment Phase from June 25, 2012 to September 30, 2012. It will study, review and recommend specific non-academic administrative service delivery opportunities, and will develop a "roadmap" with options for moving forward with service delivery changes in future phases.

Background

All public sector organizations in BC, including public post-secondary institutions, are facing a challenging fiscal environment.

The BC Government's Budget 2012 includes targeted savings in post-secondary non-academic administrative services. The fiscal targets are \$20M in 2013/14 and a further \$30M in 2014/15.

There is interest in building on the efficient practices and cost savings already achieved by individual institutions, and collaborating to extend these benefits across the sector. For example, some practices, technology investments and supplier pricing arrangements could potentially be shared across more institutions.

To meet these challenges and build on the effective and efficient practices in place at individual institutions, the Ministry of Advanced Education and the public post-secondary institutions initiated this collaborative project on June 25, 2012.

Key deliverables to be included in the consultants' final report

- **Current state assessment**

A summary of information gathered from the Ministry and the post-secondary institutions about the current operating model for administrative functional areas.

- **Opportunity profiles**

An overview ("profile") of each specific opportunity identified including description, current delivery model, current issues, leading practices, benefits (financial and non-financial), costs and implementation considerations.

- **High-level cost / benefit analysis**

An overall assessment of the financial and non-financial impacts of the complete portfolio of high-priority opportunities, extrapolated sector-wide where appropriate.

- **Service Delivery Transformation roadmap**

A calendar view of the opportunities to show which opportunities should be explored in the short-term and which should be considered as longer-term initiatives. The roadmap will also outline governance and implementation considerations that will need to be addressed to successfully move forward in future phases.

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• Joe Thompson, Steering Committee Co-Chair • Oliver Grüter-Andrew, Steering Committee Co-Chair • Pam Stewart, Project Director, reporting to the Steering Committee Co-Chairs • Jodi Evans, Deloitte Inc. Engagement Partner • Andrew Medd, Deloitte Inc. Engagement Lead • Steering Committee members are responsible for local coordination in the 9 institutions represented on the Steering Committee • VPs of Finance are responsible for local coordination in the other institutions not represented on the Steering Committee

McMahan, Alana AVED:EX

From: Rasnick, Deborah AVED:EX
Sent: Tuesday, April 3, 2012 6:06 PM
To: 'Kristi Simpson'; 'Robert L. Eby'
Cc: McMahan, Alana AVED:EX
Subject: FW: Shared Svcs Initiative
Attachments: Attachments to PPT 12Apr03.docx; Leadership Council update 12Apr03.pptx; Project Update - 12Apr03.docx

Good afternoon, Kristi & Bob,

Further to my note below. Attached is the PPT presentation and accompanying attachments, along with a Word doc version of this presentation content.

If you could please have a peek at the Word doc, in prep for our call, it would be most appreciated. Very interested in your feedback on this skeleton version of the proposed approach for the initiative.

Note: the presentation to Leadership Council (Presid However, the council was provided the PPT, and will membership is considered 'draft' until receiving thei

*Did not reprint
the PPT + attach.
since it's the
same*

oday, due to time constraints.
posed Steering Committee
g is early draft!

I'll now ask Alana to find some time for us to chat...

Thank you, both, and look forward to chatting.

deb

From: Rasnick, Deborah AVED:EX
Sent: Tuesday, April 3, 2012 10:59 AM
To: 'Kristi Simpson'; 'Robert L. Eby'
Subject: Shared Svcs Initiative

Hi Kristi & Bob,

I keep trying to carve some time to chat with each of you on the Shared Services Initiative, but must confess that year-end has put things a bit behind.

What I'm hoping we can do is to discuss the skeletal structure of the Terms of Reference via phone, and then add meat to the bones in terms of full narrative. We also need to chat with Ruth, Robin and Jim around best options for communications and collecting feedback.

I plan to send an Update document your way sometime today, then will ask my assistant, Alana, to schedule 30 minute calls with each of you. Schedules willing, I'm hoping for Thursday this week.

I've also chatted with Lorcan (BCIT) and Peter (Camosun) - our other colleagues put forward as potential Steering Committee members. Eileen Bray (UNBC) is also identified, however, she is away until mid-April, so we have yet to chat. I think it would be useful to add one additional VP Finance from a small/regional college - we can discuss this further on our calls.

Once these initial chats are completed, we'll schedule a broader discussion with full Steering Team (which includes several Ministry reps) to officially review the project and create the first true draft.

I'm briefing the Leadership Council today on this initiative, and will attempt to incorporate their feedback into the materials sent today.

This will be an interesting project, of that I am most certain, and Joe and I really appreciate your willingness to work on guiding the ship.

Chat soon,

deb

**Post-Secondary Shared Services Initiative
Project Update for Leadership Council**

Meeting of April 3, 2012

Prepared by: Deborah Rasnick, A/Executive Director, Post-Secondary Funding

At Feb 28th meeting between Sector Presidents & AVED Executive, AVED committed to creating forums for dialogue on this initiative to create a strategic vision, and craft an initial Terms of Reference (ToR).

March Activities

- Initial meeting held on March 13th to discuss Initiative and sketch a possible way forward. Participants:
 - Sector: Robin Ciceri, Ruth Wittenberg, and Peter Lockie (for Jim Reed);
 - AVED: Joe Thompson, Ian Rongve, Susan Brown, Suzanne Manahan, Deb Rasnick
- AVED committed to coordinating the initial draft of the Terms of Reference (ToR):
 - This work is underway. AVED and small group of VPs Finance (proposed Steering Committee members) will jointly craft for broader review and feedback;
 - Considered a living document until final sign-off by proposed governance bodies

Project Approach

- Leverage successes from the *community* that came together in the recent *GAAP Transition* initiative:
 - Shared ownership of project – sector and ministry
 - Cross-sector representation throughout governance framework
 - Hats-off: system-wide initiative, with participants pro-actively exploring ideas and finding solutions for success, using system-wide lens
 - AVED staff providing project leadership, connecting people and ideas, coordinating, broad govt liaising, and secretariat functions
 - AVED providing strategic externally-contracted resources for subject matter expertise

Building blocks under consideration include:

Note: all items below are considered draft, and are subject to discussion and refinement to meet stakeholder needs.

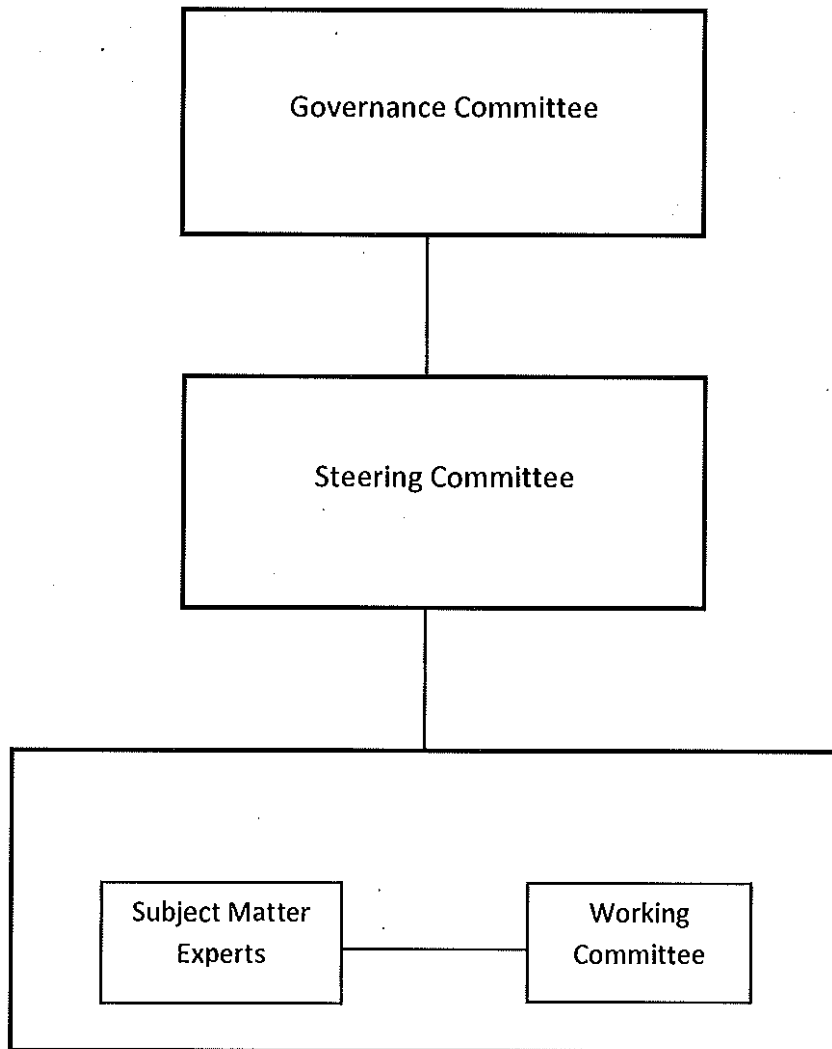
- **Purpose of Initiative:**
 - Explore system-wide opportunities to unlock value through such means as leveraging purchasing power, economies of scale, partnerships and collaborations, technological innovation, product standardization, and process efficiencies.
 - Build on individual and collective strengths to get better outcomes and take advantage of the opportunities they may create.
 - Design the implementation road map for high quality opportunities within a sustainable delivery model that will meet stakeholder needs into the future.
- **Guiding Principles:**
 - Act as One System
 - Shared Leadership, Ownership, and Accountability for Results
 - Be a Respectful Partner, and Foster Open Communication
 - Understand and Advocate to Meet Stakeholders' Needs
 - Use Flexible; Adaptive Approaches

- Focus on Retaining Service Quality while Unlocking Efficiencies
- No Negative Impact to Students, Research, or Programs
- Realistic Solutions and Implementation Timelines
- **Scope:** *For the purpose of this initiative, shared services may include components such as:*
 - Strategic Sourcing/Collaborative Procurement
 - On-Boarding Arrangements Between Entities
 - Partnership-Based Delivery/Best Practice Implementation
 - Back Office Administrative Efficiencies
 - Others Identified by Participants
- **Overarching Project Approach:**
 - Phasing of In-Scope Items into Manageable Chunks
 - Ranking Based on Potential, Risk, and Required Investment
 - Quick Wins Earlier in Implementation Timeline
 - *Strategic Sourcing/Collaborative Procurement is considered to have great potential to reduce costs and increase service quality, and is therefore the most-likely first phase – to be confirmed by Steering Team.*
- **Process:** *Within each bucket, the working group and external resources will:*
 - Identify Areas/Ideas for Consideration (e.g. types of contracts for strategic sourcing)
 - *Also will identify the strategic work already implemented or underway*
 - Undertake an Environmental Scan to Identify the Top (5?) Opportunities
 - Conduct Feasibility Study:
 - Base Data Collection – All 25 Institutions *(to be facilitated through Contracted Resources)*
 - Opportunity Profiling/Business Case
 - Consideration of Strategic Linkages to other Relevant Sector Initiatives
 - Propose Business Delivery Structure (including cost and profit sharing arrangements, and exit mechanisms), Implementation and Communications Plan, etc.
 - Go/No Go Decision
 - Implement Approved Business Lines
- **Governance Framework:**
 - Governance Committee, Steering Committee, Working Committee, and Subject Matter Experts
 - See *Attachment 1* for Proposed Membership and Responsibilities
- **Timelines and Milestone Dates:**
 - To Be Determined by Steering Committee, for review/feedback by broader stakeholders.
 - Critical Planning and Scope Refinement Period - April and May
- **Other Critical Considerations:**
 - See *Attachment 2* for some areas of critical consideration, based on select related public reports.

Next Steps

- Finalize Proposed Steering Committee Representatives (AVED to Coordinate) April
- Concurrently:
 - Complete Draft ToR for Leadership Council Review/Comment, in prep for Working Group Review
 - Solicit Working Group Members (all institutions represented, unless choosing to defer to colleagues) (Steering Committee) April/early May
- Finalize ToR for Leadership Council Approval after Vetting through Working Group (Steering Committee) Mid-May
- Develop Refined Project Timeline, including Milestone Dates and Report Backs to Leadership Council (Steering Committee) End-May
- Begin Project Initiative (Working Group; All) June

Attachment 1: Proposed Governance Framework



Proposed Governance Framework (cont.):

Roles	Membership	Responsibilities
Governance Committee	Comprised of public post-secondary institution Presidents, Deputy Minister and Assistant Deputy Ministers of the Ministry of Advanced Education	- Provide issue resolution and mediation - Provide overall sponsorship - Deliverable approval - Scope management
Steering Committee	Vice-Presidents Finance: Eileen Bray (UNBC) Lorcan O'Melinn (BCIT) Peter Lockie (Camosun) Robert Eby (Okanagan) Kristi Simpson (UVic) Small/Regional College (TBD) Advanced Education: Joe Thompson, A/ADM Ian Rongve, ADM Suzanne Manahan, Exec. Director Deb Rasnick, A/Exec. Director Susan Brown, Exec. Director Ministry Program ED (TBD)	- Define and validate functional scope - Provide guidance and advisory or approvals and constraints - Sponsor project at institution level - Provide issue resolution and mediation - Provide support and leadership as advocates of project team
Subject Matter Experts	Consultants to be determined	- Lead data gathering at institution level - Point of contact at institution level for information gathering and interviews - Remove barriers at institution level
Working Committee	- Institution representatives to be determined by institutions. - Ministry representatives to be determined.	- Participate in approval/ validation/ prioritization of roadmap strategy - Validate assumptions in opportunity profiles - Participate in working sessions

Attachment 2: Other Critical Considerations

Deloitte Consulting LLP

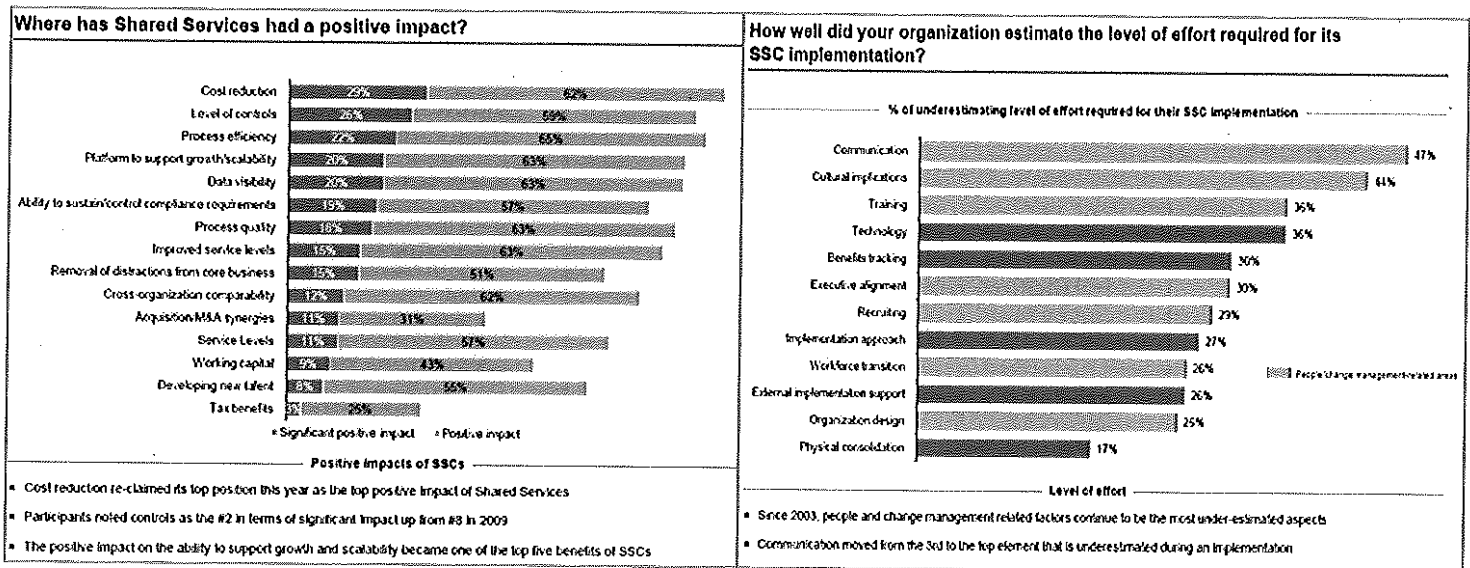
Deloitte has recently shared the results of its March 2011 *Survey of Global Shared Services* initiatives. 270 respondents provided information on their 718 Shared Services Arrangements. The Executive Summary (26 pp) is publically available at: http://www.deloitte.com/assets/Dcom-UnitedStates/Local%20Assets/Documents/IMOs/Shared%20Services/us_sdt_2011GlobalSharedServicesSurveyExecutiveSummary.pdf

The full (~50 pp) document is also available via email; if interested, please contact deborah.rasnick@gov.bc.ca.

Key Findings on the Implementation Journey and Value include:

- Every organization approaches Shared Services differently and regardless of the approach organizations are delivering year over year incremental value to their organizations bottom line.
- Most organizations are being very thoughtful regarding how to “chunk” their SS implementation and/or expansion, carefully weighing the pros and cons of how to sequence and time the changes.
- Organizations continue to underestimate critical elements of the Shared Service journey required for a success--- many do not have the discipline to learn from and avoid the mistakes of others.
- While cost reduction is a tried and true benefit of Shared Services, more and more organizations are recognizing that other benefits from Shared Services are just as much or more valuable than the cost reduction -- controls, data visibility, and creating a platform for growth, just to name a few.
- To fully leverage the value of your Shared Services initiative, the power of the organization’s culture cannot be underestimated or ignored --- heavy focus on change management elements such as communication, training, and executive alignment are required.

Two tables considered highly-relevant for our current initiative include:



Attachment 2 continued on next page...

In 2008, the IBM Center for the Business of Government commissioned a report on *Success Factors for Implementing Shared Services in Government*, which was undertaken by Dr. Timothy Burns (Ph.D., Information Systems) and Dr. Kathryn G. Yeaton (Ph.D., Accounting). While a U.S. report, the findings include interviews with many Canadian government organizations, including entities in British Columbia. This report is publically available at: <http://www.businessofgovernment.org/sites/default/files/BurnsYeatonReport.pdf>

In this report, the five key success factors for a successful shared services implementation are identified as:

- Strong project management skills
- Senior-level support
- Effective communication
- Strong change management
- A phased approach to implementation

The report suggests (p. 6) that these five areas require attention early in the planning cycle so that the appropriate mechanisms can be developed and built into the implementation process.

Three tables (pp. 18-19) considered highly-relevant for our current initiative include:

Table 4: Most Positive Result of Implementing Shared Services

Result	No.	Pct.
Improved service	10	19%
Increased collaboration	7	13%
Standardized services	6	11%
Increased efficiency	4	7%
Increased focus	4	7%
Cost savings	4	7%
Consolidation of services	3	6%
Increased awareness	3	6%
Increased constituent support	3	6%
Other	10	19%
Total Responses	54	

Table 5: Most Negative Result of Implementing Shared Services

Negative Result	No.	Pct.
People issues	23	43%
None	9	17%
Mistakes in implementation	7	13%
Increased confusion	5	9%
Other	10	19%
Total Responses	54	

Table 8: Most Significant Lessons Learned

Lesson Learned	No.	Pct.
Change management is key	17	24%
Communication is key	11	16%
Management support is key	11	16%
Stakeholder support is key	9	13%
Need good governance/ planning	6	9%
Other	16	23%
Total Responses	70	

Comolli, Catherine M AVED:EX

From: Comolli, Catherine M AVED:EX on behalf of Thompson, Joseph AVED:EX
Sent: Monday, July 9, 2012 8:45 AM
To: 'davidross@langara.bc.ca'; 'Rushton@unbc.ca'; Wenezenki-Yolland, Cheryl AVED:EX; 'jhamilton@okanagan.bc.ca'; 'kkinloch@vcc.ca'; 'don_wright@bcit.ca'; 'stephen.toope@ubc.ca'; 'mark.evered@ufv.ca'
Cc: 'Gruter-Andrew, Oliver (oliver.gruter-andrew@ubc.ca)'; 'jill.smith@ufv.ca'; 'dfalcon@langara.bc.ca'; Berkes, Andrea AVED:EX; 'jcampbell@okanagan.bc.ca'; 'myu@vcc.ca'; 'David_Karppinen@bcit.ca'; 'gerald.calderon@ubc.ca'; Comolli, Catherine M AVED:EX; Stewart, Pam JTI:EX
Subject: Administrative Service Delivery Transformation
Attachments: 2012-07-09 Project Update - Service Delivery Transformation.pdf

Good morning,

Attached please find the July 9, 2012 Administrative Service Delivery Transformation update.

Regards,

Joe Thompson
Steering Committee Co-Chair

Oliver Grüter-Andrew
Steering Committee Co-Chair



Post-Secondary Sector
Administrative Service Delivery Transformation Project

Project Update for Executive Committee

July 9, 2012

This project update is submitted by the Steering Committee Co-Chairs:

- Joe Thompson, Acting Assistant Deputy Minister, Ministry of Advanced Education
- Oliver Grüter-Andrew, Chief Information Officer, University of British Columbia.

1) Highlights

- (a) The project was formally initiated on June 25, 2012 and is moving forward quickly.
- (b) The first Steering Committee meeting was held on Thursday, June 28, 2012.
- (c) Deloitte is contacting the Steering Committee members to begin scheduling discussions with the institutions' teams to explore opportunities.
- (d) A meeting has been scheduled for July 10th, 9:00-12:00 with Deloitte and the institutions' Chief Information Officers to discuss opportunities to be explored. 12 institutions were invited. Most CIOs will attend in person and some by video.
- (e) Don Wright will give a presentation about the Project at the Post- Secondary Leadership Council meeting on July 11th.

2) Accomplished since project initiation on June 25th

- (a) The Steering Committee kick-off meeting was held on June 28, 2012:
 - The discussion included the project's approach, functional scope, plan, communication considerations, and next steps.
 - Members were asked to create institution teams to work with Deloitte in key functional areas: procurement, facilities, IT, HR, finance and ancillary services.
 - As requested, a Project Briefing presentation will be sent to the Steering Committee to use in briefing their teams and executive.
 - Members nominated Oliver Grüter-Andrew as Co-Chair of the Steering Committee.
- (b) The final project Terms of Reference was sent to the Executive Committee for signature on July 5th.
- (c) Key meetings are being scheduled. Deloitte is also contacting the Steering Committee members to schedule discussions with their institution teams.

3) Communications

- (a) Bi-weekly written status reports will be sent to the Executive Committee beginning on July 6th.
- (b) Three Executive Committee meetings are being scheduled for July, August and September.

- (c) A draft Communication Strategy and Plan will be sent to the Executive Committee, Steering Committee and the three associations for comment.
- (d) We are aware that institutions will communicate with their unions about the project. The Communication Strategy and Plan will address messaging to unions.
- (e) We recognize the institutions' resourcing and scheduling challenges over the summer. We will work with the Steering Committee to try to accommodate vacation schedules.

4) Tentative schedule of key meetings

June 28, 2012	Steering Committee kick-off meeting
July 10, 2012	Meeting with Deloitte and CIOs to discuss opportunities
July 11, 2012	Presentation about the Project by Don Wright at the Post-Secondary Education Leadership Council meeting
July 19, 2012	Executive Committee meeting
July TBD	Project update call with all 25 institutions
August 1, 2012	Steering Committee meeting
August 16, 2012	Executive Committee meeting
August 30, 2012	Steering Committee meeting
September 6, 2012	Executive Committee meeting
September TBD	Project results call with all 25 institutions

Page 657 redacted for the following reason:

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**Post Secondary Sector
Administrative Service Delivery Transformation Project**

Project Update

July 27, 2012

This project update is provided by the Steering Committee Co-Chairs:

- Joe Thompson, Acting Assistant Deputy Minister, Ministry of Advanced Education
- Oliver Grüter-Andrew, Chief Information Officer, University of British Columbia.

1) Progress update

- (a) An all-sector meeting and conference call was held on July 19, 2012 to update the institutions and answer their questions about the project. It was agreed that communications to institutions not represented on the Steering Committee will be through the VPs of Finance.
- (b) An Executive Committee meeting was held on July 26, 2012. A presentation was given on progress and next steps. The Communication Plan was finalized. The project Terms of Reference, signed by all Committee members, was distributed.
- (c) The functional working group workshops to discuss opportunities have been completed. Workshops were held for all functional areas: IT, Procurement, Ancillary Services, Facilities Management, Capital Projects, Library Services, Human Resources and Finance. Functional working groups include representatives from the 9 institutions on the Steering Committee, and one or two other institutions for some groups.
- (d) The consulting firm is now following up with one-on-one meetings with functional experts to clarify workshop discussions.

2) Coming up

- (a) The next Steering Committee meeting will be held on Thursday, August 9, 2012.
- (b) In August all institutions not represented on the Steering Committee will be surveyed for their ideas and advice on opportunities.
- (c) The signed off project Terms of Reference, the Communication Plan, and a list of functional working group members will be distributed to all 25 institutions.

3) Upcoming meetings

August 9 confirmed	Steering Committee meeting
August TBD	Executive Committee meeting
Late August TBD	Steering Committee meeting
Early September TBD	Executive Committee meeting
September TBD	Project results call with all 25 institutions



**Post-Secondary Sector
Administrative Service Delivery Transformation Project**

Project Update for Executive Committee

July 9, 2012

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- Oliver Grüter-Andrew, Chief Information Officer, University of British Columbia.

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Page 661 redacted for the following reason:

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**Post Secondary Sector
Administrative Service Delivery Transformation Project**

Project Overview

Purpose of the project

The Ministry of Advanced Education and the public post-secondary institutions will collaborate to assess opportunities for shared procurement and back office administrative services across the public post secondary sector to achieve best value and fiscal plan targets, which includes

- reduced costs
- improved quality
- improved risk management, and
- enhanced services.

The project will build on the effective and efficient practices and cost savings already achieved by individual institutions.

The project will protect the quality of academic programs by challenging the post-secondary sector to reduce administrative costs and any other expenditures that are not related to direct academic program delivery.

Background

All public sector organizations in BC, including public post-secondary institutions, are facing a challenging fiscal environment.

The BC Government's Budget 2012 includes targeted savings in post-secondary non-academic administrative services. The recurring saving targets are \$20M in 2013/14 and a further \$30M in 2014/15.

Institutions have already achieved some cost savings, efficiencies and best practices in non-academic administrative services.

There is interest in building on the work that has already taken place at the institution level to explore potential opportunities to work across institutions to deliver additional savings and benefits.

To meet these challenges and build on the effective and efficient practices in place at individual institutions, the Ministry of Advanced Education and the public post-secondary institutions initiated this collaborative project on June 25, 2012.

Key Deliverables

- **Current state assessment**

A summary of information gathered from the Ministry and the post-secondary institutions about the current operating model in non-academic administrative functional areas.

- **Opportunity profiles**

An overview ("profile") of each specific opportunity identified including description, current delivery model, current issues, leading practices, benefits (financial and non-financial), costs and

implementation considerations (i.e. governance, funding, timing). The number of profiles is dependent on analysis.

- **High-level cost / benefit analysis**

An overall assessment of the financial and non-financial impacts of the complete portfolio of high-priority opportunities, extrapolated sector-wide where appropriate.

- **Service Delivery Transformation roadmap**

A calendar view of the opportunities to show which opportunities should be explored in the short-term and which should be considered as longer-term initiatives. The roadmap will also outline governance and implementation considerations that will need to be addressed to successfully move forward in future phases.

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Thompson, Joseph AVED:EX

From: Comolli, Catherine M AVED:EX on behalf of Thompson, Joseph AVED:EX
Sent: Wednesday, September 5, 2012 11:43 AM
To: 'davidross@langara.bc.ca'; Wenezenki-Yolland, Cheryl AVED:EX; 'jhamilton@okanagan.bc.ca'; 'kkinloch@vcc.ca'; 'don_wright@bcit.ca'; 'stephen.toope@ubc.ca'; 'mark.evered@ufv.ca'; 'iwama@unbc.ca'
Cc: 'Gruter-Andrew, Oliver (oliver.gruter-andrew@ubc.ca)'; 'jill.smith@ufv.ca'; 'dfalcon@langara.bc.ca'; Berkes, Andrea AVED:EX; 'jcampbell@okanagan.bc.ca'; 'myu@vcc.ca'; 'David_Karppinen@bcit.ca'; 'gerald.calderon@ubc.ca'; 'Anne Rushton'; Stewart, Pam JTI:EX
Subject: Administrative Service Delivery Transformation ~ September 6 Executive Committee Materials & Project Update
Attachments: Post Secondary ASDT - Executive Committee Meeting - Sept 6.pdf; 2012-09-05 Project Update - Admin Service Delivery Transformation.pdf; 09-06-12 - Agenda.docx

Good morning,

Attached please find the Agenda and Materials for our September 6, 2012 Executive Committee.

Also attached for your information is the September 5, 2012 Project Update. The update is also being sent to the following in a separate e-mail:

- Steering Committee Members;
- Presidents of all institutions not represented on the Executive Committee, through their executive assistants;
- Vice-Presidents of Finance for all 25 institutions;
- Chief Information Officers/Directors of Information Technology for all 25 institutions;
- Presidents of the three associations (RUCBC, BCC, BCAIU);
- Representatives of the two employer organizations (PSEA, UPSEA).

Regards,

Joe Thompson
Steering Committee Co-Chair

Oliver Grüter-Andrew
Steering Committee Co-Chair



**Post Secondary Sector
Administrative Service Delivery Transformation Project**

Project Update

September 5, 2012

This project update is provided by the Steering Committee Co-Chairs:

- Joe Thompson, Acting Assistant Deputy Minister, Ministry of Advanced Education
- Oliver Grüter-Andrew, Chief Information Officer, University of British Columbia.

1) Project webpage

The Ministry has posted information about the ASDT Project on its public website at http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm Institutions are encouraged to refer staff, media and other interested individuals to this webpage.

2) Progress update

- The functional working group workshops to discuss potential opportunities were completed. Workshops were held for all 7 functional areas: IT, Procurement, Ancillary Services, Facilities Management, Library Services, Human Resources and Finance.
- Northern Lights College substituted for the College of the Rockies on the Procurement working group as an example of a small rural college. COTR was unable to participate in this group due to staff vacation schedules.
- All except one of the interviews with the Steering Committee and the Presidents of RUCBC, BCC and BCAIU have been completed. The last interview will be conducted this week.
- The Steering Committee met on August 30th to discuss the Deloitte consultants' preliminary analysis of emerging themes and potential opportunities through sector collaboration. No cost figures, draft recommendations or roadmap have been developed at this point.

3) Thank you!

The 7 functional working groups completed 90% of the data requests that were distributed. Thank you to everyone for your efforts in gathering the data and participating in workshops and interviews.

4) Upcoming reviews

Schedule	Event
September	Steering Committee, Executive Committee, and VPs of Finance and 3 association Presidents review of emerging themes and potential opportunities
Early October	Completion of review of draft report
October	Delivery of final report by Deloitte consultants

This document and any attachments to it are confidential and intended solely for the use of the individuals to whom they are addressed and their teams participating in the Administrative Service Delivery Transformation Project, and must not be disclosed or copied without the prior written approval of the Steering Committee Co-Chairs.



**Post Secondary Sector
Administrative Service Delivery Transformation Project**

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Pages 668 through 672 redacted for the following reasons:

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All-sector kick-off meeting, July 19, 2012

Debrief for Eileen Bray.

Joe Thompson, Andrew Medd and Oliver Grüter-Andrew walked through the attached slides. In addition, the following points were discussed.

- **Participation by institutions:** The 9 institutions on the Steering Committee, and a few others in some functional areas, will participate in detailed data gathering. The other institutions will be surveyed for their ideas and perspectives.

- **Role of the 3 associations:** Will communications occur through the 3 associations (RUCBC, BCC and BCAIU), as discussed at a previous Steering Committee meeting?

Answer: We have been following the project's governance structure as shown in the Terms of Reference signed by the Executive Committee. Communications have been occurring through the Executive Committee and Steering Committee. The draft Communication Plan will be on the agenda of the next Executive Committee meeting on July 26th.

- **Methods of data collection:**

Slide 9 - Proposed Plan for the Opportunity Assessment Phase: Data will be collected through 3 methods:

- quantitative data provided by the 9 Steering Committee institutions and other organizations (e.g. BCNet, HEITBC);
- qualitative data from one-on-one discussions;
- iterative development of opportunities through discussions with functional working groups and other institutions.

- **Institution needed for procurement data:** College of the Rockies is on the Steering Committee but will not be able to complete the data gathering template for the procurement function because staff will be on vacation. The Co-Chairs and the consulting firm will try to substitute another small rural college on the procurement functional working group.

- **Extrapolation of data:** How will data be extrapolated across the sector?

Answer: Benchmarks will be determined for the cost of services at some institutions. The consultants will work with the Steering Committee on the most appropriate way to extrapolate to identify opportunities, e.g. cross-sector vs. regional opportunities.

- **Accounting for different organizational structures:** How will you account for different organizational structures in different institutions?

Answer: The consultants will have follow-up discussions to understand the organization and the data.

- **Institutions not on Steering Committee:** What will be the process for consulting with the institutions not on the Steering Committee?

Joe Thompson will send all VPs of Finance a list of people to be interviewed in functional areas. After completion of functional interviews, Joe will send out a communication to all VPs of Finance about the outcome of the functional discussions.

- **Realistic cost savings estimates:** Cost savings estimates should be realistic and achievable.
 - Joe: We are required to submit our findings, roadmap and a proposed plan to government. Data gathering must be objective and must demonstrate that we have done our due diligence.
 - It was observed that in the IT and Facilities functional areas, shorter term opportunities may be limited to sharing of practices.
 - There was concern that institutions that identify greater savings will face greater cuts. Savings must be fairly applied across the sector. Don't penalize good behaviour. Don't punish efficiency.
 - It was noted that the project results in September 2012 will be delivered 6 months before fiscal year end. Public consultations by some institutions will begin in mid-September 2012. Institutions must make assumptions about budget cuts.
 - AGREED that we need to develop assumptions for institutional planning purposes.
- The meeting started at 2:00 and adjourned at 3:05 p.m.

DRAFT

Chart: Service Delivery Transformation Project Approach

Duration

Overall duration: 13 - 14 weeks

1 Project Preparation and Initiation

Duration: 4 weeks

Objectives

- Define approach and scope
- Outline data collection templates
-
- Approve project charter

Activities

- Develop project charter
- Conduct initial meeting with Steering Committee to confirm scope, deliverables & schedule
- Conduct interviews and workshop(s)
- Obtain Executive Committee approval of project charter.
- Outline data collection templates.

Deliverables

- Project charter approved by Executive Committee
- Scope & workplan model defined

2 Data Collection & Analysis

Objectives

- Collect current state data & information
- Analyze & identify service options, improvement opportunities & cost reduction opportunities

Activities

- Communicate detailed data collection templates to institutions & Ministry
- Conduct current state assessment interviews/workshops/surveys
- Confirm collected data with key owners
- Consolidate & analyze collected data
- Present preliminary findings & recommendations

DRAFT

- Determine preliminary opportunities

Deliverables

- Data collection templates
- Current state assessment & gap analysis
- Preliminary opportunities (non-prioritized)

3 Define & Prioritize Opportunities

Objectives

- Define opportunities prioritization model & criteria
- Develop & prioritize improvement opportunities & cost reduction opportunities

Activities

- Document opportunity details
- Define & validate opportunity assumptions
- Define opportunities prioritization model and criteria
- Score opportunities based on defined criteria
- Conduct prioritization session with Steering Committee

Deliverables

- Detailed opportunities
- Prioritized opportunities
- Future state model

4 Develop Business Case

Objectives

- Perform financial impact assessment for opportunities

Activities

- Structure data for business case based on prioritized opportunities
- Assess risks & define risk mitigation strategy (key critical success factors)

Deliverables

- Directional/high-level business case – (opportunities financial impact assessment)

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5 Finalize Strategy Recommendation and Roadmap

Objectives

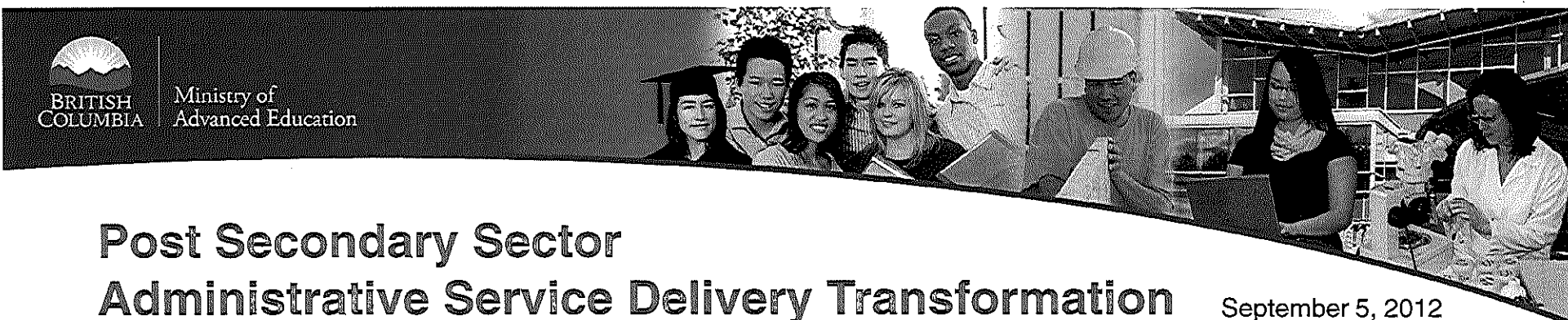
- Define implementation roadmap

Activities

- Define implementation scenario / roadmap
- Define governance structure for defined opportunities
- Generate final report & recommendations executive summary
- Conduct final report workshop with Steering Committee
- Present final report to Executive Committee
- Define next steps and align leadership

Deliverables

- Final report & roadmap



Post Secondary Sector Administrative Service Delivery Transformation

September 5, 2012

Accomplishments:

- **Data gathering activities** have been completed for all 7 functional areas: Procurement, Finance, HR, IT, Facilities Management, Ancillary Services and Library Management
- **All one-on-one interviews** with Steering Committee members and functional experts have been completed (over 70 interviews)
- **Survey** was sent to all institutions on August 22nd requesting ideas and input: Responses to be received this week
- Cross-sector consistent response to **FOI requests**
 - Conference call held August 22nd for all VPs of Finance
 - Institutions will transfer FOI requests to the Ministry and notify the applicant
- **Project web page** published on Ministry public website at http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm



Activities

- Deloitte is analyzing data and preparing opportunity profiles
- Deloitte will deliver
 - Draft report – Week of September 17th
 - Final report – October 5th
- Institutions will review
 - Deloitte's current state analysis and opportunities list
 - Draft report
- Risk
 - Draft materials may be disclosed to unions and the media



Timetable

Functional area current state analysis and opportunities list	
Steering Committee meeting and presentation	August 30
Steering Committee submits feedback	September 7
Executive Committee meeting and presentation	September 6
Executive Committee submits feedback	September 14
Functional expert conference calls	September 4 - 11
All sector VPs of Finance meeting and presentation	September 11
VPs of Finance submit feedback	September 17
Draft report	
Steering Committee meeting and presentation	September 24
Steering Committee submits feedback	October 1
Executive Committee meeting and presentation	TBD
Executive Committee submits feedback	TBD
Final report	
	October 5

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Steering Committee Members

Administrative Service Delivery Transformation

Co-Chairs are Joe Thompson and Oliver Grüter-Andrew.

Name	Telephone	Email
Eileen Bray (UNBC)	250 960-5567	braye@unbc.ca
Doug Callbeck (VCC)	604 871-7530	dougcallbeck@vcc.ca
Roy Daykin (Langara)	604 323-5630	roydakin@langara.bc.ca
Pat Eager (VIU)	250 740-6231	Pat.eagar@viu.ca
Robert Eby (Okanagan)	250 762-5445 ext 4365	rleby@okanagan.bc.ca
Oliver Grüter-Andre	604 827-4770	Oliver.gruter-andrew@ubc.ca
Pat Hibbitts (SFU)	778 782-3381	pat_hibbitts@sfu.ca
Lorcan O'Melinn (BCIT)	604 451-7138	lomelinn@bcit.ca
Diane Teslak (COTR)	250 489-8204	Teslak@cotr.ca
Joe Thompson (AVED)	250 356-2496	Joe.Thompson@gov.bc.ca
Pam Stewart (JTI)	250 380-7753	Pam.Stewart@gov.bc.ca
Jordan Perrey (AVED).	250 415-1445	Jordan.Perrey@gov.bc.ca
Andrew Medd (Deloitte)		amedd@deloitte.ca
Jodi Evans (Deloitte)		jodievs@deloitte.ca

Administrative Service Delivery Transformation

July 19, 2012

Participant List

Institution	Participant	In-Person	Conf Call
BCIT	Lorcan O'Melinn	Y	
Camosun	Deborah Heulscher		Y
CAPU	Cindy Turner		Y
CNC	Penny Fahlman		
COTR	Dianne Teslak		Y
Douglas	Karen Maynes	Y	
ECUAD	Michael Clifford	✓	
JIBC	Tracey Ternoway	Y	
KPU	Gordon Lee	Y	
Langara	Roy Daykin	Y	
NIC	Carol Baert	Y	
NLC	Anndra Graff		Y
NVIT	Cathy Carson		Y
Okanagan	Bob Eby	Y	
RRU	Dan Tulip	Regrets	
Selkirk	Mike Dion	Y	
~~Selkirk~~	~~Barb Ihlen~~		~~Y~~
SFU	Pat Hibbitts	Y	
TRU	Paul Manhas		Y
UBC	Pierre Ouillet	Y	
UFV	Jackie Hogan		Y
UNBC	Eileen Bray	Regrets	
UVIC	Kristy Simpson		Y
VCC	Doug Callbeck	Regrets	
VIU	Pat Eagar		Y

AWCE	Joe Thompson
AWED	Joe Thompson
UBC	Oliver Gruter-Andrew
Other	Pam Stewart
Other	Andrew Med

Have not had
confirmation
from CNC or
ECUAD.

C

Post Secondary Administrative Service Delivery Transformation - Key Meetings & Interviews (Schedule)

#	Date	Meeting / Attendees	Meeting Content
83	Monday, August 27, 2012	Virginia Fraser (Deloitte SME) Amanda Wright Mike Rosenblood Jodi Evans Andrew Medd	Discussion on Harvard Libraries project and examples of shared services from other jurisdictions
84	Tuesday, August 28, 2012	Markus Kaihoniemi (Deloitte Finland) Joel Turner Jodi Evans Min Soo Kim	Overview of the CERTIA shared services centre for post-secondary education in Finland
85	Thursday, August 30, 2012	Allan Bell (UBC Copyright Office) Amanda Wright Mike Rosenblood Jodi Evans Andrew Medd	Discussion on UBC's Scholarly Communication and Copyright Office
86	Thursday, August 30, 2012	Steering Committee Joe Thompson Pam Stewart Jodi Evans Andrew Medd Mike Rosenblood Joel Turner Amanda Wright Min Soo Kim	Steering Committee update meeting
87	Friday, August 31, 2012	Oliver Gröter-Andrew Jodi Evans Andrew Medd	Steering committee meeting interview
88	Thursday, September 6, 2012	Executive Committee Joe Thompson Pam Stewart Jodi Evans Andrew Medd	Executive Committee update meeting
89	Tuesday, September 11, 2012	VPs of Finance for all institutions Joe Thompson Pam Stewart Jodi Evans Andrew Medd	Review draft findings
90	Monday, September 24, 2012	Steering Committee Joe Thompson Pam Stewart Jodi Evans Andrew Medd Mike Rosenblood Joel Turner Amanda Wright Min Soo Kim	Steering Committee review of final report

Post Secondary Administrative Service Delivery Transformation - Key Meetings & Interviews (To be Scheduled)

#	Date	Meeting / Invitees	Meeting Content
89	TBD	Meeting with Robin Ciceri	Association President interview
90	TBD	Francisco Acoba Mike Rosenblood	Deloitte alternative service delivery SME
93	TBD	Executive Committee Joe Thompson Pam Stewart Jodi Evans Andrew Medd	Executive Committee review of final report

Post Secondary Administrative Service Delivery Transformation - Key Meetings & Interviews (Completed)

#	Date	Meeting / Invitees	Meeting Content
1	Thursday, June 28, 2012	Steering committee Joe Thompson Pam Stewart	Steering Committee kick-off meeting
2	Tuesday, July 3, 2012	Oliver Gröter-Andrew Jodi Evans Joel Turner	Discuss functional scope for IT

3	Tuesday, July 3, 2012	Joe Thompson Pam Stewart Andrew Medd	Discussion of project governance with Ministry of Advanced Education
4	Thursday, July 5, 2012	Jordan Perrey Andrew Medd Joel Turner	Discuss current state of IT in BC post-secondary, get introductions for BCNet, HEIT BC and BC Campus
5	Friday July 6, 2012	Oliver Grüter-Andrew Joel Turner	Preparation for session with CIOs/IT Directors
6	Friday July 6, 2012	Deborah Rasnick Joel Turner	Discuss administrative service delivery transformation opportunities in Finance
7	Monday, July 9, 2012	Dennis Silva Kurt Ritcey (Deloitte SME) Min Soo Kim	Discuss functional scope for supply chain, current state of higher education for supply chain and UBC s.22
8	Tuesday, July 10, 2012	Pat Hibblitts Andrew Medd	Discuss functional scope for finance and understand the work done at the University of Saskatchewan to save on tuition collection
9	Tuesday, July 10, 2012	Julie Mercer (Deloitte UK) Richard Haynes (Deloitte UK) Andrew Medd Jodi Evans Joel Turner Amanda Wright Min Soo Kim	Discuss service delivery transformation Initiatives run by Deloitte UK practice
10	Tuesday, July 10, 2012	IT Functional Group Jodi Evans Joel Turner Min Soo Kim	Kick-off workshop for IT
11	Tuesday, July 10, 2012	Deborah Rasnick Andrew Medd Joel Turner	Discuss engagement of Finance and Administrative functions
12	Tuesday, July 10, 2012	Oliver Gruter-Andrew Jodi Evans Joel Turner	IT Kick-Off debrief and next steps planning session
13	Wednesday, July 11, 2012	Maggie Fung (CIO, Kwantlen University, Chair, HEITBC) Joel Turner	HEITBC overview
14	Monday, July 16, 2012	Conrad Bartels (HEITBC) Joel Turner	HEITBC overview s.22
15	Monday, July 16, 2012	Sheldon Miller (Deloitte SME) Andrew Medd Min Soo Kim	Discussion of Nova Scotia sector case studies
16	Monday, July 16, 2012	Mike Hrybyk (BCNet) Joel Turner	BCNet overview s.22
17	Tuesday, July 17, 2012	Geoff Creaghan (Deloitte US) Andrew Medd	Discuss relevant US case studies
18	Wednesday, July 25, 2012	Piotr Kisiel (Douglas College) Joel Turner	Discuss Douglas College's hosted email contract with IBM
19	Wednesday, July 18, 2012	Facilities Functional SMEs Andrew Medd Amanda Wright	Facilities kick-off meeting
20	Wednesday, July 18, 2012	Ancillary Services Functional SMEs Andrew Medd Amanda Wright	Ancillary Services kick-off meeting
21	Wednesday, July 18, 2012	Kathy Roberts (BCIT) Joel Turner	Finance opportunity discussion (Kathy is unable to attend the kick-off on Friday, 20th)
22	Thursday, July 19, 2012	All Institutions Steering committee Jodi Evans Andrew Medd Amanda Wright Joel Turner Min Soo Kim	Sector-wide project kick-off session
23	Thursday, July 19, 2012	Procurement & Supply Chain Functional SMEs Jodi Evans Kurt Ritcey Min Soo Kim	Procurement & Supply Chain kick-off meeting
24	Thursday, July 19, 2012	HR Functional SMEs Joel Turner Min Soo Kim	HR kick-off meeting
25	Thursday, July 19, 2012	Library Services Functional SMEs Andrew Medd Amanda Wright	Library Services kick-off meeting

26	Thursday, July 19, 2012	Anita Bleick Rob D'Angelo Joel Turner	PSEA Introduction and HR opportunity discussion
27	Friday, July 20, 2012	Finance Functional SMEs Joel Turner Andrew Medd	Finance kick-off meeting
28	Monday, July 23, 2012	Eileen Bray (UNBC) Joel Turner	Finance and HR opportunity discussion
29	Monday, July 23, 2012	Dawn Palmer Joel Turner	Langara HR Opportunity Discussion
30	Monday, July 23, 2012	Ray McNichol Joel Turner	UBC Finance Opportunity Discussion
31	Tuesday July 24, 2012	Catherine Nickerson Mike Rosenblood Joel Turner	Capital Planning and Management opportunity discussion
32	Wednesday, July 25, 2012	Denise Goudy Joel Turner	Discussion of HEITBC, BC Campus and BC Net
33	Wednesday, July 25, 2012	Blair Littler (UPSEA) Joel Turner	UPSEA overview and HR Shared Services discussion
34	Thursday, July 26, 2012	David Porter (BC Campus) Lawrence Parisotto (BC Campus) Randy Bruce (BC Campus) Joel Turner	BC Campus overview
35	Thursday, July 26, 2012	Conrad Bartels (HEITBC) Joel Turner	HEITBC follow up
36	Thursday, July 26, 2012	Oliver Grueter-Andrew Joel Turner	IT assessment touchpoint
37	Friday, July 27, 2012	Andrew Medd Mike Rosenblood Art Stephens	Pennsylvania shared services in the Penn. university network
38	Monday, July 23, 2012	Mary Aylesworth Min Soo Kim	Discussion on the data request approach for SFU, items for pricing and availability for the interview
39	Tuesday, July 24, 2012	Chris Munro Mike Rosenblood Min Soo Kim	Discussion on the data request approach for VIU, items for pricing and availability for the interview
40	Thursday, July 26, 2012	Matt Wettlaufer (Deloitte SME) Mike Rosenblood Min Soo Kim	Discussion on procurement categorization and taxonomy
41	Friday, July 27, 2012	Vince Laxton Min Soo Kim	Discussion on the data request approach for BCIT, items for pricing and availability for the interview
42	Friday, July 27, 2012	Karen Owen (OECM) Kurt Ritcey Mike Rosenblood Andrew Medd Min Soo Kim	Discussion on the OECM's formation, current processes as a centralized procurement group
43	Monday, July 30, 2012	Barry Coulson (Langara) Joel Turner	Finance collaboration opportunity discussion
44	Tuesday, July 31, 2012	Mike Rosenblood Amanda Wright Facilities SMEs	Facilities data request review call
45	Tuesday, July 31, 2012	Dianne Teslak (College of the Rockies) Joel Turner	Finance data request and project next steps discussion
46	Tuesday, July 31, 2012	Institution Finance SME's Joel Turner	Finance data request discussion - time slot number 1
47	Tuesday, July 31, 2012	Institution HR SME's Joel Turner	HR data request discussion - time slot number 1
48	Tuesday, July 31, 2012	Institution IT SME's Joel Turner	IT data request discussion - time slot number 1
49	Tuesday, July 31, 2012	Mike Rosenblood Amanda Wright Libraries SMEs	Libraries data request review call (1 of 2)
50	Tuesday, July 31, 2012	Mike Rosenblood Min Soo Kim SFU - Mary Aylesworth	Procurement 1-1 interview - SFU
51	Tuesday, July 31, 2012	Mike Rosenblood Min Soo Kim UNBC - Sheila Keith	Procurement 1-1 interview - UNBC
52	Tuesday, July 31, 2012	Institution procurement SME's Kurt Ritcey Mike Rosenblood Min Soo Kim	Procurement data request discussion

53	Tuesday, July 31, 2012	Kurt Ritcey Mike Rosenblood Min Soo Kim Procurement SMEs	Procurement data request review call
54	Wednesday, August 1, 2012	Institution Finance SME's Joel Turner	Finance data request discussion - time slot number 2
55	Wednesday, August 1, 2012	Institution HR SME's Joel Turner	HR data request discussion - time slot number 2
56	Wednesday, August 1, 2012	Institution IT SME's Joel Turner	IT data request discussion - time slot number 2
57	Wednesday, August 1, 2012	Mike Rosenblood Amanda Wright Ancillary Services SMEs	Ancillary data request review call
58	Wednesday, August 1, 2012	Vince Laxton Rand Sanghera Mike Rosenblood Min Soo Kim	Procurement 1-1 Interview - BCIT
59	Thursday, August 2, 2012	Mike Rosenblood Amanda Wright Libraries SMEs	Libraries data request review call (2 of 2)
60	Thursday, August 2, 2012	Mike Rosenblood Min Soo Kim Chris Munro - VIU	Procurement 1-1 interview - VIU
61	Thursday, August 2, 2012	Mike Rosenblood Amanda Wright Facilities SMEs - SFU - Lee Gavel; Larry Waddell	Facilities 1-1 interview - SFU
62	Wednesday, August 1, 2012	Oliver Gruter-Andrew Joel Turner Andrew Medd	IT Data Request restructuring discussion
63	Wednesday, August 1, 2012	Jay Black (SFU) Joel Turner	IT Data Request follow up discussion
64	Thursday, August 02, 2012	Conrad Bartels (HEITBC) Joel Turner	HEITBC follow up
65	Thursday, August 02, 2012	Stephen Lamb (BCIT) Joel Turner	IT Data Request follow up discussion
66	Thursday, August 02, 2012	Lee Gavel (SFU) Mike Rosenblood	Facilities - Data request clarification discussion
67	Friday, August 3, 2012	Roy Daykin Andrew Medd Others TBD	Understand results from the meeting held to compile existing best practices examples in the BC College sector
68	Wednesday, August 8, 2012	Mike Rosenblood Amanda Wright Anita Cocchia	Executive Director of BC Electronic Library Network
69	Thursday, August 9, 2012	Steering committee Joe Thompson Pam Stewart Jodi Evans Mike Rosenblood Joel Turner Amanda Wright	Steering Committee update meeting
70	Thursday, August 9, 2012	Lorcan O'Melinn (BCIT) Jodi Evans	Steering Committee interview
71	Thursday, August 9, 2012	Tracey Ternoway (Justice Institute of BC) Jodi Evans	Non-Steering Committee VP Finance interview
72	Tuesday, August 14, 2012	Mark Blumkin, Mike Rosenblood	Deloitte Facilities and Capital development SME; benchmarks for facilities performance
73	Thursday August 16, 2012	David Asker, Mike Rosenblood	Deloitte Facilities SME; benchmarks for facilities performance
74	Wednesday, August 15, 2012	Dave Dube (Strategic Procurement Office/ICBC) Jodi Evans Joel Turner	Cloud/hosting discussion in BC Public Sector
75	Tuesday, August 21, 2012	Jim Reed Andrew Medd	Steering committee meeting interview
76	Wednesday, August 22, 2012	Ruth Wittenberg Andrew Medd	Steering committee meeting interview

		Joe Thompson Oliver Grüter-Andrew Pam Stewart Jodi Evans	
77	Wednesday, August 22, 2012	Andrew Medd Mike Rosenblood Joel Turner Amanda Wright Min Soo Kim	Discussion on opportunities identified to date
78	Wednesday, August 22, 2012	Penny Fahman (CNC) Andrew Medd	Discussion on Administrative Service Delivery Transformation project
79	Wednesday, August 22, 2012	Brent Griffith (Deloitte SME) Jodi Evans Andrew Medd Mike Rosenblood Min Soo Kim	Discussion on higher education in other jurisdictions
80	Thursday, August 23, 2012	Dianne Teslak Andrew Medd	Steering committee meeting interview
81	Thursday, August 23, 2012	Anndra Graff Brent Deinstadt Mike Rosenblood Min Soo Kim	Procurement 1-1 Interview - NLC
82	Friday, August 24, 2012	Pat Eagar Andrew Medd	Steering committee meeting interview

Pages 689 through 693 redacted for the following reasons:

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Post Secondary Administrative Service Delivery Transformation - Key Meetings & Interviews (Schedule)

#	Date	Meeting / Attendees	Meeting Content
75	Tuesday, August 21, 2012	Jim Reed Jodi Evans Andrew Medd	Steering committee meeting Interview
76	Wednesday, August 22, 2012	Ruth Wittenberg Jodi Evans	Steering committee meeting Interview
77	Wednesday, August 22, 2012	Joe Thompson Oliver Grüter-Andrew Pam Stewart Jodi Evans Andrew Medd Mike Rosenblood Joel Turner Amanda Wright Min Soo Kim	Discussion on opportunities Identified to date
78	Wednesday, August 22, 2012	Penny Fahlman (CNC) Andrew Medd Brent Griffith (Deloitte SME)	Discussion on Administrative Service Delivery Transformation project
79	Wednesday, August 22, 2012	Jodi Evans Andrew Medd Mike Rosenblood Min Soo Kim	Discussion on higher education in other jurisdictions
80	Thursday, August 23, 2012	Dianne Teslak Andrew Medd	Steering committee meeting interview
81	Friday, August 24, 2012	Pat Eagar Andrew Medd	Steering committee meeting interview
82	Wednesday, August 29, 2012	Oliver Grüter-Andrew Jodi Evans Andrew Medd	Steering committee meeting interview
83	Thursday, August 30, 2012	Steering Committee Joe Thompson Pam Stewart Jodi Evans Andrew Medd Mike Rosenblood Joel Turner Amanda Wright Min Soo Kim	Steering Committee update meeting
84	Thursday, September 6, 2012	Executive Committee Joe Thompson Pam Stewart Jodi Evans Andrew Medd	Executive Committee update meeting

*Agenda - directional findings
- format?*

Post Secondary Administrative Service Delivery Transformation - Key Meetings & Interviews (To be Scheduled)

#	Date	Meeting / Invitees	Meeting Content
85	Week of Aug 20, 2012	Association presidents of BCAIU Association presidents of BC Colleges Association presidents of RUCBC Jodi Evans Andrew Medd	Meeting with the association presidents for BC Association of Institutes and Universities (BCAIU), BC Colleges, Research Universities Council of BC (RUCBC)
86	TBD	Francisco Acoba Mike Rosenblood	Deloitte outsourcing SME
87	Week of Sep 4 or Sep 10	VPs of Finance for all institutions Joe Thompson Pam Stewart Jodi Evans Andrew Medd	Review draft findings
88	Sep 24/25	Steering Committee Joe Thompson Pam Stewart Jodi Evans Andrew Medd Mike Rosenblood Joel Turner Amanda Wright Min Soo Kim	Steering Committee review of draft roadmap

89	Sep 27/28	Executive Committee Joe Thompson Pam Stewart Jodi Evans Andrew Medd	Executive Committee review of draft roadmap
90	Week of Oct 1	VPs of Finance for all Institutions Joe Thompson Pam Stewart Jodi Evans Andrew Medd	Review final report

Post Secondary Administrative Service Delivery Transformation - Key Meetings & Interviews (Comple

#	Date	Meeting / Invitees	Meeting Content
1	Thursday, June 28, 2012	Steering committee Joe Thompson Pam Stewart Jodi Evans Andrew Medd Mike Rosenblood Joel Turner Min Soo Kim	Steering Committee kick-off meeting
2	Tuesday, July 3, 2012	Oliver Grüter-Andrew Jodi Evans Joel Turner	Discuss functional scope for IT
3	Tuesday, July 3, 2012	Joe Thompson Pam Stewart Andrew Medd Mike Rosenblood Jordan Perrey	Discussion of project governance with Ministry of Advanced Education
4	Thursday, July 5, 2012	Jordan Perrey Andrew Medd Joel Turner	Discuss current state of IT in BC post-secondary, get introductions for BCNet, HEIT BC and BC Campus
5	Friday July 6, 2012	Oliver Grüter-Andrew Joel Turner	Preparation for session with CIOs/IT Directors
6	Friday July 6, 2012	Deborah Rasnick Joel Turner	Discuss administrative service delivery transformation opportunities in Finance
7	Monday, July 9, 2012	Dennis Silva Kurt Ritcey (Deloitte SME) Min Soo Kim	Discuss functional scope for supply chain, current state of higher education for supply chain and UBC s.22
8	Tuesday, July 10, 2012	Pat Hibblits Andrew Medd	Discuss functional scope for finance and understand the work done at the University of Saskatchewan to save on tuition collection
9	Tuesday, July 10, 2012	Julie Mercer (Deloitte UK) Richard Haynes (Deloitte UK) Andrew Medd Jodi Evans Joel Turner Amanda Wright Min Soo Kim	Discuss service delivery transformation initiatives run by Deloitte UK practice
10	Tuesday, July 10, 2012	IT Functional Group Jodi Evans Joel Turner Min Soo Kim	Kick-off workshop for IT
11	Tuesday, July 10, 2012	Deborah Rasnick Andrew Medd Joel Turner	Discuss engagement of Finance and Administrative functions
12	Tuesday, July 10, 2012	Oliver Gruter-Andrew Jodi Evans Joel Turner	IT Kick-Off debrief and next steps planning session
13	Wednesday, July 11, 2012	Maggie Fung (CIO, Kwantlen University, Chair, HEITBC) Joel Turner	HEITBC overview
14	Monday, July 16, 2012	Conrad Bartels (HEITBC) Joel Turner	HEITBC overview s.22
15	Monday, July 16, 2012	Shekdon Miller (Deloitte SME) Andrew Medd Min Soo Kim	Discussion of Nova Scotia sector case studies
16	Monday, July 16, 2012	Mike Hrybyk (BCNet) Joel Turner	BCNet overview s.22

17	Tuesday, July 17, 2012	Geoff Creaghan (Deloitte US) Andrew Medd	Discuss relevant US case studies
18	Wednesday, July 25, 2012	Piotr Kisiel (Douglas College) Joel Turner	Discuss Douglas College's hosted email contract with IBM
19	Wednesday, July 18, 2012	Facilities Functional SMEs Andrew Medd Amanda Wright	Facilities kick-off meeting
20	Wednesday, July 18, 2012	Ancillary Services Functional SMEs Andrew Medd Amanda Wright	Ancillary Services kick-off meeting
21	Wednesday, July 18, 2012	Kathy Roberts (BCIT) Joel Turner	Finance opportunity discussion (Kathy is unable to attend the kick-off on Friday, 20th)
22	Thursday, July 19, 2012	All Institutions Steering committee Jodi Evans Andrew Medd Amanda Wright Joel Turner Min Soo Kim	Sector-wide project kick-off session
23	Thursday, July 19, 2012	Procurement & Supply Chain Functional SMEs Jodi Evans Kurt Rilecy Min Soo Kim	Procurement & Supply Chain kick-off meeting
24	Thursday, July 19, 2012	HR Functional SMEs Joel Turner Min Soo Kim	HR kick-off meeting
25	Thursday, July 19, 2012	Library Services Functional SMEs Andrew Medd Amanda Wright	Library Services kick-off meeting
26	Thursday, July 19, 2012	Anita Bleick Rob D'Angelo Joel Turner	PSEA Introduction and HR opportunity discussion
27	Friday, July 20, 2012	Finance Functional SMEs Joel Turner Andrew Medd	Finance kick-off meeting
28	Monday, July 23, 2012	Eileen Bray (UNBC) Joel Turner	Finance and HR opportunity discussion
29	Monday, July 23, 2012	Dawn Palmer Joel Turner	Langara HR Opportunity Discussion
30	Monday, July 23, 2012	Ray McNichol Joel Turner	UBC Finance Opportunity Discussion
31	Tuesday July 24, 2012	Catherine Nickerson Mike Rosenblood Joel Turner	Capital Planning and Management opportunity discussion
32	Wednesday, July 25, 2012	Denise Goudy Joel Turner	Discussion of HEITBC, BC Campus and BC Net
33	Wednesday, July 25, 2012	Blair Littler (UPSEA) Joel Turner	UPSEA overview and HR Shared Services discussion
34	Thursday, July 26, 2012	David Porter (BC Campus) Lawrence Parisotto (BC Campus) Randy Bruce (BC Campus) Joel Turner	BC Campus overview
35	Thursday, July 26, 2012	Conrad Bartels (HEITBC) Joel Turner	HEITBC follow up
36	Thursday, July 26, 2012	Oliver Grueter-Andrew Joel Turner	IT assessment touchpoint
37	Friday, July 27, 2012	Andrew Medd Mike Rosenblood Art Stephens	Pennsylvania shared services in the Penn. university network
38	Monday, July 23, 2012	Mary Aylesworth Min Soo Kim	Discussion on the data request approach for SFU, items for pricing and availability for the interview
39	Tuesday, July 24, 2012	Chris Munro Mike Rosenblood Min Soo Kim	Discussion on the data request approach for VIU, items for pricing and availability for the interview
40	Thursday, July 26, 2012	Matt Wettlaufer (Deloitte SME) Mike Rosenblood Min Soo Kim	Discussion on procurement categorization and taxonomy
41	Friday, July 27, 2012	Vince Laxton Min Soo Kim	Discussion on the data request approach for BCIT, items for pricing and availability for the interview

42	Friday, July 27, 2012	Karen Owen (OECM) Kurt Ritcey Mike Rosenblood Andrew Medd Min Soo Kim	Discussion on the OECM's formation, current processes as a centralized procurement group
43	Monday, July 30, 2012	Barry Coulson (Langara) Joel Turner	Finance collaboration opportunity discussion
44	Tuesday, July 31, 2012	Mike Rosenblood Amanda Wright Facilities SMEs	Facilities data request review call
45	Tuesday, July 31, 2012	Dianne Teslak (College of the Rockies) Joel Turner	Finance data request and project next steps discussion
46	Tuesday, July 31, 2012	Institution Finance SME's Joel Turner	Finance data request discussion - time slot number 1
47	Tuesday, July 31, 2012	Institution HR SME's Joel Turner	HR data request discussion - time slot number 1
48	Tuesday, July 31, 2012	Institution IT SME's Joel Turner	IT data request discussion - time slot number 1
49	Tuesday, July 31, 2012	Mike Rosenblood Amanda Wright Libraries SMEs	Libraries data request review call (1 of 2)
50	Tuesday, July 31, 2012	Mike Rosenblood Min Soo Kim SFU - Mary Aylesworth	Procurement 1-1 interview - SFU
51	Tuesday, July 31, 2012	Mike Rosenblood Min Soo Kim UNBC - Sheila Keith	Procurement 1-1 interview - UNBC
52	Tuesday, July 31, 2012	Institution procurement SME's Kurt Ritcey Mike Rosenblood Min Soo Kim	Procurement data request discussion
53	Tuesday, July 31, 2012	Kurt Ritcey Mike Rosenblood Min Soo Kim Procurement SMEs	Procurement data request review call
54	Wednesday, August 1, 2012	Institution Finance SME's Joel Turner	Finance data request discussion - time slot number 2
55	Wednesday, August 1, 2012	Institution HR SME's Joel Turner	HR data request discussion - time slot number 2
56	Wednesday, August 1, 2012	Institution IT SME's Joel Turner	IT data request discussion - time slot number 2
57	Wednesday, August 1, 2012	Mike Rosenblood Amanda Wright Ancillary Services SMEs	Ancillary data request review call
58	Wednesday, August 1, 2012	Vince Laxton Rand Sanghera Mike Rosenblood Min Soo Kim	Procurement 1-1 interview - BCIT
59	Thursday, August 2, 2012	Mike Rosenblood Amanda Wright Libraries SMEs	Libraries data request review call (2 of 2)
60	Thursday, August 2, 2012	Mike Rosenblood Min Soo Kim Chris Munro - VIU	Procurement 1-1 interview - VIU
61	Thursday, August 2, 2012	Mike Rosenblood Amanda Wright Facilities SMEs - SFU - Lee Gavel, Larry Waddell	Facilities 1-1 interview - SFU
62	Wednesday, August 1, 2012	Oliver Grueter-Andrew Joel Turner Andrew Medd	IT Data Request restructuring discussion
63	Wednesday, August 1, 2012	Jay Black (SFU) Joel Turner	IT Data Request follow up discussion
64	Thursday, August 02, 2012	Conrad Bartels (HEITBC) Joel Turner	HEITBC follow up
65	Thursday, August 02, 2012	Stephen Lamb (BCIT) Joel Turner	IT Data Request follow up discussion
66	Thursday, August 02, 2012	Lee Gavel (SFU) Mike Rosenblood	Facilities - Data request clarification discussion
67	Friday, August 3, 2012	Roy Daykin Andrew Medd Others TBD	Understand results from the meeting held to compile existing best practices examples in the BC College sector

68	Wednesday, August 8, 2012	Mike Rosenblood Amanda Wright Anita Cocchia	Executive Director of BC Electronic Library Network
69	Thursday, August 9, 2012	Steering committee Joe Thompson Pam Stewart Jodi Evans Mike Rosenblood Joel Turner Amanda Wright	Steering Committee update meeting
70	Thursday, August 9, 2012	Lorcan O'Melinn (BCIT) Jodi Evans	Steering Committee interview
71	Thursday, August 9, 2012	Tracey Ternoway (Justice Institute of BC) Jodi Evans	Non-Steering Committee VP Finance interview
72	Tuesday, August 14, 2012	Mark Blumkin, Mike Rosenblood	Deloitte Facilities and Capital development SME; benchmarks for facilities performance
73	Thursday August 16, 2012	David Asker, Mike Rosenblood	Deloitte Facilities SME; benchmarks for facilities performance
74	Wednesday, August 15, 2012	Dave Dube (Strategic Procurement Office/ICBC) Jodi Evans Joel Turner	Cloud/hosting discussion in BC Public Sector

Page 699 redacted for the following reason:

s.21

Post Secondary Administrative Service Delivery Transformation - Key Meetings & Interviews (Scheduled)

#	Date	Meeting / Attendees	Meeting Content
14	Monday, July 16, 2012	Conrad Bartels (HEITBC) Joel Turner	HEITBC overview s.22
15	Monday, July 16, 2012	Sheldon Miler (Deloitte SME) Andrew Medd Min Soo Kim	Discussion of Nova Scotia sector case studies
16	Monday, July 16, 2012	Mike Hrybyk (BCNet) Joel Turner	BCNet overview s.22
17	Tuesday, July 17, 2012	Geoff Creaghan (Deloitte US) Andrew Medd	Discuss relevant US case studies
18	Tuesday, July 17, 2012	Catherine Nickerson (Director, Capital Unit, AVED) Andrew Medd Amanda Wright	Discussion of Ministry perspectives for Capital Projects and Facilities Management
19	Wednesday, July 25, 2012	Piotr Kisiel (Douglas College) Joel Turner	Discuss Douglas College's hosted email contract with IBM
20	Wednesday, July 18, 2012	Facilities Functional SMEs Andrew Medd Amanda Wright	Facilities kick-off meeting
21	Wednesday, July 18, 2012	Ancillary Services Functional SMEs Andrew Medd Amanda Wright	Ancillary Services kick-off meeting
22	Wednesday, July 18, 2012	Kathy Roberts (BCIT) Joel Turner	Finance opportunity discussion (Kathy is unable to attend the kick-off on Friday, 20th)
23	Thursday, July 19, 2012	All Institutions Steering committee Jodi Evans Andrew Medd Amanda Wright Joel Turner Min Soo Kim	Sector-wide project kick-off session
24	Thursday, July 19, 2012	Procurement & Supply Chain Functional SMEs Jodi Evans Kurt Ritcoy Min Soo Kim	Procurement & Supply Chain kick-off meeting
25	Thursday, July 19, 2012	HR Functional SMEs Joel Turner Min Soo Kim	HR kick-off meeting
26	Thursday, July 19, 2012	Library Services Functional SMEs Andrew Medd Amanda Wright	Library Services kick-off meeting
27	Friday, July 20, 2012	Finance Functional SMEs Joel Turner Andrew Medd	Finance kick-off meeting
28	Monday, July 23, 2012	Eileen Bray (UNBC) Joel Turner	Finance and HR opportunity discussion
29	Wednesday, July 25, 2012	David Porter (BC Campus) Joel Turner	BC Campus overview s.22
30	Thursday, July 26, 2012	Conrad Bartels (HEITBC) Joel Turner	HEITBC follow up

Post Secondary Administrative Service Delivery Transformation - Key Meetings & Interviews (To be Scheduled)

#	Date	Meeting / Invitees	Meeting Content
31	Jul 18 - 20 2012	Roy Daykin Andrew Medd Others TBD	Understand results from the meeting held to compile existing best practices examples in the BC College sector
32	Jul 18 - 20 2012	Peter Gray (Millennium) Joel Turner	Discuss HR and Finance opportunities
33	Jul 18 - 20 2012	Doug Callbeck Joel Turner	Discuss VCC's implementation and use of cloud
34	Jul 23 - Aug 3, 2012	Functional SME's by area Functional area leads	Schedule Institution interviews across functional areas

Post Secondary Administrative Service Delivery Transformation - Key Meetings & Interviews (Completed)

#	Date	Meeting / Invitees	Meeting Content
1	Thursday, June 28, 2012	Steering committee Joe Thompson Pam Stewart Jodi Evans Andrew Medd Mike Rosenblood Joel Turner Min Soo Kim	Steering Committee kick-off meeting
2	Tuesday, July 3, 2012	Oliver Grüter-Andrew Jodi Evans Joel Turner	Discuss functional scope for IT

3	Tuesday, July 3, 2012	Joe Thompson Pam Stewart Andrew Medd Mike Rosenblood Jordan Perrey	Discussion of project governance with Ministry of Advanced Education
4	Thursday, July 5, 2012	Jordan Perrey Andrew Medd Joel Turner	Discuss current state of IT in BC post-secondary, get introductions for BCNet, HEIT BC and BC Campus
5	Friday July 6, 2012	Oliver Gruter-Andrew Joel Turner	Preparation for session with CIOs/IT Directors
6	Friday July 6, 2012	Deborah Rasnick Joel Turner	Discuss administrative service delivery transformation opportunities in Finance
7	Monday, July 9, 2012	Dennis Silva Kurt Ritcey (Deloitte SME) Min Soo Kim	Discuss functional scope for supply chain current state of higher education for supply chain and UBC S.22
8	Tuesday, July 10, 2012	Pat Hibbitts Andrew Medd	Discuss functional scope for finance and understand the work done at the University of Saskatchewan to save on tuition collection
9	Tuesday, July 10, 2012	Julie Mercer (Deloitte UK) Richard Haynes (Deloitte UK) Andrew Medd Jodi Evans Joel Turner Amanda Wright Min Soo Kim	Discuss service delivery transformation initiatives run by Deloitte UK practice
10	Tuesday, July 10, 2012	IT Functional Group Jodi Evans Joel Turner Min Soo Kim	Kick-off workshop for IT
11	Tuesday, July 10, 2012	Deborah Rasnick Andrew Medd Joel Turner	Discuss engagement of Finance and Administrative functions
12	Tuesday, July 10, 2012	Oliver Gruter-Andrew Jodi Evans Joel Turner	IT Kick-Off debrief and next steps planning session
13	Wednesday, July 11, 2012	Maggie Fung (CIO, Kwantlen University, Chair, HEITBC) Joel Turner	HEITBC overview

Post Secondary Administrative Service Delivery Transformation - Key Meetings & Interviews (Schedule)

#	Date	Meeting / Attendees	Meeting Content
38	Monday, July 23, 2012	Representative of the consulting firm Min Soo Kim	Discussion on approach for SFU and availability for the interview
39	Tuesday, July 24, 2012	Chris Munro Representative of the consulting firm	Discussion on approach for VIU and availability for the interview
40	Thursday, July 26, 2012	Representatives of the consulting firm	Discussion on procurement
41	Friday, July 27, 2012	Representatives of the consulting firm	Discussion on approach for BCIT and availability for the interview
42	Friday, July 27, 2012	Representatives of the consulting firm	Discussion on the OEM's formation, current processes as a centralized procurement group
43	Monday, July 30, 2012	Barry Coulson (Langara) Representative of the consulting firm	Finance collaboration opportunity discussion
44	Tuesday, July 31, 2012	Facilities SMEs Representative of the consulting firm	Facilities review call
45	Tuesday, July 31, 2012	Dianne Teslak (College of the Rockies) Representative of the consulting firm	Finance next steps discussion
46	Tuesday, July 31, 2012	Institution Finance SME's Joel Turner	Finance next steps discussion - time slot number 1
47	Tuesday, July 31, 2012	Institution HR SME's Representative of the consulting firm	HR next steps discussion - time slot number 1
48	Tuesday, July 31, 2012	Institution IT SME's Representative of the consulting firm	IT next steps discussion - time slot number 1
49	Tuesday, July 31, 2012	Mike Rosenblood Amanda Wright Libraries SMEs	Libraries review call (1 of 2)
50	Tuesday, July 31, 2012	SFU - Mary Aylesworth Representative of the consulting firm	Procurement 1-on-1 Interview - SFU
51	Tuesday, July 31, 2012	UNBC - Sheila Keith Representatives of the consulting firm	Procurement 1-on-1 Interview - UNBC
52	Tuesday, July 31, 2012	Institution procurement SME's Representatives of the consulting firm	Procurement next steps discussion
53	Tuesday, July 31, 2012	Procurement SMEs Representatives of the consulting firm	Procurement review call
54	Wednesday, August 1, 2012	Institution Finance SME's Representatives of the consulting firm	Finance next steps discussion - time slot number 2
55	Wednesday, August 1, 2012	Institution HR SME's Representatives of the consulting firm	HR next steps discussion - time slot number 2
56	Wednesday, August 1, 2012	Institution IT SME's Representatives of the consulting firm	IT next steps discussion - time slot number 2
57	Wednesday, August 1, 2012	Ancillary Services SMEs Representatives of the consulting firm	Ancillary Services review call
58	Thursday, August 2, 2012	Libraries SMEs Representatives of the consulting firm	Libraries review call (2 of 2)
59	Thursday, August 2, 2012	Chris Munro - VIU Representatives of the consulting firm	Procurement 1-on-1 Interview - VIU
60	Thursday, August 2, 2012	Representatives of the consulting firm Min Soo Kim	Discussion on higher education in other jurisdictions
61	Thursday, August 2, 2012	Facilities SMEs - SFU - Lee Gavel; Larry Waddell Representatives of the consulting firm	Facilities 1-on-1 Interview - SFU

Post Secondary Administrative Service Delivery Transformation - Key Meetings & Interviews (To be Scheduled)

#	Date	Meeting / Invitees	Meeting Content
62	Jul 30 - Aug 3, 2012	Roy Daykin Representatives of the consulting firm Others TBD	Understand results from the meeting held to compile existing best practices examples in the BC College sector
63	Jul 30 - Aug 3, 2012	Doug Callbeck Representatives of the consulting firm	Discuss VCC's implementation and use of cloud

Post Secondary Administrative Service Delivery Transformation - Key Meetings & Interviews (Completed)

#	Date	Meeting / Invitees	Meeting Content

1	Thursday, June 28, 2012	Steering Committee Joe Thompson Pam Stewart Representatives of the consulting firm	Steering Committee kick-off meeting
2	Tuesday, July 3, 2012	Oliver Grüter-Andrew Representatives of the consulting firm	Discuss functional scope for IT
3	Tuesday, July 3, 2012	Joe Thompson Pam Stewart Representatives of the consulting firm	Discussion of project governance with Ministry of Advanced Education
4	Thursday, July 5, 2012	Jordan Perrey Representatives of the consulting firm	Discuss current state of IT in BC post-secondary, get introductions to BCNet, HEIT BC and BC Campus
5	Friday July 6, 2012	Oliver Grüter-Andrew Representatives of the consulting firm	Preparation for session with CIOs/IT Directors
6	Friday July 6, 2012	Deborah Rasnick Representatives of the consulting firm	Discuss administrative service delivery transformation opportunities in Finance
7	Monday, July 9, 2012	Dennis Silva Representatives of the consulting firm	Discuss functional scope for supply chain, current state of higher education for supply chain and UBC s.22
8	Tuesday, July 10, 2012	Pat Hibblitts Representatives of the consulting firm	Discuss functional scope for finance and understand the work done at the University of Saskatchewan to save on tuition collection
9	Tuesday, July 10, 2012	Representatives of the consulting firm	Discuss service delivery transformation initiatives run by consulting firm's UK practice
10	Tuesday, July 10, 2012	IT Functional Group Representatives of the consulting firm	Kick-off workshop for IT
11	Tuesday, July 10, 2012	Deborah Rasnick Representatives of the consulting firm	Discuss engagement of Finance and Administrative functions
12	Tuesday, July 10, 2012	Oliver Gruter-Andrew Representatives of the consulting firm	IT Kick-Off debrief and next steps planning session
13	Wednesday, July 11, 2012	Maggie Fung (CIO, Kwantlen University, Chair, HEITBC) Representatives of the consulting firm	HEITBC overview
14	Monday, July 16, 2012	Conrad Barleis (HEITBC) Representatives of the consulting firm	HEITBC overview (s.22
15	Monday, July 16, 2012	Representatives of the consulting firm	Discussion of Nova Scotia sector case studies
16	Monday, July 16, 2012	Mike Hrybyk (BCNet) Joel Turner	BCNet overview s.22
17	Tuesday, July 17, 2012	Representatives of the consulting firm	Discuss relevant US case studies
18	Wednesday, July 25, 2012	Piotr Kisiel (Douglas College) Representatives of the consulting firm	Discuss Douglas College's hosted email contract with IBM
19	Wednesday, July 18, 2012	Facilities Functional SMEs Representatives of the consulting firm	Facilities kick-off meeting
20	Wednesday, July 18, 2012	Ancillary Services Functional SMEs Representatives of the consulting firm	Ancillary Services kick-off meeting
21	Wednesday, July 18, 2012	Kathy Roberts (BCIT) Representatives of the consulting firm	Finance opportunity discussion (Kathy is unable to attend the kick-off on Friday, 20th)
22	Thursday, July 19, 2012	All Institutions Steering Committee Joe Thompson Pam Stewart Representatives of the consulting firm	Sector-wide project kick-off session
23	Thursday, July 19, 2012	Procurement & Supply Chain Functional SMEs Representatives of the consulting firm	Procurement & Supply Chain kick-off meeting
24	Thursday, July 19, 2012	HR Functional SMEs Representatives of the consulting firm	HR kick-off meeting
25	Thursday, July 19, 2012	Library Services Functional SMEs Representatives of the consulting firm	Library Services kick-off meeting
26	Thursday, July 19, 2012	Anita Bleick Rob D'Angelo Representatives of the consulting firm	PSEA Introduction and HR opportunity discussion
27	Friday, July 20, 2012	Finance Functional SMEs Representatives of the consulting firm	Finance kick-off meeting
28	Monday, July 23, 2012	Eileen Bray (UNBC) Representatives of the consulting firm	Finance and HR opportunity discussion
29	Monday, July 23, 2012	Dawn Palmer Representatives of the consulting firm	Langara HR Opportunity Discussion

30	Monday, July 23, 2012	Ray McNichol Representatives of the consulting firm	UBC Finance Opportunity Discussion
31	Tuesday July 24, 2012	Catherine Nickerson Representatives of the consulting firm	Capital Planning and Management opportunity discussion
32	Wednesday, July 25, 2012	Denise Goudy Representatives of the consulting firm	Discussion of HEITBC, BC Campus and BC Net
33	Wednesday, July 25, 2012	Blair Litter (UPSEA) Representatives of the consulting firm	UPSEA overview and HR Shared Services discussion
34	Thursday, July 26, 2012	David Porter (BC Campus) Lawrence Parisotto (BC Campus) Randy Bruce (BC Campus) Representatives of the consulting firm	BC Campus overview
35	Thursday, July 26, 2012	Conrad Bartels (HEITBC) Representatives of the consulting firm	HEITBC follow up
36	Thursday, July 26, 2012	Oliver Gruter-Andrew Representatives of the consulting firm	IT assessment touchpoint
37	Friday, July 27, 2012	Representatives of the consulting firm	Pennsylvania shared services in the Penn. university network

Administrative Services Delivery Transformation

1. Terms of Reference
2. Project ^{Plan} Charter *(overview for Excom)* ^{New TAB / w/ky}
3. Deloitte Methodology
4. Deloitte Statement of Work
5. Opportunity Assessments
6. Exec Comm
7. Steering Comm
8. Mtg notes *Weekly Mtg Status Plan*
9. Communicat ~~Interim Report~~ *ADOE*
10. Opportunities Profiles
11. Roadmap
12. Report - feedback

Pages 706 through 711 redacted for the following reasons:

s.21

Service Delivery Transformation Disclaimer

- The purpose of the service delivery transformation project was to identify opportunities that could be further explored by the sector and the ministry in an effort to reduce costs and enhance service delivery
- A process was undertaken to identify the opportunities presented in this report that involved:
 - a Steering Committee to provide guidance and advice throughout the project that included members from individual school districts and the ministry;
 - interviews with Superintendents, Secretary Treasurers and functional experts from a variety of school districts, provincial sector organizations and ministry staff;
 - analysis of data provided by individual school districts and provincial level data provided by the ministry and comparison of this data to public sector and education industry benchmarks; and
 - jurisdictional research into governance and operational models in place across Canada and around the world.
- The opportunities presented are provided to the ^{ministry and} ~~sector for consideration~~; their inclusion in this report does not indicate endorsement by the ministry, BCASBO or the school districts involved in this analysis

Pages 713 through 723 redacted for the following reasons:

s.13, s.17, s.21

Brandt, Keely AEIT:EX

From: Stewart, Pam JTI:EX
Sent: Thursday, July 12, 2012 3:54 PM
To: Thompson, Joseph AVED:EX
Cc: Comolli, Catherine M AVED:EX
Subject: Revised Deloitte Status Report
Attachments: Deloitte Status Report - Week Ending Jul 6.xlsx

Hi Joe,

As discussed, attached is the revised Deloitte status report with all references to "Deloitte" changed to "the consulting firm". This is ready to go to the Steering Committee.

Pam.

Pam Stewart

B.A., LL.B., PMP, Stanford Certified PM, MCBA
(250) 380-7753 | Pam.Stewart@gov.bc.ca

Pages 725 through 754 redacted for the following reasons:

s.13, s.17, s.21

McMahan, Alana AVED:EX

From: Cook, Jeannette AVED:EX
Sent: Wednesday, March 21, 2012 9:30 AM
To: McMahan, Alana AVED:EX
Subject: FW: Shared Services TOR
Attachments: Shared Services ToR - Mar 20, 2011.docx

Importance: High

This should be on your radar.....

From: Thompson, Joseph AVED:EX
Sent: Tuesday, March 20, 2012 5:53 PM
To: Cook, Jeannette AVED:EX; Comolli, Catherine M AVED:EX
Subject: FW: Shared Services TOR
Importance: High

Changed my title to A/ADM

Joe

"Providing Excellence in Service to Help our Clients Succeed"

From: Thompson, Joseph AVED:EX
Sent: Tuesday, March 20, 2012 5:44 PM
To: Rasnick, Deborah AVED:EX; Manahan, Suzanne AVED:EX; Brown, Susan B AVED:EX
Cc: Comolli, Catherine M AVED:EX; Cook, Jeannette AVED:EX; Minty, Dawn M AVED:EX
Subject: Shared Services TOR
Importance: High

Hi ladies. Please see attached DRAFT Terms of Reference for your review. This was prepared at lightning speed so feel free to edit. Once we're comfortable in sending out we should share with Robin, Ruth and Jim. Would like to do that before end of week or Monday at the very latest. We should also send a note out to the President's providing a brief update as a follow up to the teleconference with the Presidents on February 28th. Have cc'd Dawn as acting DM for confirmation. Also need to get consensus on institution reps and sharing with them when confirmed.

As currently drafted, Ruth, Robin and Jim won't be happy that they are not part of the governance model going forward and suspect they will voice their concern to Dawn/Cheryl.

Joe

"Providing Excellence in Service to Help our Clients Succeed"

From: Cook, Jeannette AVED:EX
Sent: Tuesday, March 20, 2012 5:20 PM
To: Thompson, Joseph AVED:EX
Subject: shared services TOR

Jeannette Cook

A/Manager, Division Operations
Students, Institutions & Programs Division
Ministry of Advanced Education
Ph: 250-387-2644 Fax: 250-387-4788
Email: Jeannette.Cook@gov.bc.ca

Shared Services – Public Post-Secondary Institutions

Terms of Reference (Draft)

1. Background

In 2009 the Ministry of Health launched a shared services initiative to identify savings through such means as leveraging the buying power of Health Authorities to undertake joint purchasing agreements for supplies, consolidation of "supply chain" services, and coordination of contracted services such as information technology.

Budget 2012 calls upon the post-secondary sector to capitalize on the opportunities to improve cost effectiveness and to maximize resources going directly to students, researchers and educational programming.

The Ministry of Advanced Education will work with the institutions in the post-secondary sector to provide the leadership, structure and coordination in establishing a process to identify the nature and extent of savings that need to be found in the relevant areas of their operations.

Shared services, as a concept, refers to an arrangement where multiple public sector organizations or employers come together to deliver or purchase some significant part of the service mandate.

Cooperative groups are formed because group members believe that collaboration will allow them to achieve best value, a term that encompasses reduced costs, improved quality, improved risk management, and enhanced services. It is a given that all public sector agencies share the common goal of making the most efficient and effective use of public dollars.

2. Key Principles

- Understand and advocate to meet the needs of stakeholders.
- Be a respectful partner that compliments local expertise.
- Ongoing two way communication based upon mutual respect.
- Ensure service quality while creating efficiencies.

- Demonstrated leadership and ownership for the Ministry of Advanced Education and public post-secondary institutions.
- Accountable for actions and results.
- Efficiencies must not negatively impact students, research, or programs.
- Use of consistent methodologies where possible to ensure comparable, accurate measurement of results.

3. Scope

Share services for the purposes of this initiative is defined to include the following components:

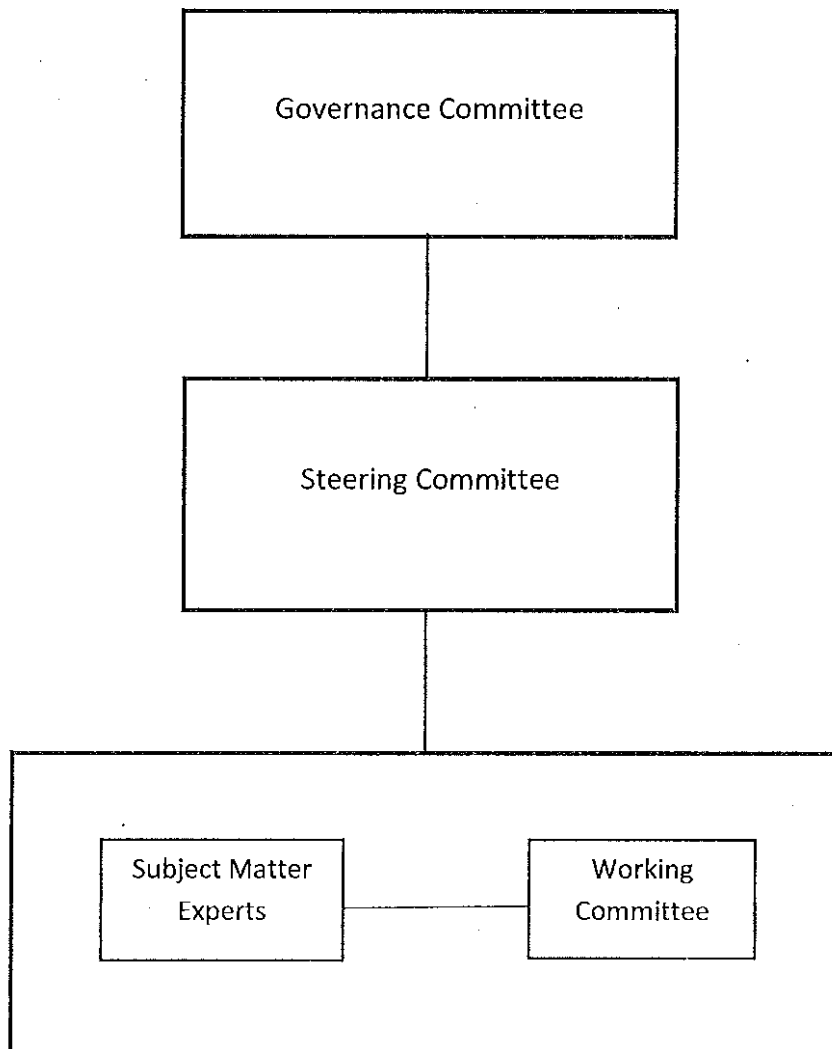
- Collaborative strategic sourcing initiatives (shared procurement services).
- On-Boarding: recruitment of additional public sector organizations (post-secondary institutions) onto already existing outsourcing arrangements while respective of open, transparent, competitive procurement.
- Best practices: improve quality and standardization by utilizing and expanding on current best practices in the public post-secondary sector.
- Back office administrative functions including Information Technology, Finance and Human Resources.

Collaborative strategic sourcing (shared procurement services) is considered to have the greatest potential to reduce costs and increase service quality. As a result it will be the first phase to be considered under the shared services initiative.

4. Objectives

- a) Undertake an environmental scan to identify the top 5 strategic procurement opportunities.
- b) Undertake a baseline data collection initiative to determine / confirm opportunities that do not require significant investment to realize cost savings and have a reasonably quick return on investment.
- c) Engagement of all 25 public post-secondary institutions in this first phase of strategic procurement.
- d) Identify resource requirements to move this phase forward.

5. Governance Structure



Roles	Membership	Responsibilities
Governance Committee	Comprised of public post-secondary institution Presidents, Deputy Minister and Assistant Deputy Ministers of the Ministry of Advanced Education	- Provide issue resolution and mediation - Provide overall sponsorship - Deliverable approval - Scope management
Steering Committee	Vice-Presidents Finance: Eileen Bray (UNBC) Lorcan O'Melinn (BCIT) Peter Lockie (Camosun) Robert Eby (Okanagan) Kristi Simpson (UVic) Advanced Education: Joe Thompson, A/ADM Ian Rongve, ADM Suzanne Manahan, Exec. Director Deb Rasnick, A/Exec. Director Susan Brown, Exec. Director	- Define and validate functional scope - Provide guidance and advisory or approvals and constraints - Sponsor project at institution level - Provide issue resolution and mediation - Provide support and leadership as advocates of project team
Subject Matter Experts	Consultants to be determined	- Lead data gathering at institution level - Point of contact at institution level for information gathering and interviews - Remove barriers at institution level - Participate in approval/ validation/ prioritization of roadmap strategy - Validate assumptions in opportunity profiles - Participate in working sessions
Working Committee	- Institution representatives to be determined by institutions. - Ministry representatives to be determined.	



Ministry of Advanced Education

Shared Services Terms of Reference

Tuesday, March 13, 2012

3:00 pm to 4:30 pm

St. Ann's Academy, Room 310, 835 Humboldt Street, Victoria

Meeting Agenda

Participants:

Robin Ciceri, President (RUCBC), Ruth Wittenberg, President (BCAIU), Peter Lockie, Vice-President, (Camosun College) for Jim Reed, President (BC Colleges)

AVED Participants:

Joe Thompson, Acting Assistant Deputy Minister, Ian Rongve, Assistant Deputy Minister, Deborah Rasnick, Acting Executive Director, Suzanne Manahan, Executive Director, Susan Brown, Executive Director

1. Guiding Principles
2. Scope - Defining the Opportunity
3. Baseline Data Collection and Analysis
4. Governance
5. Outcomes / Next Steps

TOP 5 → criteria

POST SECONDARY SECTOR SHARED SERVICES INITIATIVE

TERMS OF REFERENCE

Governance Framework,
Approach and
Project Management

Problems

- Governance

- Scope

- Decision resolution process

May 2, 2012
v 1200hr

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1 General

On behalf of the post secondary system in British Columbia, this document defines a proposed Post Secondary Sector Shared Services Initiative Governance Framework. The purpose of implementing a governance framework is to ensure that this initiative will build on existing shared services systems and processes within the post secondary sector, to facilitate flexibility within the institutions and to implement shared services in a cost-effective manner.

Governance is the critical success factor to any business relationship and particularly one with multiple parties. It defines the parameters of the evolving partnerships and details standard practices and linkages for communicating and service initiatives. In addition, a successful governance operating model establishes corporate credibility that leads to increased trust and stronger relationships and accountability.

Governance is a formal management framework and structure supported by a set of standard processes and best practices. The framework and structure will enable the parties to mutually manage their relationship and expectations. Supporting processes are documented, repeatable, and flexible. A successful governance implementation is dependent on the parties designing a model that meets all parties' needs and fosters a proactive, partner-based relationship, thereby enabling shared accomplishment of business goals and objectives. A comprehensive governance model also provides reduced risk through better visibility and control. The benefits will be continuous delivery improvements, proactive communication, and informed decision-making.

Principles:

- Government (as represented by the Ministry) will provide broad policy direction;
- There will be transparency on project status to the stakeholders throughout the life of the project;
- Governance within the institutions will be taken into account;
- Lines of accountability within the institutions will be respected;
- There will be a sound business case for the institution or institutions;
- Quality of service will be balanced with cost savings; and
- Rural economies will be considered in any shared services model.

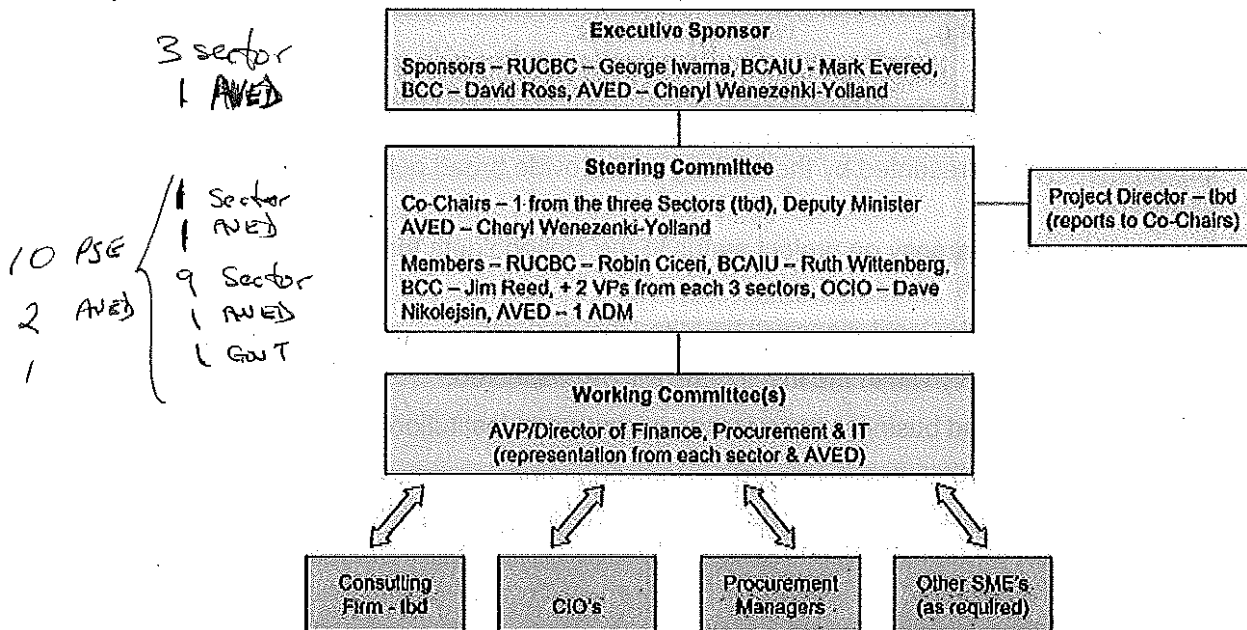
meaning?
what?

2 Governance Framework Objectives

The primary objectives of the Governance Framework are to:

- Establish clear lines of responsibility and decision-making accountability to facilitate the delivery of services and resolve issues as quickly as possible;
- Provide clear and centralized channels of communication so that the parties receive consistent and relevant information;
- Provide a mechanism that enables development in a flexible, well-managed manner; and
- Ensure services and programs reflect the vision, values and principles of the post secondary sector.

3 Post Secondary Sector Shared Services Initiative Governance Diagram



4 Roles and Responsibilities

Specific accountabilities are defined as follows:

Executive Sponsor(s)

- Ownership of initiative
- Allocation of funding
- Resolution of disputes/disagreements

The Executive Sponsors retain final approval authority for:

- Funding; and
- Program changes

Steering Committee:

- Strategic direction
- Relationship management
- Approval of scope and initiative deliverables
- Approval of change requests
- Funding authority for initiative
- Escalation point within organizations and for the initiative
- Executive support to the Project Director

Working Committee:

- Recommendation of approach, scope, and change approval to the Steering Committee
- Review of all deliverables prior to acceptance
- Resolution of cross organizational issues
- Review of business impacts throughout the project
- Escalation to the Steering Committee, if required
- Provision of subject matter expert (SME) resources to support initiative, as required
- Participation in working teams, as required

Project Director:

- Management of the initiative, reporting to Steering Committee Co-Chairs and provision of:
 - Status reporting of progress on a weekly basis
 - Delivery performance
 - Management of all working committees and any ASD/Vendors supporting initiative
 - Stakeholder engagement, management and communications
 - Monitoring of deliverables
 - Risk and issue management and resolution
- There will need to be a recruitment process for selecting this position.

NOTE: Required skill sets for this role include:

- Senior Project Director with a minimum 10-15 years experience managing large, complex and high profile initiatives
- Proven experience managing cross organizational program initiatives with diverse stakeholders, multiple organizations and ASD service providers
- Demonstrated experience managing Transformation and Transition initiatives in a public and private sector environment involving business and technology change
- Experience with onboarding services, programs, business initiatives including Organizational Change Management
- Experience in the Post Secondary sector is preferred.

Subject Matter Experts:

- Providing key subject matter expertise to support defined project activities
- Participating in working committees as required
- Completing project activities as assigned through the planning process
- Raising issues as required to the Project Director
- Quality assurance of project deliverables
- Providing status on project activities

5 Authority and Decision-Making

Decisions will be made at the Steering Committee level and will be:

- Based on the principles defined in section 1 above; and
- Binding upon the parties (unless decided otherwise by a higher level of authority e.g. Institution Boards).

Where decisions cannot be reached they will be referred to the next level of authority (Executive Sponsors) as indicated in the governance framework. Decisions or recommendations requiring a change will follow the change process outlined in section 6 below. Decisions will be recorded in the Steering Committee record of decisions. (See Appendix A for templates.)

how defined given

*with a
10 to
2
ratio*

?

6 Committee Membership

Executive Sponsors	
RUCBC Chair	George Iwama
Ministry of Advanced Education	Cheryl Wenezenki-Yolland
BCAIU Chair	Mark Evered
BCC Chair	David Ross
Steering Committee	
Ministry of Advanced Education (Co-chair)	Cheryl Wenezenki-Yolland
Post Secondary Sector TBD (Co-chair)	TBD
RUCBC	Robin Ciceri
BCAIU	Ruth Wittenberg
BCC	Jim Reed
ADM – Ministry of Advanced Education	TBD
VP Finance (2) - RUCBC	TBD
VP Finance (2) - BCIAU	TBD
VP Finance (2) - BCC	TBD
Working Committee	

Subject Matter Experts (SMEs)	
TBD	
TBD	
TBD	

7 Project Approach

It is suggested that the Steering Committee consider that the first business line be procurement given the opportunities that exist within the post secondary sector. There is a council already in place and infrastructure exists to support a quick win. In addition, lessons learned from previous implementations of shared services initiatives, such as BC Campus and BCNet, can be leveraged.

A preliminary risk analysis will be conducted as a first step to be followed by review of implications for the system such as the possible effects on regional economic development in small communities which could result from changing a supplier.

Technology is another area of significant opportunity. However, a comprehensive review of existing agreements and an analysis of cost-effective approaches to a shared model would need to be undertaken. This could be done in parallel with the work related to procurement.

The high level next steps are:

- Sign-off on Governance Framework
- Procure Project Director
- Define scope – which business areas? what are the parameters?
- Procure consulting firm
- Develop high level plan – obtain agreement
- Develop detailed plan
- Complete procurement preliminary risk
- Conduct comprehensive review of existing agreements/costs in the area of technology

8 Project Management Approach

Sound project management principles for planning, scheduling, and executing must be followed to successfully manage the initiative projects. Best practices in project management will be followed for all projects/efforts that form this initiative. Using a standard, consistent and common approach enables effective management of dependent, interrelated projects, and builds on a solid foundation of project management principles.

As part of this initiative the following processes will be used: (See Appendix A for templates/tools/processes)

Organizational Change Management –Using Organizational Change Management (OCM) methodology and planning and executing OCM activities helps mitigate individual and organizational risks associated with major changes. For this initiative, an OCM methodology will be used, which has been successful in managing similar initiatives with transformation, transitions and migrations. The OCM approach has four key themes: mobilizing and sustaining change leadership, shaping and planning the change, building and maintaining business ownership, and preparing and supporting business implementation.

Theme 1: Mobilizing and Sustaining Change Leadership – Supporting and coaching change leaders to build and maintain urgency, developing and articulating business vision for the future, getting the right change leaders and leadership structures in place, and helping leaders to achieve sustainable results support strategic objectives.

Theme 2: Shaping and Planning the Change – Understanding the change context; identifying the impact of planned changes on the business, and its processes, people, and facilities; assessing change readiness; and helping to shape the transition plan to make certain that the change program has the right content and resources, and that change will be introduced at the optimum pace.

Theme 3: Building and Maintaining Business Ownership – Identifying and analyzing key stakeholder groups and working with executives and change leaders to align, involve, communicate, and educate stakeholders to support business confidence, commitment, and buy-in throughout the business change life cycle.

Theme 4: Preparing and Supporting Business Implementation – Establishing change networks and processes to deliver "local" change, helping to define and deliver necessary training and education, developing a cultural change program to achieve alignment with new vision and strategy, and supporting staff and management during implementation in the realization of business benefits. The most successful approach in this area is to develop ambassadors within each impacted organization to promote positive informal lines of communication.

Organizational change management plans will be included as part of the core project plan for each project defined through this initiative.

Status Reporting

- A weekly status report will be provided to the Steering Committee that includes the current information on the project plan, including schedule, milestones, current risks and issues, and key dependencies for upcoming events.
- The Project Director will meet on a bi-weekly basis with the Working Committee to work through project issues, provide support/escalation as required, problem solve, and obtain status

Communications Management

A comprehensive communications strategy and process will be developed and agreed to by the Steering Committee.

Risk Management

- **Identification of assumptions and constraints** – Assumptions and constraints will be identified with the participation of all stakeholders.
- **Risk Identification** – Identified risks will be documented using past lessons-learned, as well as any new situational risks that are unique to this initiative.
- **Risk mitigation and response planning** – For each risk identified, the Project Director will work with the subject matter experts to determine the best course of action to appropriately mitigate and plan responses for risk situations. This will ensure that the project team is fully prepared upon the activation of any given risk.

- **Risk response action** – In the event of a risk becoming active and requiring action, the Project Director will execute risk response plans to minimize the impact of risks that occur

All risks identified will be logged and tracked in the Program risk log by the Project Director.

Issue Management

- **Issue Identification activities** – The Project Director will focus on early identification and notification of project-related issues. Issues will be communicated to the appropriate group upon identification, and will not need to wait until a regular status cycle occurs e.g. Working Committee, Steering Committee etc.
- **Issue resolution processes** – The Project Director will provide issue management and resolution processes. Issues will be tracked to closure.

Change Management

If a change in scope, effort, or planned activities results in a material change to the project, the Project Director may invoke a Change Request to the project.

A Change Request document describing the changes, as well as impact in effort, time, or deliverables will be submitted by the Project Director to the Steering Committee. Any change requests will be logged and tracked by the Project Director in the change management log. All change requests are to be approved by the Steering Committee.

Project Decisions

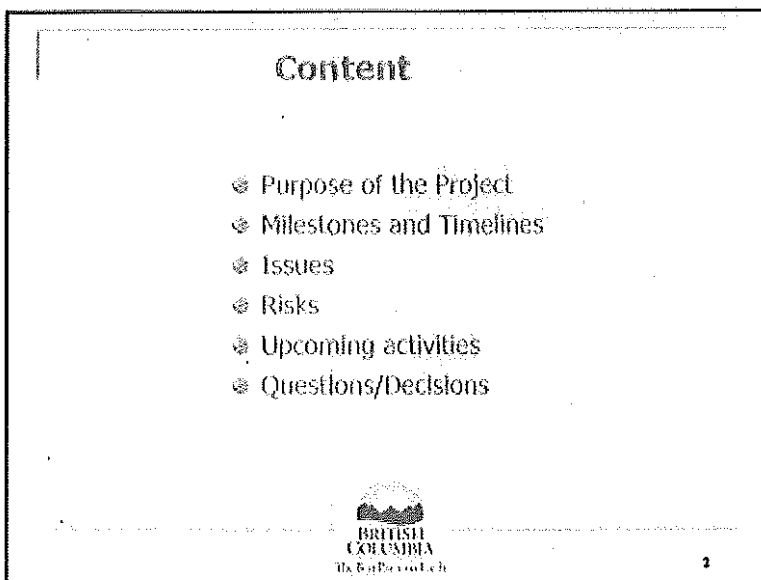
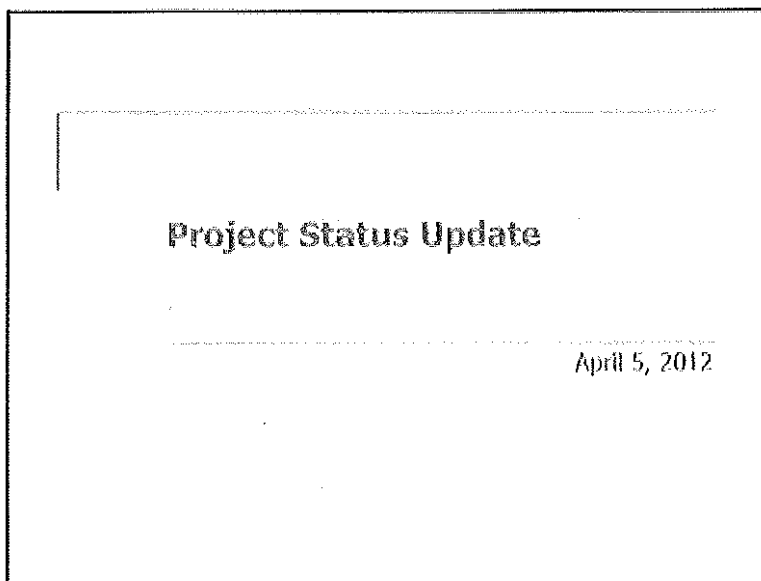
Decision requests will be completed for decisions requiring Steering Committee approval. These decisions will be logged and tracked at by the Project Director in a Decision Request Log. Decisions must be made within 5 working days.

Approved by

_____	Date _____
Cheryl Wenzki-Yolland	
_____	Date _____
George Iwama	
_____	Date _____
Mark Evered	
_____	Date _____
David Ross	

9 Appendix A – Project Management Templates/Tools

Project Status Update



Purpose of the Project

0

0

0


3

Deliverables & Timelines

Deliverable	Date & Status
	March 30th
	March 30th
	April 15th
	October 31
	July 31
	June 30
	April 23
	September 28th
	March 30

Yellow = At jeopardy

Green = In progress/on target

Red = Late/missed Deliverable

Blue = Complete


4

Outstanding Issues

Issue	Resolution	Assigned to	Status



5

Risks

Risk	Probability	Risk Impact	Risk Response Strategy	
	Medium	High		Medium
	Medium	High		Low
	High	High		Medium
	Medium	High		Medium
	Medium High	Medium High		Low



6

Upcoming Activities

-
-
-



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1

Issue Log

Last Updated:

Issue ID	Issue	Date Raised	Raised by	Assigned to	Issue Resolution	Date Resolved	Status (Open/Closed)
001							Open

Risk Management

Last Updated:

[illegible]

Change Log - Template

Last Updated:

Change #	Change Description	Date Raised	Raised by	Assigned to	Impacts (schedule/cost/quality/requirements)	Date Resolved	Status (Approved/Rejected)

Change Request

Project Name::	Project Number:
Issue Number (s):	
Requested by:	Date:
Request Name:	Project Director:
Request Number: (from SPMO website)	Urgency: High, Medium, Low (Choose one)
a. Description of the Change Request (include a description of the change): 	
Impact of the Change (schedule, cost, resources, quality and/or functionality): Quality of work will improve with better descriptions Benefits: Impacts: Portfolio: (other projects) Benefits: Impacts:	
Estimates: Business Area: Days (Effort) ____n/a____ Cost ____n/a	
Additional Issues/Comments:	
Approved ____ Not Approved ____ Project Director Recommended for approval by Working Committee: Recommended ____ Not Recommended ____	Date: Date:
Approved ____ Not approved ____ Executive Steering Committee 	Date
Comments: 	

Record of Decisions/Minutes

Project
Name:
Date:
Time:
Location:

Meeting chaired by:
Required materials:

Core attendees:

Additional members:

Recorder:

Regrets:

Item	Discussion/Decision	Action	Assigned to	Due
1.				
2.				
3.				

Brandt, Keely AEIT:EX

From: Stewart, Pam JTI:EX
Sent: Friday, June 15, 2012 3:48 PM
To: Thompson, Joseph AVED:EX
Cc: Comolli, Catherine M AVED:EX
Subject: FW: Revised TOR
Attachments: TOR - June 15 2012 - track changes.docx

s.13

From: Comolli, Catherine M AVED:EX
Sent: June 15, 2012 1:49 PM
To: Stewart, Pam JTI:EX
Cc: Thompson, Joseph AVED:EX
Subject: Revised TOR

Hi Pam,

Attach please find a revised TOR stemming from yesterday's meeting. Per Joe, he would appreciate your review of this.

With thanks,

Catherine

Catherine Comolli

Executive Administrative Assistant

Student Services and Sector Resource Management Division

Ministry of Advanced Education

3rd Floor, 835 Humboldt Street

Victoria BC V8W 9N3

Tel: (250) 356-2496

Fax: (250) 356-5468

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DRAFT Terms of Reference

Post Secondary Sector Service Delivery Transformation

June 8¹⁵, 2012

1 Purpose of this document

This document describes the objectives, scope and governance for the Post Secondary Sector Service Delivery Transformation Initiative ("the Initiative").

Project plans, methodologies, processes and resourcing will be developed as separate documents during the Initiative and presented for approval through the governance framework.

2 Definitions

The following terms are used in this document.

(a) Institutions	25 public post secondary institutions (11 universities, 11 colleges, 3 institutes).
(b) Sector	Same definition as "institutions".
(c) Ministry	Ministry of Advanced Education.
(d) Back office services	Operational services such as finance, consolidation of procurement, human resources, capital management and information technology.

3 Principles

- (a) Government, as represented by the Ministry of Advanced Education, will provide broad policy direction.
- (b) There will be transparency to the stakeholders throughout the life of the Initiative.
- (c) Governance within the institutions will be taken into account.
- (d) Lines of accountability within the institutions will be respected.
- (e) There will be a sound business case for the institutions to implement shared services.
- (f) Quality of service will be balanced with cost savings.
- (g) Rural economies will be considered in any service delivery model.
- (h) Efficiencies must not negatively impact students, research or educational programs.
- (i) Participants will work collaboratively to achieve the objectives of the Initiative.
- (j) Participants will engage in ongoing two-way communication based on mutual respect.

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- (k) Participants will be accountable for actions and results, and will demonstrate leadership and collaboration by the Ministry of Advanced Education and the institutions.

4 Objectives

The Initiative is a project to develop and implement study, review and recommend shared procurement and back office administrative services ("the services") for implementation across the public post secondary sector to

- (a) ensure that the sector is operating as efficiently as possible in delivering the services;
- (b) achieve best value and fiscal plan targets which includes reduced costs, improved quality, improved risk management, and enhanced services;
- (c) maximize the resources allocated to students, researchers and educational programming;
- (d) use best practices and build on existing processes and infrastructure;
- (e) engage all 25 public post secondary institutions in the Initiative.

5 Scope

The following are in scope for the Initiative:

- (a) shared procurement services;
- (b) on-boarding of additional public post secondary institutions onto existing outsourcing arrangements while respective of open, transparent, competitive procurement;
- (c) back office administrative services across the sector. The specific services to be included in the service delivery model will be determined during the Initiative;
- (d) best practices: improve quality and standardization by utilizing and expanding on current best practices in the public post secondary sector.

Shared procurement services is considered to have the greatest potential to reduce costs and increase service quality. As a result it will be the first phase to be considered under the Initiative.

6 Project Approach and Key Milestones

Project Approach (see Appendix A)

Hire external consultants to assist the Ministry and public post secondary sector with the following approach:

- (a) Leverage existing data and analysis including collection of administrative cost baseline data completed by the Ministry and/or public post secondary institutions to understand the current state;
- (b) Regular engagement with the Ministry and public post secondary institutions through governance structures, workshops, site visits, and regular status updates;

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- (c) Use external consultants' tools and methodology; and
- (d) Involve key advisory groups and post secondary education subject matter experts.
- ~~(d)(e) Incorporate lessons learned from other sectors implementation of shared services.~~

Key Milestones

August 10, 2012:	Data collection and analysis
August 24, 2012:	Develop and prioritize improvement and cost reduction opportunities
August 31, 2012:	Perform financial impact assessment for improvement and cost reduction opportunities
September 14, 2012:	Final report and roadmap outlining sequencing of initiatives and implementation plan
October, 2012:	Commence phased implementation

7 Participants

The participants in the Initiative are the government of British Columbia as represented by the Ministry of Advanced Education, and the 25 public post secondary institutions.

8 Governance framework

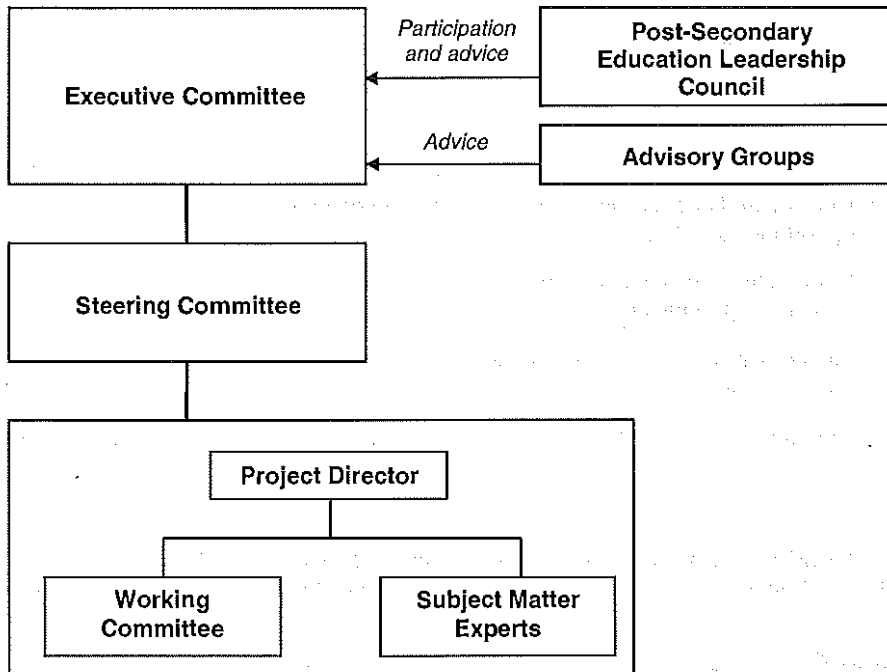
(a) Governance framework objectives

The objectives of the governance organization, responsibilities and decision-making process are to

- i. establish clear lines of responsibility and decision-making accountability to facilitate delivery of the Initiative and resolve issues as quickly as possible;
- ii. provide clear and centralized channels of communication so that the participants receive consistent and relevant information;
- iii. provide a mechanism that enables a flexible, well-managed project;
- iv. ensure a service delivery model that reflect the vision, values and principles of the Initiative.

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(b) Organization



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(c) Roles and responsibilities

Role	Membership	Responsibilities
Executive Committee	• Dr. Mark Evered, Chair, BCAIU • Dr. David Ross, Chair, BCC • Dr. George Iwama, Chair, RUCBC • Mr. Jim Hamilton, President, Okanagan College • Ms. Kathy Kinloch, President, Vancouver Community College • Dr. Don Wright, President, British Columbia Institute of Technology, • Prof. Stephen Toope, President, University of British Columbia • Ms. Cheryl Wenezenki-Yolland, Deputy Minister, Ministry of Advanced Education • Mr. Joe Thompson, Acting Assistant Deputy Minister, Ministry of Advanced Education	• Ownership and overall sponsorship of the Initiative • <u>Provide strategic direction</u> • Obtain funding and resources for the Initiative • Approve key deliverables • Approve project committees and other participating groups • Overall scope management • Issue resolution and mediation • Oversight of the budget • Stakeholder engagement and communications
Steering Committee	To be determined and approved by the Executive Committee To be Co-Chaired by an institution representative and the <u>Joe Thompson, Acting Assistant Deputy Minister</u> <u>Members:</u> • <u>Eileen Bray (UNBC)</u> • <u>Lorcan O'Melinn (BCIT)</u> • <u>Robert Eby (Okanagan)</u> • <u>Pierre Ouillet (UBC)</u> • <u>Diane Teslak (COTR)</u> • <u>Pat Hibbitts (SFU)</u> • <u>Roy Daykin (Langara) or Doug Calbeck (VCC)</u> • <u>Joe Thompson (AVED)</u>	• <u>Strategic direction advice</u> • Relationship management • Approve deliverables, and recommend Executive Committee approval of key deliverables • Define Initiative scope and approve changes in scope • Sponsor the project at the institution level • Escalation point for the Initiative within the organization • Issue resolution and mediation • Provide support and leadership as advocates of the Initiative • Provide executive support to the Project Director

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Role	Membership	Responsibilities
	Deborah Rasnick (AVED)	
Post-Secondary Education Leadership Council	Members of the current Council	- Provide advice to the Executive Committee within the Council's mandate - Comment on key project documents - Provide input on strategies, policies and issues upon request of the Executive Committee
Advisory Groups	To be determined and approved by the Executive Committee	- Provide advice upon request of the Executive Committee - Comment on project documents upon request
Project Director	- Pam Stewart - To be determined and approved by the Executive Committee	- Reports to Steering Committee Co-Chairs - Management of the Initiative including: - Status reporting - Delivery performance - Management of Working Committee and sub-committees, SMEs and any contracted resources - Project management support for stakeholder engagement and communications - Monitoring of deliverables - Planning, risk management and issue resolution. - Communicates Executive Committee and Steering Committee direction to the Working Committee and SMEs. - Acts as executive support at Executive Committee and Steering Committee meetings to prepare agendas and minutes, table items for decision, and provide project management advice.
Working Committee Groups	- Overall composition to be recommended by the Steering Committee and decided by the Executive Committee - Institution representatives to be determined by the institutions - Ministry representatives to be determined by the Ministry	- Recommendation of approach, scope, and change approval to the Steering Committee - Review of all deliverables prior to acceptance - Resolution of cross-organizational issues - Recommend to Project Director issues to be escalated to Steering Committee - Review of business impacts throughout the project - Lead data gathering at institution level - Point of contact at institution level for information gathering and interviews - Remove barriers at institution level - Participate in approval/ validation/ prioritization of roadmap strategy - Validate assumptions in opportunity profiles - Participate in working sessions - Participate in producing assigned deliverables

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Role	Membership	Responsibilities
Subject Matter Experts	• <u>Deloitte</u> • Contracted and staff resources to be determined	• Follow project processes communicated by the Project Director • Provide subject matter expertise • Support the Working Committee as required • Participate in activities as assigned through the planning process and communicated by the Project Director • Raise issues to the Project Director • Provide status to the Project Director

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(d) Project Decision-making

- i. Decisions will be made at the Steering Committee level and will be:
 - based on the Principles defined in this document
 - binding upon all participants in the Initiative.
- ii. Decisions that cannot be reached at the Steering Committee level will be referred to the Steering Committee Co-Chairs, and then to the Executive Committee if necessary.
- iii. ~~The Ministry, through the Deputy Minister, will provide facilitation and will have decision-making authority in the event that collaborative decision-making is not possible.~~

9 Approvals

 Dr. Mark Evered
 Chair
 BC Association of Institutes and Universities

 Dr. David Ross
 Chair
 BC Colleges

 Dr. George Iwama
 Chair
 The Research Universities' Council of BC

 Cheryl Wenezenki-Yolland
 Deputy Minister
 Ministry of Advanced Education

 Joe Thompson
 Acting Assistant Deputy Minister
 Ministry of Advanced Education

 Mr. Jim Hamilton
 President
 Okanagan College

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Ms. Kathy Kinloch
President
Vancouver Community College

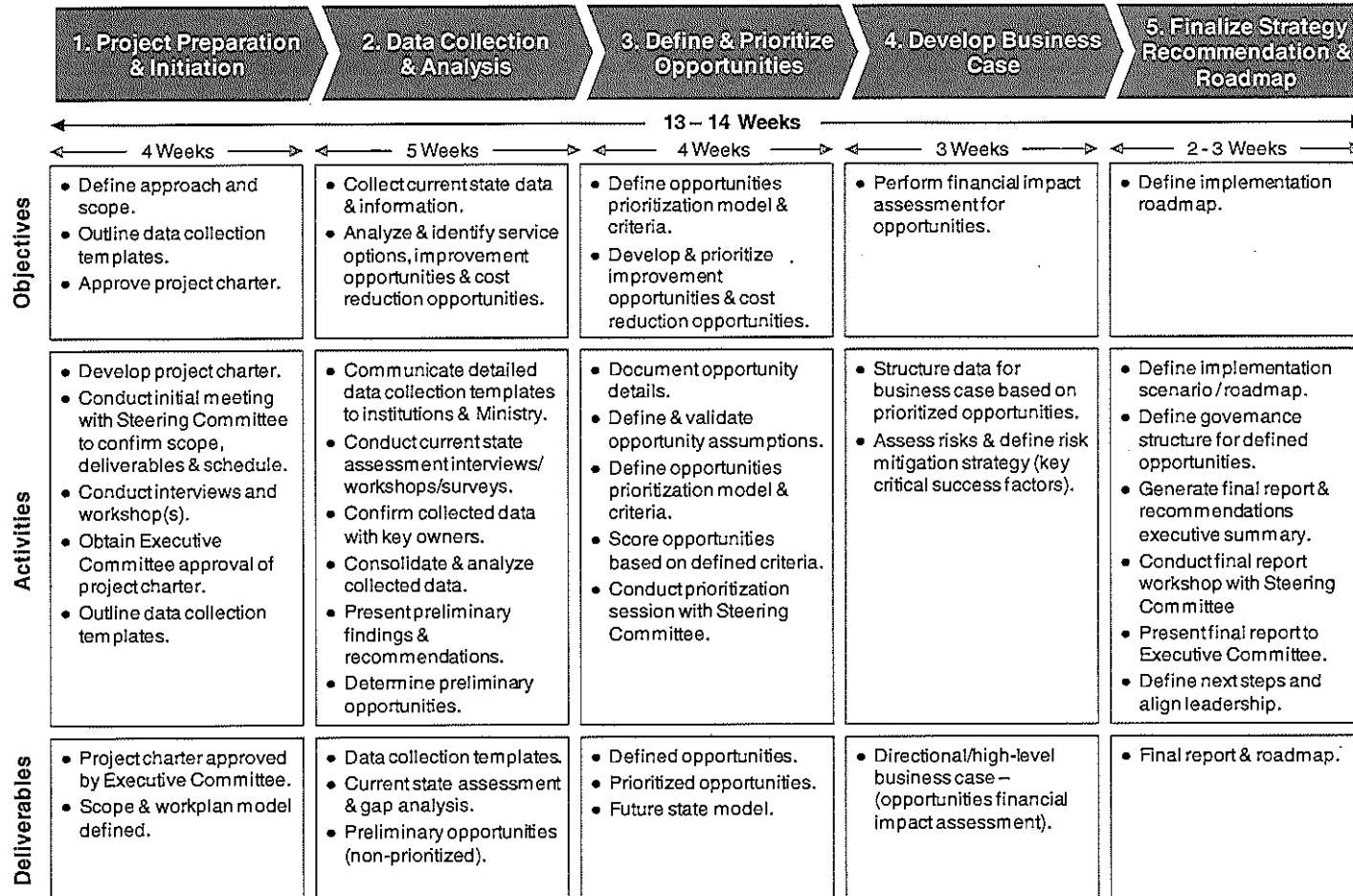
Mr. Don Wright
President
British Columbia Institute of
Technology

Prof. Stephen Toope
President
University of British Columbia

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Appendix A

Service Delivery Transformation Project Approach



Terms of Reference

Post Secondary Sector Administrative Service Delivery Transformation

June 28, 2012

1 Purpose of this document

This document describes the objectives, scope and governance for the Post Secondary Sector Administrative Service Delivery Transformation Initiative ("the Initiative").

Project plans, methodologies, processes and resourcing will be developed as separate documents during the Initiative and presented for approval through the governance framework.

2 Definitions

The following terms are used in this document.

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(b) Sector	Same definition as "institutions".
(c) Ministry	Ministry of Advanced Education.
(d) Back office services	Operational services such as finance, consolidation of procurement, human resources, capital management and information technology.

3 Principles

- (a) Government, as represented by the Ministry of Advanced Education, will provide broad policy direction.
- (b) There will be transparency to the stakeholders throughout the life of the Initiative.
- (c) Governance within the institutions will be taken into account.
- (d) Lines of accountability within the institutions will be respected.
- (e) There will be a sound business case for the institutions to implement shared services.
- (f) Quality of service will be balanced with cost savings.
- (g) Rural economies will be considered in any service delivery model.
- (h) Efficiencies must not negatively impact students, research or educational programs.
- (i) Participants will work collaboratively to achieve the objectives of the Initiative.
- (j) Participants will engage in ongoing two-way communication based on mutual respect.

- (k) Participants will be accountable for actions and results, and will demonstrate leadership and collaboration by the Ministry of Advanced Education and the institutions.

4 Objectives

The Initiative is a project to study, review and recommend shared procurement and back office administrative services ("the services") for implementation across the public post secondary sector to

- (a) ensure that the sector is operating as efficiently as possible in delivering the services;
- (b) achieve best value and fiscal plan targets which includes reduced costs, improved quality, improved risk management, and enhanced services;
- (c) maximize the resources allocated to students, researchers and educational programming;
- (d) use best practices and build on existing processes and infrastructure;
- (e) engage all 25 public post secondary institutions in the Initiative.

5 Scope

The following are in scope for the Initiative:

- (a) shared procurement services;
- (b) on-boarding of additional public post secondary institutions onto existing outsourcing arrangements while respective of open, transparent, competitive procurement;
- (c) back office administrative services across the sector. The specific services to be included in the service delivery model will be determined during the Initiative;
- (d) best practices: improve quality and standardization by utilizing and expanding on current best practices in the public post secondary sector.

Shared procurement services is considered to have the greatest potential to reduce costs and increase service quality. As a result it will be the first phase to be considered under the Initiative.

6 Project Approach and Key Milestones

Project Approach (see Appendix A)

Hire external consultants to assist the Ministry and public post secondary sector with the following approach:

- (a) Leverage existing data and analysis including collection of administrative cost baseline data completed by the Ministry and/or public post secondary institutions to understand the current state;
- (b) Regular engagement with the Ministry and public post secondary institutions through governance structures, workshops, site visits, and regular status updates;

- (c) Use external consultants' tools and methodology; and
- (d) Involve key advisory groups and post secondary education subject matter experts.
- (e) Incorporate lessons learned from other sectors implementation of shared services.

Key Milestones

August 10, 2012:	Data collection and analysis
August 24, 2012:	Develop and prioritize improvement and cost reduction opportunities
August 31, 2012:	Perform financial impact assessment for improvement and cost reduction opportunities
September 14, 2012:	Final report and roadmap outlining sequencing of initiatives and implementation plan
October, 2012:	Commence phased implementation

7 Participants

The participants in the Initiative are the government of British Columbia as represented by the Ministry of Advanced Education, and the 25 public post secondary institutions.

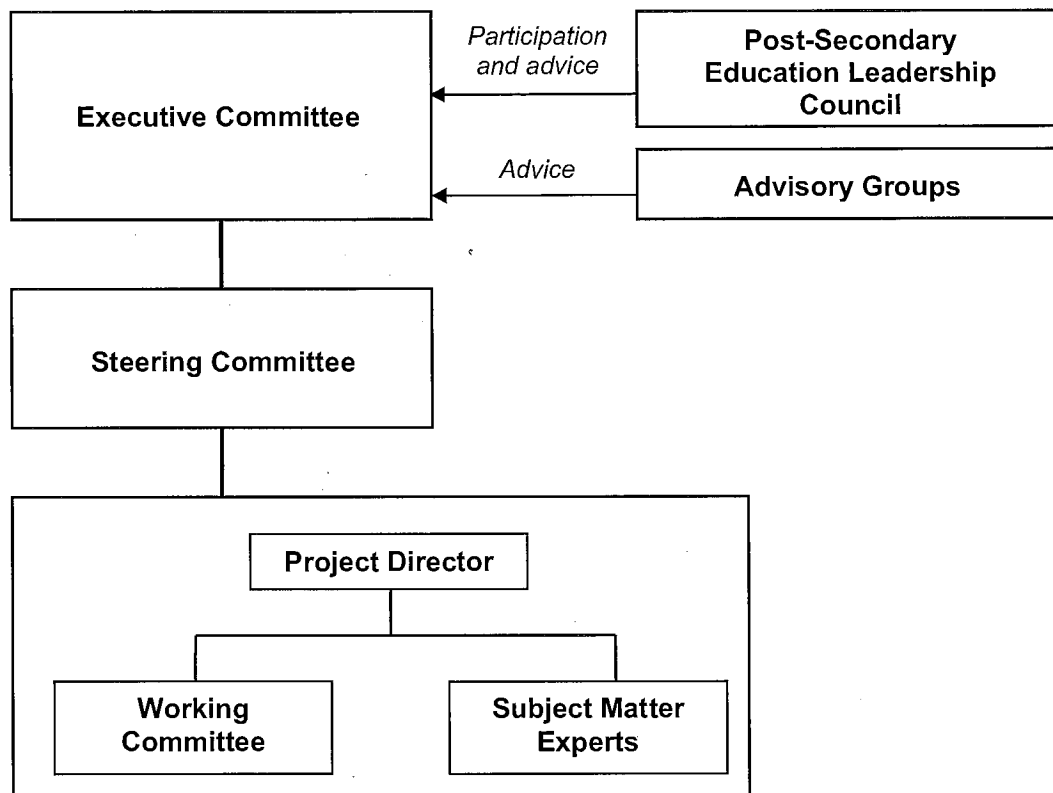
8 Governance framework

(a) Governance framework objectives

The objectives of the governance organization, responsibilities and decision-making process are to

- i. establish clear lines of responsibility and decision-making accountability to facilitate delivery of the Initiative and resolve issues as quickly as possible;
- ii. provide clear and centralized channels of communication so that the participants receive consistent and relevant information;
- iii. provide a mechanism that enables a flexible, well-managed project;
- iv. ensure a service delivery model that reflect the vision, values and principles of the Initiative.

(b) **Organization**



(c) **No delegation by Executive Committee**

Members of the Executive Committee will not delegate their role or attendance at meetings.

(d) **Roles and responsibilities**

Role	Membership	Responsibilities
Executive Committee	• Dr. Mark Evered, Chair, BCAIU • Dr. David Ross, Chair, BCC • Dr. George Iwama, Chair, RUCBC • Mr. Jim Hamilton, President, Okanagan College • Ms. Kathy Kinloch, President, Vancouver Community College • Dr. Don Wright, President, British Columbia Institute of Technology, • Prof. Stephen Toope, President, University of British Columbia • Ms. Cheryl Wenezenki-Yolland, Deputy Minister, Ministry of Advanced Education • Mr. Joe Thompson, Acting Assistant Deputy Minister, Ministry of Advanced Education	• Ownership and overall sponsorship of the Initiative • Provide strategic direction • Obtain funding and resources for the Initiative • Approve key deliverables • Approve project committees and other participating groups • Overall scope management • Issue resolution and mediation • Oversight of the budget • Stakeholder engagement and communications
Steering Committee	Co-Chairs are Joe Thompson and Oliver Grüter-Andrew. Members: • Eileen Bray (UNBC) • Lorcan O'Melinn (BCIT) • Robert Eby (Okanagan) • Oliver Grüter-Andrew (UBC) • Diane Teslak (COTR) • Pat Hibbitts (SFU) • Roy Daykin (Langara) • Doug Callbeck (VCC) • Pat Eager (VIU) • Joe Thompson (AVED) • Deborah Rasnick (AVED) • Jordan Perrey (AVED)	• Strategic advice • Relationship management • Approve deliverables, and recommend Executive Committee approval of key deliverables • Define Initiative scope and approve changes in scope • Sponsor the project at the institution level • Escalation point for the Initiative within the organization • Issue resolution and mediation • Provide support and leadership as advocates of the Initiative • Provide executive support to the Project Director

Role	Membership	Responsibilities
Post-Secondary Education Leadership Council	Members of the current Council	• Provide advice to the Executive Committee within the Council's mandate • Comment on key project documents • Provide input on strategies, policies and issues upon request of the Executive Committee
Advisory Groups	To be determined and approved by the Executive Committee	• Provide advice upon request of the Executive Committee • Comment on project documents upon request
Project Director	• Pam Stewart • To be approved by the Executive Committee	• Reports to Steering Committee Co-Chairs • Management of the Initiative including: ○ Status reporting ○ Delivery performance ○ Management of Working Committee and sub-committees, SMEs and any contracted resources ○ Project management support for stakeholder engagement and communications ○ Monitoring of deliverables ○ Planning, risk management and issue resolution. • Communicates Executive Committee and Steering Committee direction to the Working Committee and SMEs. • Acts as executive support at Executive Committee and Steering Committee meetings to prepare agendas and minutes, table items for decision, and provide project management advice.
Working Groups	• Institution representatives to be determined by the institutions • Ministry representatives to be determined by the Ministry	• Lead data gathering at institution level • Point of contact at institution level for information gathering and interviews • Remove barriers at institution level • Participate in approval/ validation/ prioritization of roadmap strategy • Validate assumptions in opportunity profiles • Participate in working sessions • Participate in producing assigned deliverables • Follow project processes communicated by the Project Director
Subject Matter Experts	• Deloitte • Contracted and staff resources to be determined	• Provide subject matter expertise • Support the Working Committee as required • Participate in activities as assigned through the planning process and communicated by the Project Director • Raise issues to the Project Director • Provide status to the Project Director

(a) **Project Decision-making**

- i. Decisions will be made at the Steering Committee level and will be:
 - based on the Principles defined in this document
 - binding upon all participants in the Initiative.
- ii. Decisions that cannot be reached at the Steering Committee level will be referred to the Steering Committee Co-Chairs, and then to the Executive Committee if necessary.

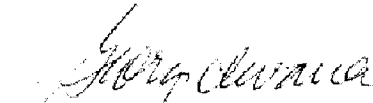
9 Approvals



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BC Colleges



Dr. George Iwama
Chair
The Research Universities'
Council of BC



Cheryl Wenezenki-Yolland
Deputy Minister
Ministry of Advanced Education



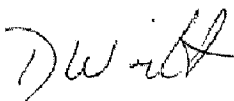
Joe Thompson
Acting Assistant Deputy Minister
Ministry of Advanced Education



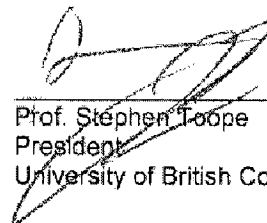
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Don Wright
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British Columbia Institute of
Technology



Prof. Stephen Toope
President
University of British Columbia

Appendix A

Administrative Service Delivery Transformation Project Approach



Brandt, Keely AEIT:EX

From: Stewart, Pam JTI:EX
Sent: Friday, June 29, 2012 3:22 PM
To: Thompson, Joseph AVED:EX
Cc: Comolli, Catherine M AVED:EX
Subject: Revised ToR
Attachments: Administrative Service Delivery Transformation TOR - June 28, 2012.docx; Administrative Service Delivery Transformation TOR - June 28, 2012 markup.docx

Hi Joe,

Attached are a clean and marked up version of the ToR. The changes are:

- section 8(c) re: delegation by Executive Committee;
- section 8(d) re: replacement of Pierre Ouimet by Oliver Gruter-Andrew on Steering Committee;
- section 8(d) re: addition of Oliver Gruter-Andrew as Co-Chair of the Steering Committee.

Pam.

Pam Stewart

B.A., LL.B., PMP, Stanford Certified PM, MCBA
(250) 380-7753 | Pam.Stewart@gov.bc.ca

Terms of Reference

Post Secondary Sector Administrative Service Delivery Transformation

June 28, 2012

1 Purpose of this document

This document describes the objectives, scope and governance for the Post Secondary Sector Administrative Service Delivery Transformation Initiative ("the Initiative").

Project plans, methodologies, processes and resourcing will be developed as separate documents during the Initiative and presented for approval through the governance framework.

2 Definitions

The following terms are used in this document.

(a) Institutions	25 public post secondary institutions (11 universities, 11 colleges, 3 institutes).
(b) Sector	Same definition as "institutions".
(c) Ministry	Ministry of Advanced Education.
(d) Back office services	Operational services such as finance, consolidation of procurement, human resources, capital management and information technology.

3 Principles

- (a) Government, as represented by the Ministry of Advanced Education, will provide broad policy direction.
- (b) There will be transparency to the stakeholders throughout the life of the Initiative.
- (c) Governance within the institutions will be taken into account.
- (d) Lines of accountability within the institutions will be respected.
- (e) There will be a sound business case for the institutions to implement shared services.
- (f) Quality of service will be balanced with cost savings.
- (g) Rural economies will be considered in any service delivery model.
- (h) Efficiencies must not negatively impact students, research or educational programs.
- (i) Participants will work collaboratively to achieve the objectives of the Initiative.
- (j) Participants will engage in ongoing two-way communication based on mutual respect.

- (k) Participants will be accountable for actions and results, and will demonstrate leadership and collaboration by the Ministry of Advanced Education and the institutions.

4 Objectives

The Initiative is a project to study, review and recommend shared procurement and back office administrative services ("the services") for implementation across the public post secondary sector to

- (a) ensure that the sector is operating as efficiently as possible in delivering the services;
- (b) achieve best value and fiscal plan targets which includes reduced costs, improved quality, improved risk management, and enhanced services;
- (c) maximize the resources allocated to students, researchers and educational programming;
- (d) use best practices and build on existing processes and infrastructure;
- (e) engage all 25 public post secondary institutions in the Initiative.

5 Scope

The following are in scope for the Initiative:

- (a) shared procurement services;
- (b) on-boarding of additional public post secondary institutions onto existing outsourcing arrangements while respective of open, transparent, competitive procurement;
- (c) back office administrative services across the sector. The specific services to be included in the service delivery model will be determined during the Initiative;
- (d) best practices: improve quality and standardization by utilizing and expanding on current best practices in the public post secondary sector.

Shared procurement services is considered to have the greatest potential to reduce costs and increase service quality. As a result it will be the first phase to be considered under the Initiative.

6 Project Approach and Key Milestones

Project Approach (see Appendix A)

Hire external consultants to assist the Ministry and public post secondary sector with the following approach:

- (a) Leverage existing data and analysis including collection of administrative cost baseline data completed by the Ministry and/or public post secondary institutions to understand the current state;
- (b) Regular engagement with the Ministry and public post secondary institutions through governance structures, workshops, site visits, and regular status updates;

- (c) Use external consultants' tools and methodology; and
- (d) Involve key advisory groups and post secondary education subject matter experts.
- (e) Incorporate lessons learned from other sectors implementation of shared services.

Key Milestones

August 10, 2012:	Data collection and analysis
August 24, 2012:	Develop and prioritize improvement and cost reduction opportunities
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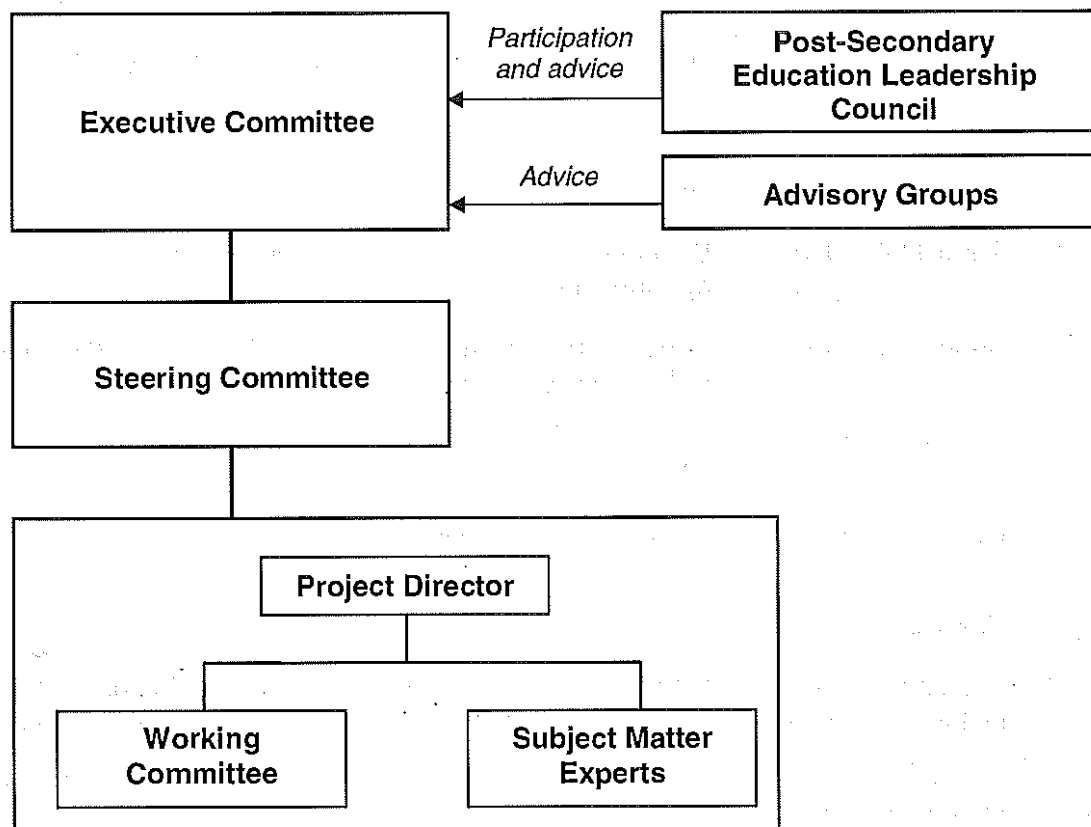
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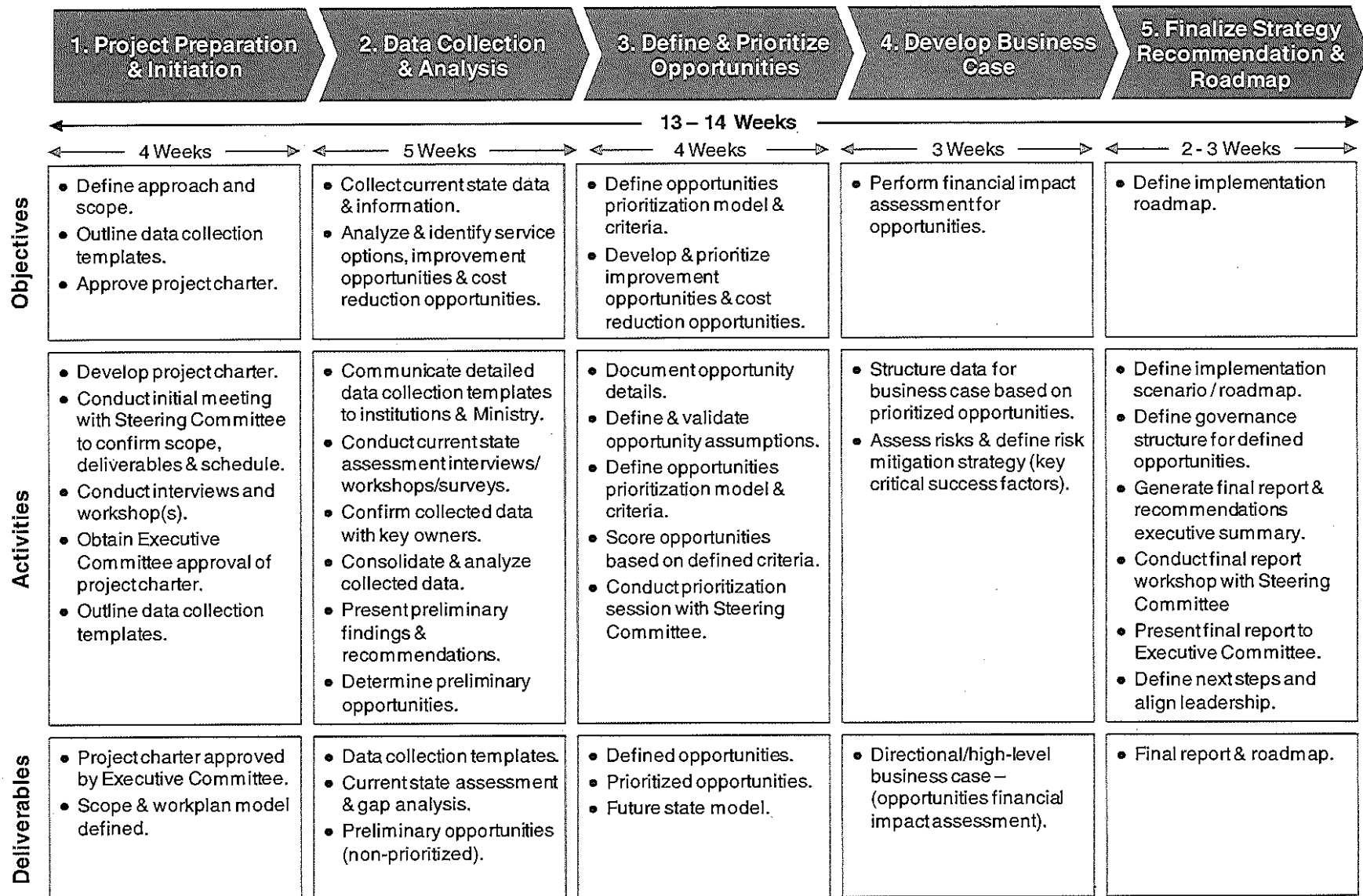
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Appendix A

Administrative Service Delivery Transformation Project Approach



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June 25th, 2012

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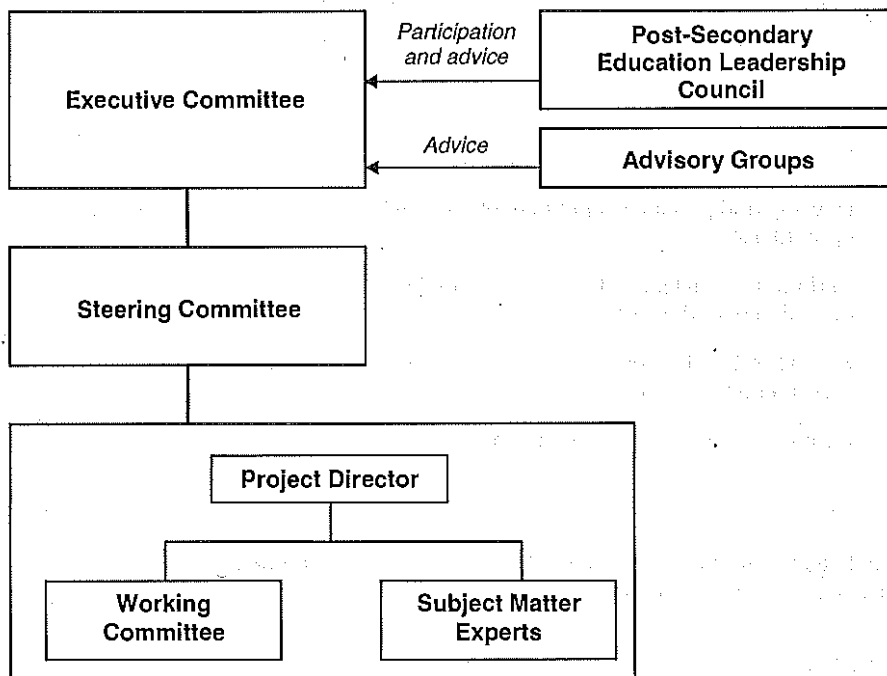
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(b) Organization



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(c)(d) Roles and responsibilities

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Role	Membership	Responsibilities
	• Deborah Rasnick (AVED) • Jordan Perrey (AVED)	
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Role	Membership	Responsibilities
		• Raise issues to the Project Director • Provide status to the Project Director

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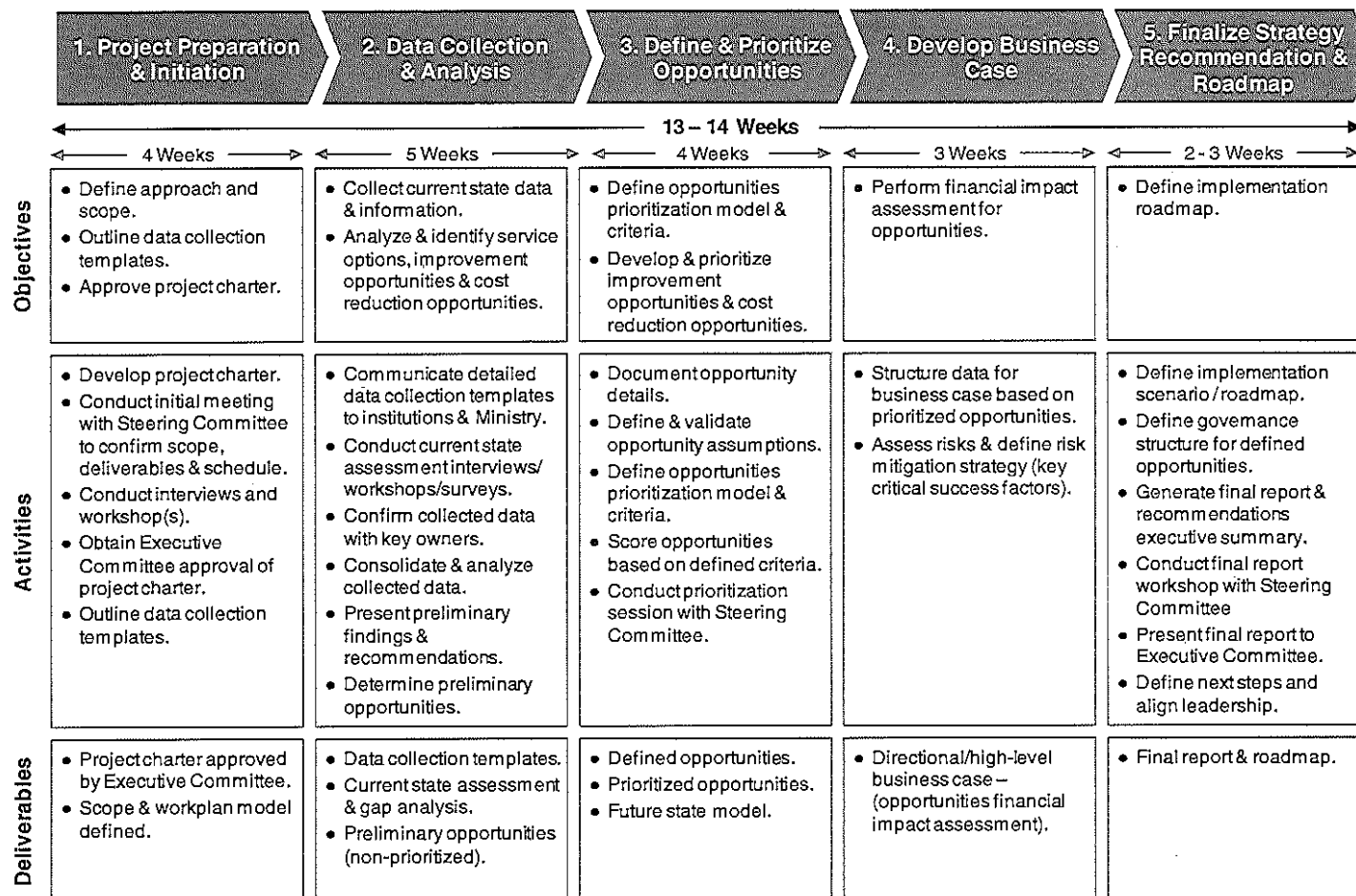
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Appendix A

Administrative Service Delivery Transformation Project Approach



Brandt, Keely AEIT:EX

From: Lapham, Liza AVED:EX
Sent: Thursday, July 5, 2012 10:00 AM
To: Thompson, Joseph AVED:EX
Cc: Comolli, Catherine M AVED:EX
Subject: Administrative Service Delivery Transformation ~ Terms of Reference
Attachments: Administrative Service Delivery Transformation TOR - June 28 2012.pdf; TOR - Signature Page.docx

davidross@langara.bc.ca
Rushton@unbc.ca
Cheryl.WenezenkiYolland@gov.bc.ca
ihamilton@okanagan.bc.ca
kkinloch@vcc.ca
don_wright@bcit.ca
stephen.toope@ubc.ca

Good afternoon,

Attached please find the final Administrative Service Delivery Transformation Terms of Reference for your review and approval. The final version incorporates changes stemming from the Executive Committee meeting on June 14, 2012. In addition, the following statement has been included: "Members of the Executive Committee will not delegate their role or attendance at meetings".

On June 26, 2012, the Steering Committee met and elected Oliver Grüter-Andrew and myself as Steering Committee co-chairs. This has been reflected in the Terms of Reference.

To enable signatures to be collected in a timely manner, a separate signature page has been provided which can be signed or imbedded with your electronic signature, saved in PDF format, then returned to our office.

I would appreciate it if you would please return the signature page via email to Catherine.Comolli@gov.bc.ca. Once all signatures have been received, a fully executed PDF version of the TOR will be provided to you.

In response to getting the Executive Committee calendar in place, we are proposing bi-weekly written status updates beginning Friday July 6, with in-person status updates provided at the Executive Committee meetings tentatively scheduled for Thursday July 19, Thursday August 16, and Thursday September 6.

Thank you for your support of this important initiative.

Regards,

Joe Thompson
Steering Committee Co-Chair

Oliver Grüter-Andrew
Steering Committee Co-Chair

Brandt, Keely AEIT:EX

From: Thompson, Joseph AVED:EX
Sent: Thursday, July 5, 2012 2:12 PM
To: 'davidross@langara.bc.ca'; 'Rushton@unbc.ca'; Wenezenki-Yolland, Cheryl AVED:EX; 'jhamilton@okanagan.bc.ca'; 'kkinloch@vcc.ca'; 'don_wright@bcit.ca'; 'stephen.toope@ubc.ca'; 'mark.evered@ufv.ca'
Cc: 'Gruter-Andrew, Oliver (oliver.gruter-andrew@ubc.ca)'; 'jill.smith@ufv.ca'; 'dfalcon@langara.bc.ca'; Berkes, Andrea AVED:EX; 'jcampbell@okanagan.bc.ca'; 'myu@vcc.ca'; 'David_Karppinen@bcit.ca'; 'gerald.calderon@ubc.ca'; Comolli, Catherine M AVED:EX
Subject: Administrative Service Delivery Transformation ~ Terms of Reference
Attachments: Administrative Service Delivery Transformation TOR - June 28 2012.pdf; TOR - Signature Page.docx

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- (d) Lines of accountability within the institutions will be respected.
- (e) There will be a sound business case for the institutions to implement shared services.
- (f) Quality of service will be balanced with cost savings.
- (g) Rural economies will be considered in any service delivery model.
- (h) Efficiencies must not negatively impact students, research or educational programs.
- (i) Participants will work collaboratively to achieve the objectives of the Initiative.
- (j) Participants will engage in ongoing two-way communication based on mutual respect.

- (k) Participants will be accountable for actions and results, and will demonstrate leadership and collaboration by the Ministry of Advanced Education and the institutions.

4 Objectives

The Initiative is a project to study, review and recommend shared procurement and back office administrative services ("the services") for implementation across the public post secondary sector to

- (a) ensure that the sector is operating as efficiently as possible in delivering the services;
- (b) achieve best value and fiscal plan targets which includes reduced costs, improved quality, improved risk management, and enhanced services;
- (c) maximize the resources allocated to students, researchers and educational programming;
- (d) use best practices and build on existing processes and infrastructure;
- (e) engage all 25 public post secondary institutions in the Initiative.

5 Scope

The following are in scope for the Initiative:

- (a) shared procurement services;
- (b) on-boarding of additional public post secondary institutions onto existing outsourcing arrangements while respective of open, transparent, competitive procurement;
- (c) back office administrative services across the sector. The specific services to be included in the service delivery model will be determined during the Initiative;
- (d) best practices: improve quality and standardization by utilizing and expanding on current best practices in the public post secondary sector.

Shared procurement services is considered to have the greatest potential to reduce costs and increase service quality. As a result it will be the first phase to be considered under the Initiative.

6 Project Approach and Key Milestones

Project Approach (see Appendix A)

Hire external consultants to assist the Ministry and public post secondary sector with the following approach:

- (a) Leverage existing data and analysis including collection of administrative cost baseline data completed by the Ministry and/or public post secondary institutions to understand the current state;
- (b) Regular engagement with the Ministry and public post secondary institutions through governance structures, workshops, site visits, and regular status updates;

- (c) Use external consultants' tools and methodology; and
- (d) Involve key advisory groups and post secondary education subject matter experts.
- (e) Incorporate lessons learned from other sectors implementation of shared services.

Key Milestones

August 10, 2012:	Data collection and analysis
August 24, 2012:	Develop and prioritize improvement and cost reduction opportunities
August 31, 2012:	Perform financial impact assessment for improvement and cost reduction opportunities
September 14, 2012:	Final report and roadmap outlining sequencing of initiatives and implementation plan
October, 2012:	Commence phased implementation

7 Participants

The participants in the Initiative are the government of British Columbia as represented by the Ministry of Advanced Education, and the 25 public post secondary institutions.

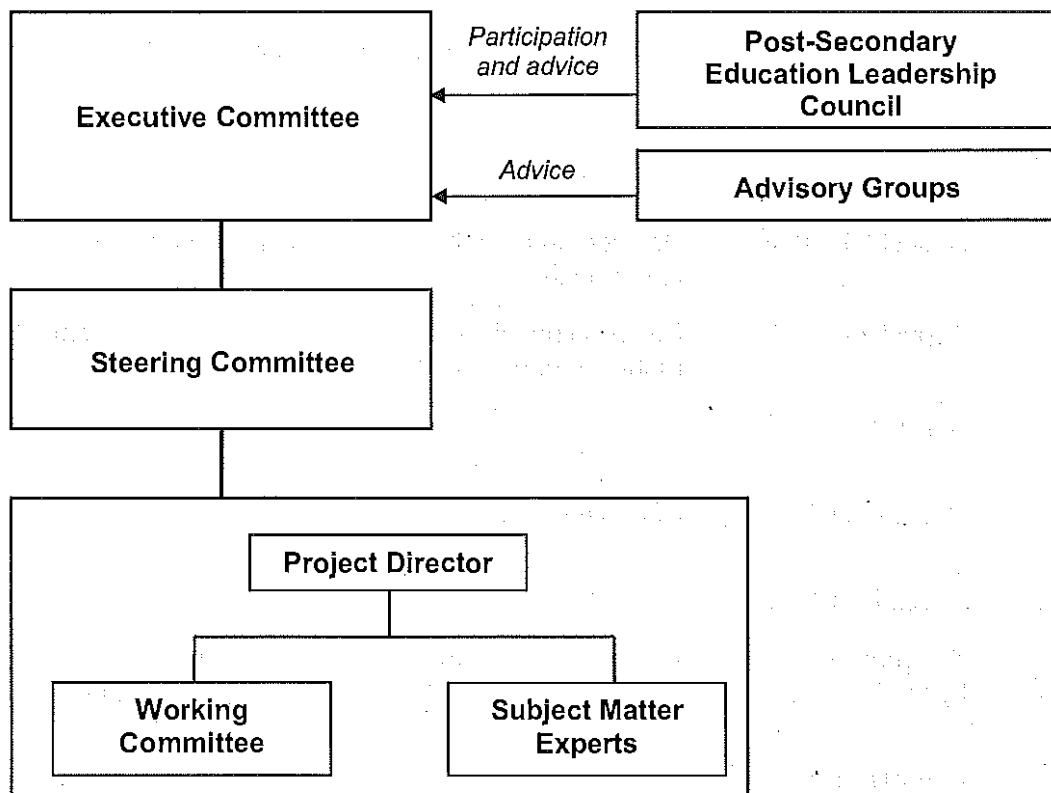
8 Governance framework

(a) Governance framework objectives

The objectives of the governance organization, responsibilities and decision-making process are to

- i. establish clear lines of responsibility and decision-making accountability to facilitate delivery of the Initiative and resolve issues as quickly as possible;
- ii. provide clear and centralized channels of communication so that the participants receive consistent and relevant information;
- iii. provide a mechanism that enables a flexible, well-managed project;
- iv. ensure a service delivery model that reflect the vision, values and principles of the Initiative.

(b) **Organization**



(c) **No delegation by Executive Committee**

Members of the Executive Committee will not delegate their role or attendance at meetings.

(d) Roles and responsibilities

Role	Membership	Responsibilities
Executive Committee	• Dr. Mark Evered, Chair, BCAIU • Dr. David Ross, Chair, BCC • Dr. George Iwama, Chair, RUCBC • Mr. Jim Hamilton, President, Okanagan College • Ms. Kathy Kinloch, President, Vancouver Community College • Dr. Don Wright, President, British Columbia Institute of Technology, • Prof. Stephen Toope, President, University of British Columbia • Ms. Cheryl Wenezenki-Yolland, Deputy Minister, Ministry of Advanced Education • Mr. Joe Thompson, Acting Assistant Deputy Minister, Ministry of Advanced Education	• Ownership and overall sponsorship of the Initiative • Provide strategic direction • Obtain funding and resources for the Initiative • Approve key deliverables • Approve project committees and other participating groups • Overall scope management • Issue resolution and mediation • Oversight of the budget • Stakeholder engagement and communications
Steering Committee	Co-Chairs are Joe Thompson and Oliver Grüter-Andrew. Members: • Eileen Bray (UNBC) • Lorcan O'Melinn (BCIT) • Robert Eby (Okanagan) • Oliver Grüter-Andrew (UBC) • Diane Teslak (COTR) • Pat Hibbitts (SFU) • Roy Daykin (Langara) • Doug Callbeck (VCC) • Pat Eager (VIU) • Joe Thompson (AVED) • Deborah Rasnick (AVED) • Jordan Perrey (AVED)	• Strategic advice • Relationship management • Approve deliverables, and recommend Executive Committee approval of key deliverables • Define Initiative scope and approve changes in scope • Sponsor the project at the institution level • Escalation point for the Initiative within the organization • Issue resolution and mediation • Provide support and leadership as advocates of the Initiative • Provide executive support to the Project Director

Role	Membership	Responsibilities
Post-Secondary Education Leadership Council	Members of the current Council	• Provide advice to the Executive Committee within the Council's mandate • Comment on key project documents • Provide input on strategies, policies and issues upon request of the Executive Committee
Advisory Groups	To be determined and approved by the Executive Committee	• Provide advice upon request of the Executive Committee • Comment on project documents upon request
Project Director	• Pam Stewart • To be approved by the Executive Committee	• Reports to Steering Committee Co-Chairs • Management of the Initiative including: ◦ Status reporting ◦ Delivery performance ◦ Management of Working Committee and sub-committees, SMEs and any contracted resources ◦ Project management support for stakeholder engagement and communications ◦ Monitoring of deliverables ◦ Planning, risk management and issue resolution. • Communicates Executive Committee and Steering Committee direction to the Working Committee and SMEs. • Acts as executive support at Executive Committee and Steering Committee meetings to prepare agendas and minutes, table items for decision, and provide project management advice.
Working Groups	• Institution representatives to be determined by the institutions • Ministry representatives to be determined by the Ministry	• Lead data gathering at institution level • Point of contact at institution level for information gathering and interviews • Remove barriers at institution level • Participate in approval/ validation/ prioritization of roadmap strategy • Validate assumptions in opportunity profiles • Participate in working sessions • Participate in producing assigned deliverables • Follow project processes communicated by the Project Director
Subject Matter Experts	• Deloitte • Contracted and staff resources to be determined	• Provide subject matter expertise • Support the Working Committee as required • Participate in activities as assigned through the planning process and communicated by the Project Director • Raise issues to the Project Director • Provide status to the Project Director

(e) **Project Decision-making**

- i. Decisions will be made at the Steering Committee level and will be:
 - based on the Principles defined in this document
 - binding upon all participants in the Initiative.
- ii. Decisions that cannot be reached at the Steering Committee level will be referred to the Steering Committee Co-Chairs, and then to the Executive Committee if necessary.

9 Approvals

Dr. Mark Evered
Chair
BC Association of Institutes and
Universities

Dr. David Ross
Chair
BC Colleges

Dr. George Iwama
Chair
The Research Universities'
Council of BC

Cheryl Wenezenki-Yolland
Deputy Minister
Ministry of Advanced Education

Joe Thompson
Acting Assistant Deputy Minister
Ministry of Advanced Education

Mr. Jim Hamilton
President
Okanagan College

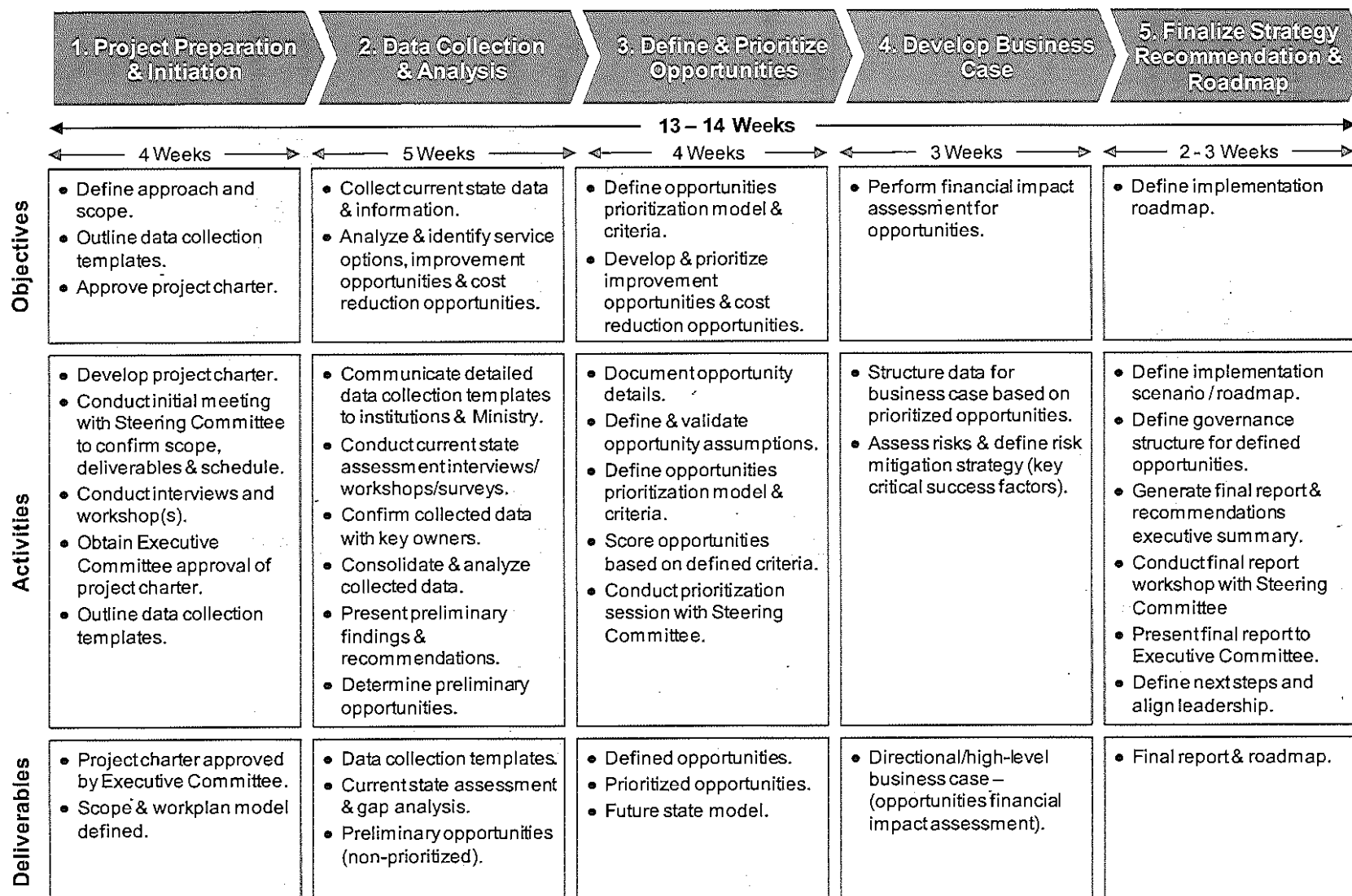
Ms. Kathy Kinloch
President
Vancouver Community College

Mr. Don Wright
President
British Columbia Institute of
Technology

Prof. Stephen Toope
President
University of British Columbia

Appendix A

Administrative Service Delivery Transformation Project Approach



Pages 827 through 847 redacted for the following reasons:

s.13, s.17

s.21

STRATEGIC SOURCING

List of Potential Strategically Sourced Contacts

- Natural Gas Purchasing Program
- Toner Cartridges & Related Services
- Commercial Print
- Employee Uniforms & Chef Clothing
- Laboratory/Science Supplies
- AV/Educational Equipment
- Office Supplies
- Classroom Furniture
- Custodial Supplies
- Fine Copy Paper
- Multi-Functional Devices and Printers
- Energy Audits
- Desktop Technology
- Smart Boards
- Long Distance and Local Phone Services
- Copiers and MFD – renewal
- Toner
- Courier Services
- Classroom Furniture – renewal
- Software
- Commercial Print VOR
- Corporate Purchasing Cards
- Insurance Broker Services (Colleges)
- Travel
- Merchant Services (Cashless School)
- Sports Equipment
- Audio-visual Equipment
- Promotional Items
- Customs Brokerage
- Legal Services

Services

Big Wins

Quick

STRATEGIC SOURCING

List of Potential Strategically Sourced ~~Contracts~~

Contracts

- Natural Gas Purchasing Program
- Toner Cartridges & Related Services
- Commercial Print
- Employee Uniforms & Chef Clothing
- Laboratory/Science Supplies
- AV/Educational Equipment
- Office Supplies
- Classroom Furniture
- Custodial Supplies
- Fine Copy Paper
- Multi-Functional Devices and Printers
- Energy Audits
- Desktop Technology
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- Long Distance and Local Phone Services
- Copiers and MFD – renewal
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- Software
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- Corporate Purchasing Cards
- Insurance Broker Services (Colleges)
- Travel
- Merchant Services (Cashless School)
- Sports Equipment
- Audio-visual Equipment
- Promotional Items
- Customs Brokerage
- Legal Services

Public Post-Secondary Institutions – Shared Services

Vision

Province Wide Shared Services including:

- Strategic Sourcing and Procurement
- Centres of Excellence

Guiding Principles

- Understand and advocate to meet the needs of stakeholders
- Be a respectful partner that complements local expertise
- Create additional capacity for British Columbia's publicly funded post-secondary institutions through cost savings
- Ongoing two way communication based on mutual respect
- Operate as a Centre of Excellence focused on innovation, service and accountability

Goal 1

Systemic Change

In the post-secondary sector through increased collaboration, efficiency, standardization and leveraging of buying power

Goal 2

Enhanced Service Quality

through delivery of customer-focused services

Goal 3

Improved Alignment and Integration

across all public post-secondary institutions

Goal 4

Accountability

by taking responsibility for actions, results, learning, and meeting standards of excellence

Maximizing benefits through increased process efficiency, standardization, leveraging of buying power, enhanced service quality and improved alignment, integration and collaboration across PSI's

Public Post-Secondary Institutions – Shared Services

Vision

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- Understand and advocate to meet the needs of stakeholders
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Maximizing benefits through increased process efficiency, standardization, leveraging of buying power, enhanced service quality and improved alignment, integration and collaboration across PSI's

Adams, Felicity A. AVED:EX

From: Minty, Dawn M ALMD:EX
Sent: Friday, November 4, 2011 9:39 AM
To: Adams, Felicity A. AVED:EX
Subject: FW: shared service savings summary update

Can you pls. Print this for me, thanks

Dawn Minty
A/Assistant Deputy Minister
Students, Institutions &
Programs Division
Phone: 250 952 0698
Fax: 250-952-6110

From: David Porter [mailto:dporter@bccampus.ca]
Sent: Thursday, November 3, 2011 12:42 PM
To: Minty, Dawn M ALMD:EX
Subject: Fwd: shared service savings summary update

Hello Dawn.

s.17

d.

Begin forwarded message:

From: Lawrence Parisotto <lparisotto@bccampus.ca>
Subject: Fwd: shared service savings summary update
Date: 3 November, 2011 12:24:06 PM PDT

To: David Porter <david.porter@bccampus.ca>

Hi David,

Was this the one? I'll also resend the original that had more detail though there are huge caveats with the costs I've estimated versus the costs that institutions would estimate for the cost of their service.

From: "David Porter" <dporter@bccampus.ca>

To: "Lawrence Parisotto" <lparisotto@bccampus.ca>

Cc: "Thorne Won" <thorne.won@gov.bc.ca>, "David Porter" <david.porter@bccampus.ca>, "mglubke" <mglubke@bccampus.ca>, "dan henigman" <dan.henigman@bccampus.ca>, "Brian Case" <BCase@bccampus.ca>, "Randy Bruce" <randy.bruce@bccampus.ca>

Sent: Monday, October 24, 2011 12:21:36 PM

Subject: Re: shared service savings summary update

Ex.

d.

On 2011-10-24, at 12:16 PM, Lawrence Parisotto wrote:

Hi Thorne,

I've distilled the previous document down to the following:

Pages 854 through 856 redacted for the following reasons:

s.17

--
David Porter Executive Director

BCcampus | connect.collaborate.innovate.
200-555 Seymour Street | Vancouver BC V6B 3H6
Tel 604.412.7734 | www.bccampus.ca

www.conviviality.ca
@dendroglyph

Thompson, Joseph AVED:EX

From: Ruth Wittenberg <Ruth.Wittenberg@ufv.ca>
Sent: Friday, December 9, 2011 2:56 PM
To: Thompson, Joseph AVED:EX; Loughran, Tony D AVED:EX
Subject: An example of shared services that directly benefit students

See the links below. This is what is already happening in our system now. Reciprocal borrowing is in place for students and employees of publicly funded institutions, people can borrow free of charge. My understanding is 95,000 interlibrary loans in place today, 6,000 articles being retrieved/shared annually also. Askaway, the virtual reference service which started in 2006 originally had 2000 sessions per term and now 9,000, and 60% of participants are first and second year students. There's a "writeaway" pilot underway for an on line writing service with the same principles as "askaway". Note also that the ELN (electronic library network) is the link to academic health information for the e health library.

1. *About the Council of Post-Secondary Library Directors:*

<http://cpsld.campusguides.com/content.php?pid=198343&sid=1687834>

2. *Reciprocal borrowing among the post-secs:*

<http://cpsld.campusguides.com/content.php?pid=198343&sid=1687877>

3. *An overview of resource sharing - facilitated by the BC Electronic Library Network:*

<http://www.eln.bc.ca/view.php?id=1685>

4. *Some other initiatives:*

<http://www.eln.bc.ca/view.php?id=1323>

5. *AskAway virtual reference:* <http://www.eln.bc.ca/askaway/index.php?page=toolpatron>

6. *"Bold Steps" from BC ELN Strategic Plan 2011/12 - 2015/16:*

<http://www.eln.bc.ca/view.php?id=1947>

Thompson, Joseph AVED:EX

From: Ruth Wittenberg <Ruth.Wittenberg@ufv.ca>
Sent: Friday, December 9, 2011 4:16 PM
To: Thompson, Joseph AVED:EX; Loughran, Tony D AVED:EX
Subject: Shared Services

Examples of shared services currently in place

- Sent you an extensive note earlier re library services
- Sent you a note with a link to the education cooperative purchasing group (shared with school districts) and there is some further potential here
- HEITBC, an organization that almost everyone belongs to that does bulk purchase and management of software like banner etc.
- BC Campus (Thorne Wan will have all the information you could possibly want)
- Shared Employee Family Assistance program services with Manulife (many institutions)

s.13, s.17

Ruth Wittenberg

President, BC Association of Institutes and Universities
Suite 222, 645 Fort St, Victoria V8W 1G2

Tel: 250 940 1142 | Cel: s.22 | Fax: 250 940 1150

Email: ruth.wittenberg@ufv.ca | www.bcaiu.com

Thompson, Joseph AVED:EX

From: Ruth Wittenberg <Ruth.Wittenberg@ufv.ca>
Sent: Monday, January 23, 2012 3:07 PM
To: Thompson, Joseph AVED:EX
Subject: Shared services fyi

Importance: High

Joe, FYI. I think this will play well at the upper levels. Please let those levels know. Thanks

Ruth Wittenberg

President, BC Association of Institutes and Universities
Suite 222, 645 Fort St, Victoria V8W 1G2

Tel: 250 940 1142 | Cell s.22 | Fax: 250 940 1150

Email: ruth.wittenberg@ufv.ca | www.bcaiu.com

From: Ruth Wittenberg

Sent: January-23-12 3:07 PM

To: 'Judy Kelly'; 'Jim Reed'

Cc: Jeannette Cook

Subject: Agenda item

Importance: High

I had a meeting with Dave Nikolejsin today. Dave is the CIO for BC government and is directly responsible for information technology, shared services and the like for BC. The timing to have Dave come and speak to the VPs Finance about government's expectations on shared services is ideal. Dave is available to speak right after we hear from Brian Woods. I can't emphasise enough how crucial Dave's conversation with the VPs will be. It will be an ideal time for Joe Thompson to be there also.

I have not heard anything sufficiently definitive from the Education Cost Collaborative to give them time on the agenda. I vote we hear from Dave, and give him an hour.

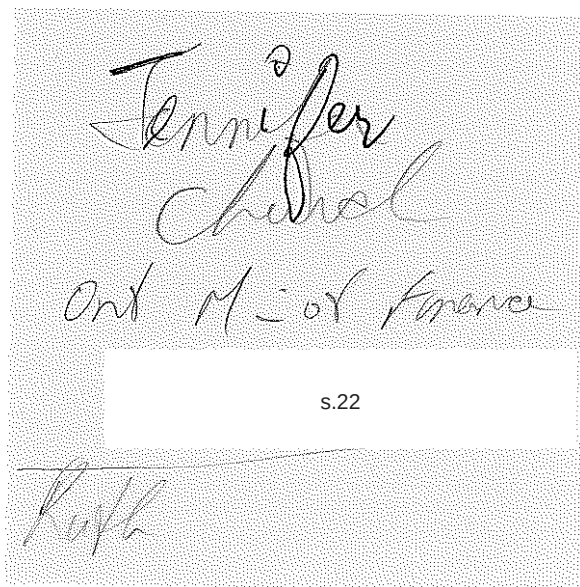
Please let me know if this will work, and I will confirm Dave. He has it in his calendar now as a tentative.

Ruth Wittenberg

President, BC Association of Institutes and Universities
Suite 222, 645 Fort St, Victoria V8W 1G2

Tel: 250 940 1142 | Cell: s.22 Fax: 250 940 1150

Email: ruth.wittenberg@ufv.ca | www.bcaiu.com



Handwritten signature: Jennifer Chahal
Text below signature: Ont M-of Finance
Stamp: s.22
Handwritten signature: Ruth

McMahan, Alana AVED:EX

From: Kristi Simpson [ksimpson@uvic.ca]
Sent: Tuesday, April 3, 2012 7:00 PM
To: Rasnick, Deborah AVED:EX
Cc: McMahan, Alana AVED:EX; Rhonda Ljunggren - avpfadm
Subject: Re: Shared Svcs Initiative

Hello Deborah / Alana

Thanks for this in advance of our call Thursday. It's best if Alana contacts Rhonda to coordinate the time. I have copied her on this email. Her numbers is s.22

Thanks,

Kristi Simpson
Sent from my iPad

On 2012-04-03, at 6:06 PM, "Rasnick, Deborah AVED:EX" <Deborah.Rasnick@gov.bc.ca> wrote:

Good afternoon, Kristi & Bob,

Further to my note below. Attached is the PPT presentation and accompanying attachments, along with a Word doc version of this presentation content.

If you could please have a peek at the Word doc, in prep for our call, it would be most appreciated. Very interested in your feedback on this skeleton version of the proposed approach for the initiative.

Note: the presentation to Leadership Council (Presidents/AVED Exec) did not occur today, due to time constraints. However, the council was provided the PPT, and will be providing feedback. The proposed Steering Committee membership is considered 'draft' until receiving their sign-off. In fact, this whole thing is early draft!

I'll now ask Alana to find some time for us to chat...

Thank you, both, and look forward to chatting.

deb

From: Rasnick, Deborah AVED:EX
Sent: Tuesday, April 3, 2012 10:59 AM
To: 'Kristi Simpson'; 'Robert L. Eby'
Subject: Shared Svcs Initiative

Hi Kristi & Bob,

I keep trying to carve some time to chat with each of you on the Shared Services Initiative, but must confess that year-end has put things a bit behind.

What I'm hoping we can do is to discuss the skeletal structure of the Terms of Reference via phone, and then add meat to the bones in terms of full narrative. We also need to chat with Ruth, Robin and Jim around best options for communications and collecting feedback.

I plan to send an Update document your way sometime today, then will ask my assistant, Alana, to schedule 30 minute calls with each of you. Schedules willing, I'm hoping for Thursday this week.

I've also chatted with Lorcan (BCIT) and Peter (Camosun) - our other colleagues put forward as potential Steering Committee members. Eileen Bray (UNBC) is also identified, however, she is away until mid-April, so we have yet to chat. I think it would be useful to add one additional VP Finance from a small/regional college - we can discuss this further on our calls.

Once these initial chats are completed, we'll schedule a broader discussion with full Steering Team (which includes several Ministry reps) to officially review the project and create the first true draft.

I'm briefing the Leadership Council today on this initiative, and will attempt to incorporate their feedback into the materials sent today.

This will be an interesting project, of that I am most certain, and Joe and I really appreciate your willingness to work on guiding the ship.

Chat soon,

deb

<Attachments to PPT 12Apr03.docx>

<Leadership Council update 12Apr03.pptx>

<Project Update - 12Apr03.docx>

Comolli, Catherine M AVED:EX

From: Rasnick, Deborah AVED:EX
Sent: Thursday, April 5, 2012 6:02 PM
To: 'don_wright@bcit.ca'; 'laurink@camosun.bc.ca'; 'kbulcroft@capilanou.ca'; 'bowmanj@cnc.bc.ca'; XT:Rubidge, Nick GCPE:IN; 'mcalpines@douglascollege.ca'; 'rburnett@ecuad.ca'; 'jmcgee@jibc.ca'; 'john.mckendry@kwantlen.ca'; 'davidross@langara.bc.ca'; XT:Tourand, Ken FIN:IN; 'jan.lindsay@nic.bc.ca'; 'irancourt@nlc.bc.ca'; 'dhenning@nwcc.bc.ca'; 'jhamilton@okanagan.bc.ca'; 'Allan.cahoon@royalroads.ca'; 'agraeme@selkirk.ca'; 'petter@sfu.ca'; 'rushton@unbc.ca'; 'VPFO@uvic.ca'; 'president@tru.ca'; 'Stephen.toope@ubc.ca'; 'mark.evered@ufv.ca'; 'pres@uvic.ca'; 'kkinloch@vcc.ca'; 'Ralph.Nilson@viu.ca'; 'chris_golding@bcit.ca'; 'dbogen@ecuad.ca'; 'doleary@nwcc.bc.ca'; 'phillip_steenkamp@sfu.ca'; 'vpfo@uvic.ca'; 'woodwardl@camosun.bc.ca'; 'fcorlett@capilanou.ca'; 'beaulieum@cnc.bc.ca'; 'bodnaruk@cofr.bc.ca'; 'daileyl@douglascollege.ca'; 'awalsh@ecuad.ca'; 'jhaberfield@jibc.ca'; 'sandy.kuzyk@kwantlen.ca'; 'kjang@langara.bc.ca'; 'pabrown@nvit.bc.ca'; 'sue.bate@nic.bc.ca'; 'cravelli@nlc.bc.ca'; 'amcdougall@nwcc.bc.ca'; 'JCampbell@okanagan.bc.ca'; 'karen.mckeown@royalroads.ca'; 'mpoohachoff@selkirk.ca'; 'mavis_macmillen@sfu.ca'; 'rushton@unbc.ca'; 'donna_woo@bcit.ca'; 'misberg@ecuad.ca'; 'klouie@nwcc.bc.ca'; 'sylvia_wong_patey@sfu.ca'; 'emiller@uvic.ca'; Berkes, Andrea AVED:EX; 'david_karppinen@bcit.ca'; 'astrachan@tru.ca'; 'gerald.calderon@ubc.ca'; 'jill.smith@ufv.ca'; 'presadmn@uvic.ca'; 'myu@vcc.ca'; 'Janet.King@viu.ca'; Thompson, Joseph AVED:EX; Comolli, Catherine M AVED:EX; McMahan, Alana AVED:EX
Cc:
Subject: For Feedback: Shared Services Initiative material from April 3rd President's Leadership Council Meeting
Attachments: Leadership Council update 12Apr03.pdf; Attachments to PPT 12Apr03.pdf
Importance: High

Good afternoon,

No Deadline

In the April 3rd Leadership Council Meeting, the Deputy Minister asked that I follow-up with each of you directly to seek your thoughts on the high level approach outlined in the attached presentation materials related to the new post-secondary *Shared Services Initiative*. These materials represent early-stage planning, which would deeply benefit from your thoughtful feedback.

In particular, we are interested in your immediate feedback on the proposed *Governance Framework* outlined in Attachment 1, in terms of your thoughts on the proposed Steering Committee membership and the outlined responsibilities for each of the three governance groups.

If you would please provide your feedback directly to me, at your earliest convenience, it would be most appreciated. Once the steering committee is approved in principle, we will use your feedback in drafting the initial Terms of Reference (ToR). With your input, we hope to have the first draft of the ToR available for your review by mid-May.

I would be pleased to respond to any queries, and thank you for your time in reviewing these materials.

Best Regards,
Deb Rasnick

Carpe Diem

~~~~~  
Deborah Rasnick, CGA  
A/Chief Financial Officer and Executive Director  
Post-Secondary Funding and Corporate Finance Branch  
Ministry of Advanced Education  
250.387.8820

*Leadership begins when someone with deep personal convictions articulates a common longing and creates a realizable dream around it.*

Roso Horris-Adler

**From:** AVED Deputy Minister AVED:EX

**Sent:** Tuesday, April 3, 2012 10:12 AM

**To:** 'don\_wright@bcit.ca'; 'laurink@camosun.bc.ca'; 'kbulcroft@capilanou.ca'; 'bowmanj@cnc.bc.ca'; XT:Rubidge, Nick GCPE:IN; 'mcalpines@douglascollege.ca'; 'rburnett@ecuad.ca'; 'jmcgee@jibc.ca'; 'john.mckendry@kwantlen.ca'; 'davidross@langara.bc.ca'; XT:Tourand, Ken FIN:IN; 'jan.lindsay@nic.bc.ca'; 'lrancourt@nlc.bc.ca'; 'dhenning@nwcc.bc.ca'; 'jhamilton@okanagan.bc.ca'; 'Allan.cahoon@royalroads.ca'; 'agraeme@selkirk.ca'; 'petter@sfu.ca'; 'rushton@unbc.ca'; 'president@tru.ca'; 'Stephen.toope@ubc.ca'; 'mark.evered@ufv.ca'; 'pres@uvic.ca'; 'kkinloch@vcc.ca'; 'Ralph.Nilson@viu.ca'; 'chris\_golding@bcit.ca'; 'dbogen@ecuad.ca'; 'doleary@nwcc.bc.ca'; 'philip\_steenkamp@sfu.ca'; 'vpfo@uvic.ca'

**Cc:** 'woodwardl@camosun.bc.ca'; 'fcorlett@capilanou.ca'; 'beaulieum@cnc.bc.ca'; 'bodnaruk@cotr.bc.ca'; 'dailey@douglascollege.ca'; 'awalsh@ecuad.ca'; 'jhaberfield@jibc.ca'; 'sandy.kuzyk@kwantlen.ca'; 'kjang@langara.bc.ca'; 'pabrown@nvit.bc.ca'; 'sue.bate@nic.bc.ca'; 'cravelli@nlc.bc.ca'; 'amcdougall@nwcc.bc.ca'; 'JCampbell@okanagan.bc.ca'; 'karen.mckeown@royalroads.ca'; 'mpoohachoff@selkirk.ca'; 'mavis\_macmillen@sfu.ca'; 'rushton@unbc.ca'; 'astrachan@tru.ca'; 'gerald.calderon@ubc.ca'; 'jill.smith@ufv.ca'; 'presadm@uvic.ca'; 'myu@vcc.ca'; 'Janet.King@viu.ca'; Adams, Felicity A. AVED:EX; Carnegie, Lynn AVED:EX; Brown, Susan B AVED:EX; Loughran, Tony D AVED:EX; Minty, Dawn M AVED:EX; Rongve, Ian AVED:EX; Cook, Jeannette AVED:EX; 'donna\_woo@bcit.ca'; 'misberg@ecuad.ca'; 'klouie@nwcc.bc.ca'; 'sylvia\_wong\_patey@sfu.ca'; 'emiller@uvic.ca'; 'david\_karppinen@bcit.ca'

**Subject:** Additional Material for April 3rd President's Leadership Council Meeting

**Importance:** High

The two .pdf attachments are presentation materials for this afternoon's *Leadership Council*, on the topic of the new *Shared Services Initiative*. These materials speak to the initiative's envisioned high level framework and next steps. Hardcopies of the .pdf Handouts

(2 slides per page), and the related Attachments, will be provided for those attending in-person.

The third attachment (.ppt) is the post secondary Quality Assurance Framework. Handouts will be available for in-person attendees.

Yours truly,

Cheryl Wenezenki-Yolland, CMA, FCMA  
Deputy Minister

## McMahon, Alana AVED:EX

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**From:** Rasnick, Deborah AVED:EX  
**Sent:** Thursday, April 19, 2012 6:38 PM  
**To:** Thompson, Joseph AVED:EX; Manahan, Suzanne AVED:EX  
**Cc:** Comolli, Catherine M AVED:EX; McMahon, Alana AVED:EX  
**Subject:** FW: Draft response for review: ToR for Shared Services Initiative

Thanks Joe.

Made this change in draft message below (and repeating in this email below my signature). Hopefully, the note is now ready to go for Cheryl's review.

Deb

*Draft Email for Cheryl's review:*

**To:** Association Reps  
**CC:** Institution Presidents; proposed Steering Committee members

Thank you for your letter. We look forward to receiving your feedback in early May.

As committed at the April 3<sup>rd</sup> meeting of the Leadership Council, the Shared Services Initiative material was shared with the proposed Steering Committee members, who have provided thoughtful preliminary feedback on the high-level project approach and governance structure. Given the need to keep this Initiative moving forward we will proceed with the scheduling of a meeting with the proposed Steering Committee members to discuss the Initiative in more detail, including the scheduling of information sessions (e.g. experience of Ontario, BC Health, Maritimes), project resourcing, scope, timelines, and other essential elements. This planning will assist the Steering Committee with the building of a draft Terms of Reference once the Presidents' feedback is received.

In the interim, my staff, Ms. Deborah Rasnick, would be pleased to assist with any questions or feedback on the Initiative, and may be reached at 250.387.8820 or [Deborah.rasnick@gov.bc.ca](mailto:Deborah.rasnick@gov.bc.ca). We expect to continue our discussions on this important Initiative in the next meeting of the Leadership Council, which we're looking to schedule in the near future.

Warm Regards,

Cheryl's signature block

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**From:** Thompson, Joseph AVED:EX  
**Sent:** Thursday, April 19, 2012 4:34 PM  
**To:** Rasnick, Deborah AVED:EX  
**Subject:** Re: Draft response for review: ToR for Shared Services Initiative

Let's not put a specific date...just say in the near future.

Sent from my iPhone

On 2012-04-19, at 3:15 PM, "Rasnick, Deborah AVED:EX" <[Deborah.Rasnick@gov.bc.ca](mailto:Deborah.Rasnick@gov.bc.ca)> wrote:

Joe, haven't heard back yet from Grace (she's probably still returning from the Awards ceremony). Once we have the date or week, or month, etc... would the following draft now work?

---

**From:** Thompson, Joseph AVED:EX  
**Sent:** Thursday, April 19, 2012 2:32 PM  
**To:** Rasnick, Deborah AVED:EX  
**Cc:** Manahan, Suzanne AVED:EX  
**Subject:** Re: Draft response for review: ToR for Shared Services Initiative

Looks good Deb. The response should be under Cheryl's signature. I would also include reference to a leadership council mtg to be scheduled....Deb check with Grace re timing for that mtg as discussed at Excom.

Sent from my iPhone

On 2012-04-19, at 2:12 PM, "Rasnick, Deborah AVED:EX" <[Deborah.Rasnick@gov.bc.ca](mailto:Deborah.Rasnick@gov.bc.ca)> wrote:

Hi Joe & Suzanne, draft for your input – feel free to edit... email is drafted presuming that it is coming from me. If coming from Cheryl or Joe, language may be adjusted accordingly.... thx! ☺

~~~~~

To: Association Reps
CC: Institution Presidents; proposed Steering Committee members

Thank you for your letter. We look forward to receiving your feedback in early May.

As committed at the April 3rd meeting of the Leadership Council, the Shared Services Initiative material was shared with the proposed Steering Committee members, who have provided thoughtful preliminary feedback on the high-level project approach and governance structure. Given the need to keep this Initiative moving forward we will proceed with the scheduling of a meeting with the proposed Steering Committee members to discuss the Initiative in more detail, including the scheduling of information sessions (e.g. experience of Ontario, BC Health, Maritimes), project resourcing, scope, timelines, and other essential elements. This planning will assist the Steering Committee with the building of a draft Terms of Reference once the Presidents' feedback is received.

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Warm Regards,

Cheryl's signature block

From: Judy Kelly [<mailto:judy@bccolleges.ca>]
Sent: Thursday, April 19, 2012 9:43 AM
To: Wenezenki-Yolland, Cheryl AVED:EX
Cc: Minty, Dawn M AVED:EX; Rongve, Ian AVED:EX; Rasnick, Deborah AVED:EX; Thompson, Joseph AVED:EX; Berkes, Andrea AVED:EX; Adams, Felicity A. AVED:EX;

Carnegie, Lynn AVED:EX; Comolli, Catherine M AVED:EX
Subject: Terms of Reference for Shared Services Initiative

Good morning Cheryl,

On behalf of the Chairs of the three sector associations, please find attached a letter regarding the Ministry's request for feedback on the terms of reference for the Shared Services Initiative.

Thank you.

Judy

Judy Kelly, Executive Assistant to the President

BC Colleges | 250-595-4866 | 101-1124 Fort Street | Victoria BC V8V 3K8 | www.bccolleges.ca

<To DM Wenezenki Yolland_Shared Services TOR.pdf>

McMahan, Alana AVED:EX

From: Rasnick, Deborah AVED:EX
Sent: Thursday, April 19, 2012 4:06 PM
To: Comolli, Catherine M AVED:EX
Cc: McMahan, Alana AVED:EX
Subject: FW: Draft response for review: ToR for Shared Services Initiative

Hi Cath,

Should have copied you on this (just saw your note), so am now. Haven't heard back from Grace on item below. Joe wanted draft for Cheryl's review with next Leadership Council meeting mentioned. Joe has draft below to take forward – just need any further edits from him (if any), and the date from Grace. As you know, I'm away on Friday, if you could please help Joe with getting the date and making this email ready for him to take to Cheryl.

Thanks a bunch,

deb

From: Rasnick, Deborah AVED:EX
Sent: Thursday, April 19, 2012 3:15 PM
To: Thompson, Joseph AVED:EX
Cc: Manahan, Suzanne AVED:EX
Subject: RE: Draft response for review: ToR for Shared Services Initiative

Joe, haven't heard back yet from Grace (she's probably still returning from the Awards ceremony). Once we have the date or week, or month, etc... would the following draft now work?

From: Thompson, Joseph AVED:EX
Sent: Thursday, April 19, 2012 2:32 PM
To: Rasnick, Deborah AVED:EX
Cc: Manahan, Suzanne AVED:EX
Subject: Re: Draft response for review: ToR for Shared Services Initiative

Looks good Deb. The response should be under Cheryl's signature. I would also include reference to a leadership council mtg to be scheduled....Deb check with Grace re timing for that mtg as discussed at Excom.

Sent from my iPhone

On 2012-04-19, at 2:12 PM, "Rasnick, Deborah AVED:EX" <Deborah.Rasnick@gov.bc.ca> wrote:

Hi Joe & Suzanne, draft for your input – feel free to edit... email is drafted presuming that it is coming from me. If coming from Cheryl or Joe, language may be adjusted accordingly.... thx! ☺

~~~~~  
**To:** Association Reps  
**CC:** Institution Presidents; proposed Steering Committee members

Thank you for your letter. We look forward to receiving your feedback in early May.

As committed at the April 3<sup>rd</sup> meeting of the Leadership Council, the Shared Services Initiative material was shared with the proposed Steering Committee members, who have provided thoughtful preliminary feedback on the high-level project approach and governance structure. Given the need to



keep this Initiative moving forward we will proceed with the scheduling of a meeting with the proposed Steering Committee members to discuss the Initiative in more detail, including the scheduling of information sessions (e.g. experience of Ontario, BC Health, Maritimes), project resourcing, scope, timelines, and other essential elements. This planning will assist the Steering Committee with the building of a draft Terms of Reference once the Presidents' feedback is received.

In the interim, my staff, Ms. Deborah Rasnick, would be pleased to assist with any questions or feedback on the Initiative, and may be reached at 250.387.8820 or [Deborah.rasnick@gov.bc.ca](mailto:Deborah.rasnick@gov.bc.ca). We expect to continue our discussions on this important Initiative in the next meeting of the Leadership Council, which we're looking to schedule for the week of xxxx.

Warm Regards,

Cheryl's signature block

---

**From:** Judy Kelly [<mailto:judy@bccolleges.ca>]

**Sent:** Thursday, April 19, 2012 9:43 AM

**To:** Wenezenki-Yolland, Cheryl AVED:EX

**Cc:** Minty, Dawn M AVED:EX; Rongve, Ian AVED:EX; Rasnick, Deborah AVED:EX; Thompson, Joseph AVED:EX; Berkes, Andrea AVED:EX; Adams, Felicity A. AVED:EX; Carnegie, Lynn AVED:EX; Comolli, Catherine M AVED:EX

**Subject:** Terms of Reference for Shared Services Initiative

Good morning Cheryl,

On behalf of the Chairs of the three sector associations, please find attached a letter regarding the Ministry's request for feedback on the terms of reference for the Shared Services Initiative.

Thank you.

Judy

Judy Kelly, Executive Assistant to the President

BC Colleges | 250-595-4866 | 101-1124 Fort Street | Victoria BC V8V 3K8 | [www.bccolleges.ca](http://www.bccolleges.ca)

<To DM Wenezenki Yolland\_Shared Services TOR.pdf>

## **McMahon, Alana AVED:EX**

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**From:** Cotie, Kate L AVED:EX  
**Sent:** Monday, April 23, 2012 7:22 AM  
**To:** Rasnick, Deborah AVED:EX; Fowler, Colin N AVED:EX  
**Cc:** McMahon, Alana AVED:EX; Brown, Susan B AVED:EX  
**Subject:** FW: From Jan Lindsay's blog

**Importance:** High

Hi Colin and Deb. David Porter from BCcampus is meeting with BC Colleges, BCAIU and RUCBC early this week. He is concerned that shared services is going to be on the agenda for these groups since it was raised and documents distributed at Leadership Council meeting. BCcampus has not yet been brought into discussions on shared services, although understandably they see themselves as having a possible role there. Can we share the paper with David at this point? If not is there anything we can share with him?

On 2012-04-20, at 4:51 PM, "Brown, Susan B AVED:EX" <[Susan.B.Brown@gov.bc.ca](mailto:Susan.B.Brown@gov.bc.ca)> wrote:

David – the Quality Assurance Framework is available on the BC Jobs Plan website. In terms of the shared services matter, Deb Rasnick is the ED responsible. Kate – perhaps you could follow up with Deb on David's behalf.

Susan Brown  
Executive Director, Strategic Policy and Planning Branch  
Ministry of Advanced Education  
Phone: (250) 387-6193  
Fax: (250) 356-8851

---

**From:** David Porter [<mailto:dporter@bccampus.ca>]  
**Sent:** Friday, April 20, 2012 2:16 PM  
**To:** Minty, Dawn M AVED:EX; Brown, Susan B AVED:EX  
**Cc:** Cotie, Kate L AVED:EX; Won, Thorne K AVED:EX  
**Subject:** From Jan Lindsay's blog

Hello Dawn and Susan.

Where do I get the documents noted in Jan Lindsay's blog today, and referenced below?

Given instructional shared services is big part of our offering at BCcampus, and I'm meeting with sector council leaders from BC Colleges, BCAIU and RUCBC early next week, I'd like to think I'm in the loop for this development before I show up to the meetings that have shared services on the agenda as one of the top three items for discussion.

Any links or references would be appreciated.

d.

--

At the April 3<sup>rd</sup> meeting, the Deputy Minister brought forward two documents for review by the Leadership Council. The first document is a discussion paper on a Quality Assurance Framework for BC Post-Secondary

Education. The Deputy Minister is seeking feedback on the paper from those working in the system. NIC employees can obtain a copy of this paper from your Vice President or through my office ([sue.bate@nic.bc.ca](mailto:sue.bate@nic.bc.ca)) if you are interested in providing feedback. Your feedback should be provided to my office by **May 11<sup>th</sup>**, so that I can incorporate it into the NIC response that I will provide at the next Leadership Council meeting.

The other document that has been circulated to the Leadership Council focuses on guiding principles and directions for exploring the potential for system-wide shared services. This draft document is to be reviewed by the Leadership Council and feedback provided to the Deputy Minister.

--

**David Porter** Executive Director

BCcampus | [connect.collaborate.innovate](http://connect.collaborate.innovate).  
200-555 Seymour Street | Vancouver BC V6B 3H6  
Tel 604.412.7734 | [www.bccampus.ca](http://www.bccampus.ca)

VA7XA  
[www.conviviality.ca](http://www.conviviality.ca)  
@dendroglyph

## McMahon, Alana AVED:EX

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**From:** Rasnick, Deborah AVED:EX  
**Sent:** Tuesday, April 24, 2012 1:03 PM  
**To:** McMahon, Alana AVED:EX  
**Subject:** FW: Terms of Reference for Shared Services Initiative  
**Attachments:** To DM Wenezenki Yolland\_Shared Services TOR.pdf

**Importance:** High

Here's the letter.

**From:** Thompson, Joseph AVED:EX  
**Sent:** Thursday, April 19, 2012 12:44 PM  
**To:** Wenezenki-Yolland, Cheryl AVED:EX  
**Cc:** Rasnick, Deborah AVED:EX; Manahan, Suzanne AVED:EX; Foran, Grace E AVED:EX  
**Subject:** FW: Terms of Reference for Shared Services Initiative  
**Importance:** High

Hi Cheryl. Interesting timing in that Deb and I had spoken with Lorcan and he was going to research to bring resolution. In any event, letter simply says we will be getting a coordinated response from the post-secondary system (with assistance of sector organizations).

Suggest we use this as an opportunity to advise the three sector rep chairs with cc's to presidents that we have received positive feedback from the proposed Steering Committee members and given the need to keep this moving forward we will be proceeding with a meeting comprised of the proposed steering committee members. Meeting agenda items to include the development of Terms of Reference, schedule presentations (e.g. Ontario experience), discuss resource requirements. If you are in agreement we will draft a response and review with you asap.

Also suggest at the Leadership Council meeting we would put a motion forward for approval of the Governance Structure and Steering Committee representation.

*Joe*

*"Providing Excellence in Service to Help our Clients Succeed"*

---

**From:** Judy Kelly [<mailto:judy@bccolleges.ca>]  
**Sent:** Thursday, April 19, 2012 9:43 AM  
**To:** Wenezenki-Yolland, Cheryl AVED:EX  
**Cc:** Minty, Dawn M AVED:EX; Rongve, Ian AVED:EX; Rasnick, Deborah AVED:EX; Thompson, Joseph AVED:EX; Berkes, Andrea AVED:EX; Adams, Felicity A. AVED:EX; Carnegie, Lynn AVED:EX; Comolli, Catherine M AVED:EX  
**Subject:** Terms of Reference for Shared Services Initiative

Good morning Cheryl,

On behalf of the Chairs of the three sector associations, please find attached a letter regarding the Ministry's request for feedback on the terms of reference for the Shared Services Initiative.

Thank you.

Judy

Judy Kelly, Executive Assistant to the President



April 18, 2012

Deputy Minister Cheryl Wenezenki-Yolland  
Ministry of Advanced Education  
PO Box 9080 Stn Prov Govt  
Victoria BC V8W 9E2

Dear Cheryl,

On April 9, 2012, Deborah Rasnick wrote to the Presidents of post-secondary institutions regarding terms of reference for the Shared Services Initiative and requesting immediate feedback. As you know, there are many shared services examples within the sector and presidents take very seriously the opportunity to pursue other business lines to maximize quality and cost savings.

There has been further discussion among the Presidents on this important initiative and we would like to advise you that, with the assistance of the sector associations, we will provide a coordinated response from the post-secondary system. We expect that this will be provided to the Ministry early in May.

Thank you very much.

Yours sincerely,



Dr. George Iwama  
Chair  
RUCBC



Dr. Mark Evered  
Chair  
BCAIU



Dr. David Ross  
Chair  
BCC

cc: Ms. Dawn Minty RUCBC Présidents  
Mr. Joe Thompson BCAIU Presidents  
Dr. Ian Rongve BCC Presidents  
Ms. Deborah Rasnick



Our Ref. 90666

**MAY 02 2012**

Dr. George Iwama, Chair  
Research Universities' Council of British Columbia  
400 - 880 Douglas St  
Victoria BC V8W 2B7

Dr. Mark Evered, Chair  
British Columbia Association of Institutes and Universities  
222 - 645 Fort St  
Victoria BC V8W 1G2

Dr. David Ross, Chair  
BC Colleges  
101 - 1124 Fort St  
Victoria BC V8V 3K8

Dear Dr. Iwama, Dr. Evered and Dr. Ross:

Thank you for your April 18, 2012 letter. We look forward to receiving your feedback in early May.

As committed at the April 3, 2012 meeting of the Leadership Council, the Shared Services Initiative material was shared with the proposed Steering Committee members, who have provided thoughtful preliminary feedback on the high-level project approach and governance structure. Given the need to keep this Initiative moving forward we will proceed with the scheduling of a meeting with the proposed Steering Committee members to discuss the Initiative in more detail, including the scheduling of information sessions (e.g. experience of Ontario, BC Health, Maritimes), project resourcing, scope, timelines, and other essential elements. This planning will assist the Steering Committee with the building of a draft Terms of Reference.

.../2

Ministry of  
Advanced Education

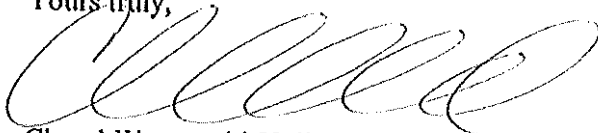
Office of the  
Deputy Minister

Mailing Address:  
PO Box 9884 Stn Prov Govt  
Victoria BC V8W 9T6

Telephone: 250 356-5170  
Facsimile: 250 356-5468

In the interim, Ms. Deborah Rasnick, Acting Executive Director and Chief Financial Officer, would be pleased to assist with any questions or feedback on the Initiative, and may be reached at (250) 387-8820 or [Deborah.Rasnick@gov.bc.ca](mailto:Deborah.Rasnick@gov.bc.ca). We expect to continue our discussions on this important Initiative in the next meeting of the Leadership Council, which we are looking to schedule in the near future.

Yours truly,



Cheryl Wenezenki-Yolland, CMA, FCMA  
Deputy Minister

pc: All Post-Secondary Institution Presidents

Ms. Robin Ciceri, President  
Research Universities' Council of British Columbia

Ms. Ruth Wittenberg, President  
British Columbia Association of Institutes and Universities

Mr. Jim Reed, President  
BC Colleges

Mr. Joe Thompson, Acting Assistant Deputy Minister  
Student Services and Sector Resource Management  
Ministry of Advanced Education

Ms. Deborah Rasnick, Acting Executive Director and Chief Financial Officer  
Ministry of Advanced Education



## McMahon, Alana AVED:EX

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**From:** Rasnick, Deborah AVED:EX  
**Sent:** Wednesday, May 2, 2012 2:52 PM  
**To:** Fowler, Colin N AVED:EX  
**Cc:** McMahon, Alana AVED:EX  
**Subject:** Colin for action: Response from Post Secondary Sector\_Shared Services Initiative  
**Attachments:** 2012\_05\_02 To DM Wenezenki Yolland\_Shared Services Letter.pdf; Terms of Reference\_Post Secondary Sector Shared Services Initiative.pdf

Just received this. We will need to tweak the bullets just provided to our program colleagues. Could you take care of this. Just something along the lines of... just received the feedback the afternoon of May 2<sup>nd</sup>, and my team will review in the coming days....

deb

**From:** Judy Kelly [<mailto:judy@bccolleges.ca>]  
**Sent:** Wednesday, May 2, 2012 2:49 PM  
**To:** Wenezenki-Yolland, Cheryl AVED:EX  
**Cc:** Minister, AVED AVED:EX; Minty, Dawn M AVED:EX; Thompson, Joseph AVED:EX; Rasnick, Deborah AVED:EX; Robin Ciceri ; 'Ruth Wittenberg '; Jim Reed  
**Subject:** Response from Post Secondary Sector\_Shared Services Initiative

Good afternoon Cheryl,

On behalf of the Chairs of the three sector associations, please find attached the following documents:

- A letter of response from the post-secondary sector, signed by sector association Chairs, regarding the Shared Services Initiative
- Post-secondary Shared Services Initiative – Terms of Reference, which build on the material provided by the Ministry

Thank you.

Judy

Judy Kelly, Executive Assistant to the President

BC Colleges | 250-595-4866 | 101-1124 Fort Street | Victoria BC V8V 3K8 | [www.bccolleges.ca](http://www.bccolleges.ca)

May 2, 2012

Deputy Minister Cheryl Wenezenki-Yolland  
Ministry of Advanced Education  
PO Box 9884 Stn Prov Govt  
Victoria BC V8W 9T6

Dear Cheryl,

We are writing to you on behalf of our respective post-secondary institution members, further to the Ministry's communication of April 5, 2012, requesting immediate response to the shared services material provided by the Ministry. This is a very important initiative for the post-secondary system and the approach is critical to maximizing quality and cost savings for the system. This matter requires thoughtful consideration and we are, therefore, forwarding Terms of Reference which build on the material provided by the Ministry.

The attached Terms of Reference implement key project management principles and methodology, which are essential to ensure success of this large initiative. It is crucial for all organizations included in the governance model to have responsibility for success, and it is crucial to understand decision-making structures when consensus may not be achievable. It is also important to recognize the governance structures and accountability processes within the institutions for decisions that could have an impact on operations.

The Terms of Reference and governance model are reflective of the extensive experience of our Vice Presidents Finance and our three association representatives in implementing large and complex shared services projects in government, and within institutions, as well as a comprehensive understanding of the capacity of the public post-secondary sector. We share a goal of ensuring that our sector is operating as efficiently as possible, using best business practice and building on existing processes, systems and infrastructure to implement shared services.

The Terms of Reference have been developed as the basis for moving ahead with the Ministry on this initiative. They provide the opportunity to build on existing best practice and for individual institution flexibility to implement shared services in the most cost-effective means possible. It is important to note that this initiative applies to administrative and back office processes and procedures, and not to academic programming. In addition, organizations such as BC Campus, HEITBC, and the Procurement Council have been in place for many years, and provide shared services to the post-secondary system. These entities should be leveraged to help the broader initiative move forward.

There is also an opportunity to take advantage of experienced, senior resources in government and the broader public sector who have experience in implementing large shared services projects. Including key individuals from the Ministry of Labour, Citizens' Services and Open Government, particularly the office of the CIO, will allow the initiative to leverage their experience. It is also important to include private sector resources with the appropriate level of expertise in implementing complex shared services projects in a public sector environment. The process for selecting this consultant is one that will require oversight and adherence to fairness guidelines.

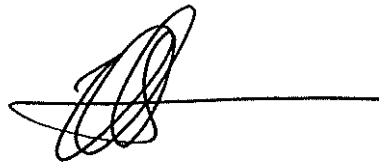
The Terms of Reference propose that procurement be the first business line considered by the Steering Committee. We anticipate procurement will meet a number of criteria for potential success and one in which implementing best practice will result in early gains.

We look forward to further discussion on how best to move forward on this important initiative. We recommend that we proceed to appoint our respective members of the Steering Committee to finalize the Terms of Reference and begin the initiative.

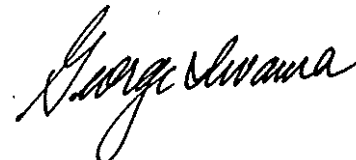
Yours sincerely,



Dr. Mark Evered  
Chair  
BC Association of Institutes and  
Universities



Dr. David Ross  
Chair  
BC Colleges



Dr. George Iwama  
Chair  
The Research Universities'  
Council of BC

cc: Minister Naomi Yamamoto, Ministry of Advanced Education  
Ms. Dawn Minty, ADM, Ministry of Advanced Education  
Mr. Joe Thompson, A/ADM, Ministry of Advanced Education  
Ms. Deborah Rasnick, A/CFO & Executive Director, Ministry of Advanced Education  
RUCBC Presidents and Vice Presidents, Finance  
BCAIU Presidents and Vice Presidents, Finance  
BCC Presidents and Vice Presidents, Finance  
Robin Ciceri, President, RUCBC  
Ruth Wittenberg, President, BCAIU  
Jim Reed, President, BCC

# POST SECONDARY SECTOR SHARED SERVICES INITIATIVE

## **TERMS OF REFERENCE**

Governance Framework,  
Approach and  
Project Management

May 2, 2012  
v 1200hr

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# 1 General

On behalf of the post secondary system in British Columbia, this document defines a proposed Post Secondary Sector Shared Services Initiative Governance Framework. The purpose of implementing a governance framework is to ensure that this initiative will build on existing shared services systems and processes within the post secondary sector, to facilitate flexibility within the institutions and to implement shared services in a cost-effective manner.

Governance is the critical success factor to any business relationship and particularly one with multiple parties. It defines the parameters of the evolving partnerships and details standard practices and linkages for communicating and service initiatives. In addition, a successful governance operating model establishes corporate credibility that leads to increased trust and stronger relationships and accountability.

Governance is a formal management framework and structure supported by a set of standard processes and best practices. The framework and structure will enable the parties to mutually manage their relationship and expectations. Supporting processes are documented, repeatable, and flexible. A successful governance implementation is dependent on the parties designing a model that meets all parties' needs and fosters a proactive, partner-based relationship, thereby enabling shared accomplishment of business goals and objectives. A comprehensive governance model also provides reduced risk through better visibility and control. The benefits will be continuous delivery improvements, proactive communication, and informed decision-making.

## Principles:

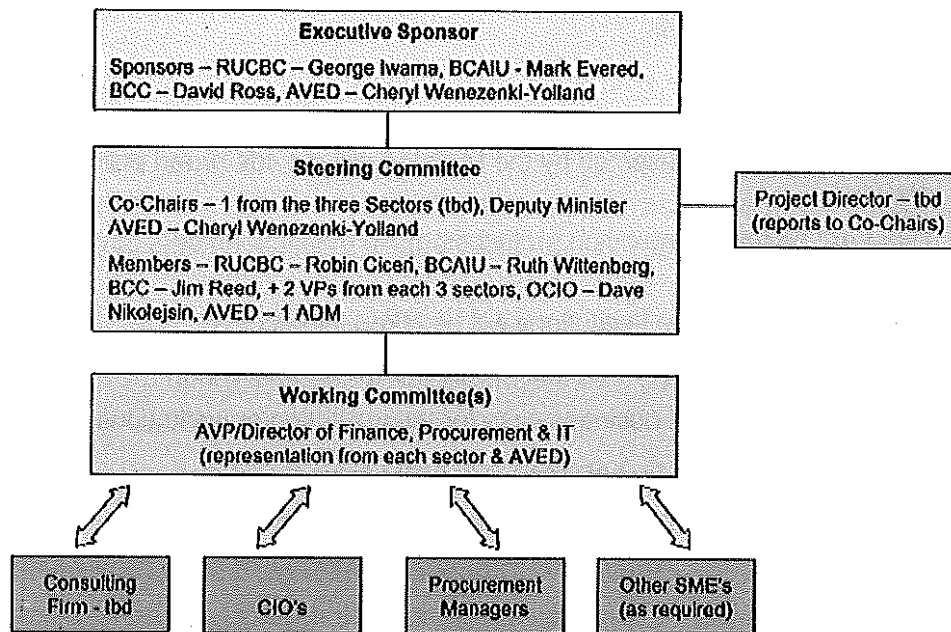
- Government (as represented by the Ministry) will provide broad policy direction;
- There will be transparency on project status to the stakeholders throughout the life of the project;
- Governance within the institutions will be taken into account;
- Lines of accountability within the institutions will be respected;
- There will be a sound business case for the institution or institutions;
- Quality of service will be balanced with cost savings; and
- Rural economies will be considered in any shared services model.

## 2 Governance Framework Objectives

The primary objectives of the Governance Framework are to:

- Establish clear lines of responsibility and decision-making accountability to facilitate the delivery of services and resolve issues as quickly as possible;
- Provide clear and centralized channels of communication so that the parties receive consistent and relevant information;
- Provide a mechanism that enables development in a flexible, well-managed manner; and
- Ensure services and programs reflect the vision, values and principles of the post secondary sector.

## 3 Post Secondary Sector Shared Services Initiative Governance Diagram



## **4 Roles and Responsibilities**

Specific accountabilities are defined as follows:

### **Executive Sponsor(s)**

- Ownership of initiative
- Allocation of funding
- Resolution of disputes/disagreements

The Executive Sponsors retain final approval authority for:

- Funding; and
- Program changes

### **Steering Committee:**

- Strategic direction
- Relationship management
- Approval of scope and initiative deliverables
- Approval of change requests
- Funding authority for initiative
- Escalation point within organizations and for the initiative
- Executive support to the Project Director

### **Working Committee:**

- Recommendation of approach, scope, and change approval to the Steering Committee
- Review of all deliverables prior to acceptance
- Resolution of cross organizational issues
- Review of business impacts throughout the project
- Escalation to the Steering Committee, if required
- Provision of subject matter expert (SME) resources to support initiative, as required
- Participation in working teams, as required

### **Project Director:**

- Management of the initiative, reporting to Steering Committee Co-Chairs and provision of:
  - Status reporting of progress on a weekly basis
  - Delivery performance
  - Management of all working committees and any ASD/Vendors supporting initiative
  - Stakeholder engagement, management and communications
  - Monitoring of deliverables
  - Risk and issue management and resolution
- There will need to be a recruitment process for selecting this position.



**NOTE: Required skill sets for this role include:**

- Senior Project Director with a minimum 10-15 years experience managing large, complex and high profile initiatives
- Proven experience managing cross organizational program initiatives with diverse stakeholders, multiple organizations and ASD service providers
- Demonstrated experience managing Transformation and Transition initiatives in a public and private sector environment involving business and technology change
- Experience with onboarding services, programs, business initiatives including Organizational Change Management
- Experience in the Post Secondary sector is preferred.

**Subject Matter Experts:**

- Providing key subject matter expertise to support defined project activities
- Participating in working committees as required
- Completing project activities as assigned through the planning process
- Raising issues as required to the Project Director
- Quality assurance of project deliverables
- Providing status on project activities

## **5 Authority and Decision-Making**

Decisions will be made at the Steering Committee level and will be:

- Based on the principles defined in section 1 above; and
- Binding upon the parties (unless decided otherwise by a higher level of authority e.g. Institution Boards).

Where decisions cannot be reached they will be referred to the next level of authority (Executive Sponsors) as indicated in the governance framework. Decisions or recommendations requiring a change will follow the change process outlined in section 6 below. Decisions will be recorded in the Steering Committee record of decisions. (See Appendix A for templates.)

## 6 Committee Membership

| Executive Sponsors                        |                          |
|-------------------------------------------|--------------------------|
| RUCBC Chair                               | George Iwama             |
| Ministry of Advanced Education            | Cheryl Wenezenki-Yolland |
| BCAIU Chair                               | Mark Evered              |
| BCC Chair                                 | David Ross               |
| Steering Committee                        |                          |
| Ministry of Advanced Education (Co-chair) | Cheryl Wenezenki-Yolland |
| Post Secondary Sector TBD (Co-chair)      | TBD                      |
| RUCBC                                     | Robin Ciceri             |
| BCAIU                                     | Ruth Wittenberg          |
| BCC                                       | Jim Reed                 |
| ADM – Ministry of Advanced Education      | TBD                      |
| VP Finance (2) - RUCBC                    | TBD                      |
| VP Finance (2) - BCAIU                    | TBD                      |
| VP Finance (2) - BCC                      | TBD                      |
| Working Committee                         |                          |
|                                           |                          |
|                                           |                          |

| Subject Matter Experts (SMEs) |  |
|-------------------------------|--|
| TBD                           |  |
| TBD                           |  |
| TBD                           |  |

## 7 Project Approach

It is suggested that the Steering Committee consider that the first business line be procurement given the opportunities that exist within the post secondary sector. There is a council already in place and infrastructure exists to support a quick win. In addition, lessons learned from previous implementations of shared services initiatives, such as BC Campus and BCNet, can be leveraged.

A preliminary risk analysis will be conducted as a first step to be followed by review of implications for the system such as the possible effects on regional economic development in small communities which could result from changing a supplier.

Technology is another area of significant opportunity. However, a comprehensive review of existing agreements and an analysis of cost-effective approaches to a shared model would need to be undertaken. This could be done in parallel with the work related to procurement.

The high level next steps are:

- Sign-off on Governance Framework
- Procure Project Director
- Define scope – which business areas? what are the parameters?
- Procure consulting firm
- Develop high level plan – obtain agreement
- Develop detailed plan
- Complete procurement preliminary risk
- Conduct comprehensive review of existing agreements/costs in the area of technology

## 8 Project Management Approach

Sound project management principles for planning, scheduling, and executing must be followed to successfully manage the initiative projects. Best practices in project management will be followed for all projects/efforts that form this initiative. Using a standard, consistent and common approach enables effective management of dependent, interrelated projects, and builds on a solid foundation of project management principles.

As part of this initiative the following processes will be used: (See Appendix A for templates/tools/processes)

**Organizational Change Management** –Using Organizational Change Management (OCM) methodology and planning and executing OCM activities helps mitigate individual and organizational risks associated with major changes. For this initiative, an OCM methodology will be used, which has been successful in managing similar initiatives with transformation, transitions and migrations. The OCM approach has four key themes: mobilizing and sustaining change leadership, shaping and planning the change, building and maintaining business ownership, and preparing and supporting business implementation.

**Theme 1: Mobilizing and Sustaining Change Leadership** – Supporting and coaching change leaders to build and maintain urgency, developing and articulating business vision for the future, getting the right change leaders and leadership structures in place, and helping leaders to achieve sustainable results support strategic objectives.

**Theme 2: Shaping and Planning the Change** – Understanding the change context; identifying the impact of planned changes on the business, and its processes, people, and facilities; assessing change readiness; and helping to shape the transition plan to make certain that the change program has the right content and resources, and that change will be introduced at the optimum pace.

**Theme 3: Building and Maintaining Business Ownership** – Identifying and analyzing key stakeholder groups and working with executives and change leaders to align, involve, communicate, and educate stakeholders to support business confidence, commitment, and buy-in throughout the business change life cycle.

**Theme 4: Preparing and Supporting Business Implementation** – Establishing change networks and processes to deliver “local” change, helping to define and deliver necessary training and education, developing a cultural change program to achieve alignment with new vision and strategy, and supporting staff and management during implementation in the realization of business benefits. The most successful approach in this area is to develop ambassadors within each impacted organization to promote positive informal lines of communication.

Organizational change management plans will be included as part of the core project plan for each project defined through this initiative.

#### ***Status Reporting***

- A weekly status report will be provided to the Steering Committee that includes the current information on the project plan, including schedule, milestones, current risks and issues, and key dependencies for upcoming events.
- The Project Director will meet on a bi-weekly basis with the Working Committee to work through project issues, provide support/escalation as required, problem solve, and obtain status

#### ***Communications Management***

A comprehensive communications strategy and process will be developed and agreed to by the Steering Committee.

#### ***Risk Management***

- **Identification of assumptions and constraints** – Assumptions and constraints will be identified with the participation of all stakeholders.
- **Risk identification** – Identified risks will be documented using past lessons-learned, as well as any new situational risks that are unique to this initiative.
- **Risk mitigation and response planning** – For each risk identified, the Project Director will work with the subject matter experts to determine the best course of action to appropriately mitigate and plan responses for risk situations. This will ensure that the project team is fully prepared upon the activation of any given risk.

- **Risk response action** – In the event of a risk becoming active and requiring action, the Project Director will execute risk response plans to minimize the impact of risks that occur

All risks identified will be logged and tracked in the Program risk log by the Project Director.

### ***Issue Management***

- **Issue identification activities** – The Project Director will focus on early identification and notification of project-related issues. Issues will be communicated to the appropriate group upon identification, and will not need to wait until a regular status cycle occurs e.g. Working Committee, Steering Committee etc.
- **Issue resolution processes** – The Project Director will provide issue management and resolution processes. Issues will be tracked to closure.

### ***Change Management***

If a change in scope, effort, or planned activities results in a material change to the project, the Project Director may invoke a Change Request to the project.

A Change Request document describing the changes, as well as impact in effort, time, or deliverables will be submitted by the Project Director to the Steering Committee. Any change requests will be logged and tracked by the Project Director in the change management log. All change requests are to be approved by the Steering Committee.

### ***Project Decisions***

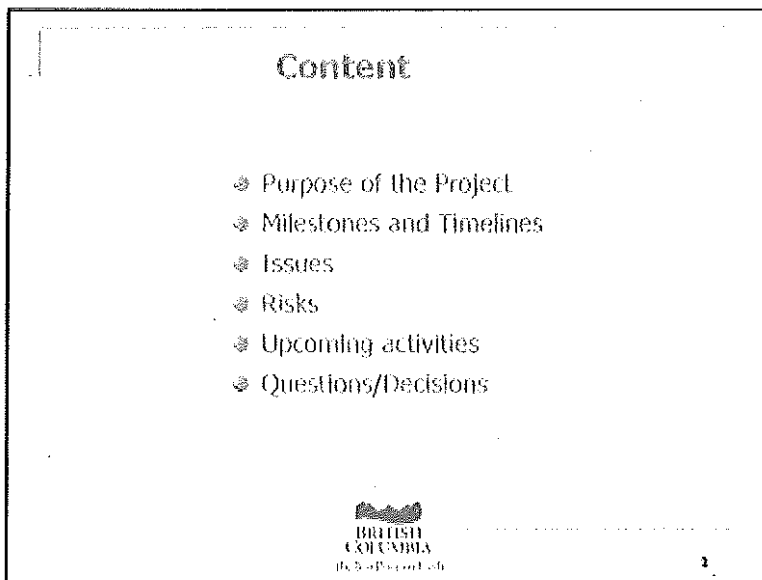
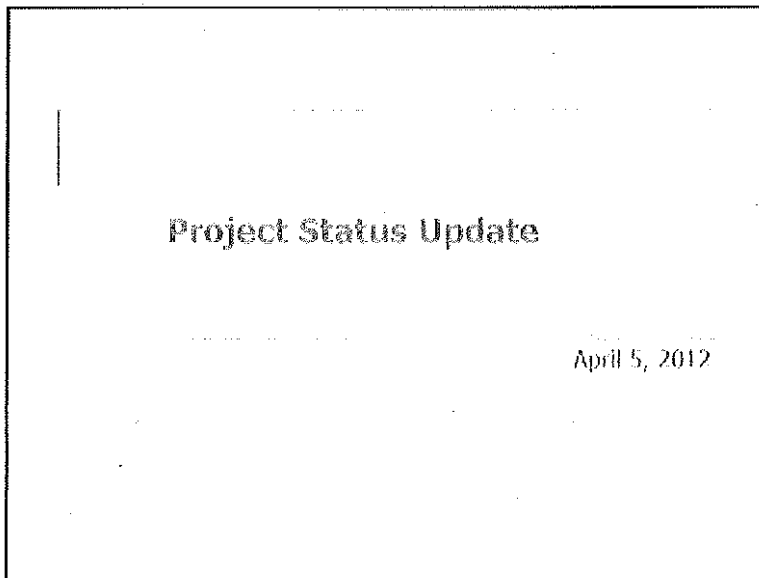
Decision requests will be completed for decisions requiring Steering Committee approval. These decisions will be logged and tracked at by the Project Director in a Decision Request Log. Decisions must be made within 5 working days.

## **Approved by**

|                         |            |
|-------------------------|------------|
| _____                   | Date _____ |
| Cheryl Wenenzki-Yolland |            |
| _____                   | Date _____ |
| George Iwama            |            |
| _____                   | Date _____ |
| Mark Evered             |            |
| _____                   | Date _____ |
| David Ross              |            |

## 9 Appendix A – Project Management Templates/Tools

### Project Status Update



## Purpose of the Project

- 
- 
-



5

## Deliverables & Timelines

| Deliverable | Date & Status  |
|-------------|----------------|
|             | March 30th     |
|             | March 30th     |
|             | April 18th     |
|             | October 31     |
|             | July 31        |
|             | June 30        |
|             | April 23       |
|             | September 28th |
|             | March 30       |

Yellow = At Risk  
 Green = In Progress/On Track  
 Red = Late/Behind Deliverable  
 Blue = Complete



4

## Outstanding Issues

| Issue | Resolution | Assigned to | Status |
|-------|------------|-------------|--------|
|       |            |             |        |
|       |            |             |        |
|       |            |             |        |
|       |            |             |        |

## Risks

| Risk | Probability | Risk Impact | Risk Response Strategy |        |
|------|-------------|-------------|------------------------|--------|
|      | Medium      | High        |                        | Medium |
|      | Medium      | High        |                        | Low    |
|      | High        | High        |                        | Medium |
|      | Medium      | High        |                        | Medium |
|      | Medium High | Medium High |                        | Low    |



## Upcoming Activities

- 
- 
- 



## Issue Log

Last Updated:

| Issue ID | Issue | Date Raised | Raised by | Assigned to | Issue Resolution | Date Resolved | Status<br>(Open/Closed) |
|----------|-------|-------------|-----------|-------------|------------------|---------------|-------------------------|
| 001      |       |             |           |             |                  |               | Open                    |
|          |       |             |           |             |                  |               |                         |
|          |       |             |           |             |                  |               |                         |
|          |       |             |           |             |                  |               |                         |
|          |       |             |           |             |                  |               |                         |
|          |       |             |           |             |                  |               |                         |
|          |       |             |           |             |                  |               |                         |
|          |       |             |           |             |                  |               |                         |
|          |       |             |           |             |                  |               |                         |
|          |       |             |           |             |                  |               |                         |
|          |       |             |           |             |                  |               |                         |
|          |       |             |           |             |                  |               |                         |
|          |       |             |           |             |                  |               |                         |
|          |       |             |           |             |                  |               |                         |
|          |       |             |           |             |                  |               |                         |

## Risk Management

**Last Updated:**

[illegible]

## Change Log - Template

Last Updated:

| Change # | Change Description | Date Raised | Raised by | Assigned to | Impacts<br>(schedule/cost/quality/requirements) | Date Resolved | Status<br>(Approved/Rejected) |
|----------|--------------------|-------------|-----------|-------------|-------------------------------------------------|---------------|-------------------------------|
|          |                    |             |           |             |                                                 |               |                               |
|          |                    |             |           |             |                                                 |               |                               |
|          |                    |             |           |             |                                                 |               |                               |
|          |                    |             |           |             |                                                 |               |                               |
|          |                    |             |           |             |                                                 |               |                               |
|          |                    |             |           |             |                                                 |               |                               |
|          |                    |             |           |             |                                                 |               |                               |
|          |                    |             |           |             |                                                 |               |                               |
|          |                    |             |           |             |                                                 |               |                               |
|          |                    |             |           |             |                                                 |               |                               |
|          |                    |             |           |             |                                                 |               |                               |
|          |                    |             |           |             |                                                 |               |                               |
|          |                    |             |           |             |                                                 |               |                               |
|          |                    |             |           |             |                                                 |               |                               |

## Change Request

|                                                                                                                                                                                                                                                                     |                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| <b>Project Name::</b>                                                                                                                                                                                                                                               | <b>Project Number:</b>                  |
| <b>Issue Number (s):</b>                                                                                                                                                                                                                                            |                                         |
| Requested by:                                                                                                                                                                                                                                                       | Date:                                   |
| Request Name:                                                                                                                                                                                                                                                       | Project Director:                       |
| Request Number: (from SPMO website)                                                                                                                                                                                                                                 | Urgency: High, Medium, Low (Choose one) |
| a. <b>Description of the Change Request</b> (include a description of the change):                                                                                                                                                                                  |                                         |
| <b>Impact of the Change</b> (schedule, cost, resources, quality and/or functionality):<br><b>Quality of work will improve with better descriptions</b><br><b>Benefits:</b><br><b>Impacts:</b><br>Portfolio: (other projects)<br><b>Benefits:</b><br><b>Impacts:</b> |                                         |
| <b>Estimates:</b><br>Business Area:      Days (Effort) ____ n/a ____      Cost ____ n/a                                                                                                                                                                             |                                         |
| <b>Additional Issues/Comments:</b>                                                                                                                                                                                                                                  |                                         |
| Approved ____      Not Approved ____<br>_____<br>Project Director<br>Recommended for approval by Working Committee:<br>Recommended ____      Not Recommended ____                                                                                                   | Date:<br><br><br>Date:                  |
| Approved ____      Not approved ____<br><b>Executive Steering Committee</b><br>_____<br>_____                                                                                                                                                                       | Date                                    |
| <b>Comments:</b>                                                                                                                                                                                                                                                    |                                         |

## Record of Decisions/Minutes

Project  
Name:  
Date:  
Time:  
Location:

Meeting chaired by:  
Required materials:

Core attendees:

Additional members:

Recorder:

Regrets:

| Item | Discussion/Decision | Action | Assigned to | Due |
|------|---------------------|--------|-------------|-----|
| 1.   |                     |        |             |     |
| 2.   |                     |        |             |     |
| 3.   |                     |        |             |     |

**McMahan, Alana AVED:EX**

---

**From:** Comolli, Catherine M AVED:EX  
**Sent:** Thursday, May 3, 2012 7:59 AM  
**To:** Berkes, Andrea AVED:EX; McMahan, Alana AVED:EX  
**Subject:** URGENT: CLIFF 90666  
**Attachments:** RE: Urgent: Cheryl wants to make a change to the Shared Services Ltr she signed earlier today.....

**Importance:** High

Hi ladies,

I understand from Melinda that you've been in touch regarding the Shared Services letter that Cheryl signed yesterday. I have been informed that this letter is NOT to be distributed. To that end, can you please ensure you delete any PDF copies of the signed letter.

I have the hard copy of the letter at my desk.

Alana, can you please refer back to ADMO.

Thank you.

Catherine

*Catherine Comolli*

Executive Administrative Assistant  
Student Services and Sector Resource Management Division  
Ministry of Advanced Education  
3rd Floor, 835 Humboldt Street  
Victoria BC V8W 9N3

Tel: (250) 356-2496

Fax: (250) 356-5468

**McMahon, Alana AVED:EX**

---

**From:** Comolli, Catherine M AVED:EX  
**Sent:** Thursday, May 3, 2012 7:51 AM  
**To:** Foran, Grace E AVED:EX; Thompson, Joseph AVED:EX  
**Subject:** RE: Urgent: Cheryl wants to make a change to the Shared Services Ltr she signed earlier today.....

I have retrieved the letter from the branch and will be asking that all scanned copies be deleted.

***Catherine Comolli***

Executive Administrative Assistant  
Student Services and Sector Resource Management Division  
Ministry of Advanced Education  
3rd Floor, 835 Humboldt Street  
Victoria BC V8W 9N3

Tel: (250) 356-2496  
Fax: (250) 356-5468

---

**From:** Foran, Grace E AVED:EX  
**Sent:** Wednesday, May 2, 2012 6:07 PM  
**To:** Thompson, Joseph AVED:EX; Comolli, Catherine M AVED:EX  
**Subject:** Urgent: Cheryl wants to make a change to the Shared Services Ltr she signed earlier today.....  
**Importance:** High

Further to a conversation that she had with the Minister today, she wants to add in a comment about the working group composition that indicates that if there are other institutions that would like to participate on the working group that we would be pleased to make that happen.

We're hoping you can retrieve the letter and we can have another go at it. Regards, g.

**Grace Foran**  
Manager, Executive Operations and Strategic Support  
Deputy Minister's Office  
Ministry of Advanced Education  
Physical Address: 3rd Floor, 835 Humboldt Street, Victoria BC  
Mailing Address: PO Box 9884 STN PROV GOVT  
Tel: 250 952-6842; BB: s.17  [grace.foran@gov.bc.ca](mailto:grace.foran@gov.bc.ca)



## McMahon, Alana AEIT:EX

---

**From:** Rasnick, Deborah AVED:EX  
**Sent:** Tuesday, May 29, 2012 12:23 PM  
**To:** Manahan, Suzanne AVED:EX  
**Cc:** McMahon, Alana AVED:EX; Comolli, Catherine M AVED:EX  
**Subject:** RE: QUESTION: Meeting: Post Secondary Sector Shared Services

Thanks Suzanne. Catherine, let's chat further on this for the purposes of replying to Andrea. We aren't in a position yet to respond to the UBC question in the email string below.

deb

---

**From:** Manahan, Suzanne AVED:EX  
**Sent:** Tuesday, May 29, 2012 12:19 PM  
**To:** Rasnick, Deborah AVED:EX  
**Cc:** McMahon, Alana AVED:EX; Comolli, Catherine M AVED:EX  
**Subject:** RE: QUESTION: Meeting: Post Secondary Sector Shared Services

Correct.

Suzanne Manahan

Chief Information Officer and Executive Director | Technology and Business Transformation Branch

Student Services and Sector Resource Management Division | Ministry of Advanced Education

Phone: 250-952-0729 | Fax: 250-952-0739

---

**From:** Rasnick, Deborah AVED:EX  
**Sent:** Tuesday, May 29, 2012 12:18 PM  
**To:** Manahan, Suzanne AVED:EX  
**Cc:** McMahon, Alana AVED:EX; Comolli, Catherine M AVED:EX  
**Subject:** RE: QUESTION: Meeting: Post Secondary Sector Shared Services

Okay, how about we discuss contract elements off line.

But, in terms of expectations of Pam's work... just want to confirm what Joe had verbally shared with me that we expect Pam to create the draft Terms of Reference for this June 14<sup>th</sup> meeting (amongst other elements of her expected work), and the timeline for delivery of the draft ToR would meet the requirements for this meeting? Is that correct?

Thanks Suzanne!

deb

---

**From:** Manahan, Suzanne AVED:EX  
**Sent:** Tuesday, May 29, 2012 12:12 PM  
**To:** Rasnick, Deborah AVED:EX  
**Cc:** McMahon, Alana AVED:EX; Comolli, Catherine M AVED:EX  
**Subject:** RE: QUESTION: Meeting: Post Secondary Sector Shared Services

I am working on a schedule A to engage Pam's services. Joe indicated your branch would have financial responsibility and was unsure of who to assign as contract manager. This is all the information I have to date.

Suzanne Manahan

Chief Information Officer and Executive Director | Technology and Business Transformation Branch

Student Services and Sector Resource Management Division | Ministry of Advanced Education

Phone: 250-952-0729 | Fax: 250-952-0739

---

**From:** Rasnick, Deborah AVED:EX

**Sent:** Tuesday, May 29, 2012 12:08 PM

**To:** Manahan, Suzanne AVED:EX

**Cc:** McMahan, Alana AVED:EX; Comolli, Catherine M AVED:EX

**Subject:** FW: QUESTION: Meeting: Post Secondary Sector Shared Services

Hi Suzanne,

Thought I should flip this on to you? Joe mentioned that Pam Stewart would be doing the work toward this meeting. Any update/information to provide for Catherine?

Thanks,

deb

---

**From:** Comolli, Catherine M AVED:EX

**Sent:** Tuesday, May 29, 2012 11:08 AM

**To:** Rasnick, Deborah AVED:EX

**Cc:** McMahan, Alana AVED:EX

**Subject:** QUESTION: Meeting: Post Secondary Sector Shared Services

There is a meeting between Cheryl, Joe and a small group of presidents regarding Shared Services on June 14. Do you know if there will be and agenda materials prepared for it?

Thanks.

Catherine

*Catherine Comolli*

Executive Administrative Assistant

Student Services and Sector Resource Management Division

Ministry of Advanced Education

3rd Floor, 835 Humboldt Street

Victoria BC V8W 9N3

Tel: (250) 356-2496

Fax: (250) 356-5468

---

**From:** Berkes, Andrea AVED:EX

**Sent:** Tuesday, May 29, 2012 11:05 AM

**To:** Comolli, Catherine M AVED:EX

**Subject:** FW: Meeting: Post Secondary Sector Shared Services

Catherine – will there be additional material to what was prepared under 90666? Please see the request from UBC below regarding materials.

**From:** Calderon, Gerald [mailto:scheduler@exchange.ubc.ca]  
**Sent:** Tuesday, May 29, 2012 10:34 AM  
**To:** Berkes, Andrea AVED:EX  
**Cc:** Cerna, Carolina; de Jager, Adriaan  
**Subject:** RE: Meeting: Post Secondary Sector Shared Services

Hi Andrea,

Good morning. I'm writing to quickly check if an agenda and any supporting materials will be circulated in advance of the meeting.

If possible, could these be sent a few days before the meeting—perhaps 4-5 days in advance—so we can ensure that Prof. Toope and Mr. Ouillet are fully prepared for the meeting?

Kind regards,

Gerald

**Gerald Calderon**  
Executive Assistant to the President  
Office of the President  
6328 Memorial Road | Vancouver, BC Canada V6T 1Z2  
The University of British Columbia  
Phone 604 822 5151 | Fax 604 822-5055



a place of mind  
THE UNIVERSITY OF BRITISH COLUMBIA

---

**From:** Calderon, Gerald  
**Sent:** May-28-12 2:21 PM  
**To:** 'Berkes, Andrea AVED:EX'  
**Cc:** Cerna, Carolina  
**Subject:** RE: Meeting: Post Secondary Sector Shared Services

Hi Andrea,

Sorry for another email on this, but I wanted to let you know that Mr. Pierre Ouillet, VP Finance, Resources and Operations, will also participate by phone along with Prof. Toope.

Cc'd here is Ms. Carolina Cerna, Mr. Ouillet's assistant.

Kind regards,

Gerald

---

**From:** Calderon, Gerald  
**Sent:** May-28-12 2:18 PM  
**To:** 'Berkes, Andrea AVED:EX'  
**Subject:** RE: Meeting: Post Secondary Sector Shared Services

Hi Andrea,

Thank you for confirming the call on **Thursday 14 June, 2pm to 3pm**. Prof. Toope will participate by phone.

Kind regards,

Gerald

**Gerald Calderon**

Executive Assistant to the President

Office of the President

6328 Memorial Road | Vancouver, BC Canada V6T 1Z2

The University of British Columbia

Phone 604 822 5151 | Fax 604 822-5055



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

---

**From:** Berkes, Andrea AVED:EX [<mailto:Andrea.Berkes@gov.bc.ca>]

**Sent:** May-28-12 1:44 PM

**To:** Berkes, Andrea AVED:EX; Thompson, Joseph AVED:EX; Rasnick, Deborah AVED:EX; 'iwama@unbc.ca'; 'mark.evered@ufv.ca'; 'davidross@langara.bc.ca'; 'don\_wright@bcit.ca'; Toope, Stephen; 'kkinloch@vcc.ca'; 'jhamilton@okanagan.bc.ca'

**Cc:** 'Anne Rushton'; 'david\_karppinen@bcit.ca'; Calderon, Gerald; 'Mary Yu'; 'jcampbell@okanagan.bc.ca'; 'kjang@langara.bc.ca'; 'dfalcon@langara.bc.ca'

**Subject:** RE: Meeting: Post Secondary Sector Shared Services

And for those who are available to attend in person, the meeting will take place in room 326 of St. Ann's Academy located at 835 Humboldt Street in Victoria.

---

**From:** Berkes, Andrea AVED:EX

**Sent:** Monday, May 28, 2012 1:41 PM

**To:** Thompson, Joseph AVED:EX; Rasnick, Deborah AVED:EX; 'iwama@unbc.ca'; 'mark.evered@ufv.ca'; 'davidross@langara.bc.ca'; 'don\_wright@bcit.ca'; 'stephen.toope@ubc.ca'; 'kkinloch@vcc.ca'; 'jhamilton@okanagan.bc.ca'

**Cc:** 'Anne Rushton'; 'david\_karppinen@bcit.ca'; 'gerald.calderon@ubc.ca'; 'Mary Yu'; 'jcampbell@okanagan.bc.ca'; 'kjang@langara.bc.ca'; 'dfalcon@langara.bc.ca'

**Subject:** RE: Meeting: Post Secondary Sector Shared Services

Following my email of May 23<sup>rd</sup> I'm pleased to confirm that the Post Secondary Sector Shared Services meeting will take place on June 14<sup>th</sup> from 2:00 – 3:00pm.

We would welcome your attendance in person if your scheduled permits or via teleconference at the following number:

Dial-in: s.15

Conference ID s.15

Moderator: Cheryl Wenezenki-Yolland

We are aware that a few members were not available on this date. Should your schedule change between now and June 14<sup>th</sup> please let me know.

Please confirm whether you will be participating in person or via teleconference. Thanks.

---

**From:** Berkes, Andrea AVED:EX

**Sent:** Wednesday, May 23, 2012 4:26 PM

**To:** 'iwama@unbc.ca'; 'mark.evered@ufv.ca'; 'davidross@langara.bc.ca'

**Cc:** 'don\_wright@bcit.ca'; 'david\_karppinen@bcit.ca'; 'stephen.toope@ubc.ca'; 'gerald.calderon@ubc.ca'; 'kkinloch@bcc.ca'; 'myu@vcc.ca'; 'jhamilton@okanagan.bc.ca'; 'jcampbell@okanagan.bc.ca'

**Subject:** Meeting: Post Secondary Sector Shared Services

In follow up to the email you received on May 23, 2012 from Cheryl Wenezenki-Yolland regarding Post Secondary Sector Shared Services, I am contacting you for your availability to attend a meeting (or participate via teleconference) to finalize the approach and the Terms of Reference.

The two meeting dates / times being proposed are:

June 8 – between 9:00 – 11:00AM

June 14 - between 2:00 – 3:00pm

An RSVP by Noon on Friday May 25<sup>th</sup> would be greatly appreciated.

**Andrea Berkes** ♦ Senior Executive Assistant ♦ Deputy Minister's Office  
♦ Ministry of Advanced Education ♦ 3rd Floor, 835 Humboldt Street, Victoria BC, V8W 9T6  
♦ Tel: (250) 356-5173 ♦ Fax: (250) 356-5468 ♦ Email: [andrea.berkes@gov.bc.ca](mailto:andrea.berkes@gov.bc.ca)

**Thompson, Joseph AVED:EX**

---

**From:** Stewart, Pam JTI:EX  
**Sent:** Tuesday, June 12, 2012 6:03 PM  
**To:** Thompson, Joseph AVED:EX  
**Subject:** Talking points for Executive Committee meeting

Hi Joe,

I have sent the note below to Andrew asking for talking points about Deloitte and the project approach.

As discussed, here are other suggested talking points for the Executive Committee meeting:

s.13

Pam.

---

**From:** Stewart, Pam JTI:EX  
**Sent:** June 12, 2012 5:38 PM  
**To:** [amedd@deloitte.ca](mailto:amedd@deloitte.ca)  
**Cc:** [amawright@deloitte.ca](mailto:amawright@deloitte.ca)  
**Subject:** Talking points about Deloitte and approach

*Pam Stewart:*  
*Skills Canada - Sustainability strategy + tactical plan*  
*BC Campus - governance + accountability framework*  
*1 Northern Collaborative Initiative - Proj Mgmt*  
*PSSG - Business Redesign*  
\*AED-2012-00075  
Page 906

Hi Andrew,

s.17, s.21

Thank you, Andrew.

Pam.

---

**Pam Stewart**

B.A., LL.B., PMP, Stanford Certified PM, MCBA

(250) 380-7753 | [Pam.Stewart@gov.bc.ca](mailto:Pam.Stewart@gov.bc.ca)

Website: [www.pstewart.com](http://www.pstewart.com)

**Comolli, Catherine M AVED:EX**

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**From:** Thompson, Joseph AVED:EX  
**Sent:** Wednesday, June 13, 2012 2:33 PM  
**To:** Comolli, Catherine M AVED:EX  
**Subject:** FW: Talking points about Deloitte and approach

*Joe*

*"Providing Excellence in Service to Help our Clients Succeed"*

---

**From:** Stewart, Pam JTI:EX  
**Sent:** Wednesday, June 13, 2012 2:12 PM  
**To:** Thompson, Joseph AVED:EX  
**Subject:** FW: Talking points about Deloitte and approach

Hi Joe,

s.17, s.21

Pam

---

**From:** Medd, Andrew (CA - British Columbia) [amedd@deloitte.ca]  
**Sent:** June 13, 2012 12:32 PM  
**To:** Stewart, Pam JTI:EX  
**Cc:** Wright, Amanda R (CA - British Columbia); Evans, Iodi (CA - British Columbia)



Pages 909 through 910 redacted for the following reasons:

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s.17, s.21

## Brandt, Keely AEIT:EX

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**From:** Thompson, Joseph AVED:EX  
**Sent:** Monday, June 25, 2012 12:44 PM  
**To:** 'Evans, Jodi (CA - British Columbia)'  
**Cc:** Comolli, Catherine M AVED:EX  
**Subject:** RE: Service Delivery Transformation (SDT) Next Steps

Hi Jodi. I'm still waiting to hear back from Sarf. I talked to him this morning...he committed to getting back to me today.

*Joe*

*"Providing Excellence in Service to Help our Clients Succeed"*

---

**From:** Evans, Jodi (CA - British Columbia) [<mailto:jodieevans@deloitte.ca>]  
**Sent:** Monday, June 25, 2012 9:19 AM  
**To:** Thompson, Joseph AVED:EX  
**Cc:** Comolli, Catherine M AVED:EX  
**Subject:** FW: Service Delivery Transformation (SDT) Next Steps

Joe,

I tried ringing you but you were not in. I left a message with Catherine for you to give me a ring when you get a chance. I am wondering where things have landed with respect to my second bullet point below. Can you please let me know or give me a ring when you are free. My cell is always best

s.22

Thanks,

Jodi

---

**From:** Evans, Jodi (CA - British Columbia)  
**Sent:** Wednesday, June 20, 2012 11:55 AM  
**To:** [Joe.Thompson@gov.bc.ca](mailto:Joe.Thompson@gov.bc.ca)  
**Subject:** Service Delivery Transformation (SDT) Next Steps

Hi Joe,

Looks like things are in motion and we are moving forward. Our team is looking forward to the project. No doubt it will be challenging but it will also be fun.

I have a couple questions:

- The meeting 11-12 PM tomorrow to review the draft Steering Committee deck does not have a dial in #. Unfortunately, Andrew and I can't be in Victoria for that meeting so we will have to dial in. Can you please add one to the meeting or you can just call Andrew and I at my office # (604-601-3455) at 11 AM.
- The Statement of Work (SOW). Is there anything else you need from us to move this through the procurement process? If you have any questions on the SOW please let me know.

Thanks,

Jodi

Jodi Evans

Partner | Consulting

Deloitte

2800 - 1055 Dunsmuir Street, Vancouver, BC, V7X 1P4, Canada

Tel/Direct 604-601-3455 | Fax 604-899-8190 | Mobile s.22 (preferred)

[jodievs@deloitte.ca](mailto:jodievs@deloitte.ca) | [www.deloitte.ca](http://www.deloitte.ca)

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**Thompson, Joseph AVED:EX**

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**From:** Gruter-Andrew, Oliver <oliver.gruter-andrew@ubc.ca>  
**Sent:** Monday, July 2, 2012 10:39 AM  
**To:** Thompson, Joseph AVED:EX  
**Subject:** follow-up  
**Attachments:** Project timeline.pptx

Hi Joe, this is the promised follow up to the quick exchange on Friday.

To help me get going as your side-kick, I could probably do with a quick summary of the detailed activities that have taken place so far. I noticed on Thursday there were more follow-up meetings and dates being discussed between Jodi and Pam. It would be helpful to understand the extent to which everyone is already engaged. As I mentioned, I am meeting with Jodi and Joel on Tuesday PM to talk more about BCNET and to discuss the plan. Can we make time for a call this week? I can move some things around in my calendar Tuesday between 1 and 4, Wednesday between 9 and 11 and Thursday between 10 and 3. My office could arrange a video call if you like.

I debriefed the Thursday session with UBC's Director of Supply Management, Dennis Silva, and he is on board to join in the activities. He agrees that the right people in the room can quickly find where 80% of the cross-sector value is, through a facilitated discussion.

s.13, s.17

s.13, s.17

Oliver Grüter-Andrew  
Chief Information Officer  
The University of British Columbia



Page 915 redacted for the following reason:  
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s.13, s.17

**From:** Stewart, Pam JTI:EX  
**Sent:** Friday, July 6, 2012 4:51 PM  
**To:** Stewart, Pam JTI:EX  
**Cc:** Comolli, Catherine M AVED:EX  
**Subject:** RE: Ready to distribute - Project update for Executive Committee  
**Attachments:** 2012-07-09 Project Update - Service Delivery Transformation.pdf; 2012-07-09 Project Update - Service Delivery Transformation.doc

Hi Joe,

If you haven't distributed the project update to the Executive Committee yet, attached is a revised one in Word and PDF formats. I've inserted Don Wright's July 11th presentation to the Leadership Council under "Highlights" and in the "Key Meetings" table.

Pam

---

**From:** Stewart, Pam JTI:EX  
**Sent:** July 6, 2012 10:20 AM  
**To:** Thompson, Joseph AVED:EX  
**Cc:** [oliver.gruter-andrew@ubc.ca](mailto:oliver.gruter-andrew@ubc.ca)  
**Subject:** Ready to distribute - Project update for Executive Committee

Hi Joe,

Attached is the revised Project Update for the Executive Committee in Word and PDF formats. Unless you have any edits, it's ready to be sent out.

I have changed section 1(d) and the meeting schedule at section 4 to reflect Oliver's information about the CIOs meeting on July 10th.

Andrew Medd had no changes. He said: "Looks good. I think will give the EC a good amount of information in just a few pages."

Pam

---

**Pam Stewart**  
B.A., LL.B., PMP, Stanford Certified PM, MCBA  
(250) 380-7753 | [Pam.Stewart@gov.bc.ca](mailto:Pam.Stewart@gov.bc.ca)

## Brandt, Keely AEIT:EX

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**From:** Thompson, Joseph AVED:EX  
**Sent:** Monday, July 9, 2012 11:18 AM  
**To:** Black, Marc GCPE:EX  
**Cc:** Comolli, Catherine M AVED:EX  
**Subject:** FW: For review - Draft briefing for institutions, and draft Communication Plan  
**Attachments:** Institutions Briefing - Post Secondary Admin Service Delivery Transformation.pptx;  
Communication Plan - draft 2012-07-06 edits oga amedd.doc; Covering note for  
Communication Plan.docx

**Importance:** High

Hi Marc. Would you please review the attached communication plan information as soon as possible.

Thanks,

**Joe**

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s.13, s.17



---

**Pam Stewart**

B.A., LL.B., PMP, Stanford Certified PM, MCBA

(250) 380-7753 | [Pam.Stewart@gov.bc.ca](mailto:Pam.Stewart@gov.bc.ca)

---

**From:** Thompson, Joseph AVED:EX

**Sent:** July 9, 2012 8:25 AM

**To:** Stewart, Pam JTI:EX

**Subject:** RE: For review - Draft briefing for institutions to use

Pam, would you please send me the final version of this material.

Thanks,

*Joe*

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---

**From:** Stewart, Pam JTI:EX

**Sent:** Friday, July 6, 2012 6:14 AM

**To:** [oliver.gruter-andrew@ubc.ca](mailto:oliver.gruter-andrew@ubc.ca)

**Cc:** Thompson, Joseph AVED:EX

**Subject:** For review - Draft briefing for institutions to use

Hi Oliver,

In follow-up to the June 28th Steering Committee meeting, attached for your review is a draft Project Briefing presentation for the Steering Committee members to use in briefing their teams. We would like to try to finalize this by the end of day today. Thank you.

Pam.

---

**Pam Stewart**

B.A., LL.B., PMP, Stanford Certified PM, MCBA

(250) 380-7753 | [Pam.Stewart@gov.bc.ca](mailto:Pam.Stewart@gov.bc.ca)

Steering Committee members,

As discussed at the kick-off meeting of the Post Secondary Sector Administrative Service Delivery Transformation project on June 28th, attached are:

- a PowerPoint presentation that you can use to brief your institution teams about the project, and
- a draft Communication Plan for your review. Please provide your comments to Pam Stewart, Project Director, [Pam.Stewart@gov.bc.ca](mailto:Pam.Stewart@gov.bc.ca) by end of day Tuesday, July 17th.

Thank you,

***Joe Thompson***  
Steering Committee Co-Chair

***Oliver Grüter-Andrew***  
Steering Committee Co-Chair

---

Executive Committee members,

Attached for your review is a draft Communication Plan for the Post Secondary Sector Administrative Service Delivery Transformation project. Please provide your comments to Pam Stewart, Project Director, [Pam.Stewart@gov.bc.ca](mailto:Pam.Stewart@gov.bc.ca) by end of day Tuesday, July 17th.

Thank you,

***Joe Thompson***  
Steering Committee Co-Chair

***Oliver Grüter-Andrew***  
Steering Committee Co-Chair

## Brandt, Keely AEIT:EX

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**From:** Thompson, Joseph AVED:EX  
**Sent:** Monday, July 9, 2012 8:05 AM  
**To:** Comolli, Catherine M AVED:EX  
**Subject:** FW: Materials for mailout to Steering Committee  
**Attachments:** Steering Committee covering note - FINAL.docx; Post Secondary ASDT - Steering Committee Meeting - Project Overview - FINAL.pdf

*Joe*

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**From:** Stewart, Pam JTI:EX  
**Sent:** Thursday, July 5, 2012 11:23 AM  
**To:** Thompson, Joseph AVED:EX  
**Cc:** Comolli, Catherine M AVED:EX  
**Subject:** Materials for mailout to Steering Committee

Hi Joe,

Attached are the final materials arising from the June 28th Steering Committee meeting:

- covering e-mail note to the Steering Committee
- updated PowerPoint slides.

FYI, page 8 of the PowerPoint slides was updated this morning to include your latest tentative dates for the Executive Committee meetings.

These materials are now ready for you to send to the Steering Committee.

Pam.

---

**Pam Stewart**

B.A., LL.B., PMP, Stanford Certified PM, MCBA  
(250) 380-7753 | [Pam.Stewart@gov.bc.ca](mailto:Pam.Stewart@gov.bc.ca)

**From:** Stewart, Pam JTI:EX  
**Sent:** Wednesday, July 11, 2012 4:29 PM  
**To:** Comolli, Catherine M AVED:EX  
**Subject:** RE: STATUS PLEASE: Communications Plan

Hi Catherine,

**Communication Plan:**

The draft Communication Plan is currently with Marc Black for review. Joe has said that it will be sent to me tomorrow (Thursday) morning.

There will be 2 mailouts from the Steering Committee Co-Chairs (Joe and Oliver):

1. The project's Executive Committee will receive the Communication Plan. I will give you the wording for the covering e-mail note. Joe says this is a sensitive document therefore it should only go to the Committee members and not their admin support staff.
2. The Steering Committee will receive the Communication Plan, and a Project Briefing PowerPoint presentation, both attached to the same e-mail note. I will give you the wording for the e-mail message. This should go only to the Steering Committee members. Exception s.22

s.22

I'll give you all these materials when I receive the Communication Plan from Marc Black.

**Regular Status Reports:**

1. There will be **bi-weekly** status reports to be sent out on Thursdays beginning July 19th from the Steering Committee Co-Chairs to Executive Committee; Steering Committee; the Presidents, VPs of Finance and CIOs of the other institutions; and the Presidents of the 3 associations (BCAIU, BCC and RUCBC). This distribution list will be confirmed after the Executive Committee and Steering Committee send me comments about the Communication Plan (deadline July 18th). I will provide the final status report and the wording for the covering e-mail note.
2. The status reports to the Steering Committee to be sent out separately from the above list. These reports will be distributed to the Steering Committee **weekly** on Thursdays beginning tomorrow. The attachments will be a status report that I will provide from Deloitte, and the bi-weekly status report mentioned above on alternate weeks. I will provide the final status reports and the wording for the covering e-mail note.

Don't hesitate to contact me if you have questions. Thank you, Catherine.

Pam.

**From:** Comolli, Catherine M AVED:EX  
**Sent:** July 11, 2012 3:55 PM  
**To:** Stewart, Pam JTI:EX  
**Subject:** STATUS PLEASE: Communications Plan

Hi Pam,

Joe mentioned to me that you were going to put together a schedule re communication around the Administrative Service Delivery Transformation project. I would appreciate it if you could please let me know the status of that document.

With thanks,

Catherine  
**Catherine Comolli**  
Executive Administrative Assistant  
Student Services and Sector Resource Management Division  
Ministry of Advanced Education  
3rd Floor, 835 Humboldt Street  
Victoria BC V8W 9N3  
Tel: (250) 356-2496  
Fax: (250) 356-5468

## Brandt, Keely AEIT:EX

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**From:** Thompson, Joseph AVED:EX  
**Sent:** Thursday, July 12, 2012 4:10 PM  
**To:** 'Eileen Bray'; 'Robert L. Eby'; 'teslak@cotr.bc.ca'; 'pat\_hibbitts@sfu.ca'; 'roy.daykin@langara.bc.ca'; 'Doug Callbeck'; 'lomelinn@bcit.ca'; 'Pat Eagar'; Perrey, Jordan AVED:EX; Rasnick, Deborah AVED:EX  
**Cc:** 'Gruter-Andrew, Oliver (oliver.gruter-andrew@ubc.ca)'; Stewart, Pam JTI:EX; 'Medd, Andrew (CA - Vancouver) (amedd@deloitte.ca)'  
**Subject:** Post-Secondary Sector Administrative Service Delivery Transformation Project  
**Attachments:** 2012-07-09 Project Update - Service Delivery Transformation.pdf; Status Report - Week Ending Jul 6.xlsx; Communication Plan - DRAFT - 07-12-2012.docx

Steering Committee Members,

Attached are the following materials for the Post-Secondary Sector Administrative Service Delivery Transformation project:

- The draft Communication Plan for your review. We wish to emphasize this document is very preliminary and should be treated as confidential. Please provide your comments via email to Pam Stewart, Project Director, at [Pam.Stewart@gov.bc.ca](mailto:Pam.Stewart@gov.bc.ca) by end of day Thursday July 19;
- A copy of the Project Update which was provided to the Executive Committee on July 9; and
- A weekly status report, which includes a detailed project plan and a list of meetings and interviews.

Thank you,

**Joe Thompson**  
Steering Committee Co-Chair

**Oliver Grüter-Andrew**  
Steering Committee Co-Chair

## Brandt, Keely AEIT:EX

---

**From:** David Karppinen [David\_Karppinen@bcit.ca]  
**Sent:** Thursday, July 12, 2012 3:56 PM  
**To:** Comolli, Catherine M AVED:EX  
**Subject:** FW: Administrative Service Delivery Transformation ~ Terms of Reference  
**Attachments:** signature page.pdf

Hi Catherine,

Attached is the signature page with Don's signature included.

Thanks,

David

---

David Karppinen  
Executive Assistant to the President  
British Columbia Institute of Technology  
T: 604.432.8201

---

**From:** Thompson, Joseph AVED:EX [<mailto:Joe.Thompson@gov.bc.ca>]  
**Sent:** Thursday, July 05, 2012 2:12 PM  
**To:** 'davidross@langara.bc.ca'; 'Rushton@unbc.ca'; Wenezenki-Yolland, Cheryl AVED:EX; 'jhamilton@okanagan.bc.ca'; 'kkinloch@vcc.ca'; Don Wright; 'stephen.toope@ubc.ca'; 'mark.evered@ufv.ca'  
**Cc:** 'Gruter-Andrew, Oliver ([oliver.gruter-andrew@ubc.ca](mailto:oliver.gruter-andrew@ubc.ca))'; 'jill.smith@ufv.ca'; 'dfalcon@langara.bc.ca'; Berkes, Andrea AVED:EX; 'jcampbell@okanagan.bc.ca'; 'myu@vcc.ca'; David Karppinen; 'gerald.calderon@ubc.ca'; Comolli, Catherine M AVED:EX  
**Subject:** Administrative Service Delivery Transformation ~ Terms of Reference

Good afternoon,

Please find attached the final Administrative Service Delivery Transformation Terms of Reference for your review and approval. The final version incorporates changes stemming from the Executive Committee meeting on June 14, 2012. In addition, the following statement has been included: "Members of the Executive Committee will not delegate their role or attendance at meetings".

On June 26, 2012, the Steering Committee met and elected Oliver Grüter-Andrew and myself as Steering Committee co-chairs. This has been reflected in the Terms of Reference.

To enable signatures to be collected in a timely manner, a separate signature page has been provided which can be signed or imbedded with your electronic signature, saved in PDF format, then returned to our office.

I would appreciate it if you would please return the signature page via email to [Catherine.Comolli@gov.bc.ca](mailto:Catherine.Comolli@gov.bc.ca). Once all signatures have been received, a fully executed PDF version of the TOR will be provided to you.

In response to getting the Executive Committee calendar in place, we are proposing bi-weekly written status updates beginning Friday July 6, with in-person status updates provided at the Executive Committee meetings tentatively scheduled for Thursday July 19, Thursday August 16, and Thursday September 6.

Thank you for your support of this important initiative.

Regards,

***Joe Thompson***

Steering Committee Co-Chair

***Oliver Grüter-Andrew***

Steering Committee Co-Chair



## Brandt, Keely AEIT:EX

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**From:** Stewart, Pam JTI:EX  
**Sent:** Saturday, July 14, 2012 12:17 PM  
**To:** Comolli, Catherine M AVED:EX  
**Subject:** RE: Communication Plan for Executive Committee

Hi Catherine,

Thanks for this info. The draft covering e-mail note asks for feedback from the Executive Committee by Thursday, July 19th (same deadline as for the Steering Committee). This deadline should be extended for the Executive Committee to give them a week to review.

Pam

---

**From:** Comolli, Catherine M AVED:EX  
**Sent:** July 14, 2012 8:26 AM  
**To:** Stewart, Pam JTI:EX  
**Cc:** Thompson, Joseph AVED:EX  
**Subject:** RE: Communication Plan for Executive Committee

Good morning Pam,

This documentation has not yet been sent --- I will be meeting with Joe on Monday morning and will discuss with him at that time.

Thank you.

Catherine

***Catherine Comolli***

Executive Administrative Assistant  
Student Services and Sector Resource Management Division  
Ministry of Advanced Education  
3rd Floor, 835 Humboldt Street  
Victoria BC V8W 9N3

Tel: (250) 356-2496  
Fax: (250) 356-5468

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**From:** Stewart, Pam JTI:EX  
**Sent:** Friday, July 13, 2012 4:35 PM  
**To:** Thompson, Joseph AVED:EX  
**Cc:** Comolli, Catherine M AVED:EX  
**Subject:** Communication Plan for Executive Committee

Hi Joe,

I saw that you distributed the Communication Plan and status reports to the Steering Committee. But I didn't see the Communication Plan go out to the Executive Committee. Was it sent? If not, attached is the wording for the covering e-mail note.

Pam.

---

**Pam Stewart**

B.A., LL.B., PMP, Stanford Certified PM, MCBA  
(250) 380-7753 | [Pam.Stewart@gov.bc.ca](mailto:Pam.Stewart@gov.bc.ca)

Pages 928 through 929 redacted for the following reasons:

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s.13, s.17, s.21

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## Brandt, Keely AEIT:EX

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**From:** Thompson, Joseph AVED:EX  
**Sent:** Wednesday, July 18, 2012 9:05 AM  
**To:** Comolli, Catherine M AVED:EX  
**Subject:** FW: All-sector meeting materials  
**Attachments:** Post Secondary Administrative Service Delivery Transformation - All Sector Project Update.pptx

*Joe*

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---

**From:** Thompson, Joseph AVED:EX  
**Sent:** Wednesday, July 18, 2012 8:55 AM  
**To:** 'Medd, Andrew (CA - Vancouver) ([amedd@deloitte.ca](mailto:amedd@deloitte.ca))'  
**Cc:** Stewart, Pam JTI:EX  
**Subject:** FW: All-sector meeting materials

Minor change to first bullet on slide 1...

*Joe*

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---

**From:** Medd, Andrew (CA - British Columbia) (<mailto:amedd@deloitte.ca>)  
**Sent:** Tuesday, July 17, 2012 8:40 PM  
**To:** Thompson, Joseph AVED:EX; Gruter-Andrew, Oliver ([oliver.gruter-andrew@ubc.ca](mailto:oliver.gruter-andrew@ubc.ca)); Stewart, Pam JTI:EX  
**Cc:** Evans, Jodi (CA - British Columbia)  
**Subject:** All-sector meeting materials

Hi there,

Attached is the draft presentation for the all-sector meeting taking place on Thursday. As we discussed, I have made a few minor updates to the project briefing package Pam developed and sent to the Steering Committee members. This way we are keeping the materials consistent across our various communications. The Steering Committee and the other institutions will have the same information.

Please feel free to make any changes you see as necessary before this is distributed tomorrow morning. I wasn't sure if you wanted to include more details about the Executive Committee meetings on the next steps slide. I will be in the ancillary services workshop tomorrow morning so won't be able to make any changes before this is sent to the group. I would recommend sending it as a PDF.

We didn't get a chance to talk specifically about roles at the meeting but I think the following would make sense. Please let me know if you would like to adjust.

- Introduction to the meeting – Joe/Oliver
- Project background/objectives (slides 1-3) – Joe/Oliver (I can also talk to these slides if you would prefer)
- Project overview (slides 4-7) – Andrew
- Project governance (slides 8-9) – Joe/Oliver
- Project next steps (slide 10) – Andrew
- Close – Joe/Oliver

As we discussed, I think it makes sense to take questions throughout so we can provide the clarity that the group is looking for.

Cheers,  
Andrew

**Andrew Medd**

Consulting  
Deloitte

737 Yates Street, Suite 300, Victoria, BC V8W 1L6

**NEW: Tel/Direct 250-978-4436** | Fax 778-374-0497 | **NEW: Mobile**

[amedd@deloitte.ca](mailto:amedd@deloitte.ca) | [@amedd](#)

Assistant: Christine McLenan | 604-640-4964 | [cmclenan@deloitte.ca](mailto:cmclenan@deloitte.ca)

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s.22

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## Brandt, Keely AEIT:EX

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**From:** Thompson, Joseph AVED:EX  
**Sent:** Friday, July 20, 2012 2:03 PM  
**To:** Comolli, Catherine M AVED:EX  
**Subject:** FW: shared services

*Joe*

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---

**From:** Rongve, Ian AVED:EX  
**Sent:** Wednesday, July 18, 2012 11:29 AM  
**To:** Thompson, Joseph AVED:EX  
**Subject:** shared services

Hi Joe

s.13

thanks,

Ian Rongve  
Assistant Deputy Minister  
Sector Strategy and Quality Assurance  
Ministry of Advanced Education  
Cell: s.22

## Brandt, Keely AET:EX

---

**From:** Evans, Jodi (CA - British Columbia) [jodievens@deloitte.ca]  
**Sent:** Tuesday, July 24, 2012 4:01 PM  
**To:** Comolli, Catherine M AVED:EX  
**Subject:** RE: Signed Contract: C13/4313

Catherine,

I was hoping that you could send me the version that has both the Deloitte and Ministry signature.

Thanks,

Jodi

---

**From:** Mangialardo, Lorri (CA - Toronto)  
**Sent:** Wednesday, July 18, 2012 9:05 AM  
**To:** [Catherine.Comolli@gov.bc.ca](mailto:Catherine.Comolli@gov.bc.ca)  
**Cc:** Evans, Jodi (CA - British Columbia)  
**Subject:** Signed Contract: C13/4313

Hello Catherine,

On behalf of Jodie Evans, please find the attached signed Contract as requested. We will courier this original document to you today.

Thank you.

**Lorri Mangialardo**  
Administrative Assistant  
Deloitte.  
30 Wellington St. W.  
PO Box 400, Stn Commerce Court  
Toronto, ON M5L 3G7  
Tel/Direct 416-874-3261 | Fax 416-874-4300  
[lmangialardo@deloitte.ca](mailto:lmangialardo@deloitte.ca) | [www.deloitte.ca](http://www.deloitte.ca)  
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**From:** Comolli, Catherine M AVED:EX [<mailto:Catherine.Comolli@gov.bc.ca>]  
**Sent:** Tuesday, July 17, 2012 11:54 AM  
**To:** Evans, Jodi (CA - British Columbia)  
**Subject:** Contract: C13/4313

Good morning Jodi,

Per Joe Thompson's request, attached is the above noted contract for your signature. I would appreciate it if you could please return a PDF copy via email to me, and the signed original in the mail. I would appreciate it if you would please ensure that each page is also initialled on the lower right corner.

With thanks,



Catherine

***Catherine Comolli***

Executive Administrative Assistant  
Student Services and Sector Resource Management Division  
Ministry of Advanced Education  
PO Box 9134 Stn Prov Govt  
3rd Floor, 835 Humboldt Street  
Victoria BC V8W 9N3

Tel: (250) 356-2496

Fax: (250) 356-5468

## Brandt, Keely AEIT:EX

---

**From:** Evans, Jodi (CA - British Columbia) [jodievens@deloitte.ca]  
**Sent:** Friday, July 27, 2012 8:00 AM  
**To:** Comolli, Catherine M AVED:EX  
**Cc:** Thompson, Joseph AVED:EX  
**Subject:** FW: Signed Contract: C13/4313  
**Attachments:** Signed Contract C13\_4313.pdf

Catherine,

Can you please let me know status of the attached. I am hoping to get a signed version back today if at all possible.

Thanks,

Jodi

---

**From:** Mangialardo, Lorri (CA - Toronto)  
**Sent:** Wednesday, July 18, 2012 9:05 AM  
**To:** [Catherine.Comolli@gov.bc.ca](mailto:Catherine.Comolli@gov.bc.ca)  
**Cc:** Evans, Jodi (CA - British Columbia)  
**Subject:** Signed Contract: C13/4313

Hello Catherine,

On behalf of Jodie Evans, please find the attached signed Contract as requested. We will courier this original document to you today.

Thank you.

**Lorri Mangialardo**  
Administrative Assistant  
Deloitte.  
30 Wellington St. W.  
PO Box 400, Stn Commerce Court  
Toronto, ON M5L 3G7  
Tel/Direct 416-874-3261 | Fax 416-874-4300  
[lmangialardo@deloitte.ca](mailto:lmangialardo@deloitte.ca) | [www.deloitte.ca](http://www.deloitte.ca)  
[Twitter](#) | [Facebook](#) | [LinkedIn](#) | [RSS](#) | [YouTube](#)

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**From:** Comolli, Catherine M AVED:EX [<mailto:Catherine.Comolli@gov.bc.ca>]  
**Sent:** Tuesday, July 17, 2012 11:54 AM  
**To:** Evans, Jodi (CA - British Columbia)  
**Subject:** Contract: C13/4313

Good morning Jodi,

Per Joe Thompson's request, attached is the above noted contract for your signature. I would appreciate it if you could please return a PDF copy via email to me, and the signed original in the mail. I would appreciate it if you would please ensure that each page is also initialled on the lower right corner.

With thanks,

Catherine

***Catherine Comolli***

Executive Administrative Assistant  
Student Services and Sector Resource Management Division  
Ministry of Advanced Education  
PO Box 9134 Stn Prov Govt  
3rd Floor, 835 Humboldt Street  
Victoria BC V8W 9N3

Tel: (250) 356-2496

Fax: (250) 356-5468

---

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## Brandt, Keely AEIT:EX

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**From:** Stewart, Pam JTI:EX  
**Sent:** Monday, July 23, 2012 3:04 PM  
**To:** Eileen Bray  
**Cc:** Thompson, Joseph AVED:EX; Comolli, Catherine M AVED:EX  
**Subject:** RE: Debrief re Administrative Service Delivery Transformation  
**Attachments:** 07-19-12 - Agenda.docx; Post Secondary Administrative Service Delivery Transformation - All Sector Project Update - 07-19-12 Meeting.pptx; Notes from July 19th all-sector meeting.docx

Hi Eileen,

Attached are my notes from the all-sector meeting held on Thursday, July 19th. An overview will be included in the next Project Update.

Also attached are the PowerPoint presentation and agenda that were distributed in advance of the meeting.

Pam.

---

**From:** Eileen Bray [Eileen.Bray@unbc.ca]  
**Sent:** July 20, 2012 4:15 PM  
**To:** Comolli, Catherine M AVED:EX  
**Cc:** Stewart, Pam JTI:EX; Thompson, Joseph AVED:EX  
**Subject:** Re: Debrief re Administrative Service Delivery Transformation

Hi Catherine

Thanks for the update. I will watch for Pam's email.

Eileen

---

**From:** Comolli, Catherine M AVED:EX [<mailto:Catherine.Comolli@gov.bc.ca>]  
**Sent:** Friday, July 20, 2012 03:10 PM  
**To:** Eileen Bray  
**Cc:** Stewart, Pam JTI:EX <[Pam.Stewart@gov.bc.ca](mailto:Pam.Stewart@gov.bc.ca)>; Thompson, Joseph AVED:EX <[Joe.Thompson@gov.bc.ca](mailto:Joe.Thompson@gov.bc.ca)>  
**Subject:** Debrief re Administrative Service Delivery Transformation

Hi Eileen,

Joe has been asked to attend a DM meeting on Monday which conflicts with his scheduled call with you. To ensure that you receive a timely debrief, Pam Stewart (Project Director reporting to the Steering Committee Co-Chairs) has been asked to provide you with an email update. My apologies for having to cancel the conference call.

Catherine

**Catherine Comolli**

Executive Administrative Assistant  
Student Services and Sector Resource Management Division  
Ministry of Advanced Education  
3rd Floor, 835 Humboldt Street  
Victoria BC V8W 9N3

Tel: (250) 356-2496  
Fax: (250) 356-5468

## **Thompson, Joseph AVED:EX**

---

**From:** Stewart, Pam JTI:EX  
**Sent:** Wednesday, July 25, 2012 10:05 AM  
**To:** 'Eileen Bray'; 'Robert L. Eby'; 'teslak@cotr.bc.ca'; 'pat\_hibbitts@sfu.ca'; 'roy.daykin@langara.bc.ca'; 'Doug Callbeck'; 'lomelinn@bcit.ca'; 'Pat Eagar'; Perrey, Jordan AVED:EX; Rasnick, Deborah AVED:EX  
**Cc:** 'Gruter-Andrew, Oliver (oliver.gruter-andrew@ubc.ca)'; Thompson, Joseph AVED:EX; Black, Marc GCPE:EX; kchandler@vcc.ca  
**Subject:** Administrative Service Delivery Transformation - Communications conf call

Steering Committee Members,

I am canvassing you for your opinion about a suggestion received from the Director of Marketing and Communications, and the Senior Public Affairs Advisor, at VCC.

It is suggested that a regular weekly conference call be held with a communication officer from each of the 25 institutions, and the Ministry's Communications Director. I would also attend on behalf of the project, initially as facilitator.

The purpose of the call would be to enable participants to share communication messaging in response to issues, e.g. communications to unions or the media.

The conference call would be held for half an hour each week but would end earlier if there are few issues to discuss; early in the day (8:30 or 9:00; not Monday or Friday. The calls would begin in August. The first one or two would be longer than half an hour. Attendance would be optional, but anyone attending must be on time and well briefed about the project.

It would be appreciated if you could give me your opinion about this by the end of the week. If you are in general agreement, I will invite the Steering Committee members and the VPs of Finance of the other institutions to name a communication representative.

Thank you for your consideration.

**Pam Stewart**  
Project Director  
Administrative Service Delivery Transformation Initiative  
(250) 380-7753 [Pam.Stewart@gov.bc.ca](mailto:Pam.Stewart@gov.bc.ca)  
Website: [www.pstewart.com](http://www.pstewart.com)

## Brandt, Keely AEIT:EX

---

**From:** Thompson, Joseph AVED:EX  
**Sent:** Thursday, August 2, 2012 8:56 AM  
**To:** Evans, Jodi (CA - British Columbia)  
**Cc:** Medd, Andrew (CA - British Columbia); Comolli, Catherine M AVED:EX  
**Subject:** Re: Deloitte Contract

It was sent last week, will follow up ASAP.

Sent from my iPhone

On 2012-08-01, at 11:46 PM, "Evans, Jodi (CA - British Columbia)" <[jodieevans@deloitte.ca](mailto:jodieevans@deloitte.ca)> wrote:

> Joe (Catherine),  
>  
> I am following up on the Deloitte contract for the Phase 0 wor<sup>s.21</sup> I signed it  
and sent it in on July 18th (see attached email). Can you let me know if it has been  
signed and if there is a contract #?  
>  
> Thanks,  
>  
> Jodi  
>  
>  
>  
> Jodi Evans  
> Partner | Consulting  
> Deloitte  
> 2800 - 1055 Dunsmuir Street, Vancouver, BC, V7X 1P4, Canada Tel/Direct  
> 604-601-3455 | Fax 604-899-8190 | Mobile<sup>s.22</sup> (preferred)  
> [jodieevans@deloitte.ca](mailto:jodieevans@deloitte.ca)<<mailto:jodieevans@deloitte.ca>> |  
> [www.deloitte.ca](http://www.deloitte.ca)<<http://www.deloitte.ca>>  
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immédiatement l'expéditeur par retour de courriel et supprimer ce message et tout document  
joint de votre système. Merci.  
> <Signed Contract: C13\_4313.eml>

Check with C.C re

Thompson, Joseph AVED:EX

From: Stewart, Pam JTI:EX  
Sent: Wednesday, August 15, 2012 10:50 AM  
To: Lorcan\_O'Melinn@bcit.ca  
Cc: oliver.gruter-andrew@ubc.ca; Thompson, Joseph AVED:EX  
Subject: FW: admin svces del trans project - telecon

status

Hi Lorcan,

At a planning meeting yesterday, it was decided that the project will schedule the following communications. Dates below are **tentative**:

- Biweekly Project Updates to all Presidents and VPs of Finance (including the Steering Committee), with a covering e-mail note asking the VPs of Finance to distribute to heads of HR and public affairs staff;
- A backgrounder document to the 3 employer organizations (PSEA, PSAC and UPSEA) re: the project's process, to be forwarded to their bargaining team members at their discretion;
- ✓ Aug. 30 - Steering Committee meeting re: Deloitte's directional findings;
- ✓ Sep. 6 - Executive Committee meeting re: Deloitte's directional findings;
- ✓ *Sep 11th* First or second week of Sep. - Meeting of VPs of Finance re: Deloitte's directional findings;
- Week of September 17 - Deloitte delivers draft report; *(18th)*
- Sep. 24-26 - Steering Committee meeting to walk through draft report; *Aruta Blair*
- *Oct 1st* Sep. 27 - Executive Committee meeting to walk through draft report; *Table Summary + draft report.*
- Early October - Briefing for VPs of Finance on draft report.

Given the above communications, it was decided that we will not need an all-sector HR meeting. We will ask the VPs of Finance to brief their institutions' participants including heads of HR.

We expect to firm up the above schedule this week. We will announce it in a Project Update.

Pam.

From: Gruter-Andrew, Oliver [oliver.gruter-andrew@ubc.ca]  
Sent: August 15, 2012 9:45 AM  
To: Lorcan O'Melinn; Stewart, Pam JTI:EX  
Subject: RE: admin svces del trans project - telecon

Hi Lorcan,

Pam is tracking all the dates; I'll let her respond. We figured yesterday that an all-HR call wasn't necessary after all because of the amount of information sent this week, but Pam can again highlight what was sent.

Pam, thank you.



Oliver Grüter-Andrew  
Chief Information Officer  
The University of British Columbia  
Tel: 604.827.4770

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**From:** Lorcan O'Melinn [mailto:Lorcan\_O'Melinn@bcit.ca]  
**Sent:** Wednesday, August 15, 2012 8:08 AM  
**To:** Gruter-Andrew, Oliver  
**Subject:** admin svces del trans project - telecon

Morning Oliver:  
Just wanted to check in on when the VP Fin and VP HR telecon was going to take place?  
Thanks  
Lorcan

Lorcan O'Melinn  
VP Finance and Administration  
British Columbia Institute of Technology  
Direct line 604 451-7138  
Fax line 604 432-7848  
Website [www.bcit.ca](http://www.bcit.ca)

Wed 5th

Pages 944 through 968 redacted for the following reasons:

-----

s.13, s.17

s.13, s.17, s.21

**McMahan, Alana AEIT:EX**

---

**From:** Brandt, Keely AVED:EX on behalf of Thompson, Joseph AVED:EX  
**Sent:** Friday, July 27, 2012 4:59 PM  
**To:** 'braye@unbc.ca'; 'rleby@okanagan.bc.ca'; 'teslak@cotr.bc.ca'; 'pat\_hibbitts@sfu.ca'; 'roy.daykin@langara.bc.ca'; 'dougcallbeck@vcc.ca'; 'lomelinn@bcit.ca'; 'pat.eagar@viu.ca'; Perrey, Jordan AVED:EX; 'oliver.gruter-andrew@ubc.ca'; Thompson, Joseph AVED:EX; 'ovpaf@viu.ca'; Stewart, Pam JTI:EX; 'amedd@deloitte.ca'; 'jodieevans@deloitte.ca'; 'leagen@okanagan.bc.ca'; 'lomelinn@bcit.ca'; 'lockie@camosun.ca'; 'cturner@capilanou.ca'; XT:Fahlman, Penny FIN:IN; 'teslak@cotr.bc.ca'; 'maynesk@douglascollege.ca'; 'mclifford@ecuad.ca'; 'lternoway@jibc.ca'; 'gordon.lee@kwantlen.ca'; 'roy.daykin@langara.bc.ca'; 'ccarson@nvit.bc.ca'; 'Carol.Baert@nic.bc.ca'; 'bdeinstadt@nbc.bc.ca'; 'csousa@nwcc.bc.ca'; 'rleby@okanagan.bc.ca'; XT:Tulip, Dan GCPE:IN; 'mdion@selkirk.ca'; 'pat\_hibbitts@sfu.ca'; 'cneufeld@tru.ca'; 'pierre.ouillet@ubc.ca'; 'jackie.hogan@ufv.ca'; 'braye@unbc.ca'; 'VPFO@uvic.ca'; 'dougcallbeck@vcc.ca'; 'pat.eagar@viu.ca'; 'ovpaf@viu.ca'; 'hartig0@unbc.ca'  
**Cc:** 'SOlive@okanagan.bc.ca'; 'bodnaruk@cotr.bc.ca'; 'MFiorucci@sfu.ca'; 'DSharan@langara.bc.ca'; 'vtran@vcc.ca'; 'Joanne\_Schaap@bcit.ca'; 'Janette.Polson@viu.ca'; 'Roberta.Bilous@viu.ca'; Thors, Leona AVED:EX; McMahan, Alana AVED:EX; 'wiginss@mail.ubc.ca'; Brandt, Keely AVED:EX; Comolli, Catherine M AVED:EX; 'sandy.wiggins@unbc.ca'; 'David\_karppinen@bcit.ca'; 'smedleyr@camosun.ca'; 'sbaker2@capilanou.ca'; 'kandolac1@cnc.bc.ca'; 'bodnaruk@cotr.bc.ca'; 'mcgeem@douglascollege.ca'; 'carina@ecuad.ca'; 'vjohnston@jibc.ca'; 'linda.gomes@kwantlen.ca'; 'dsharan@langara.bc.ca'; 'pabrown@nvit.bc.ca'; 'sue.bate@nic.bc.ca'; 'nblanchette@nbc.bc.ca'; 'amcdougall@nwcc.bc.ca'; 'soliver@okanagan.bc.ca'; 'Karen.mckeown@royalroads.ca'; 'mpoohachoff@selkirk.ca'; 'mavis\_macmillen@sfu.ca'; 'lwale@tru.ca'; 'Gerald.calderon@ubc.ca'; 'kasey.merriitt@ufv.ca'; 'presadmn@uvic.ca'; 'vtran@vcc.ca'; 'janette.polson@viu.ca'; Thompson, Joseph AVED:EX; 'oliver.gruter-andrew@ubc.ca'; 'ruth.wittenberg@ufv.ca'; 'JimReed@BCColleges.ca'; 'robin.ciceri@rucbc.ca'  
**Subject:** Administrative Service Delivery Transformation  
**Attachments:** Terms of Reference - FULLY EXECUTED.pdf; Communication Plan - Final - 27July2012.pdf

I am pleased to provide the attached signed Terms of Reference and the final Communication Plan for the Administrative Service Delivery Transformation Project. The Communication Plan is a key document to ensure appropriate and consistent messaging. This topic will be discussed further at the upcoming Steering Committee meeting.

Thank you,  
Joe Thompson  
A/Assistant Deputy Minister  
Student Services and Sector Resource Management Division  
Ministry of Advanced Education

## McMahan, Alana AVED:EX

---

**From:** Rasnick, Deborah AVED:EX  
**Sent:** Tuesday, April 3, 2012 8:47 AM  
**To:** Berkes, Andrea AVED:EX  
**Cc:** Brown, Susan B AVED:EX; McMahan, Alana AVED:EX; Comolli, Catherine M AVED:EX  
**Subject:** Leadership Council Materials - Shared Svcs Initiative Update  
**Attachments:** Attachments to PPT 12Apr03.pdf; Leadership Council update 12Apr03.pdf  
  
**Importance:** High  
**Sensitivity:** Confidential

Good morning, Andrea (and Susan).

Attached are the presentation materials for this afternoon's *Leadership Council*, on the topic of the new *Shared Services Initiative*. These materials speak to the initiative's envisioned high level framework and next steps.

Hardcopies of the PPT Handout (2 slides per page), and the related Attachments, will be provided for those attending in-person. My team will create 20 colour copies for me to bring in.

If you would please distribute these materials electronically later this morning, in particular for those Council members who will be attending the meeting remotely.

Many thanks,  
Deb

*Carpe Diem*

~~~~~

Deborah Rasnick, CGA
A/Chief Financial Officer and Executive Director
Post-Secondary Funding and Corporate Finance Branch
Ministry of Advanced Education
250.387.8820

Leadership begins when someone with deep personal convictions articulates a common longing and creates a realizable dream around it.

Rosa Harris-Adler

Pages 971 through 980 redacted for the following reasons:

s.12, s.13, s.17

s.13, s.17, s.21



August 3, 2012

Dr. David Ross
President
Langara College
100 West 49th Avenue
Vancouver, BC
V5Y 2Z6

Dear Dr. Ross:

Re: Administrative Service Delivery Transformation Project

It has come to our attention that you are part of the Executive Committee for the Post Secondary Sector Administrative Service Delivery Transformation Project. We understand this project has the Ministry of Education and twenty-five public post secondary institutions in British Columbia looking at opportunities for shared procurement and office administrative services.

In light of the fact our members at Langara College work in these areas and could be potentially impacted by a shared cross post secondary delivery model we are very troubled that our Union has not been briefed or made aware of this significant project.

Would you please provide CUPE 15 with complete information about this project as soon as possible. In order to represent our members fully we need to know its full scope and the work areas that are being reviewed. In addition, if there are minutes from meetings pertaining to this project we would appreciate receiving a copy.

I look forward to your prompt reply.

Yours truly,

Paul Faoro
President

bas
CEP L467-UW

copy: K. Currie, CUPE 15
L. Toderian, CUPE 15
S. Bankiner, CUPE 15
R. Noel, CUPE 15
E. Somers, CUPE 15
S. Zander, CUPE

Vancouver Municipal, Education and Community Workers
545 West 10th Avenue, Vancouver, British Columbia Canada V5Z 1K9 Tel 604.879.4671 Fax 604.879.7582
www.cupe15.org email@cupe15.org



Pages 982 through 985 redacted for the following reasons:

s.13

s.13, s.17

Brandt, Keely AEIT:EX

From: Anne Rushton [Anne.Rushton@unbc.ca]
Sent: Monday, July 9, 2012 3:44 PM
To: Thompson, Joseph AVED:EX
Cc: Comolli, Catherine M AVED:EX; Anne Rushton
Subject: RE: Administrative Service Delivery Transformation ~ Terms of Reference
Attachments: Project decision making George Iwama.PDF

Good afternoon,

As requested, please find attached, a copy of the the signature page with George Iwama's signature.

Please be advised Dr. Iwama is not available to attend the Executive Committee meetings tentatively scheduled on July 19 and August 16 due to prior commitments that cannot be rescheduled.

Lastly, could you please add George to your distribution list? His email address is iwama@unbc.ca

Thank you.

Anne

Anne Rushton
Executive Assistant to the President
University of Northern British Columbia
Telephone: (250) 960-5600

From: Thompson, Joseph AVED:EX [mailto:Joe.Thompson@gov.bc.ca]
Sent: Thursday, July 05, 2012 2:12 PM
To: 'davidross@langara.bc.ca'; Anne Rushton; Wenezenki-Yolland, Cheryl AVED:EX; 'jhamilton@okanagan.bc.ca'; 'kkinloch@vcc.ca'; 'don_wright@bcit.ca'; 'stephen.toope@ubc.ca'; 'mark.evered@ufv.ca'
Cc: 'Gruter-Andrew, Oliver (oliver.gruter-andrew@ubc.ca)'; 'jill.smith@ufv.ca'; 'dfalcon@langara.bc.ca'; Berkes, Andrea AVED:EX; 'jcampbell@okanagan.bc.ca'; 'myu@vcc.ca'; 'David_Karppinen@bcit.ca'; 'gerald.calderon@ubc.ca'; Comolli, Catherine M AVED:EX
Subject: Administrative Service Delivery Transformation ~ Terms of Reference

Good afternoon,

Please find attached the final Administrative Service Delivery Transformation Terms of Reference for your review and approval. The final version incorporates changes stemming from the Executive Committee meeting on June 14, 2012. In addition, the following statement has been included: "Members of the Executive Committee will not delegate their role or attendance at meetings".

On June 26, 2012, the Steering Committee met and elected Oliver Gruter-Andrew and myself as Steering Committee co-chairs. This has been reflected in the Terms of Reference.

To enable signatures to be collected in a timely manner, a separate signature page has been provided which can be signed or imbedded with your electronic signature, saved in PDF format, then returned to our office.

I would appreciate it if you would please return the signature page via email to Catherine.Comolli@gov.bc.ca. Once all signatures have been received, a fully executed PDF version of the TOR will be provided to you.

In response to getting the Executive Committee calendar in place, we are proposing bi-weekly written status updates beginning Friday July 6, with in-person status updates provided at the Executive Committee meetings tentatively scheduled for Thursday July 19, Thursday August 16, and Thursday September 6.

Thank you for your support of this important initiative.

Regards,

Joe Thompson
Steering Committee Co-Chair

Oliver Grüter-Andrew
Steering Committee Co-Chair

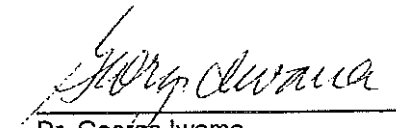
(a) **Project Decision-making**

- i. Decisions will be made at the Steering Committee level and will be:
 - based on the Principles defined in this document
 - binding upon all participants in the Initiative.
- ii. Decisions that cannot be reached at the Steering Committee level will be referred to the Steering Committee Co-Chairs, and then to the Executive Committee if necessary.

9 Approvals

Dr. Mark Evered
Chair
BC Association of Institutes and
Universities

Dr. David Ross
Chair
BC Colleges



Dr. George Iwama
Chair
The Research Universities'
Council of BC

Cheryl Wenezenki-Yolland
Deputy Minister
Ministry of Advanced Education

Joe Thompson
Acting Assistant Deputy Minister
Ministry of Advanced Education

Mr. Jim Hamilton
President
Okanagan College

Ms. Kathy Kinloch
President
Vancouver Community College

Mr. Don Wright
President
British Columbia Institute of
Technology

Prof. Stephen Toope
President
University of British Columbia

Brandt, Keely AEIT:EX

From: Calderon, Gerald [scheduler@exchange.ubc.ca]
Sent: Monday, July 9, 2012 3:30 PM
To: Comolli, Catherine M AVED:EX
Cc: Stevens, Patricia
Subject: RE: Administrative Service Delivery Transformation ~ Terms of Reference
Attachments: 1391_001.pdf

Dear Catherine,

Good afternoon. Attached is the signature page with Prof. Toope's signature.

For the proposed meeting dates for the Executive Committee, would you happen to have the time and duration for each meeting?

s.22

s.22

Thanks,

Gerald

Gerald Calderon
Executive Assistant to the President
Office of the President
6328 Memorial Road | Vancouver, BC Canada V6T 1Z2
The University of British Columbia
Phone 604 822 5151 | Fax 604 822-5055



a place of mind
THE UNIVERSITY OF BRITISH COLUMBIA

From: Thompson, Joseph AVED:EX [mailto:Joe.Thompson@gov.bc.ca]
Sent: July-05-12 2:12 PM
To: 'davidross@langara.bc.ca'; 'Rushton@unbc.ca'; Wenezenki-Yolland, Cheryl AVED:EX; 'jhamilton@okanagan.bc.ca'; 'kkinloch@vcc.ca'; 'don_wright@bcit.ca'; Toope, Stephen; 'mark.evered@ufv.ca'
Cc: Gruter-Andrew, Oliver; 'jill.smith@ufv.ca'; 'dfalcon@langara.bc.ca'; Berkes, Andrea AVED:EX; 'jcampbell@okanagan.bc.ca'; 'myu@vcc.ca'; 'David_Karppinen@bcit.ca'; Calderon, Gerald; Comolli, Catherine M AVED:EX
Subject: Administrative Service Delivery Transformation ~ Terms of Reference

Good afternoon,

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To enable signatures to be collected in a timely manner, a separate signature page has been provided which can be signed or imbedded with your electronic signature, saved in PDF format, then returned to our office.

I would appreciate it if you would please return the signature page via email to Catherine.Comolli@gov.bc.ca. Once all signatures have been received, a fully executed PDF version of the TOR will be provided to you.

AED-2012-00075
Page 989

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Thank you for your support of this important initiative.

Regards,

Joe Thompson
Steering Committee Co-Chair

Oliver Griiter-Andrew
Steering Committee Co-Chair

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9 Approvals

Dr. Mark Evered
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BC Association of Institutes and
Universities

Dr. David Ross
Chair
BC Colleges

Dr. George Iwama
Chair
The Research Universities'
Council of BC

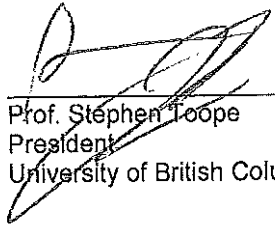
Cheryl Wenezenki-Yolland
Deputy Minister
Ministry of Advanced Education

Joe Thompson
Acting Assistant Deputy Minister
Ministry of Advanced Education

Mr. Jim Hamilton
President
Okanagan College

Ms. Kathy Kinloch
President
Vancouver Community College

Mr. Don Wright
President
British Columbia Institute of
Technology


Prof. Stephen Toope
President
University of British Columbia

Brandt, Keely AEIT:EX

From: Korena Jang [kjang@langara.bc.ca]
Sent: Thursday, July 12, 2012 11:03 AM
To: Comolli, Catherine M AVED:EX
Subject: Re: Administrative Service Delivery Transformation Executive Committee Meeting ~ July 19, Vancouver BC
Attachments: signature-ross.pdf

Hi Catherine,

Attached please find the Administrative Service Delivery Transformation TOR signature page with David Ross' signature affixed.

Thanks.

/k

Korena Jang
Manager, Executive and Board Operations
Office of the President and CEO
T 604.323.5374
F 604.323.5597
kjang@langara.bc.ca

Langara.

100 West 49th Avenue, Vancouver, BC, V5Y 2Z6

Please consider the environment before printing.

CONFIDENTIALITY: This e-mail may contain confidential or privileged information. If you are not the intended recipient, please notify us immediately and delete this email from your system.

On 11/07/2012 10:20 AM, Comolli, Catherine M AVED:EX wrote:
Good morning ladies,

Forwarded to you per the out-of-office message I received. I would appreciate it if you could please let me know David Ross' availability for this meeting.

With thanks,

Catherine

Catherine Comolli

Executive Administrative Assistant
Student Services and Sector Resource Management Division
Ministry of Advanced Education
3rd Floor, 835 Humboldt Street
Victoria BC V8W 9N3

Tel: (250) 356-2496
Fax: (250) 356-5468

From: Comolli, Catherine M AVED:EX
Sent: Wednesday, July 11, 2012 10:03 AM
To: 'jill.smith@ufv.ca'; 'dfalcon@langara.bc.ca'; 'jcampbell@okanagan.bc.ca'; 'myu@vcc.ca'; 'David.Karppinen@bcit.ca'; 'gerald.calderon@ubc.ca'; 'Rushton@unbc.ca'; Berkes, Andrea AVED:EX
Cc: 'Wiggins, Sandy'; Stewart, Pam JTI:EX
Subject: Administrative Service Delivery Transformation Executive Committee Meeting ~ July 19, Vancouver BC

AED-2012-00075

Page 002

Good morning,

As indicated in Joe Thompson's July 5, 2012 email to Executive Committee members (attached), the next meeting is scheduled for Thursday July 19, 2012. I would appreciate it if you could please confirm your members availability via return email for either a morning or afternoon meeting on that date. I expect the meeting will be approximately 2 hours in length.

I am in the process of securing a Vancouver location and in-person attendance is preferable but I also understand that it may not be possible for all members. To that end, I will ensure that there is conference call capabilities available.

With thanks,

Catherine

Catherine Comolli

Executive Administrative Assistant
Student Services and Sector Resource Management Division
Ministry of Advanced Education
3rd Floor, 835 Humboldt Street
Victoria BC V8W 9N3

Tel: (250) 356-2496

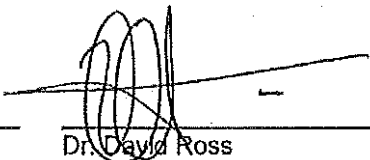
Fax: (250) 356-5468

(a) **Project Decision-making**

- i. Decisions will be made at the Steering Committee level and will be:
 - based on the Principles defined in this document
 - binding upon all participants in the Initiative.
- ii. Decisions that cannot be reached at the Steering Committee level will be referred to the Steering Committee Co-Chairs, and then to the Executive Committee if necessary.

9 Approvals

Dr. Mark Evered
Chair
BC Association of Institutes and
Universities



Dr. David Ross
Chair
BC Colleges

Dr. George Iwama
Chair
The Research Universities'
Council of BC

Cheryl Wenezenki-Yolland
Deputy Minister
Ministry of Advanced Education

Joe Thompson
Acting Assistant Deputy Minister
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Mr. Jim Hamilton
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Ms. Kathy Kinloch
President
Vancouver Community College

Mr. Don Wright
President
British Columbia Institute of
Technology

Prof. Stephen Toope
President
University of British Columbia

Brandt, Keely AEIT:EX

From: Gruter-Andrew, Oliver [oliver.gruter-andrew@ubc.ca]
Sent: Tuesday, July 3, 2012 3:52 PM
To: Comolli, Catherine M AVED:EX
Subject: RE: EMAIL FOR YOUR APPROVAL: Administrative Service Deliver Transformation ~ Terms of Reference

Thank you, Catherine. Depending on the detailed approach taken for the project some of the very detailed timelines may shift a little, but I think they will do that anyways. As a Terms of Reference document this looks fine to me and can go ahead. Thanks.

Oliver Grüter-Andrew
Chief Information Officer
The University of British Columbia
Tel: 604.827.4770
Information Technology | Engage.Envision.Enable

From: Comolli, Catherine M AVED:EX [mailto:Catherine.Comolli@gov.bc.ca]
Sent: Tuesday, July 03, 2012 11:24 AM
To: Gruter-Andrew, Oliver
Subject: EMAIL FOR YOUR APPROVAL: Administrative Service Deliver Transformation ~ Terms of Reference

Good morning Mr. Grüter-Andrew,

Per Joe Thompson's request, the following email is forwarded for your review and approval. One you have approved, I will send under Joe's email to all signatories on the document with a copy to you.

With thanks,

Catherine

Catherine Comolli
Executive Administrative Assistant
Student Services and Sector Resource Management Division
Ministry of Advanced Education
3rd Floor, 835 Humboldt Street
Victoria BC V8W 9N3

Tel: (250) 356-2496
Fax: (250) 356-5468

Good afternoon,

Attached please find the final Administrative Service Delivery Transformation Terms of Reference for your review and approval. To enable signatures to be collected in a timely manner, a separate signature page has been provided which can be signed or imbedded with your electronic signature, saved in PDF format, then returned to our office.

I would appreciate it if you would please return the signature page via email to Catherine.Comolli@gov.bc.ca. Once all signatures have been received, a fully executed PDF version of the TOR will be provided to you.

Thank you for your support of this important initiative.

Regards,

Joe Thompson

Andrew

Acting Assistant Deputy Minister

Information Officer

Student Services and Sector Resource Management Division

University of British Columbia

Ministry of Advanced Education

Oliver Grüter-

Chief

The

Page 997 redacted for the following reason:

s.13, s.17

Brandt, Keely AED:EX

From: Joanna Campbell [jcampbell@okanagan.bc.ca] on behalf of Jim Hamilton [jhamilton@okanagan.bc.ca]
Sent: Friday, July 6, 2012 11:53 AM
To: Comolli, Catherine M AED:EX
Subject: FW: Administrative Service Delivery Transformation ~ Signature Page
Attachments: Shared Services - Signing Authorities Page.pdf

Catherine Comolli

As requested in Mr. Thompson's email below, we are returning the signature page, signed by Jim Hamilton, President Okanagan College.

Liz Plamondon
Executive Office Clerk
Okanagan College

From: Thompson, Joseph AED:EX [<mailto:Joe.Thompson@gov.bc.ca>]
Sent: Thursday, July 05, 2012 2:12 PM
To: 'davidross@langara.bc.ca'; 'Rushton@unbc.ca'; 'Wenezenki-Yolland, Cheryl AED:EX; Jim Hamilton; 'kkinloch@vcc.ca'; 'don_wright@bcit.ca'; 'stephen.toope@ubc.ca'; 'mark.evered@ufv.ca'
Cc: 'Gruter-Andrew, Oliver (oliver.gruter-andrew@ubc.ca)'; 'jill.smith@ufv.ca'; 'dfalcon@langara.bc.ca'; Berkes, Andrea AED:EX; Joanna Campbell; 'myu@vcc.ca'; 'David_Karppinen@bcit.ca'; 'gerald.calderon@ubc.ca'; Comolli, Catherine M AED:EX
Subject: Administrative Service Delivery Transformation ~ Terms of Reference

Good afternoon,

Please find attached the final Administrative Service Delivery Transformation Terms of Reference for your review and approval. The final version incorporates changes stemming from the Executive Committee meeting on June 14, 2012. In addition, the following statement has been included: "Members of the Executive Committee will not delegate their role or attendance at meetings".

On June 26, 2012, the Steering Committee met and elected Oliver Grüter-Andrew and myself as Steering Committee co-chairs. This has been reflected in the Terms of Reference.

To enable signatures to be collected in a timely manner, a separate signature page has been provided which can be signed or imbedded with your electronic signature, saved in PDF format, then returned to our office.

I would appreciate it if you would please return the signature page via email to Catherine.Comolli@gov.bc.ca. Once all signatures have been received, a fully executed PDF version of the TOR will be provided to you.

In response to getting the Executive Committee calendar in place, we are proposing bi-weekly written status updates beginning Friday July 6, with in-person status updates provided at the Executive Committee meetings tentatively scheduled for Thursday July 19, Thursday August 16, and Thursday September 6.

Thank you for your support of this important initiative.

Regards,

Joe Thompson
Steering Committee Co-Chair

Oliver Grüter-Andrew
Steering Committee Co-Chair

Brandt, Keely AEIT:EX

From: Thompson, Joseph AVED:EX
Sent: Friday, July 6, 2012 1:07 PM
To: Comolli, Catherine M AVED:EX
Subject: FW: Administrative Service Delivery Transformation ~ Terms of Reference

Please make edits for the final signed document.

Joe

"Providing Excellence in Service to Help our Clients Succeed"

-----Original Message-----

From: Jim Hamilton [<mailto:jhamilton@okanagan.bc.ca>]
Sent: Friday, July 6, 2012 9:28 AM
To: Thompson, Joseph AVED:EX
Subject: RE: Administrative Service Delivery Transformation ~ Terms of Reference

Joe, thanks for the document. Sometime today, I will send the signature page as requested.

Here are three minor edits I suggest for consistency and grammatical purposes. None of them substantive enough to warrant revising and re-sending the document but you might want to include them:

s.13

Have a good weekend.

From: Thompson, Joseph AVED:EX [Joe.Thompson@gov.bc.ca]
Sent: July 5, 2012 2:11 PM
To: 'davidross@langara.bc.ca'; 'Rushton@unbc.ca'; Wenezenki-Yolland, Cheryl AVED:EX; Jim Hamilton; 'kkinloch@vcc.ca'; 'don_wright@bcit.ca'; 'stephen.toope@ubc.ca'; 'mark.evered@ufv.ca'
Cc: 'Gruter-Andrew, Oliver (oliver.gruter-andrew@ubc.ca)'; ':jill.smith@ufv.ca'; 'dfalcon@langara.bc.ca'; Berkes, Andrea AVED:EX; Joanna Campbell; 'myu@vcc.ca'; 'David_Karppinen@bcit.ca'; 'gerald.calderon@ubc.ca'; Comolli, Catherine M AVED:EX
Subject: Administrative Service Delivery Transformation ~ Terms of Reference

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Thank you for your support of this important initiative.

Regards,

Joe Thompson
Steering Committee Co-Chair

Oliver Grüter-Andrew
Steering Committee Co-Chair

Brandt, Keely AEIT:EX

From: Thompson, Joseph AVED:EX
Sent: Thursday, July 5, 2012 4:09 PM
To: Comolli, Catherine M-AVED:EX
Subject: FW: Administrative Service Delivery Transformation ~ Terms of Reference
Attachments: TOR - Signature Page July 5 12.pdf

One....

Joe

"Providing Excellence in Service to Help our Clients Succeed"

From: Jill Smith [<mailto:Jill.Smith@ufv.ca>]
Sent: Thursday, July 5, 2012 3:48 PM
To: Thompson, Joseph AVED:EX
Subject: FW: Administrative Service Delivery Transformation ~ Terms of Reference

Hello
Please find attached the signature page from UFV.
Thank you.
Jill

Jillian Smith
Executive Assistant to the President
University of the Fraser Valley
33844 King Road, Abbotsford, BC, V2S 7M8
Toll free (Canada): 1-888-504-7441 x 4608
Fax: 604-853-7341
Email: jill.smith@ufv.ca



From: Mark Evered
Sent: July-05-12 3:31 PM
To: Jill Smith
Subject: FW: Administrative Service Delivery Transformation ~ Terms of Reference

From: Thompson, Joseph AVED:EX [<mailto:Joe.Thompson@gov.bc.ca>]
Sent: Thursday, July 05, 2012 2:12 PM
To: 'davidross@langara.bc.ca'; 'Rushton@unbc.ca'; Wenezenki-Yolland, Cheryl AVED:EX; 'jhamilton@okanagan.bc.ca'; 'kkinloch@vcc.ca'; 'don_wright@bcit.ca'; 'stephen.toope@ubc.ca'; Mark Evered
Cc: 'Gruter-Andrew, Oliver (oliver.gruter-andrew@ubc.ca)'; Jill Smith; 'dfalcon@langara.bc.ca'; Berkes, Andrea AVED:EX; 'jcampbell@okanagan.bc.ca'; 'myu@vcc.ca'; 'David_Karppinen@bcit.ca'; 'gerald.calderon@ubc.ca'; Comolli, Catherine M AVED:EX
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Thank you for your support of this important initiative.

Regards,

Joe Thompson
Steering Committee Co-Chair

Oliver Grüter-Andrew
Steering Committee Co-Chair

Brandt, Keely AEIT:EX

From: Lapham, Liza AVED:EX
Sent: Thursday, July 5, 2012 12:09 PM
To: Comolli, Catherine M AVED:EX
Subject: FW: Administrative Service Delivery Transformation ~ Terms of Reference
Attachments: Administrative Service Delivery Transformation TOR - June 28 2012.pdf; TOR - Signature Page.docx

Forgot to cc you .

From: Lapham, Liza AVED:EX
Sent: Thursday, July 5, 2012 12:08 PM
To: Thompson, Joseph AVED:EX
Subject: Administrative Service Delivery Transformation ~ Terms of Reference

Hi Joe,

As requested the Administrative person for each recipient in the first email.

jill.smith@ufv.ca
dfalcon@langara.bc.ca
rushton@unbc.ca (This is a duplicate as she is George Iwama's Admin and we sent it to her the first time)
Andrea.Berkes@gov.bc.ca
jcampbell@okanagan.bc.ca
myu@vcc.ca
David_Karppinen@bcit.ca
gerald.calderon@ubc.ca

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Regards,

Joe Thompson
Steering Committee Co-Chair

Oliver Grüter-Andrew
Steering Committee Co-Chair

Pages 1006 through 1043 redacted for the following reasons:

s.13