



BRITISH COLUMBIA
INSTITUTE OF TECHNOLOGY

3700 WILLINGDON AVENUE
BURNABY, BRITISH COLUMBIA
CANADA V5G 3H2

bcit.ca

December 4, 2013

Honourable Amrik Virk
Minister of Advanced Education
PO BOX 9080
STN PROV GOVT
Victoria, BC V8W 9E2

MINISTRY OF ADVANCED EDUCATION			
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Re: Aboriginal Community-Based Delivery Partnership Program

Dear Minister Virk:

I am writing to let you know about the success of the AVED funded BCIT-Squamish Nation program that ran during the summer of 2013. For this program, BCIT's School of Construction and the Environment teamed up with the Squamish Nation Education Department to develop and teach a unique summer education and training program focused on ecological restoration. This special program was made possible through funding from AVED, and used BCIT's instructors and recently graduated students from the Ecological Restoration Degree Program to instruct 11 Squamish Nation members who were selected as suitable candidates for an intensive 8 week summer education and skills training program. Of the 14 students initially enrolled, 11 went on to participate in the program, 10 graduated and were hired 2 weeks later by the City of North Vancouver to remove invasive plant and restore native vegetation in the riparian zone of MacKay Creek estuary, which was undergoing a full ecological restoration treatment.

The Squamish Nation Education Department specially noted that this was the first summer education program in which students enthusiastically attended, without receiving a daily stipend. Based on the popularity of the program within the First Nation Community, BCIT SoCE staff are currently in preliminary discussions with the Tsleil-Waututh Nation and Musqueam Nation for delivery of a similar program in the summer of 2014 and 2015.

I hope the funding continues to be available for this important program, which is key to improving the social, economic and environmental prosperity of BC's First Nation communities.

Sincerely,

Robert Stevens
Associate Dean
Natural Resources

Rod Goy
Dean
School of Construction
and the Environment

Paul Dangerfield
Vice-President
Education, Research
and International



BRITISH COLUMBIA
INSTITUTE OF TECHNOLOGY

BOARD OF GOVERNORS

3700 WILLINGDON AVENUE
BURNABY, BRITISH COLUMBIA
CANADA V5G 3H2

bcit.ca

November 15, 2013

Honorable Amrik Virk
Minister of Advanced Education
Parliament Buildings
Victoria BC V8W 9E2

Honorable Minister,

Institutional Core Review

I acknowledge with thanks receipt of your communication dated as of today's date. The Board of governors of BCIT will review and action it at its forthcoming Board meeting on November 26th.

I also take this opportunity to inform you that I am one of the BCIT's representative on the Premier's Jobs and Trade Mission to China. As you are aware, BCIT has been designated as an LNG Centre for Energy and Education and, within that context, it is planning to have the following Memorandums of Understanding signed during the Premier's visit to China:

- The first, in **Chengdu**, is with a consortium of oil and gas enterprises that intend to invest in BC's LNG industry. The leading organization is **Chengdu Hua Yuan Petroleum and Natural Gas Company Ltd.**, which will be signing a MOU with BCIT for a feasibility study on building LNG stations in BC. The MOU also describes establishing a partnership on human resource development. The consortium includes **Huayuan Petroleum and Natural Gas Company Ltd, Meishan New Natural Gas Ltd., and Meishan Xinghaiyu Natural Gas Ltd.**, with a supply capacity of 200 million cubic meters of natural gas in China. They are building natural gas pipelines all over China, providing natural gas supply services for urban residents.
- The second agreement is with **Zong Shen Enterprise Group Ltd.: one of the top 500 enterprises in China**. Located in **Chongqing**, this company is working with BCIT to develop its investment plan in BC's natural resource sector, with a focus on skills training. BCIT's role is primarily to provide consulting services for Zong Shen's business investment wing as well as training for the staff and skilled tradespeople required for its intended operations in BC.

BCIT will be greatly honored if the Premier could grace the occasion and be present at the signing ceremonies of these two important Memorandum of Understandings either in Chengdu and/or Chongqing.

Yours sincerely,

Taj Mitha

Chair
Board of Governors



**BRITISH COLUMBIA
INSTITUTE OF TECHNOLOGY**

OFFICE OF THE PRESIDENT

3700 WILLINGDON AVENUE
BURNABY, BRITISH COLUMBIA
CANADA V5G 3H2

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bcit.ca

December 20, 2013

Hon. Amrik Virk, MLA
Minister of Advanced Education
AVED.Minister@gov.bc.ca

Dear Minister Virk,

Re: BCIT Preliminary Core Review Report

Further to your November 15th letter to our Board of Governor's chair, Mr. Taj Mitha and me, I am pleased to

S13, S16

S13, S17

BCIT welcomes further direction from the Ministry on the process for the interim (February) report so as to ensure we fully meet the expectations for that report; we understand this direction will be forthcoming in January. To date, BCIT has approached the core review as an opportunity to engage with the Ministry and align itself with the province's key opportunities and priorities. BCIT has discussed the terms of reference with its Board of Governors, executive leadership team, Deans' Council, and the leadership of both faculty unions. BCIT envisions broad consultation with all stakeholders in the New Year. BCIT appreciates the timing for completion of the core review is aggressive, and is committed to meeting all reporting deadlines. Paul Dangerfield, Vice President Education, Research, and International will be BCIT's lead for this initiative.

BCIT is enthusiastic about participating in this core review, and looks forward to exploring new opportunities and new relationships across the BC post-secondary education sector. We are confident BCIT's unique strengths and capabilities can be leveraged in support of more effective and efficient post-secondary education for British Columbians.

Sincerely,



Acting President

cc: Ms. Sandra Carroll, Deputy Minister, Ministry of Advanced Education
Ms. Claire Avison, Assistant Deputy Minister, Ministry of Advanced Education
Ms. Bobbi Plecas, Assistant Deputy Minister, Ministry of Advanced Education
Mr. Taj Mitha, Chair, BCIT Board of Governors



Our Ref. 95506

October 16, 2013

Mr. Chris Golding
Interim President
British Columbia Institute of Technology
3700 Willingdon Ave
Burnaby BC V5G 3H2

Dear Mr. Golding:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding the British Columbia Institute of Technology's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

Post-secondary institution financial results are an important component of government's consolidated financial statements. Forecasted results are monitored against the 2013 Board-approved targets set out in the Budget and Fiscal Plan. Communication with the Ministry regarding fluctuations from the targets is critical to assist the Ministry in ensuring the post-secondary results included in the Budget and Fiscal Plan can be achieved.

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The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Mr. Lorcan O'Melinn, Vice-President, Finance and Administration
British Columbia Institute of Technology

Mr. Paul Dangerfield, Vice-President, Education, Research and International
British Columbia Institute of Technology

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	11,812	\$114,744,651	11,794	TBD	11,789	TBD

Details of Change from Prior Year						
Health						
Bachelor of Science in Nursing (3-year)	4	\$54,400				
Bachelor of Science in Nursing (4-year)	(1)	(\$12,700)				
Sonography	5	(\$37,527)	(2)		(5)	(\$3,000)
Foundation Skills and Trades Discovery						
HVAC/Refrigeration Mechanic	(16)	(\$108,000)				
Inboard/Outboard Mechanic	(16)	(\$54,400)				
Automotive Refinish Technician	16	\$79,000	(16)	(\$79,000)		
Other - Base transfer to Vancouver Island University for InfoExchange newsletter		(\$18,000)				
Post-secondary Sector Administrative Efficiencies		(\$311,423)		TBD		TBD
Subtotal of Change from Prior Year	(8)	(\$408,650)	(18)	(\$79,000)	(5)	(\$3,000)

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PNs and HCAs							
Specialty Nursing	NURS		389		389		389
Bachelor of Science in Nursing (3-year)	NURS	4	513		513		513
Bachelor of Science in Nursing (4-year)	NURS	(1)					
Subtotal		3	902		902		902
Allied Health							
Medical Radiography Technology	HLTH		176		176		176
Environmental Health Officer **	HLTH		55		55		55
Radiation Therapy	HLTH		45		45		45
Sonography	HLTH	5	59	(2)	57	(5)	52
Medical Laboratory Technology *	HLTH		195		195		195
Prosthetics and Orthotics **	HLTH		12		12		12
Advanced Medical Imaging	HLTH		52		52		52
Cardiovascular Perfusion	HLTH		7		7		7
Non-targeted Allied Health	HLTH		288		288		288
Subtotal		5	889	(2)	887	(5)	882
Total Health		8	1,791	(2)	1,789	(5)	1,784
Developmental							
Developmental Programs	DEV		321		TBD		TBD
Total Developmental			321				
Foundation Skills and Trades Discovery							
HVAC/Refrigeration Mechanic	TRDI	(16)					
Inboard/Outboard Mechanic	TRDI	(16)					
Automotive Refinish Technician	TRDI	16	16	(16)			
Total Foundation Skills and Trades Discovery		(16)	16	(16)			
Total Targeted Program FTE		(8)	2,128	(18)	1,789	(5)	1,784
Total Non-Targeted AVED FTE			9,684		10,005		10,005
Total Student FTE Target		(8)	11,812	(18)	11,794	(5)	11,789

* FTE Target under review

** Target added for Health Human Resource Planning purposes, no funding implication.



Our Ref. 95506

October 16, 2013

Ms. Kathryn Laurin
President
Camosun College
3100 Foul Bay Rd
Victoria BC V8P 5J2

Dear Ms. Laurin:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding Camosun College's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

Post-secondary institution financial results are an important component of government's consolidated financial statements. Forecasted results are monitored against the 2013 Board-approved targets set out in the Budget and Fiscal Plan. Communication with the Ministry regarding fluctuations from the targets is critical to assist the Ministry in ensuring the post-secondary results included in the Budget and Fiscal Plan can be achieved.

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The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Mr. Peter Lockie, Vice-President, Administration and Chief Financial Officer
Camosun College

Mr. John Boraas, Vice-President, Education
Camosun College

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
CAMOSUN COLLEGE
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	7,213	\$52,117,233	7,017	TBD	7,017	TBD

Details of Change from Prior Year						
Health						
Medical Radiography Technology	19	\$295,545				
Health One-Time						
Health Care Assistant - one-time	(64)	(\$506,100)				
Health Care Assistant - one-time	64	\$522,600	(64)	(\$522,600)		
Mental Health and Addictions	32	\$270,477	(32)	(\$270,477)		
Foundation Skills and Trades Discovery						
Carpentry	(18)	(\$73,440)				
Carpentry - for First Nations	(12)	(\$48,060)				
Electrical	(54)	(\$220,320)				
Refrigeration Mechanic	(18)	(\$121,500)				
Carpentry - for First Nations	14	\$57,120	(14)	(\$57,120)		
Electrical	54	\$220,320	(54)	(\$220,320)		
Trades Discovery	32	\$72,000	(32)	(\$72,000)		
Post-secondary Sector Administrative Efficiencies		(\$138,396)		TBD		TBD
Subtotal of Change from Prior Year	49	\$330,246	(196)	(\$1,142,517)		

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PNs and HCAs							
Bachelor of Science in Nursing	NURS		470		470		470
Practical Nurse	NLPN		60		60		60
Health Care Assistant	NHCA		60		60		60
Health Care Assistant - one-time	HLOT	(64)					
Health Care Assistant - one-time	HLOT	64	64	(64)			
Subtotal			654	(64)	590		590
Allied Health							
Mental Health and Addictions	HLTH		32		32		32
Mental Health and Addictions - one-time	HLOT	32	32	(32)			
Medical Radiography Technology	HLTH	19	38		38		38
Non-Targeted Allied Health	HLTH		154		154		154
Subtotal		51	256	(32)	224		224
Total Health		51	910	(96)	814		814
Developmental							
Developmental Programs	DEV		1,185		TBD		TBD
Total Developmental			1,185				
Aboriginal Spaces							
Chinook Business Administration Program	ABAC		10		10		10
Health Care Assistant	ABAC		8		8		8
Indigenous Business Leadership Diploma	ABAC		14		14		14
Total Aboriginal			32		32		32
Foundation Skills and Trades Discovery							
Carpentry	TRDI	(18)					
Carpentry - for First Nations	TRDI	(12)					
Electrical	TRDI	(54)					
Refrigeration Mechanic	TRDI	(18)					
Carpentry - for First Nations	TRDI	14	14	(14)			
Electrical	TRDI	54	54	(54)			
Trades Discovery	TRDI	32	32	(32)			
Total Foundation Skills and Trades Discovery		(2)	100	(100)			
Total Targeted Program FTE		49	2,227	(196)	846		846
Total Non-Targeted AVED FTE			4,986		6,171		6,171
Total Student FTE Target		49	7,213	(196)	7,017		7,017

December 17, 2013

Hon. Amrik Virk
Minister of Advanced Education
Room 133, Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister Virk:

As requested, here is Capilano University's approach to the 2014 Core Review; we will continue to focus on our alignment with government's vision of a strong economy and secure tomorrow, which is of course the goal of all British Columbia post-secondary universities. To this end, we will concentrate on

S13, S17

Page 12 redacted for the following reason:

S13, S17

We at Cap look forward to working with government on the 2014 Core Review. The on-campus process will be led by Jane Shackell (Board Chair), Kris Bulcroft (President), and Richard Gale (VP Academic and Provost), with data support from all five faculties, Cindy Turner (VP Finance and Administration), and the Office of Institutional Research.

Sincerely,

A handwritten signature in black ink, appearing to read "Kris Bulcroft", with a stylized flourish at the end.

Dr. Kris A. Bulcroft
President & Vice Chancellor

cc: *Sandra Carroll, Deputy Minister*



December 5, 2013

Hon. Amrik Virk
Minister of Advanced Education
Room 133, Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister Virk,

Thank you for meeting with representatives of Capilano University on November 15th. It was our pleasure to update you on Cap's activities and tour you through the campus. We hope you found it an informative and enlightening visit.

Like all post-secondary institutions, Capilano University must look to revenue generating opportunities to enable the University to fulfill its mandate and commitment to the community. As you know, Capilano does not have student residences, and is located in one of the most expensive places in which to live in this country. Motion picture arts, early childhood development, paralegal and outdoor tourism are signature Cap programs that draw students from beyond the North Shore. A student residence would facilitate enrolment by both Canadian and international students interested in the unique offerings of our University.

S13, S17

I look forward to discussing next steps.

Best regards,

A handwritten signature in black ink, appearing to read 'Kris Bulcroft'.

Dr. Kris Bulcroft
President

cc: Sandra Carroll, Deputy Minister
Bobbi Plecas, Assistant Deputy Minister
Jane Shackell, Board Chair, Capilano University



Our Ref. 95506

October 16, 2013

Dr. Kris Bulcroft
President
Capilano University
2055 Purcell Way
North Vancouver BC V7J 3H5

Dear Dr. Bulcroft:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding Capilano University's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

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The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Ms. Cindy Turner, Vice-President, Finance and Administration
Capilano University

Mr. Richard Gale, Vice-President, Academic and Provost
Capilano University

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
CAPILANO UNIVERSITY
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	5,450	\$37,686,478	5,450	TBD	5,450	TBD

Details of Change from Prior Year						
Post-secondary Sector Administrative Efficiencies		(\$102,318)		TBD		TBD
Subtotal of Change from Prior Year		(\$102,318)				

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PNs and RCAs							
Health Care Assistant	NHCA		48		48		48
Subtotal			48		48		48
Allied Health							
Rehabilitation Assistant	HLTH		35		35		35
Non-Targeted Allied Health	HLTH		55		55		55
Subtotal			90		90		90
Total Health			138		138		138
Developmental							
Developmental Programs	DEV		528		TBD		TBD
Total Developmental			528				
Total Targeted Program FTE			666		138		138
Total Non-Targeted AVED FTE			4,784		5,312		5,312
Total Student FTE Target			5,450		5,450		5,450



Our Ref. 95506

October 16, 2013

Dr. Bryn Kulmatycki
Interim President
College of New Caledonia
3330 - 22nd Ave
Prince George BC V2N 1P8

Dear Dr. Kulmatycki:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding College of New Caledonia's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

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Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Ms. Penny Fahlman, Vice-President, Finance, Administration and Bursar
College of New Caledonia

Ms. Patricia Covington, Acting Vice-President, Academic
College of New Caledonia

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
COLLEGE OF NEW CALEDONIA
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	3,146	\$29,191,171	3,125	TBD	3,125	TBD

Details of Change from Prior Year						
Health						
Health Care Assistant	(20)					
Non-Targeted Allied Health	20					
Health One-Time						
Health Care Assistant - one-time	(28)	(\$238,000)				
Medical Office Assistant - one-time	5	\$42,367	(5)	(\$42,367)		
Foundation Skills and Trades Discovery						
Welding C	(16)	(\$65,280)				
Heavy Duty Mechanics	16	\$91,200	(16)	(\$91,200)		
Post-secondary Sector Administrative Efficiencies		(\$78,891)		TBD		TBD
Subtotal of Change from Prior Year	(23)	(\$248,604)	(21)	(\$133,567)		

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PNAs and HCAs							
Bachelor of Science in Nursing	NURS		207		207		207
Practical Nurse	NLPN		33		33		33
Health Care Assistant	NHCA	(20)	36		36		36
Health Care Assistant - one-time	HLOT	(28)					
Subtotal		(48)	276		276		276
Allied Health							
Medical Laboratory Technology	HLTH		60		60		60
Medical Office Assistant - one-time	HLOT	5	5	(5)			
Medical Radiography Technology	HLTH		38		38		38
Non-Targeted Allied Health	HLTH	20	81		81		81
Subtotal		25	184	(5)	179		179
Total Health		(23)	460	(5)	455		455
Developmental							
Developmental Programs	DEV		522		TBD		TBD
Total Developmental			522				
Aboriginal Spaces							
Aboriginal Early Childhood Education Certificate	ABAC		15		15		15
Total Aboriginal			15		15		15
Foundation Skills and Trades Discovery							
Welding C	TRDI	(16)					
Heavy Duty Mechanics	TRDI	16	16	(16)			
Total Foundation Skills and Trades Discovery			16	(16)			
Total Targeted Program FTE		(23)	1,013	(21)	470		470
Total Non-Targeted AVED FTE			2,133		2,655		2,655
Total Student FTE Target		(23)	3,146	(21)	3,125		3,125



Our Ref. 95506

October 16, 2013

Mr. David Walls
President and CEO
College of the Rockies
2700 College Way
Box 8500
Cranbrook BC V1C 5L7

Dear Mr. Walls:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding College of the Rockies's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

Post-secondary institution financial results are an important component of government's consolidated financial statements. Forecasted results are monitored against the 2013 Board-approved targets set out in the Budget and Fiscal Plan. Communication with the Ministry regarding fluctuations from the targets is critical to assist the Ministry in ensuring the post-secondary results included in the Budget and Fiscal Plan can be achieved.

... /2

The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Ms. Dianne Teslak, Vice-President, Finance
College of the Rockies

Mr. Doug McLachlan, Vice-President, Education
College of the Rockies

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
COLLEGE OF THE ROCKIES
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	1,770	\$17,656,473	1,722	TBD	1,722	TBD

Details of Change from Prior Year						
Health One-Time						
Health Care Assistant - one-time	(32)	(\$236,000)				
Health Care Assistant - one-time	32	\$236,000	(32)	(\$236,000)		
Foundation Skills and Trades Discovery						
Heavy Duty Mechanics	(16)	(\$91,200)				
Electrical	16	\$65,280	(16)	(\$65,280)		
Post-secondary Sector Administrative Efficiencies		(\$47,119)		TBD		TBD
Subtotal of Change from Prior Year		(\$73,039)	(48)	(\$301,280)		

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PN's and HCAs							
Bachelor of Science in Nursing	NURS		68		68		68
Practical Nurse	NLPN		50		50		50
Health Care Assistant	NHCA		44		44		44
Health Care Assistant - one-time	HLOT	(32)					
Health Care Assistant - one-time	HLOT	32	32	(32)			
Subtotal			194	(32)	162		162
Allied Health							
Non-Targeted Allied Health	HLTH		22		22		22
Subtotal			22		22		22
Total Health			216	(32)	184		184
Developmental							
Developmental Programs	DEV		213		TBD		TBD
Total Developmental			213				
Foundation Skills and Trades Discovery							
Heavy Duty Mechanics	TRDI	(16)					
Electrical	TRDI	16	16	(16)			
Total Foundation Skills and Trades Discovery			16	(16)			
Total Targeted Program FTE			445	(48)	184		184
Total Non-Targeted AVED FTE			1,325		1,538		1,538
Total Student FTE Target			1,770	(48)	1,722		1,722



Our Ref. 95506

October 16, 2013

Dr. Scott McAlpine
President
Douglas College
700 Royal Ave
Box 2503
New Westminster BC V3L 5B2

Dear Dr. McAlpine:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding Douglas College's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

Post-secondary institution financial results are an important component of government's consolidated financial statements. Forecasted results are monitored against the 2013 Board-approved targets set out in the Budget and Fiscal Plan. Communication with the Ministry regarding fluctuations from the targets is critical to assist the Ministry in ensuring the post-secondary results included in the Budget and Fiscal Plan can be achieved.

... /2

The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Ms. Karen Maynes, Vice-President, Finance and Administration
Douglas College

Ms. Kathy Denton, Vice-President, Academic
Douglas College

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
DOUGLAS COLLEGE
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	8,354	\$58,208,798	8,354	TBD	8,354	TBD

Details of Change from Prior Year						
Health						
Bachelor of Science in Nursing (1 + 3-year)	96		128		128	
Bachelor of Science in Nursing (4-year)	(139)		(127)		(89)	
Non-Targeted AVED	43		(1)		(39)	
Post-secondary Sector Administrative Efficiencies		(\$158,036)		TBD		TBD
Subtotal of Change from Prior Year		(\$158,036)				

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PNs and HCAs							
Bachelor of Science in Nursing (1 + 3-year)	NURS	96	96	128	224	128	352
Bachelor of Science in Nursing (4-year)	NURS	(139)	352	(127)	225	(89)	136
Psychiatric Nursing	NURS		245		245		245
Bachelor of Science in Psychiatric Nursing (degree completion online)	NURS		24		24		24
Health Care Assistant	NHCA		50		50		50
Subtotal		(43)	767	1	768	39	807
Allied Health							
Non-Targeted Allied Health	HLTH		226		226		226
Subtotal			226		226		226
Total Health		(43)	993	1	994	39	1,033
Developmental							
Developmental Programs	DEV		775		TBD		TBD
Total Developmental			775				
Aboriginal Spaces							
Aboriginal Child and Youth Care Stream	ABAC		13		13		13
Total Aboriginal			13		13		13
Total Targeted Program FTE		(43)	1,781	1	1,007	39	1,046
Total Non-Targeted AVED FTE		43	6,573	(1)	7,347	(39)	7,308
Total Student FTE Target			8,354		8,354		8,354



Our Ref. 95506

October 16, 2013

Dr. Ron Burnett
President and Vice-Chancellor
Emily Carr University of Art and Design
1399 Johnston St
Granville Island
Vancouver BC V6H 3R9

Dear Dr. Burnett:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding Emily Carr University of Art and Design's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

Post-secondary institution financial results are an important component of government's consolidated financial statements. Forecasted results are monitored against the 2013 Board-approved targets set out in the Budget and Fiscal Plan. Communication with the Ministry regarding fluctuations from the targets is critical to assist the Ministry in ensuring the post-secondary results included in the Budget and Fiscal Plan can be achieved.

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The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit:

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The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Mr. Michael Clifford, Vice-President, Finance and Administration
Emily Carr University of Art and Design

Mr. David Bogen, Vice-President, Academic and Provost
Emily Carr University of Art and Design

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
EMILY CARR UNIVERSITY OF ART AND DESIGN
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	1,391	\$13,309,329	1,391	TBD	1,391	TBD

Details of Change from Prior Year						
Post-secondary Sector Administrative Efficiencies		(\$36,135)		TBD		TBD
<i>Subtotal of Change from Prior Year</i>		(\$36,135)				



Our Ref. 95506

October 16, 2013

Dr. Michel Tarko
President
Justice Institute of British Columbia
715 McBride Blvd
New Westminster BC V3L 5T4

Dear Dr. Tarko:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding Justice Institute of British Columbia's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

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The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Ms. Tracey Ternoway, Vice-President, Finance and Institute Services
Justice Institute of British Columbia

Ms. Laureen Styles, Vice-President, Education
Justice Institute of British Columbia

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
JUSTICE INSTITUTE OF BRITISH COLUMBIA
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	2,377	\$11,529,449	2,377	TBD	2,377	TBD

Details of Change from Prior Year						
Health One-Time						
Primary Care Paramedic - one-time	(30)	(\$276,800)				
Base increase for Community Care Licensing Officer program *	27	\$194,400				
Base increase for Primary Care Paramedic - rural *	30	\$250,000				
Post-secondary Sector Administrative Efficiencies		(\$30,624)		TBD		TBD
Subtotal of Change from Prior Year	27	\$136,976				

* The 2013/14 operating grant includes a base increase of \$194,400 for the Community Care Licensing Officer program and \$250,000 for the Rural Primary Care Paramedic Program.

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
Allied Health							
Community Care Licensing Officer	HLTH	27	27		27		27
Primary Care Paramedic - one-time	HLOT	(30)					
Primary Care Paramedic **	HLTH		200		200		200
Primary Care Paramedic - rural	HLTH	30	30		30		30
Advanced Care Paramedic **	HLTH		40		40		40
Total Health		27	297		297		297
Aboriginal							
Leadership Diploma	ABAC		19		19		19
Total Aboriginal			19		19		19
Total Targeted Program FTE		27	316		316		316
Total Non-Targeted AVED FTE			2,061		2,061		2,061
Total Student FTE Target		27	2,377		2,377		2,377

** Note: Paramedic Targets will be adjusted, if necessary, in consultation with JIBC and the Ministry of Health.

November 22, 2013

Honourable Amrik Virk
Surrey-Tynhead
Minister of Advanced Education
201 – 15135 101 Avenue
Surrey BC V3R 7Z1

Dear Minister Virk,

Congratulations on your election to the provincial legislature and on your appointment as Minister of Advanced Education. We appreciate your past service on the board of Kwantlen Polytechnic University.

As a large and diverse team of accounting professionals on the School of Business faculty at Kwantlen Polytechnic University, we would like to tell you why passing CPA legislation in a timely way is important to us. We recognize that the provincial government will be finalizing the upcoming spring legislative calendar soon and we hope this can be a priority item.

A streamlined and unified CPA profession aligns our province with the national CPA profession and strengthens BC's financial markets. Given designated accountants' roles in capital markets, CPA legislation supports the government's recent commitment to establish a cooperative capital markets regulatory system with Ontario and the federal government.

Strong capital markets supported by a unified accounting profession will enhance BC's already favourable investment climate. Greater investment and access to capital benefits our whole economy—improving growth and productivity, and generating jobs for British Columbians.

CPA legislation would legally protect the Chartered Professional Accountant designation in BC, which is now in use, and a full merger allows us to move to one regulatory regime for all designated accountants, enhancing protection of the public interest and reducing confusion in the marketplace.

Enacting CPA legislation this spring ensures BC continues to be a national leader. It is good for our profession, good for business in this province, and as a designated accountant, good for us.

Each of the undersigned faculty have given specific permission to attach their name to this letter.

Sincerely,

K. Suzanne Coombs, CPA, CMA, MBA, BEd
Erin Creagh, CPA, CGA, MBA
Heidi Dieckmann, CPA, CA, MPAcc
Jeremy Jarvis, CPA, CA, CFA, MBA, FCA (UK), CMC
Sam Newton, CPA, CA, MAED, BA
John Shepherd, CPA, CGA, MBA, MSc, FCSI
Helen Vallée, CPA, FCMA, MBA, CPCC
John Western, CPA, CA, MBA, BComm
Garry Yuill, CPA, CMA, MBA, BA

Bob Chow, CPA, CGA, Phd, MBA, MA, FCCA
Laura Dallas, CPA, FCGA
Laurette L. Korman, CPA, CMA, MBA
Susan Frost, CPA, CA, MA ALS, BComm
David J. Sale, CPA, FCGA, MBA
Carol Stewart, CPA, CA, MTS, BBA
Valerie Warren, CPA, CA, MBA
Barbara Wyntjes, CPA, CGA, MBA, BSc



Our Ref. 95506

October 16, 2013

Dr. Alan Davis
President and Vice-Chancellor
Kwantlen Polytechnic University
12666 72nd Ave
Surrey BC V3W 2M8

Dear Dr. Davis:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding Kwantlen Polytechnic University's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

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http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

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Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Mr. Gordon Lee, Vice-President, Finance and Administration
Kwantlen Polytechnic University

Mr. Salvador Ferreras, Provost and Vice-President, Academic
Kwantlen Polytechnic University

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
KWANTLEN POLYTECHNIC UNIVERSITY
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	9,123	\$67,150,139	9,077	TBD	9,077	TBD

Details of Change from Prior Year						
Foundation Skills and Trades Discovery						
Electrical	(16)	(\$65,280)				
Millwright	(16)	(\$65,280)				
Parts and Warehousing	(16)	(\$54,400)				
Electrical	16	\$65,280	(16)	(\$65,280)		
Trades Discovery	30	\$30,600	(30)	(\$30,600)		
Post-secondary Sector Administrative Efficiencies		(\$182,051)		TBD		TBD
Subtotal of Change from Prior Year	(2)	(\$271,131)	(46)	(\$95,880)		

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PNs and HCAs							
Bachelor of Science in Nursing	NURS		256		256		256
Bachelor of Psychiatric Nursing	NURS		160		160		160
Internationally Educated Nurse Upgrading	NURS		24		24		24
Graduate Nursing Refresher	NURS		40		40		40
Graduate Nursing Refresher Internationally Educated (GNIE)	NURS		70		70		70
Bachelor of Science in Nursing - Post Diploma	NURS		30		30		30
Health Care Assistant	NHCA		64		64		64
Subtotal			644		644		644
Allied Health							
Hospital Unit Coordinator	HLTH		42		42		42
Non-Targeted Allied Health	HLTH		30		30		30
Subtotal			72		72		72
Total Health			716		716		716
Developmental							
Developmental Programs	DEV		968		TBD		TBD
Total Developmental			968				
Foundation Skills and Trades Discovery							
Electrical	TRDI	(16)					
Millwright	TRDI	(16)					
Parts and Warehousing	TRDI	(16)					
Electrical	TRDI	16	16	(16)			
Trades Discovery	TRDI	30	30	(30)			
Total Foundation Skills and Trades Discovery		(2)	46	(46)			
Total Targeted Program FTE		(2)	1,730	(46)	716		716
Total Non-Targeted AVED FTE			7,393		8,361		8,361
Total Student FTE Target		(2)	9,123	(46)	9,077		9,077



Our Ref. 95506

October 16, 2013

Mr. Roy Daykin
President and CEO
Langara College
100 West 49th Ave
Vancouver BC V5Y 2Z6

Dear Mr. Daykin:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding Langara College's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

Post-secondary institution financial results are an important component of government's consolidated financial statements. Forecasted results are monitored against the 2013 Board-approved targets set out in the Budget and Fiscal Plan. Communication with the Ministry regarding fluctuations from the targets is critical to assist the Ministry in ensuring the post-secondary results included in the Budget and Fiscal Plan can be achieved.

... /2

The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Mr. Barry Coulson, Associate Vice-President, Administration and Finance
Langara College

Dr. Bradley O'Hara, Vice-President, Academic and Provost
Langara College

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
LANGARA COLLEGE
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	7,056	\$43,854,114	7,056	TBD	7,056	TBD

Details of Change from Prior Year						
Post-secondary Sector Administrative Efficiencies		(\$119,063)		TBD		TBD
Subtotal of Change from Prior Year		(\$119,063)				

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PNAs and HCAs							
Bachelor of Science in Nursing	NURS		660		660		660
Subtotal			660		660		660
Allied Health							
Non-targeted	HLTH		10		10		10
Subtotal			10		10		10
Total Health			670		670		670
Developmental							
Developmental Programs	DEV		252		TBD		TBD
Total Developmental			252				
Total Targeted Program FTE			922		670		670
Total Non-Targeted AVED FTE			6,134		6,386		6,386
Total Student FTE Target			7,056		7,056		7,056

From: Bond, Shirley B JTST:EX
Sent: Tuesday, January 7, 2014 11:42 AM
To: John Bowman; Minister, AVED AVED:EX; Minister, JTST JTST:EX; Minister, SDSI SDSI:EX; Virk, Amrik AVED:EX; Don.McRae@gov.bc.ca
Cc: Kathryn Laurin (LaurinK@camosun.bc.ca); Ralph Nilson (Ralph.Nilson@viu.ca) (Ralph.Nilson@viu.ca); Jamie Cassels (jcassels@uvic.ca); Allan R. Cahoon PhD (allan.cahoon@royalroads.ca) (allan.cahoon@royalroads.ca); Sue Bate; Sharma, Rishi JTST:EX; Haslett, Kim JTST:EX
Subject: Re: Meeting with Vancouver Island PSE Institution Presidents

John,
Great to hear from you in your new capacity! We do miss you here in snowy PG!
I have asked my staff to work with the other offices to see if we can find a way to make a meeting work - never easy with multiple ministers but we can certainly try!
Happy New Year - look forward to connecting soon!
SB

Sent from my BlackBerry 10 smartphone on the TELUS network.

From: John Bowman
Sent: Tuesday, January 7, 2014 11:32 AM
To: Minister, AVED AVED:EX; Minister, JTST JTST:EX; Minister, SDSI SDSI:EX; Virk, Amrik AVED:EX; Don.McRae@gov.bc.ca; Bond, Shirley B JTST:EX
Cc: Kathryn Laurin (LaurinK@camosun.bc.ca); Ralph Nilson (Ralph.Nilson@viu.ca) (Ralph.Nilson@viu.ca); Jamie Cassels (jcassels@uvic.ca); Allan R. Cahoon PhD (allan.cahoon@royalroads.ca) (allan.cahoon@royalroads.ca); Sue Bate
Subject: Meeting with Vancouver Island PSE Institution Presidents

Hon. Amrik Virk,
Minister of Advanced Education, MLA Surrey-Tynehead

Hon. Don McRae,
Minister of Social Development and Social Innovation, MLA Comox Valley

Hon. Shirley Bond,
Minister of Jobs, Tourism and Skills Training, MLA Prince George-Mount Robson

Dear Ministers,

Re: Meeting with Vancouver Island Post-Secondary Education Institution Presidents

On December 2, during Minister Virk's and Minister McRae's visit to North Island College, we discussed a request by the Vancouver Island post-secondary education institution presidents:

- Kathryn Laurin, Camosun College
- Ralph Nilson, Vancouver Island University
- Allan Cahoon, Royal Roads University
- Jamie Cassels, University of Victoria

- John Bowman, North Island College

to meet with you to share our institutions' progress in collaborating to meet the needs of Vancouver Island residents for advanced learning and skills training.

We believe that on Vancouver Island, the province has five very diverse, high quality, efficient and effective public institutions that represent a microcosm of the provincial post-secondary education system, and that our Island colleges and universities have implemented many agreements, program models and practices that are helping to achieve the provincial government's important goals for economic, human resource and community development.

We look forward to having an opportunity to brief you regarding a few of our many shared success stories.

In follow-up to a meeting of the post-secondary education institution presidents held in October 2013, we also intended to renew and re-sign our Vancouver Island Public Post-Secondary Network agreement, and would invite you to be witnesses to that commitment.

We have identified three potential dates

- Wednesday, February 26 (between 9:00am and 1:00pm)
- Wednesday, March 5 (between 8:30am and 10:30am)
- Wednesday, March 26 (between 8:30am and 12noon)

that would be possible for the five institution presidents to meet with you in Victoria. Hopefully, one of those will work for all of your schedules. I will have my Executive Assistant follow-up with your staff to confirm which, if any of the above options will be possible.

Thank you very much for your work on behalf of British Columbians and for your support for advanced education and skills training.

Sincerely,

John Bowman
President, North Island College
John.Bowman@nic.bc.ca
tel. 250-334-5270
cell 250-650-1570



Our Ref. 95506

October 16, 2013

Mr. John Bowman
President
North Island College
2300 Ryan Rd
Courtenay BC V9N 8N6

Dear Mr Bowman:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding North Island College's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

Post-secondary institution financial results are an important component of government's consolidated financial statements. Forecasted results are monitored against the 2013 Board-approved targets set out in the Budget and Fiscal Plan. Communication with the Ministry regarding fluctuations from the targets is critical to assist the Ministry in ensuring the post-secondary results included in the Budget and Fiscal Plan can be achieved.

... /2

The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Ms. Carol Baert, Vice-President, Finance and Facilities
North Island College

Ms. Jan Carrie, Vice-President, Education
North Island College

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
NORTH ISLAND COLLEGE
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	2,198	\$21,803,737	2,188	TBD	2,188	TBD

Details of Change from Prior Year						
Health One-Time						
Health Care Assistant - one-time	(20)	(\$133,100)				
Health Care Assistant - one-time	10	\$93,541	(10)	(\$93,541)		
Post-secondary Sector Administrative Efficiencies		(\$58,943)		TBD		TBD
Subtotal of Change from Prior Year	(10)	(\$98,502)	(10)	(\$93,541)		

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PN's and HCAs							
Bachelor of Science in Nursing	NURS		87		87		87
Practical Nurse	NLPN		32		32		32
Health Care Assistant	NHCA		40		40		40
Health Care Assistant - one-time	HLOT	(20)					
Health Care Assistant - one-time	HLOT	10	10	(10)			
Total Health		(10)	169	(10)	159		159
Developmental							
Developmental Programs	DEV		572		TBD		TBD
Total Developmental			572				
Total Targeted Program FTE		(10)	741	(10)	159		159
Total Non-Targeted AVED FTE			1,457		2,029		2,029
Total Student FTE Target		(10)	2,198	(10)	2,188		2,188



Our Ref. 95506

October 16, 2013

Ms. Laurie Rancourt
President and CEO
Northern Lights College
11401 - 8th St
Dawson Creek BC V1G 4G2

Dear Ms. Rancourt:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding Northern Lights College's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

Post-secondary institution financial results are an important component of government's consolidated financial statements. Forecasted results are monitored against the 2013 Board-approved targets set out in the Budget and Fiscal Plan. Communication with the Ministry regarding fluctuations from the targets is critical to assist the Ministry in ensuring the post-secondary results included in the Budget and Fiscal Plan can be achieved.

... /2

The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Mr. Brent Deinstadt, Vice-President, Corporate Services
Northern Lights College

Mr. Peter Nunoda, Vice-President, Academic
Northern Lights College

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
NORTHERN LIGHTS COLLEGE
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	1,491	\$17,433,188	1,481	TBD	1,481	TBD

Details of Change from Prior Year						
Health One-Time Health Care Assistant - one-time	10	\$71,250	(10)	(\$71,250)		
Foundation Skills and Trades Discovery Welding C	(16)	(\$63,840)				
Post-secondary Sector Administrative Efficiencies		(\$47,137)		TBD		TBD
Subtotal of Change from Prior Year	(6)	(\$39,727)	(10)	(\$71,250)		

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PNs and HCAs	NLPN /						
Practical Nurse / Health Care Assistant *	NHCA		35		35		35
Health Care Assistant - one-time	HLOT	10	10	(10)			
Total Health		10	45	(10)	35		35
Developmental							
Developmental Programs	DEV		225		TBD		TBD
Total Developmental			225				
Foundation Skills and Trades Discovery							
Welding C	TRDI	(16)					
Total Foundation Skills and Trades Discovery		(16)					
Total Targeted Program FTE		(6)	270	(10)	35		35
Total Non-Targeted AVED FTE			1,221		1,446		1,446
Total Student FTE Target		(6)	1,491	(10)	1,481		1,481

* NLC will deliver PN or HCA programming depending on student and employer demand.



Our Ref. 95506

October 16, 2013

Ms. Denise Henning
President
Northwest Community College
5331 McConnell Ave
Terrace BC V8G 4X2

Dear Ms. Henning:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding Northwest Community College's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

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... /2

The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Ms. Cathay Sousa, Vice-President, Finance and Administration
Northwest Community College

Ms. Beverly Moore-Garcia, Vice-President, Education and Student Services
Northwest Community College

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
NORTHWEST COMMUNITY COLLEGE
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	1,696	\$17,521,212	1,664	TBD	1,664	TBD

Details of Change from Prior Year						
Foundation Skills and Trades Discovery						
Electrical	16	\$65,280	(16)	(\$65,280)		
Millwright	16	\$65,280	(16)	(\$65,280)		
One-time funding per letter of January 30, 2013		(\$59,720)				
Post-secondary Sector Administrative Efficiencies		(\$47,215)		TBD		TBD
Subtotal of Change from Prior Year	32	\$23,625	(32)	(\$130,560)		

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PNAs and HCAs							
Bachelor of Science in Nursing	NURS		46		46		46
Health Care Assistant / Practical Nurse *	NHCA / NLPN		51		51		51
Total Health			97		97		97
Developmental							
Developmental Programs	DEV		559		TBD		TBD
Total Developmental			559				
Foundation Skills and Trades Discovery							
Electrical	TRDI	16	16	(16)			
Millwright	TRDI	16	16	(16)			
Total Foundation Skills and Trades Discovery		32	32	(32)			
Total Targeted Program FTE		32	688	(32)	97		97
Total Non-Targeted AVED FTE			1,008		1,567		1,567
Total Student FTE Target		32	1,696	(32)	1,664		1,664

* NWCC will deliver either Health Care Assistant or Practical Nurse depending on labour market and student demand.

From: Ken Tourand [mailto:Ktourand@nvit.bc.ca]
Sent: Tuesday, October 15, 2013 9:24 PM
To: Minister, AVED AVED:EX
Subject: Re: Letter of Condolences - S22

Minister,

I would like to take the opportunity to thank you for your patience and flexibility as we dealt with the tragic loss of one of our students last week.

Having a student pass away is one of the most difficult things a post secondary institution can face. Having you on site and able to debrief with students was very fortunate. I also thank you for your kind letter and words of encouragement.

On behalf of my Board of Governors, I want to thank you for visiting nvit and I hope that you had the opportunity to experience the uniqueness of BCs Aboriginal public post secondary institution.

I hope that you will visit us often and I look forward to working with you as we strive to offer the best post secondary education possible to Aboriginal students across the province of BC.

Sincerely.

Ken Tourand
President
Nvit

Sent from my BlackBerry 10 smartphone.

From: Minister, AVED AVED:EX
Sent: Tuesday, October 15, 2013 4:21 PM
To: Ken Tourand
Cc: Pat Brown
Subject: Letter of Condolences - S22

Attached is a letter of condolences from the Honourable Amrik Virk:

Original to follow in the mail.

Office of the Honourable Amrik Virk
Minister of Advanced Education
Ph: (250) **356-0179**



October 15, 2013

Mr. Ken Tourand
President
Nicola Valley Institute of Technology
4155 Belshaw St
Merritt BC V1K 1R1

Dear Mr. Tourand:

As Minister of Advanced Education, I offer my deepest sympathies to the family, friends and loved ones of S22

I was visiting the Nicola Valley Institute of Technology with my colleague Education Minister Peter Fassbender on the day of S22 tragic accident and death, and felt personally touched by the community's grief and distress.

Nicola Valley Institute of Technology's close-knit community of staff, instructors and students cannot help but be affected by these events, and I urge you to support one another as a family.

I understand another student was also injured in the accident, and wish S22 all the best for a full recovery.

Please know that you are all in my thoughts, and that my prayers are with you at this most difficult time.

Regards

A handwritten signature in black ink, appearing to read "Amrik Virk". The signature is stylized with a large, looping initial 'A'.

Amrik Virk
Minister



Our Ref. 95506

October 16, 2013

Mr. Ken Tourand
President
Nicola Valley Institute of Technology
4155 Belshaw St
Merritt BC V1K 1R1

Dear Mr. Tourand:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding Nicola Valley Institute of Technology's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

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... /2

The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Ms. Cathy Carson, Director of Finance and Integrated Systems
Nicola Valley Institute of Technology

Dr. Verna Billy-Minnabarriet, Vice-President, Academic and Strategic Partnerships
Nicola Valley Institute of Technology

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
NICOLA VALLEY INSTITUTE OF TECHNOLOGY
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	523	\$7,426,861	523	TBD	523	TBD

Details of Change from Prior Year						
Health One-Time						
Health Care Assistant for First Nations - one-time	(30)	(\$291,520)				
Post-secondary Sector Administrative Efficiencies		(\$20,164)		TBD		TBD
Subtotal of Change from Prior Year	(30)	(\$311,684)				

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PNs and HCAs							
Health Care Assistant for First Nations - one-time	HLOT	(30)					
Health Care Assistant	NHCA		20		20		20
Subtotal		(30)	20		20		20
Total Health		(30)	20		20		20
Developmental							
Developmental Programs	DEV		84		TBD		TBD
Total Developmental			84				
Aboriginal Spaces							
Unspecified	ABAC		37		37		37
Total Aboriginal			37		37		37
Total Targeted Program FTE		(30)	141		57		57
Total Non-Targeted AVED FTE			382		466		466
Total Student FTE Target		(30)	523		523		523

-----Original Message-----

From: Jim Hamilton [mailto:jhamilton@okanagan.bc.ca]
Sent: Friday, November 22, 2013 11:00 AM
To: Minister, AVED AVED:EX; Letnick.MLA, Norm LASS:EX; Minister, FLNR FLNR:EX; Carroll, Sandra AVED:EX; Plecas, Bobbi AVED:EX; Minister, JTST JTST:EX; Byng, Dave A JTST:EX
Subject: FW: Jobs a focus of new Okanagan College and Kal Tire partnership

Good morning

Attached is a media release sent yeaterday from Okanagan College. I thought it might be of interest to all of you as an example of industry and a post-secondary institution working together to meet the needs of students and employers.

Regards

Jim

Jim Hamilton, President
Okanagan College
1000 KLO Road
Kelowna, BC V1Y 4X8
Canada
Ph: (250) 862 5403 or extn. 4715
www.okanagan.bc.ca<<http://www.okanagan.bc.ca/>>

From: Public Affairs Bureau
Sent: Thursday, November 21, 2013 9:17 AM
Subject: Jobs a focus of new Okanagan College and Kal Tire partnership

Okanagan College Media Release – November 21, 2013

Jobs a focus of new Okanagan College and Kal Tire partnership

Imagine enrolling in a training program and becoming an Automotive Service Technician with Canada's largest independent tire dealer. Sounds too good to be true, doesn't it? But a new partnership between Okanagan College and Kal Tire promises qualified graduates just that opportunity.

"The career possibilities at Kal Tire are limitless," says Casey Lobb, an Automotive Service Technician apprentice at Kal Tire in Vernon and student of the College's Automotive Service Technician (AST) program.

“Kal Tire offers training in mechanics and diagnostics but also in the service and management side of the business—and it has more than 240 locations from here through Ontario,” says Lobb.

In response to the growth of Kal Tire and its increasing need for Automotive Service Technicians, the company is partnering with Okanagan College to offer the AST Foundation Program at the Kelowna Campus in January.

“The program not only provides students with all the benefits of Okanagan College’s level one program, including the practical and theoretical aspects of servicing and repair in the industry, but pairs it with a job opportunity at Kal Tire,” says Rob Kjarsgaard, Program Administrator of Trades and Apprenticeship at Okanagan College.

To be accepted into the Kal Tire AST program, applicants must meet Okanagan College admission requirements, attend an apprenticeship interview with Kal Tire representatives and be willing to relocate after course completion.

“In addition to employment, Kal Tire will also provide successful graduates with further in-house training and a tool purchase incentive program. Kal Tire is committed to advancing all apprentices through to their journeyman’s ticket,” says Diane Templeton, Kal Tire’s Human Resources Talent Advisor.

To find out more about the one-time offering of this unique program, attend an information session on Nov. 27 at 6 p.m. in room T123 at Okanagan College’s Kelowna campus. Attendees can meet and ask questions of instructors from Okanagan College and Kal Tire team members. College application fees will be waived for anyone who applies to the program during the session. For more information, visit www.okanagan.bc.ca/AST<<http://www.okanagan.bc.ca/AST>>.

-30-

EDS: Attached photo of Casey Lobb

For more information, contact:

Christine Ulmer, Public Affairs
Okanagan College - 250-470-3633
culmer@okanagan.bc.ca<<mailto:culmer@okanagan.bc.ca>>



MEDIA RELEASE

Nov. 21, 2013

Jobs a focus of new Okanagan College and Kal Tire partnership

Imagine enrolling in a training program and becoming an Automotive Service Technician with Canada's largest independent tire dealer. Sounds too good to be true, doesn't it? But a new partnership between Okanagan College and Kal Tire promises qualified graduates just that opportunity.

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OC13-14-82.doc

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-30-

EDS: Attached photo of Casey Lobb

For more information, contact:

Christine Ulmer, Public Affairs
Okanagan College – 250-470-3633
culmer@okanagan.bc.ca



Our Ref. 95506

October 16, 2013

Mr. Jim Hamilton
President
Okanagan College
1000 KLO Rd
Kelowna BC V1Y 4X8

Dear M. Hamilton:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding Okanagan College's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

Post-secondary institution financial results are an important component of government's consolidated financial statements. Forecasted results are monitored against the 2013 Board-approved targets set out in the Budget and Fiscal Plan. Communication with the Ministry regarding fluctuations from the targets is critical to assist the Ministry in ensuring the post-secondary results included in the Budget and Fiscal Plan can be achieved.

... /2

The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Mr. Robert Eby, Vice-President, Finance and Corporate Services
Okanagan College

Mr. Andrew Hay, Vice-President, Education
Okanagan College

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
OKANAGAN COLLEGE
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	4,851	\$44,518,661	4,751	TBD	4,751	TBD

Details of Change from Prior Year						
Health One-Time						
Health Care Assistant - one-time	12	\$93,601	(12)	(\$93,601)		
Foundation Skills and Trades Discovery						
Electrical	(48)	(\$195,840)				
Metal Fabrication	(16)	(\$69,920)				
Plumbing/Piping combined	(18)	(\$77,112)				
Electrical	54	\$220,320	(54)	(\$220,320)		
Metal Fabrication	16	\$69,920	(16)	(\$69,920)		
Plumbing/Piping combined	18	\$77,112	(18)	(\$77,112)		
Post-secondary Sector Administrative Efficiencies		(\$119,616)		TBD		TBD
Subtotal of Change from Prior Year	18	(\$1,535)	(100)	(\$460,953)		

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PN's and HCAs							
Bachelor of Science in Nursing (4-year)	NURS		48		48		48
Practical Nurse	NLPN		86		86		86
Health Care Assistant	NHCA		170		170		170
Health Care Assistant - one-time	HLOT	12	12	(12)			
Subtotal		12	316	(12)	304		304
Allied Health							
Non-Targeted Allied Health	HLTH		105		105		105
Subtotal			105		105		105
Total Health		12	421	(12)	409		409
Developmental							
Developmental Programs	DEV		984		TBD		TBD
Total Developmental			984				
Foundation Skills and Trades Discovery							
Electrical	TRDI	(48)					
Metal Fabrication	TRDI	(16)					
Plumbing/Piping combined	TRDI	(18)					
Electrical	TRDI	54	54	(54)			
Metal Fabrication	TRDI	16	16	(16)			
Plumbing/Piping combined	TRDI	18	18	(18)			
Total Foundation Skills and Trades Discovery		6	88	(88)			
Total Targeted Program FTE		18	1,493	(100)	409		409
Total Non-Targeted AVED FTE			3,358		4,342		4,342
Total Student FTE Target		18	4,851	(100)	4,751		4,751

October 3, 2013

Honourable Amrik Virk
Minister of Advanced Education
PO Box 9080 Stn Prov Govt
Victoria, BC V8W 9E2

Dear Minister Virk:

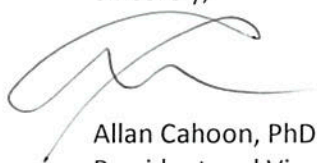
On behalf of the Royal Roads University Executive, I would like to thank you for taking time out of your busy schedule to visit and tour RRU, meet with students and to participate in the official opening of Sne'qwa e'lun (Blue Heron House).

As I mentioned in our meeting, RRU is committed to contributing to the labour market agenda of government. Given RRU's unique mandate and flexibility, we are more than able to assist government. As was highlighted on our campus tour, RRU is educating domestic and international students from all sectors (ex: LNG, trades, health, private sector and government). Please do not hesitate to contact us in how we can be helpful in ensuring the government's mandate is a success.

One way in which RRU can contribute to government's labour market agenda is through our proposed Indigenous Pathway Program. As we heard Chief Andy Thomas of Esquimalt Nation say, Indigenous youth need non-traditional ways of entering into the post-secondary system and unconventional methods of learning. They need to be able to learn in their communities and the supports necessary to learn and give back to the communities in which they live. I believe our proposed Indigenous Pathway Program does all of this.

Once again, thank you for taking the time visit RRU's campus, talk with our students and officially open Sne'qwa e'lun.

Sincerely,



Allan Cahoon, PhD
President and Vice-Chancellor



Our Ref. 95506

October 16, 2013

Dr. Allan R. Cahoon
President and Vice-Chancellor
Royal Roads University
2005 Sooke Rd
Victoria BC V9B 5Y2

Dear Dr. Cahoon:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding Royal Roads University's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

Post-secondary institution financial results are an important component of government's consolidated financial statements. Forecasted results are monitored against the 2013 Board-approved targets set out in the Budget and Fiscal Plan. Communication with the Ministry regarding fluctuations from the targets is critical to assist the Ministry in ensuring the post-secondary results included in the Budget and Fiscal Plan can be achieved.

... /2

The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Mr. Dan Tulip, Vice-President, Finance and CFO
Royal Roads University

Dr. Stephen Grundy, Vice-President, Academic and Provost
Royal Roads University

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
ROYAL ROADS UNIVERSITY
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	1,980	\$17,135,570	1,980	TBD	1,980	TBD

Details of Change from Prior Year						
Post-secondary Sector Administrative Efficiencies		(\$46,523)		TBD		TBD
<i>Subtotal of Change from Prior Year</i>		(\$46,523)				

Undergraduate and Graduate FTE Targets	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Undergraduate	UNGR		315		315		315
Graduate	GRAD		650		650		650
Undesignated			1,015		1,015		1,015
Total Student FTE Target			1,980		1,980		1,980

Pages 68 through 70 redacted for the following reasons:

S13, S17



Our Ref. 95506

October 16, 2013

Mr. Angus Graeme
President and CEO
Selkirk College
301 Frank Beinder Way
Castlegar BC V1N 4L3

Dear Mr. Graeme:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding Selkirk College's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

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Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Mr. Mike Dion, Vice-President, Administration and Finance
Selkirk College

Mr. Neil Coburn, Vice-President, Education and Students
Selkirk College

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
SELKIRK COLLEGE
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	2,312	\$25,111,968	2,312	TBD	2,312	TBD

Details of Change from Prior Year						
Health One-Time						
Health Care Assistant - one-time	(18)	(\$161,000)				
Interprofessional Practice Education Course - one-time	(3)	(\$15,500)				
Post-secondary Sector Administrative Efficiencies		(\$68,179)		TBD		TBD
Subtotal of Change from Prior Year	(21)	(\$244,679)				

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PNAs and HCAs							
Bachelor of Science in Nursing	NURS		74		74		74
Practical Nursing / Health Care Assistant *	NLPN / NHCA		20		20		20
Health Care Assistant - one-time	HLOT	(18)					
Subtotal		(18)	94		94		94
Allied Health							
Interprofessional Practice Education Course - one-time	HLOT	(3)					
Non-Targeted Allied Health	HLTH		68		68		68
Subtotal		(3)	68		68		68
Total Health		(21)	162		162		162
Developmental							
Developmental Programs	DEV		480		TBD		TBD
Total Developmental			480				
Total Targeted Program FTE		(21)	642		162		162
Total Non-Targeted AVED FTE			1,670		2,150		2,150
Total Student FTE Target		(21)	2,312		2,312		2,312

* Selkirk will deliver PN or HCA programming depending on student and employer demand.

From: Andrew Petter [mailto:noreply@gifttool.com] **On Behalf Of** Andrew Petter
Sent: Friday, September 20, 2013 10:34 AM
To: Minister, AVED AVED:EX
Subject: See you on Sunday morning with the SFU team!

Amrik Virk

Message from Trina Isakson, SFU team coordinator: tia4@sfu.ca

please forward this message to any friends or family who are walking but haven't officially registered

Walk for Reconciliation

Sunday, September 22

www.sfu.ca/reconciliation/walk.html

Thank you for registering for the Walk for Reconciliation with the SFU team! We have students, staff, faculty, union members, student groups, alumni, special guests, and friends and family walking together.

Schedule

8am-8:30am

Walkers arrive at Woodward's atrium to pick up t-shirts and refreshments (enter through Hastings and Abbott) and gather in the outdoor plaza

8:30am

Welcome and opening remarks

8:45am

SFU team leaves from Woodward's and joins 50,000 near Queen Elizabeth Plaza

9am

Opening Ceremony

10am

Walk begins (4km with a 2km option)

11am

Walk ends

Things to remember

- SFU t-shirts will be given out to the first 1,000 people.
- Breakfast refreshments (including granola bars, fruit, juice, coffee, and tea) will be first come-first served (ordered based on registration numbers).
- **Dress for the weather!** The forecast looks like rain.
- **Bring your own water** and water bottle - no water bottles will be given out.
- There is **no public washroom** open at Woodward's on Sunday morning.

A big thank you to **Nesters Market at Woodward's** for helping with discounts and donations for the breakfast snacks!

FAQs

Q: My spouse/children/friends are joining me. Should they register with the SFU team?

A: Yes, please! It helps us estimate numbers.

Q: I ordered a t-shirt when I registered online. Can I pick this up on Sunday morning?

A: No. Any t-shirts ordered from Reconciliation Canada get picked up according to instructions found at <http://reconciliationcanada.ca/participate/walk-for-reconciliation/reconciliation-canada-t-shirts/>. The t-shirts given out Sunday are free SFU team t-shirts.

Q: I'm going to be arriving late. Where can I find the SFU team?

A: The route that SFU is taking to get to the walk start site is at www.sfu.ca/reconciliation/walk.html. Track the route and look for our team t-shirts!

We're happy to see people walking from

- Beedie School of Business
- Centre for Dialogue
- Centre for Restorative Justice
- Children's Health Policy Centre
- Department of Archaeology
- Department of Gender, Sexuality, and Women's Studies
- Department of Geography
- Department of History
- Department of Linguistics
- Department of Psychology - Social Psychology
- Faculty of Education - PDP
- Faculty of Health Sciences
- First Nations Student Association (FNSA)
- Graduate Student Society (GSS)
- Media Democracy Days
- Office of the VP, External Relations
- Office of the VP, Research
- Office for Aboriginal Peoples
- Out On Campus
- Residence Life
- School for the Contemporary Arts
- School of Interactive Arts and Technology (SIAT)
- School of Resource and Environmental Management
- SFPIRG
- Simon Fraser Student Society (SFSS)
- SFU Community Trust
- SFU Public Square
- Student Services
- Teaching Support Staff Union (TSSU)

SFU groups are welcome to bring banners and dress up. The walk will have a fun, festive, and family-friendly atmosphere. Is your group missing? Email tia4@sfu.ca and we'll add you to the SFU walk website.

See you Sunday morning! I'll be wearing red legwarmers!

[Click here to visit my personal web page in support of Tides Canada Foundation - Reconciliation Canada Legacy Fund.](http://www.gifttool.com/athon/MyFundraisingPage?ID=2108&AID=2366&PID=371567)

or copy and paste this link into your web browser:

<http://www.gifttool.com/athon/MyFundraisingPage?ID=2108&AID=2366&PID=371567>

Or, **[Click here to view my team page for Simon Fraser University \(SFU\)](http://www.gifttool.com/athon/OurTeamPage?ID=2108&AID=2366&TID=15686)**

or copy and paste this link into your web browser:

<http://www.gifttool.com/athon/OurTeamPage?ID=2108&AID=2366&TID=15686>

Note: You have not been added to any email lists. This email was sent to Amrik Virk at AVED.Minister@gov.bc.ca by Andrew Petter at sfu_pres@sfu.ca.

For more information go to: <http://www.gifttool.com/athon/AthonDetails?ID=2108&AID=2366>

SFU BUDGET 2014 CONSULTATION PRESENTATION

To the Select Standing Committee on Finance and Government Services

Andrew Petter, President and Vice-Chancellor, Simon Fraser University
September 23, 2013 | Surrey, British Columbia

INTRODUCTION

The Government of BC commits nearly \$2 billion a year to one of the most comprehensive and diversified post-secondary education systems in Canada. Since 2001, the government has also invested \$1.8 billion in research and innovation to boost BC's capacity in research, development, and commercialization. BC's twenty-five public universities, colleges, and institutes remain committed to developing the highly skilled workforce and cutting-edge research needed to ensure long-term prosperity. However, given looming labour shortages and an increasingly competitive global knowledge-based economy, the province cannot afford to let up in its support for post-secondary education and research.

To this end, the Research Universities' Council of BC (RUCBC) presented last year's Finance Committee with an *Opportunity Agenda for BC*. This Agenda is designed to create jobs and build prosperity in BC through strategic investments in post-secondary educational capacity and access and a concerted commitment to research and innovation. RUCBC has also asked government to provide additional financial and policy flexibility so as to enable universities to enhance facilities and services to students and support economic development—at no cost to taxpayers. This includes increased flexibility to raise capital to build infrastructure.

While my presentation today focuses on SFU's Surrey campus, I want to voice my support for the submissions made to you last Friday by the Simon Fraser Student Society and the Graduate Student Society concerning the needs for deferred maintenance, improved transit, and approval of financing arrangements for the "Build SFU" project at SFU's Burnaby campus.

THE NEED

According to BC government forecasts, by 2020 one million jobs will be up for grabs in BC – 78% requiring post-secondary education and training¹. Sixty-five percent of those new openings – in fields such as energy, health sciences, and creative technologies – will be situated in BC's densely populated Lower Mainland². If BC is to remain productive and competitive in the face of these looming labour

¹ British Columbia Labour Market Outlook: 2010-2020, p. 9.

² Mainland/Southwest region. British Columbia Labour Market Outlook: 2010-2020, p. 5.

market demands, action must be taken now to ensure an adequate supply of workers with the knowledge and skills to fill these jobs.

THE OPPORTUNITY

The expansion of Simon Fraser University's Surrey campus is not only an educational imperative for the communities of the South Fraser³; it is also an investment in BC's future. Fueled by rapid growth in Surrey, the South Fraser is BC's fastest growing region. By 2036, the region's population is projected to surpass Vancouver—Canada's 3rd largest city—by almost half a million people⁴. Today, one in three of Surrey's residents are under 19—the largest of any municipality,⁵ and, by 2016, the South Fraser will account for one-third of all BC high school graduates. There is a pressing and growing need for equitable and affordable access to post-secondary education in the region.

Consider:

- Just 16% of Surrey residents hold a university degree – less than half Vancouver's average of 33%⁶.
- Surrey and the South Fraser are underserved compared to the rest of BC: Kwantlen Polytechnic University and SFU Surrey offer only 12.7 post-secondary spaces for every hundred 18-24 year olds in the region, while on average the rest of BC receives almost three times that level of access⁷.
- Surrey's growth in foreign-born residents is the highest of any Canadian city,⁸ and Surrey School district has the largest population of Aboriginal students in the lower mainland⁹.

The BC Government has already recognized the rapid population growth in Surrey and the need to improve transition rates to university. In 2006, the government entered into an MOU with SFU that sought to double the size of the Surrey campus to 5,000 student FTEs by 2015.

The government also funded the purchase of land surrounding the campus to accommodate this expansion. However no additional student spaces have yet been added. While post-secondary transition rates for Surrey school district students have risen by over 10% in the past few years, growing demand and limited student spaces are resulting in higher entry-level GPAs and thousands of capable students being denied admission.

³ South Fraser in this case refers to Surrey, Delta, Langley (District and City), and Abbotsford.

⁴ Statistics Canada, 2011 Census

⁵ Statistics Canada, 2011 Census

⁶ Statistics Canada, 2011 Census

⁷ SBOT. February 2013. *Can the Future Learn in Surrey and in the South Fraser?* BC ave. by College Region is 34.5%. See p. 5.

⁸ BC Stats (Issue 2006-05)

⁹ City of Surrey. *A Profile of Youth in Surrey*. July 2012.

To expand program options for undergraduate and graduate students at the Surrey campus, SFU plans to launch three new academic programs in energy systems engineering, health sciences, and creative technologies. These programs will model the latest innovations in classroom and experiential learning with a strong emphasis on entrepreneurship. They will build on SFU's considerable strengths and community partnerships and align with BC's economic and social priorities.

For example, in order to address projected skill shortages in the energy, electricity, and LNG sectors, the energy systems engineering program will take an integrated approach that infuses energy-engineering education with economics, policy, and management. A recent government-funded labour market study shows strong employer support for such a program.

Students enrolled in the new Surrey programs will benefit from participation in SFU's leading co-op education program—one of the largest and most comprehensive in Canada. In the past 2 years, SFU has placed almost 6,000 students in more than 1000 organizations worldwide including 4,658 placements in 852 different BC organizations. The top industries for such placements include engineering, mining, natural resources/utilities, high tech/information technology, and healthcare.

THE ANSWER

Ideally situated in the heart of British Columbia's fastest-growing region, SFU is the only BC research university with plans to significantly increase its undergraduate student population. This growth will benefit, and benefit from, transfer programs and potential partnerships with other universities, colleges, and institutes—both in the South Fraser and other regions of the province.

In 2006, the Government of British Columbia clearly signaled that investment in the expansion of SFU Surrey was critical to providing equitable post-secondary access for the South Fraser region and to securing BC's economic advantage in an increasingly competitive global knowledge economy.

In its *Report on the Budget 2012 Consultations*, the 2011 Select Standing Committee on Finance and Government Services unanimously agreed and recommended government recommit to the 2006 MOU and its goal of doubling SFU Surrey's student FTEs to 5,000 by 2015.

SFU recognizes the government's fiscal challenges and the difficult choices required for the 2014 Budget. But the case for expanding SFU's Surrey campus is more urgent and compelling than ever and is strongly aligned with the government's jobs and economic priorities.

While it is no longer possible to meet the original timeframe of 2015, we ask the committee to recommend the government:

Recommit to doubling student FTEs (Full Time Equivalents) at SFU Surrey from 2,500 to 5,000 by 2020, with an initial expansion of 1,320 student FTEs and supporting infrastructure beginning in 2014.

SFU is committed to working with government, business, and post-secondary partners to leverage this investment to educate a skilled and flexible workforce and to ensure the long-term prosperity of BC.



Our Ref. 95506

October 16, 2013

Prof. Andrew Petter
President and Vice-Chancellor
Simon Fraser University
8888 University Dr
Burnaby BC V5A 1S6

Dear Prof. Petter:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding Simon Fraser University's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

Post-secondary institution financial results are an important component of government's consolidated financial statements. Forecasted results are monitored against the 2013 Board-approved targets set out in the Budget and Fiscal Plan. Communication with the Ministry regarding fluctuations from the targets is critical to assist the Ministry in ensuring the post-secondary results included in the Budget and Fiscal Plan can be achieved.

... /2

The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Dr. Pat Hibbitts, Vice-President, Finance and Administration
Simon Fraser University

Dr. Jonathan Driver, Vice-President, Academic and Provost
Simon Fraser University

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
SIMON FRASER UNIVERSITY
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

<i>Total Operating Grant and Student FTE Targets</i>	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	20,203	\$216,202,296	20,203	TBD	20,203	TBD

<i>Details of Change from Prior Year</i>						
Post-secondary Sector Administrative Efficiencies		(\$586,987)		TBD		TBD

<i>Undergraduate and Graduate FTE Targets</i>	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Undergraduate	UNGR	17,682		17,682		17,682	
Graduate	GRAD	2,521		2,521		2,521	
<i>Total Student FTE Target</i>		20,203		20,203		20,203	



Our Ref. 95506

October 16, 2013

Dr. Alan Shaver
President and Vice-Chancellor
Thompson Rivers University
900 McGill Rd
Kamloops BC V2C 0C8

Dear Dr. Shaver:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding Thompson Rivers University's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

Post-secondary institution financial results are an important component of government's consolidated financial statements. Forecasted results are monitored against the 2013 Board-approved targets set out in the Budget and Fiscal Plan. Communication with the Ministry regarding fluctuations from the targets is critical to assist the Ministry in ensuring the post-secondary results included in the Budget and Fiscal Plan can be achieved.

... /2

The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Mr. Matt Milovick, Vice-President, Administration and Finance
Thompson Rivers University

Mr. Ulrich Scheck, Provost and Vice-President, Academic
Thompson Rivers University

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
THOMPSON RIVERS UNIVERSITY
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	8,114	\$65,074,726	7,986	TBD	7,986	TBD

Details of Change from Prior Year						
Health One-Time						
Health Care Assistant - one-time	32	\$252,800	(32)	(\$252,800)		
Foundation Skills and Trades Discovery						
Partsperson	16	\$54,400	(16)	(\$54,400)		
Prof Cook - Aboriginal	16	\$112,000	(16)	(\$112,000)		
Prof Cook - Williams Lake	12	\$84,000	(12)	(\$84,000)		
Trowel Trades / Mason	16	\$57,120	(16)	(\$57,120)		
Trades Discovery	36	\$73,440	(36)	(\$73,440)		
Post-secondary Sector Administrative Efficiencies		(\$174,956)		TBD		TBD
Subtotal of Change from Prior Year	128	\$458,804	(128)	(\$633,760)		

FTEs for TRU On-campus & Open-learning:						
TRU - On-campus	5,552		5,424		5,424	
TRU - Open-learning	2,562		2,562		2,562	
Total Student FTE Target	8,114		7,986		7,986	

TRU On-campus	FUNS	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Targeted Program FTE Details	Code						
Health							
RNs, PNs and HCAs							
Bachelor of Science in Nursing	NURS		244		244		244
Practical Nurse	NLPN		16		16		16
Health Care Assistant	NHCA		84		84		84
Health Care Assistant - one-time	HLOT	32	32	(32)			
Primary Care Certificate	NURS		10		10		10
Subtotal		32	386	(32)	354		354
Allied Health							
Respiratory Therapy	HLTH		199		199		199
Subtotal			199		199		199
Total Health		32	585	(32)	553		553
Developmental							
Developmental Programs	DEV		656		TBD		TBD
Total Developmental			656				
Foundation Skills and Trades Discovery							
Partsperson	TRDI	16	16	(16)			
Prof Cook - Aboriginal	TRDI	16	16	(16)			
Prof Cook - Williams Lake	TRDI	12	12	(12)			
Trowel Trades / Mason	TRDI	16	16	(16)			
Trades Discovery	TRDI	36	36	(36)			
Total Foundation Skills and Trades Discovery		96	96	(96)			
Total On-campus Targeted Program FTE		128	1,337	(128)	553		553
Total On-campus Non-Targeted AVED FTE			4,215		4,871		4,871
Total On-campus Student FTE Target		128	5,552	(128)	5,424		5,424

TRU Open-learning		2013/14		2014/15		2015/16	
Targeted Program FTE Details		Change	Total	Change	Total	Change	Total
Health							
RNs, PNs and HCAs							
Graduate Nursing Refresher	NURS		90		90		90
Practical Nursing Refresher	NLPN		48		48		48
Subtotal			138		138		138
Allied Health							
Anaesthesia Technology	HLTH		8		8		8
Medical Laboratory Assistant	HLTH		37		37		37
Subtotal			45		45		45
Total Health			183		183		183
Developmental (targets are to be maintained or increased)							
Developmental Programs	DEV		288		TBD		TBD
Total Developmental			288				
Total Open-learning Targeted Program FTE			471		183		183
Total Open-learning Non-Targeted AVED FTE			2,091		2,379		2,379
Total Open-learning Student FTE Target			2,562		2,562		2,562

Total TRU Targeted Program FTE	128	1,808	(128)	736		736
Total TRU Non-Targeted AVED FTE		6,306		7,250		7,250
Total TRU Student FTE Target	128	8,114	(128)	7,986		7,986



Our Ref. 95506

October 23, 2013

Prof. Stephen Toope
President and Vice-Chancellor
University of British Columbia
7th Floor, Walter C Koerner Library
1958 Main Hall
Vancouver BC V6T 1Z2

Dear Prof. Toope:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding the University of British Columbia's (UBC) budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of UBC's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

Post-secondary institution financial results are an important component of government's consolidated financial statements. Forecasted results are monitored against the 2013 Board-approved targets set out in the Budget and Fiscal Plan. Communication with the Ministry regarding fluctuations from the targets is critical to assist the Ministry in ensuring the post-secondary results included in the Budget and Fiscal Plan can be achieved.

UBC's first quarter forecast varied significantly from the institutions forecast set out in the Province's Budget and Fiscal Plan. Given the importance of the fiscal plan targets, the Ministry requests that UBC review their financial forecast and consider options available to UBC in order to meet the projections provided to the Ministry in January 2013. Please provide the Ministry with monthly updates on progress in this area.

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The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Ms. Theresa Arsenault, QC, Chair, Board of Governors
University of British Columbia

Mr. Pierre Ouillet, Vice-President, Finance, Resources and Operations
University of British Columbia

Mr. David Farrar, Vice-President, Academic and Provost
University of British Columbia

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
UNIVERSITY OF BRITISH COLUMBIA
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	42,237	\$585,618,992	42,375	TBD	42,385	TBD

Details of Change from Prior Year						
Health						
Pharmacy	72	\$1,440,000	72	\$1,440,000		
Midwifery	10	\$186,870	10	\$186,870	10	\$186,870
Bachelor of Science in Nursing (UBC - Okanagan)	24	\$309,600	24	\$309,600		
Physicians	32	\$2,416,000	32	\$2,416,000		
Post-secondary Sector Administrative Efficiencies		(\$1,589,948)		TBD		TBD
Subtotal of Change from Prior Year	138	\$2,762,522	138	\$4,352,470	10	\$186,870

FTE Targets by Campus						
UBC - Point Grey	35,290		35,404		35,414	
UBC - Okanagan	6,947		6,971		6,971	
Total Student FTE Target	42,237		42,375		42,385	

Graduate and Undergraduate FTE Targets (all campuses)	FUNS Code						
Undergraduate	UNGR	36,339		36,477		36,487	
Graduate	GRAD	5,898		5,898		5,898	
Total Student FTE Target		42,237		42,375		42,385	

University of British Columbia - Point Grey Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PNAs and HCAs							
Bachelor of Science in Nursing	NURS		283		283		283
Nurse Practitioner	NURS		30		30		30
Masters in Nursing	NURS		82		82		82
Subtotal			395		395		395
Allied Health							
Midwifery	HLTH	10	55	10	65	10	75
Medical Lab	HLTH		54		54		54
Physiotherapy	HLTH		160		160		160
Occupational Therapy	HLTH		96		96		96
Dental Hygiene	HLTH		25		25		25
Pharmacy	HLTH	72	824	72	896		896
Speech Pathology	HLTH		46		46		46
Audiology	HLTH		24		24		24
Other Graduate Level Health Sciences	HLTH		688		688		688
Subtotal		82	1,972	82	2,054	10	2,064
Total Health		82	2,367	82	2,449	10	2,459
Medical School	MEDI	32	1,120	32	1,152		1,152
Total Medical		32	1,120	32	1,152		1,152
Total UBC Point Grey Targeted Program FTE		114	3,487	114	3,601	10	3,611
Total UBC Point Grey Non-Targeted AVED FTE			31,803		31,803		31,803
Total UBC Point Grey Student FTE Target		114	35,290	114	35,404	10	35,414

University of British Columbia - Okanagan Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
RNs, PNs and HCAs							
Masters in Nursing	NURS		45		45		45
Bachelor of Science in Nursing	NURS	24	492	24	516		516
Total Health		24	537	24	561		561
Aboriginal Spaces							
UBC-O/En'owkin Centre Aboriginal Access Program (ECE/Health)	ABAC		18		18		18
Total Aboriginal			18		18		18
Total UBC Okanagan Targeted Program FTE		24	555	24	579		579
Total UBC Okanagan Non-Targeted AVED FTE			6,392		6,392		6,392
Total UBC Okanagan Student FTE Target		24	6,947	24	6,971		6,971

Total UBC Targeted Program FTE	138	4,042	138	4,180	10	4,190
Total UBC Non-Targeted AVED FTE		38,195		38,195		38,195
Total UBC Student FTE Target	138	42,237	138	42,375	10	42,385

Page 91 redacted for the following reason:

S22

-----Original Message-----

From: George Iwama [mailto:George.Iwama@unbc.ca]

Sent: Wednesday, November 20, 2013 2:45 PM

To: Minister, AVED AVED:EX

Cc: Anne Rushton; George Iwama; S22

Subject: An introduction

Dear Minister Virk

I trust this finds you well. I get continuous positive reports from many fronts about your eager willingness to engage and listen. This is a wonderful start to what I believe will be a strong and long tenure as our Minister.

I am writing to introduce S22 to you. A highly successful developer and entrepreneur, S22 has the respect of many in our community.

S22 is helping a cause that would see a university being launched in the town of Whistler. I have been involved in some of these discussions. I must say I am excited about the possibility. S22 has a particular set of skills in addition to S22 wealth of knowledge of that community that would be key to the success of such a project.

I trust your conversations will be both enjoyable and fruitful.

Kind regards,
George

George Iwama
President and Vice-Chancellor
University of Northern British Columbia

From: George Iwama [mailto:George.Iwama@unbc.ca]

Sent: Thursday, October 31, 2013 9:17 AM

To: Anne Rushton

Subject: UNBC - Top 3 in Maclean's

Good morning,

I'm pleased to write to you this morning to let you know that, once again, UNBC has scored very well in the annual Maclean's Magazine University Rankings issue.

This year, Maclean's has ranked UNBC 3rd among 19 small Canadian universities. We have been ranked among the top three universities in Canada in our category for six years running.

This ranking is one of a number of recent accolades for UNBC. We recently earned one of only six As for environmental commitment in all of Canada from the Globe and Mail newspaper in its annual Canadian University Report. And over the weekend, the Prince George Chamber of Commerce presented UNBC with the "Environmental Leadership" award at its annual Business Excellence Awards.

We all should take great pride in these achievements. As we approach our 25th anniversary, we are continuing to develop as a University that provides the highest quality education to all students while demonstrating a commitment to the North. This is testament to your dedication to this institution and the work you do every day to contribute to our shared successes.

Thank you for all you do for Canada's Green University!

Sincerely,

George Iwama

From: Robert Van Adrichem [mailto:Robert.VanAdrichem@unbc.ca]
Sent: Monday, November 4, 2013 3:42 PM
To: Robert Van Adrichem
Cc: Christine Dillabaugh
Subject: UNBC announcement

UNBC Board Appoints Interim President

The UNBC Board of Governors has appointed Dr. Mark Dale to serve as Interim President of UNBC effective January 1, 2014. Dr. Dale has been the Vice-President Academic and Provost of UNBC since 2008. He will serve as Interim President until a replacement for Dr. George Iwama is selected.

Political Science professor Dr. John Young, who has been with UNBC since 1994, will be the Interim Vice-President Academic and Provost.

Dr. Iwama is leaving UNBC at the end of 2013. Following his decision to not renew as UNBC President, Dr. Iwama was appointed Executive Vice-President for the Okinawa Institute of Science and Technology Graduate University in Japan, a prestigious, young university that has been featured recently in the **Economist** <http://www.economist.com/node/21540228> and **Science** <http://www.sciencemag.org/content/342/6155/182.full> . OIST has this year admitted only its second cohort of students, all of whom are pursuing doctoral degrees in Science. Dr. Iwama was born on Okinawa and lived there until he was 17 years old.

The search for Dr. Iwama's replacement is being led by the Board of Governors and is including a national advertising campaign and identification of potential candidates.

Have a good day.
Rob

Robert van Adrichem
Vice-President External Relations

University of Northern British Columbia
Office Phone: 250.960.5724
Direct: 250.960.5622
Email: robert.vanadrichem@unbc.ca

UNBC: Canada's Green University
Winner of the North American award for campus sustainability, tied with Harvard University - 2010



Our Ref. 95506

October 16, 2013

Dr. George Iwama
President and Vice-Chancellor
University of Northern British Columbia
3333 University Way
Prince George BC V2N 4Z9

Dear Dr. Iwama:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding University of Northern British Columbia's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

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... /2

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Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Ms. Eileen Bray, Vice-President, Administration and Finance
University of Northern British Columbia

Mr. Mark Dale, Vice-President, Academic and Provost
University of Northern British Columbia

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
UNIVERSITY OF NORTHERN BRITISH COLUMBIA
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	3,455	\$47,261,696	3,455	TBD	3,455	TBD

Details of Change from Prior Year						
Post-secondary Sector Administrative Efficiencies		(\$128,315)		TBD		TBD

Graduate and Undergraduate FTE Targets	FUNS Code						
Undergraduate	UNGR	2,972		2,972		2,972	
Graduate	GRAD	455		455		455	
Undesignated		28		28		28	
Total Student FTE Target		3,455		3,455		3,455	

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PNs and HCAs							
Bachelor of Science in Nursing	NURS		278		278		278
Nurse Practitioner	NURS		30		30		30
Masters in Nursing	NURS		10		10		10
Rural Nursing w/ Remote Certification	NURS		24		24		24
Subtotal			342		342		342
Allied Health							
Other Graduate Level Health Sciences	HLTH		21		21		21
Subtotal			21		21		21
Total Health			363		363		363
Total Targeted Program FTE			363		363		363
Total Non-Targeted AVED FTE			3,092		3,092		3,092
Total Student FTE Target			3,455		3,455		3,455



Our Ref. 95506

October 16, 2013

Dr. Mark D. Evered
President and Vice-Chancellor
University of the Fraser Valley
33844 King Rd
Abbotsford BC V2S 7M8

Dear Dr. Evered:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding University of the Fraser Valley's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

Post-secondary institution financial results are an important component of government's consolidated financial statements. Forecasted results are monitored against the 2013 Board-approved targets set out in the Budget and Fiscal Plan. Communication with the Ministry regarding fluctuations from the targets is critical to assist the Ministry in ensuring the post-secondary results included in the Budget and Fiscal Plan can be achieved.

... /2

The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Ms. Jackie Hogan, Chief Financial Officer
University of the Fraser Valley

Mr. Eric Davis, Provost and Vice-President, Academic
University of the Fraser Valley

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
UNIVERSITY OF THE FRASER VALLEY
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	6,678	\$53,714,001	6,678	TBD	6,678	TBD

Details of Change from Prior Year						
Aboriginal Spaces	(10)	(\$92,000)				
Post-secondary Sector Administrative Efficiencies		(\$146,083)		TBD		TBD
Subtotal of Change from Prior Year	(10)	(\$238,083)				

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PN's and HCAs							
Bachelor of Science in Nursing (4-year)	NURS		207		207		207
Bachelor of Science in Nursing (3-year)	NURS		88		88		88
Practical Nurse	NLPN		35		35		35
Health Care Assistant	NHCA		55		55		55
Subtotal			385		385		385
Allied Health							
Non-Targeted Allied Health	HLTH		90		90		90
Subtotal			90		90		90
Total Health			475		475		475
Developmental							
Developmental Programs	DEV		519		TBD		TBD
Total Developmental			519				
Aboriginal Spaces							
Indigenous Peoples Knowledge Program (ECE/Health)	ABAC	(10)					
Total Aboriginal		(10)					
Total Targeted Program FTE		(10)	994		475		475
Total Non-Targeted AVED FTE			5,684		6,203		6,203
Total Student FTE Target		(10)	6,678		6,678		6,678



Our Ref. 95506

October 16, 2013

Prof. Jamie Cassels
President and Vice-Chancellor
University of Victoria
3800 Finnerty Rd
PO Box 1700 Stn CSC
Victoria BC V8W 2Y2

Dear Professor Cassels:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding University of Victoria's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

Post-secondary institution financial results are an important component of government's consolidated financial statements. Forecasted results are monitored against the 2013 Board-approved targets set out in the Budget and Fiscal Plan. Communication with the Ministry regarding fluctuations from the targets is critical to assist the Ministry in ensuring the post-secondary results included in the Budget and Fiscal Plan can be achieved.

... /2

The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit:

http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Ms. Gayle Gorrill, Vice-President, Finance and Operations
University of Victoria

Dr. Reeta Tremblay, Vice-President, Academic and Provost
University of Victoria

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
UNIVERSITY OF VICTORIA
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	16,528	\$175,903,436	16,528	TBD	16,528	TBD

Details of Change from Prior Year						
Post-secondary Sector Administrative Efficiencies		(\$477,576)		TBD		TBD

Graduate and Undergraduate FTE Targets	FUNS Code						
Undergraduate	UNGR	14,488		14,488		14,488	
Graduate	GRAD	2,040		2,040		2,040	
Total Student FTE Target		16,528		16,528		16,528	

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PN's and HCAs							
Bachelor of Science in Nursing	NURS		580		580		580
Nurse Practitioner	NURS		30		30		30
Graduate Nursing	NURS		34		34		34
Subtotal			644		644		644
Allied Health							
Other Graduate Level Health Sciences	HLTH		61		61		61
Subtotal			61		61		61
Total Health			705		705		705
Aboriginal Spaces							
First Nations Governance, Administration and Management	ABAC		4		4		4
DSTC Indigenous Language Courses	ABAC		5		5		5
Total Aboriginal			9		9		9
Total Targeted Program FTE			714		714		714
Total Non-Targeted AVED FTE			15,814		15,814		15,814
Total Student FTE Target			16,528		16,528		16,528



University
of Victoria

President and Vice-Chancellor
Administrative Services Building Room A220
PO Box 1700 STN CSC
Victoria British Columbia V8W 2Y2 Canada
Tel 250-721-7002, Fax 250-721-8654
Email pres@uvic.ca Web www.uvic.ca/president/

19 November 2013

The Honourable Amrik Virk
Minister of Advanced Education
PO Box 9080
STN PROV GOVT
Victoria BC V8W 9E2

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Dear Minister,

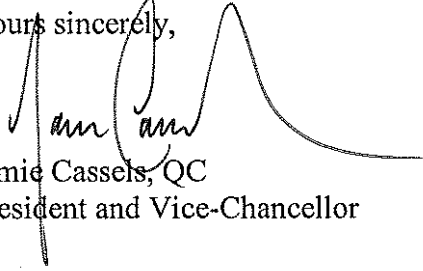
Thank you very much for your letter of 15 November 2013 setting out the terms of reference for the University of Victoria's institutional core review.

In keeping with the timeline, I am informing you that UVic's lead on this project will be Vice-President Academic and Provost Dr. Reeta Tremblay; she can be reached at

University of Victoria
PO Box 1700 STN CSC
Victoria BC V8W 2Y2
Tel. 250-721-7013
E-mail: provost@uvic.ca

We look forward to receiving further advice and guidance as well as the templates for the submission of the report.

Yours sincerely,


Jamie Cassels, QC
President and Vice-Chancellor

c Dr. Reeta Tremblay, Vice-President Academic and Provost



UNIVERSITY OF VICTORIA

29 November 2013

*The Honourable Amrik Virk
Minister of Advanced Education
PO Box 9080
STN PROV GOVT
Victoria BC V8W 9E2*

Dear Minister Virk,

I am sorry you were unable to attend the installation and convocation on 12 November but I know how busy you are, and I know we will be touching base again soon. The convocation was a great event and I am pleased to share a copy of my remarks.

With all best wishes.

Yours sincerely,

*Jamie Cassels, QC
President and Vice-Chancellor*

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University
of Victoria

Installation Address
12 November 2013

Professor Jamie Cassels, QC
President and Vice-Chancellor

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Your Honour, distinguished guests, colleagues, family, friends, graduates – thank you.

This is a very special occasion, and I'm particularly happy to share it with the University of Victoria's newest graduates, some of whom I had the privilege of teaching. I want to congratulate the class of 2013 on their accomplishments and their success. And I want to wish them the best as they take their next steps on new paths – to meet the many new possibilities that stretch out in front of them. So to the class of 2013 congratulations and good luck!

Today is the combination of two events – a *convocation* and an *installation*. *Convocation* describes the membership of our university community. The term is defined in the legislation establishing this university – and graduates you will very shortly be members of that body, along with faculty, the Senate and all the graduates who have gone before you. The word *convocation* comes from “convocare” meaning “to call together”. So a meeting of the convocation is a calling together of a group of people in a common enterprise – today a gathering to celebrate our students' success and to consider our future and our purpose.

An “*installation*” is another significant event in the life of a university. You may be thinking it sounds like putting in a new dishwasher, or perhaps more elegantly an artwork – indeed, as I look around at the robes and customs, I see that there is in fact an element of performance art in what we do. Practically and symbolically, at a university an “*installation*” is the formal beginning of new leadership for an institution and the acceptance by that leader of new responsibilities.

So graduates, this is a time of transition for you, for me, and for our university. And it is also an appropriate occasion to acknowledge that we reach these points in our lives only with the support of many people. Both of my parents (Marion and Walter Cassels) are here, along with my brothers Rob and David, my incredibly supportive wife Erin, and my son Jasper who keeps me humble – along with many other family members and friends.

I know that like me, all of our graduates are grateful to those who have made a difference in our lives, who have been so important in bringing us to this point: family, friends, mentors and others who supported us along the way – some of whom will be here today, and others in our thoughts. So graduates, please join me in thanking all those who have supported us in our journey to today. Thank you!

As I said a moment ago, a convocation is a gathering where we consider our purpose. It's an honour and a privilege for me to have been asked to lead the University of Victoria into its second half century. From its start as a small local institution 50 years ago to its position today as an internationally renowned teaching and research university – literally among the world's best.

So being asked to lead a great university is certainly an honour. But it is also humbling. It's humbling because I follow in the footsteps of extraordinary predecessors – Howard Petch, David Strong and David Turpin, each of whom I have known as extraordinary leaders. I can only hope that I serve this university as well as they did, and leave it stronger in my turn. It's also humbling because others are putting their trust in me. And trust is not something that you own or are entitled to by virtue of a position. It's something that you must earn and re-earn every day, by living up to the promise that others see in you.

And the promise I want to be measured against is this: that in everything we do at the University of Victoria, our choices and actions will be guided by the goal of making the world a better place through our mission of education and research – to relentlessly pursue the goal of contributing to the lives of our students, our community and our nation through the advancement of knowledge.

To my colleagues at the University of Victoria – both faculty and staff – I want to say thank you for the central role that you have played in achieving our success as a university. I hope we can take this occasion to affirm anew our deep commitment to our mission. Together, we'll build on our strong foundations to achieve even more for our students, our community and society.

And to our graduates I say this: the main way the university keeps its promise to contribute to the betterment of society is through you – through your own individual success, but also through your contribution and impact on other people and the world around you. You have had the wonderful privilege of higher education, shared by so few in the world. So I invite you, on this occasion, to consider how you will live up to the promise that others see in you? And what promises do *you* want to be measured by in the years to come?

For a university, making the world a better place means developing programs of education that help our graduates reach farther in their lives and achieve their maximum potential. It means engaging in research and creative activity that advances the frontiers of human knowledge, achievement and wellbeing. And it means mobilizing that knowledge in the service of people and communities everywhere.

At the University of Victoria we strive to create a research-inspired learning environment second to none. But I think it is important for universities, just like individuals, to recognize that they need to change, adapt and always strive to be better. And there are plenty of critics these days who keep universities on their toes. We do some research that has no obvious immediate practical application. We offer some educational programs that are not necessarily designed to lead straight into a specific career immediately upon graduation. We explore what sometimes appear to be exotic questions and activities that at first blush may seem irrelevant to modern day concerns.

We teach our students to be open to constructive criticism – and so should our institutions. Public critique of universities shows that people care about what we do. It allows us to look critically at ourselves and holds us accountable to meet our social purpose. There is always room

for improvement. Universities do not exist for their own sake – our purpose is to improve the lives of our students and contribute to society, and we should be prepared to show how everything we do is aimed at that purpose.

But we must also be careful not to reduce the value of education and research to a purely economic calculation and focus only on the immediate benefits rather than the long-term return on investment. The tendency to do so may be natural in an era of great uncertainty when individuals and countries are suffering from economic disruption; and when it's clear that the old ways of doing things no longer work for so many in these new times. But to focus purely on the immediate bottom line misses the value of education as part of the absolutely essential longer game for individuals and for society.

Now don't get me wrong. There is no doubt that through education and research universities *are* enormously powerful engines of economic advancement for individuals and for society. This university has an impact on the economy of over \$3.2 billion per year; and its graduates go on to very successful and economically rewarding careers.

But just as the value of an individual life cannot be assessed in accounting terms, so the value of university research and education cannot be calculated simply by measuring a graduate's income and subtracting the cost of their tuition. Or assessing the value of a research project by comparing its costs against its commercial returns. When the immediate economic calculus is positive, we can celebrate that. But restricting our view to the immediate misses out the extraordinary benefits to the quality of human life the world over resulting from research and education at universities driven by nothing more than pure curiosity, a passion for knowledge, the desire to explore the unknown, and a thirst to make a difference in the world.

Just as the benefits of research and discovery are often unexpected and revealed only over time, so the benefits of education are revealed over time, sometimes a lifetime. Education is a process, not a product. It allows us to understand an ever-changing world, and explore new pathways. Every one of our programs at this university should empower our students and advance their life prospects – but that won't happen in uniform or predetermined ways.

Allow me to personalize my point. I have degrees in philosophy, and also in law. And I took a course in diesel repair from our wonderful neighbouring institution Camosun College. All of these experiences have enriched my life in often unexpected ways.

My philosophy degree – perhaps not surprisingly – did not land me a job as CEO of a multi-national philosophy company. But it did introduce me to the world of ideas, teach me skills of disciplined analysis and judgment, and how to engage with and learn from the wisdom of others.

My law degree did not lead me to the practice of law, but has allowed me to explore, and hopefully influence, the principles and processes of Canadian law and to contribute in my way to social justice locally and globally. And most rewarding of all, it gave me the opportunity to teach thousands of students who themselves have gone on to a multitude of careers.

And my diesel repair course did not lead to a career as a diesel mechanic; but it has kept me and my family safe over many summers of exploring the waters of our spectacular west coast and to venture to places we could not otherwise have gone. In other words, every one of my own

educational experiences has benefitted me enormously in the long run, has opened new doors, empowered me to grow over time, to make contributions to others and to do things I never dreamed would be open to me.

We cannot predict with certainty what the future holds and where our paths will lead. Education may, for a time, make our personal future even less predictable – because it opens up opportunities that we never imagined and allows us to explore new territory and unexpected challenges – new territory and unexpected challenges...

There's one thing we can be sure of – that the world will keep changing and we *will* confront new challenges. Globalization, disruptive technological change, economic restructuring, all ensure that tomorrow will not be the same as today. Responding to the resulting pressures and challenges will require all the skills that university teaches: the ability to sift through virtually infinite amounts of information to extract useful wisdom; the skills to research, experiment and invent solutions to new problems; the capacity to communicate with other individuals and across cultures; and insight into and understanding of other human beings.

Graduates, your education is what will allow you to stride into that changing future and meet its challenges. It prepares you for today and tomorrow – but more importantly for the decades to come. Hopefully your education will lead you to a productive and fulfilling career; and you also have the opportunity to act on your education to make the world a better place in your own way.

The final point I want to leave with you is one of those good news – bad news scenarios. First the bad news. While you have learned a great deal during your time here, and know a lot more than you did when you arrived, *what you know today*, is probably not enough to meet the challenges and questions you will confront five, 10 or 20 years from now.

But here's the good news. In getting to this point, you have *learned how to learn*. You have successfully shown the ability to meet new challenges and succeed in the rigours of a university environment – where your teachers and staff care deeply about you and have supported you on your educational journey – but where your success has ultimately depended upon your own efforts.

Graduation doesn't mean you have finished your education. From its Latin roots it means "taking the next step." It means you're starting, not finishing and looking forward, not back – though you should pause long enough to feel a tremendous sense of accomplishment in what brought you here today. But your learning doesn't stop on graduation, it really just begins. And you have demonstrated that you have what it takes to set out on the rest of that journey.

Graduates, at UVic, you are part of a tradition of excellence and service. Fulfill your promise to yourself and others. Keep on learning.

Congratulations on your accomplishments, and best wishes for your future.

Thank you.



University
of Victoria

President and Vice-Chancellor
Administrative Services Building Room A220
PO Box 1700 STN CSC
Victoria British Columbia V8W 2Y2 Canada
Tel 250-721-7002, Fax 250-721-8654
Email pres@uvic.ca Web www.uvic.ca/president/

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20 January 2014

The Honourable Rich Coleman
Deputy Premier and Minister of Natural Gas Development

The Honourable Mary Polak
Minister of Environment

Dear Ministers,

I want to thank you both for your continued interest and willingness to support the ongoing discussion of potential funding support for Ocean Networks Canada and the Smart Oceans BC initiative. Over the Fall, we have met with and actively engaged provincial officials to discuss the potential capabilities of Smart Oceans BC and to learn from them how these technologies can be harnessed to enable the government to achieve its priority of protecting BC coasts while supporting economic development in the province.

S13, S17

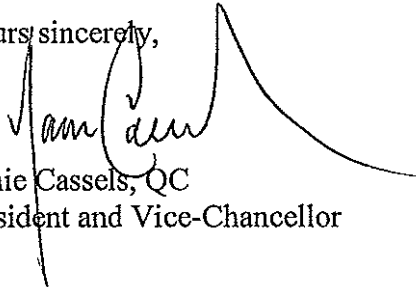
I believe that I have shared the critical nature of our situation with you verbally, but I wanted to ensure that you were aware of the timing of the next steps for us. S13, S17

S13, S17

S13, S17

I would be happy to discuss these issues further. Please do not hesitate to contact me either directly or via Nikki Macdonald, Executive Director Government Relations (250-472-5475; nikkimac@uvic.ca), who can facilitate a call.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Jamie Cassels', with a long, sweeping horizontal stroke extending to the right.

Jamie Cassels, QC
President and Vice-Chancellor

- c The Honourable Christy Clark, Premier
 The Honourable Amrik Virk, Minister of Advanced Education



Our Ref. 95506

October 16, 2013

Ms. Kathy Kinloch
President
Vancouver Community College
1155 East Broadway
Vancouver BC V5T 4V5

Dear Ms. Kinloch:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding Vancouver Community College's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

Post-secondary institution financial results are an important component of government's consolidated financial statements. Forecasted results are monitored against the 2013 Board-approved targets set out in the Budget and Fiscal Plan. Communication with the Ministry regarding fluctuations from the targets is critical to assist the Ministry in ensuring the post-secondary results included in the Budget and Fiscal Plan can be achieved.

... /2

The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Ms. Irene Young, Interim Vice-President of Administration and CFO
Vancouver Community College

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
VANCOUVER COMMUNITY COLLEGE
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	6,537	\$54,452,111	6,521	TBD	6,521	TBD

Details of Change from Prior Year						
Health One-Time						
Acute Care Skills for Health Care Assistants - one-time	(13)	(\$102,452)				
Foundation Skills and Trades Discovery						
Heavy Duty Mechanic	(16)	(\$109,440)				
Heavy Duty / Commercial Transport Mechanic	16	\$109,440	(16)	(\$109,440)		
Post-secondary Sector Administrative Efficiencies		(\$147,540)		TBD		TBD
Subtotal of Change from Prior Year	(13)	(\$249,992)	(16)	(\$109,440)		

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PN's and HCAs							
Bachelor of Science in Nursing (3-year)	NURS		129		129		129
Practical Nurse	NLPN		210		210		210
Health Care Assistant	NHCA		108		108		108
Health Care Assistant - ESL	NHCA		28		28		28
Subtotal			475		475		475
Allied Health							
Acute Care Skills for Health Care Assistants - one-time	HLOT	(13)					
Acute Care Skills for Health Care Assistants	HLTH		23		23		23
Non-Targeted Allied Health	HLTH		343		343		343
Subtotal		(13)	366		366		366
Total Health		(13)	841		841		841
Developmental							
Developmental Programs	DEV		2,518		TBD		TBD
Total Developmental			2,518				
Foundation Skills and Trades Discovery							
Heavy Duty Mechanic	TRDI	(16)					
Heavy Duty / Commercial Transport Mechanic	TRDI	16	16	(16)			
Total Foundation Skills and Trades Discovery			16	(16)			
Total Targeted Program FTE		(13)	3,375	(16)	841		841
Total Non-Targeted AVED FTE			3,162		5,680		5,680
Total Student FTE Target		(13)	6,537	(16)	6,521		6,521



Our Ref. 95506

October 16, 2013

Dr. Ralph Nilson
President and Vice-Chancellor
Vancouver Island University
900 Fifth St
Nanaimo BC V9R 5S5

Dear Dr. Nilson:

On behalf of the Minister of Advanced Education, I am writing to provide you with information regarding Vancouver Island University's budget for 2013/14. Your institution's operating transfers and full-time equivalent (FTE) targets, including one-time and short duration health and skills programs as approved earlier this year, are provided in Attachment 1. If your institution determines a need to reallocate targeted funding, please consult with your Ministry of Advanced Education (the Ministry) contacts in advance to ensure programming continues to efficiently meet student and labour market demand and government strategic priorities. Allocations for 2014/15 and 2015/16 will be communicated at a later date.

We would like to thank you for the June 15, 2013 submission of your institution's Five-Year Capital Plan, recognizing the amount of effort such an undertaking requires. The review process for this year's intake has now concluded, and a regional planning exercise is currently underway in the Ministry which will further inform capital planning decisions.

Your institution's Routine Capital funding was outlined in an April 9, 2013 letter to your Vice-President of Finance. If you have any questions regarding the Routine Capital funding allocations, please contact Ms. Catherine Nickerson, Director, Post-Secondary Capital, at Catherine.Nickerson@gov.bc.ca.

Post-secondary institution financial results are an important component of government's consolidated financial statements. Forecasted results are monitored against the 2013 Board-approved targets set out in the Budget and Fiscal Plan. Communication with the Ministry regarding fluctuations from the targets is critical to assist the Ministry in ensuring the post-secondary results included in the Budget and Fiscal Plan can be achieved.

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The post-secondary sector and the Ministry continue to work collaboratively on finding efficiencies and savings through the Administrative Services Delivery Transformation (ASDT) initiative. Numerous projects have been identified for potential implementation. Project sponsors have been chosen, project teams assembled and project proposals are under development. The new ASDT Collaboration Office facilitates and supports sector-wide collaboration including tracking progress and reporting out on the status of ASDT projects. For more information please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

The post-secondary sector has put considerable effort into preparing and securing government approval for Savings and Bargaining Plans under the 2012 Cooperative Gains Mandate. The reporting phase of the Savings Plan process was initiated earlier this year, and the process for 2013/14 will be communicated at a later date.

Thank you for your continued commitment to working with the Ministry and other system partners to provide students with affordable, high quality and relevant post-secondary education and training opportunities.

Sincerely,



Sandra Carroll
Deputy Minister

Attachment

pc: Ms. Pat Eagar, Vice-President, Administration and Finance
Vancouver Island University

Mr. David Witty, Vice-President, Academic and Provost
Vancouver Island University

Ms. Dawn Minty, Assistant Deputy Minister
Post-Secondary Regions and Programs Division
Ministry of Advanced Education

Dr. Ian Rongve, Assistant Deputy Minister
Sector Strategy and Quality Assurance Division
Ministry of Advanced Education

Mr. Colin Fowler, Acting Executive Director and Chief Financial Officer
Ministry of Advanced Education

Attachment 1
As at September 27, 2013
VANCOUVER ISLAND UNIVERSITY
Fiscal 2013/14 - 2015/16 Operating Grant and Student FTE Targets

Total Operating Grant and Student FTE Targets	2013/14		2014/15		2015/16	
	FTEs	\$	FTEs	\$	FTEs	\$
AVED FTEs & Operating Grants	6,678	\$50,613,856	6,636	TBD	6,636	TBD

Details of Change from Prior Year						
Health						
Registered Nursing Refresher	(34)					
Health Care Assistant for First Nations	12					
First Nations Wellness	(6)					
Non-Targeted Allied Health	(6)					
Dental Assisting	34					
Health One-Time						
LPN Bridge to BSN - one-time	(2)	(\$41,644)				
Activity Assistant - one-time	(2)	(\$34,074)				
Medical Device Reprocessing - one-time	(7)	(\$53,796)				
Community Mental Health Worker - one-time	12	\$96,154	(12)	(\$96,154)		
Foundation Skills and Trades Discovery						
Baking	(12)	(\$108,000)				
Baking	12	\$108,000	(12)	(\$108,000)		
Trades Discovery	18	\$36,720	(18)	(\$36,720)		
Other - Base transfer to Vancouver Island University for InfoExchange newsletter		\$18,000				
Post-secondary Sector Administrative Efficiencies		(\$136,762)		TBD		TBD
Subtotal of Change from Prior Year	19	(\$115,402)	(42)	(\$240,874)		

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Health							
RNs, PN's and HCAs							
Bachelor of Science in Nursing	NURS		288		288		288
Registered Nursing Refresher	NURS	(34)					
Practical Nurse	NLPN		75		75		75
Health Care Assistant	NRCA		67		67		67
LPN Bridge to BSN - one-time	HLOT	(2)					
Health Care Assistant for First Nations	NHCA	12	18		18		18
Subtotal		(24)	448		448		448
Allied Health							
Dental Assisting	HLTH	34	34		34		34
Dental Hygiene	HLTH		36		36		36
First Nations Wellness	HLTH	(6)					
Activity Assistant - one-time	HLOT	(2)					
Medical Device Reprocessing - one-time	HLOT	(7)					
Activity Assistant	HLTH		2		2		2
Medical Device Reprocessing	HLTH		16		16		16
Community Mental Health Worker - one-time	HLOT	12	12	(12)			
Non-targeted Allied Health	HLTH	(6)	46		46		46
Subtotal		25	146	(12)	134		134
Total Health		1	594	(12)	582		582

Targeted Program FTE Details	FUNS Code	2013/14		2014/15		2015/16	
		Change	Total	Change	Total	Change	Total
Developmental							
Developmental Programs	DEV		805		TBD		TBD
Total Developmental			805				
Aboriginal Spaces							
Bridging Program	ABAC		17		17		17
Total Aboriginal			17		17		17
Foundation Skills and Trades Discovery							
Baking	TRDI	(12)					
Baking	TRDI	12	12	(12)			
Trades Discovery	TRDI	18	18	(18)			
Total Foundation Skills and Trades Discovery		18	30	(30)			
Total Targeted Program FTE		19	1,446	(42)	599		599
Total Non-Targeted AVED FTE			5,232		6,037		6,037
Total Student FTE Target		19	6,678	(42)	6,636		6,636



Our Ref: 96071

November 15, 2013

Dear Board Chairs:

As you are aware, government committed to evaluate all government programs and services including the requirement for post-secondary boards to undertake an institution-wide core review of their programming to ensure student seats are being filled.

A draft of the terms of reference was provided to your Presidents and the document attached reflects the feedback they provided.

The terms of reference are intended to provide high level guidance, and are not intended to be prescriptive in terms of process and approach. My goal is to balance the objectives of core review with existing institutional review processes, and provide some flexibility given differing institutional missions, mandates and legislation. The core review process provides an opportunity to showcase action your institution has already taken or is currently taking to manage costs and review/realign programs, as well as to demonstrate plans on a go-forward basis.

The overarching goal of the Core Review process is to ensure the best possible use of government resources and respect for the interests of taxpayers.

I appreciate your support in moving forward on this important accountability.

Sincerely,

Amrik Virk
Minister

Attachment

pc: Presidents
BC Public Post-Secondary Institutions

Sandra Carroll
Deputy Minister

Terms of Reference

Post-Secondary Institution Core Review of Programming

Introduction

In the Minister of Advanced Education's Mandate Letter, there is a specific accountability to "include the requirement for post-secondary Boards to undertake an institution-wide core review of their programming to ensure student seats are being filled".

The Minister's Mandate Letter also includes specific accountabilities requiring institutions to meet budget targets and use resources as efficiently as possible, set targets to match the skills we need with the skills we are graduating, and continue to minimize overheads and consolidate functions across institutions. It is expected that these requirements will inform and/or align with the institutional core review.

These terms of reference set out the guidelines for moving forward on institutional core review and for reporting back on outcomes of the review(s). Public post-secondary Boards, in consultation with institutional administration and the Ministry, and respecting the role of Senates, Education Councils, and institutions' governing legislation, will be responsible for determining the process and approach for undertaking their institution's core review, in accordance with their institution's mandate.

The Ministry will be available to provide institutions with advice and guidance throughout the core review process, and will provide templates for report submissions.

Scope

The institutional core review is expected to encompass the full range of post-secondary programs – academic, technical, vocational/trades and developmental – as applicable to the institution, with a view to ensuring seats are being filled. In carrying this out, it is also important to consider the institution as a whole to ensure the institution is meeting its mission and mandate, and is leveraging available funding in the most effective and efficient way.

The institutional core review is not expected to:

- Replace the Administrative Service Delivery Transformation initiative, which is a separate and ongoing project;
- Encompass K-12 programming and/or alignment, although it is expected that this could be an opportunity for future dialogue; or
- Result in changes to the Government Reporting Entity.

Objectives

The objectives of the institutional Core Review are to:

- In addition to its legislative mandate, ensure that the programs offered by institutions contribute to students' career success and to achieving government's vision of a strong economy and secure tomorrow;
- Ensure that institutions are operating programs as efficiently and effectively as possible to ensure student seats are being filled;

- Consider opportunities for realignment or reallocation of programs. *Note: this should include action that has already been taken, action currently underway, and opportunities planned over the short, medium and long term. Actual and expected outcomes should also be included;*
- Consider opportunities to collaborate with other public post-secondary institutions to minimize program overlap and duplication and improve outcomes for students and the public;
- Continue to minimize overheads and consolidate functions across institutions outside of the Administrative Service Delivery Transformation initiative;
- Ensure budget targets are achieved consistent with Budget 2013 (June Update).

Timing

The following sets out the timelines for the institutional core review process:

- By mid November – Terms of reference to be provided to institutional Board chairs
- By mid November – Institution to identify institutional core review lead and provide contact to Ministry
- By November/December 2013 – Institution to provide report to the Minister of Advanced Education outlining process and approach for institutional core review and any early outcomes
- November/December 2013 – Spring 2014 – Institutional core reviews underway
- By February 2014 – Institution to provide interim progress report to Minister of Advanced Education
- By Spring 2014 – Institutional core review process complete; Institution to provide report and recommendations to Minister of Advanced Education on plan for action.
- Spring 2014 – December 2014 – Implementation of institutional core review action plan
- December 31, 2014 – Implementation of institutional core review complete