

## Johnstone, Judy E AVED:EX

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**From:** Johnson, Tricia AVED:EX  
**Sent:** Thursday, April 9, 2015 2:13 PM  
**To:** Pope, Naomi AVED:EX  
**Subject:** Institutional Accountability Plan and Report Guidelines available  
**Attachments:** IAPR Guidelines - 2014-15.pdf; IAPR Template - 2014-15.docx

Hello,

Thank you for your patience as we finalized the IAPR Guidelines. They have now been posted on the SharePoint site ([https://aved.collaborate.gov.bc.ca/branches/information\\_data/framework/default.aspx](https://aved.collaborate.gov.bc.ca/branches/information_data/framework/default.aspx)). The following documents are now available:

- Standards Manual - in the folder "Standards Manual and Guidelines".
- Reporting Guidelines - in the folder "Standards Manual and Guidelines".

There are a few changes to the measures for 2014/15 which are outlined in the New and Noteworthy section (p. 8 ) of the Standards Manual.

Please do not hesitate to contact me if you have any questions.

Best regards,

*Tricia Johnson*  
Coordinator, Research and Reporting  
Post-Secondary Audit and Accountability Branch  
Ministry of Advanced Education  
Ph: 250.387.4272  
Email: [Tricia.Johnson@gov.bc.ca](mailto:Tricia.Johnson@gov.bc.ca)

# **Institutional Accountability Plan and Report Guidelines for the 2014/15 Reporting Cycle**

**Accountability Framework for British Columbia's  
Public Post-Secondary Education System**



**Ministry of  
Advanced Education**

**April 2015**

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## CONTACTS

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If you have any questions about these guidelines, please do not hesitate to contact us.

**For access to the Accountability Framework SharePoint site and inquiries or feedback on the Institutional Accountability Plan and Report or Accountability Framework**

Tricia Johnson  
Coordinator of Research and Reporting  
Phone: 250.387.4272  
Email: [Tricia.Johnson@gov.bc.ca](mailto:Tricia.Johnson@gov.bc.ca)

**For questions about the contact hour activity report**

Hugh Judd  
Coordinator, Data Warehouse  
Phone: 250.387.8873  
Email: [Hugh.Judd@gov.bc.ca](mailto:Hugh.Judd@gov.bc.ca)

## OVERVIEW

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The purpose of the Institutional Accountability Plan and Report is to describe the results or outcomes an institution hopes to achieve and how it will monitor progress toward those results for the coming academic year (2015/16). It also describes the results an institution achieved over the previous academic year (2013/14) and how the results compared to the targets, including how those achievements contributed to the goals and objectives of the public post-secondary system.

The Chair of the Board of Governors *and* the President are responsible for ensuring that the Institutional Accountability Plan and Report are aligned with the goals and objectives of the public post-secondary system as outlined in the mandate letters between the institution and the government.

The government adopted the *BC Reporting Principles* for preparing service plans and reports. For the past 10 years plans and reports have been drafted to incorporate these principles. In addition to these principles, all provincial public sector organisations will incorporate the *Taxpayer Accountability Principles* in their plans and reports. Together, these sets of principles provide a guide for developing the Institutional Accountability Plans and Reports.

The Institutional Accountability Plan and Report is a public document designed for both the general public and the Ministry of Advanced Education. It allows the general public an opportunity to become familiar with individual institutions and the ministry to provide appropriate leadership and direction for a world class post-secondary education and training system. Potential readers include students, parents, educators, post-secondary institutions, educational organizations, ministry staff, members of the legislative assembly, and media.

An Institutional Accountability Plan and Report should convey a logical alignment of planning elements. A good plan is meaningful and accessible to all audiences, comprehensive, and transparent while avoiding duplication as much as possible.

Many post-secondary institutions have well-established strategic planning processes. The Institutional Accountability Plan and Report is intended to integrate with existing processes.

## PUBLICATION

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### PROCESS FOR SUBMISSION

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The 2014/15 Institutional Accountability Plan and Report is to be uploaded to your institution's folder on the Accountability Framework SharePoint site by **July 17, 2015**. Instructions for uploading the document are also available on the site. For access to the site, please contact Tricia Johnson. The site can be found at the following URL: [https://aved.collaborate.gov.bc.ca/branches/information\\_data/framework/default.aspx](https://aved.collaborate.gov.bc.ca/branches/information_data/framework/default.aspx).

A draft version of the report is **not** required; however, institutions may choose to provide a draft to the Ministry for feedback on or before Friday, May 30, 2015.

Ministry staff review all Institutional Accountability Plan and Reports.

### POSTING ON WEBSITE

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All Institutional Accountability Plans and Reports will be posted on the Ministry website (See [http://www.aved.gov.bc.ca/framework/accountability\\_plans.htm](http://www.aved.gov.bc.ca/framework/accountability_plans.htm)).

## NEW AND NOTEWORTHY

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### Aboriginal Student Spaces measure change

- The Aboriginal student spaces measure is no longer descriptive. Institutions set their own target for this measure.

### Time to Completion measure change

- This system-level measure will use the most recent 9 ½ years at a level of study to calculate the time to completion. The measure will move towards using a 10 year window as the data becomes available.

## INSTITUTIONAL ACCOUNTABILITY PLAN AND REPORT REQUIREMENTS

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This section provides an overview of the **minimum** requirements to fulfill the purpose of the Institutional Accountability Plan and Report. These elements are consistent with the with Ministry of Finance guidelines for Service Plans and Reports under the *Budget Transparency and Accountability Act* and the *BC Reporting Principles*.

Institutional Accountability Plan and Report Content Requirements
Title Page
Accountability Statement
Table of Contents
Strategic Direction and Context
Performance Plan: Goals, Objectives, Performance Measures and Targets
Financial Information
Contact Hour Activity Report
Appendices (if needed)

### ACCOUNTABILITY STATEMENT

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The Institutional Accountability Plan and Report begins with a public letter to the Minister signed by both the Chair of the Board of Governors *and* the President.

This letter indicates that, in accordance with the institution's governance structure, the Board Chair and President are accountable for the Institutional Accountability Plan and Report. Institutions are encouraged to include highlights reflecting how the institution has met the *Taxpayer Accountability Principles* among other pieces of information such as highlighting the institutions achievements and new or unique goals.

### TABLE OF CONTENTS

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The Table of Contents must list each of the sections in the Institutional Accountability Plan and Report, including the Accountability Statement that may appear before the Table of Contents page.

## STRATEGIC DIRECTION AND CONTEXT

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In the context of an institution's mandate, its priorities should be analyzed in light of the internal and external factors confronting it. Such an analysis reveals the strategic issues an institution needs to address, which then informs the outcomes an institution works to achieve.

### Strategic Direction

This section describes the institution, its mission, vision and values. The description of the institution should include a brief snapshot of the institution with information such as campus location(s), range of programming, credentials offered, partnerships with other institutions or organisations, size of the student body and faculty and any unique or outstanding features of the institution. Any specific strategic priority actions undertaken by the institution in the coming year should be included in this section.

### Strategic Context

This section provides an overview of the operating environment institution including:

- External factors that have affected or may affect the institution (e.g. economic, social or demographic information, significant opportunities or risks, etc.)
- How the external factors were addressed or may be addressed
- Internal factors that have affected or may affect the institution (e.g. recent program reviews, staffing issues, condition of facilities and equipment, etc.)

## PERFORMANCE PLAN

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### Goals and Objectives

The purpose of this section is to provide a clear understanding of the institutions goals and objectives, including how they align with the Ministry's Service Plan. Goals and objectives are intended to describe what the institution wants to achieve. Institutions are encouraged to incorporate their own goals and objectives to reflect aspects of their unique circumstances and mandates.

Goals should be able to stand on their own. For cases where the goal is not clear a short explanation may be provided. Goals are intended to reflect the most significant areas of the institutions business.

Objectives should include both institutional and system specific objectives. Institutional objectives should indicate how they relate to the institutional goal, an overview of activities or initiatives that will be pursued to achieve the institutional and system objectives. System objectives are: capacity, access, efficiency, quality and relevance and can be found within the Accountability Framework.

### Performance Measures, Targets and Results

#### Performance Measures

Performance measures are the indicators of output, process or outcome that the institution tracks in order to determine how successful they have been in achieving its goals and objectives.

Institutions are encouraged to include performance measures that track institutional specific objectives. All institutions are to report on a standard set of performance measures developed by the Ministry and system partners. These performance measures are described in the Accountability Framework Standards Manual. The Manual is updated each year and can be found at (<http://www.aved.gov.bc.ca/framework/welcome.htm>). Institutional goals and measures should be clearly differentiated from the Accountability Framework measures. The performance measure should be described in the report.

## Targets

The target states the amount or level of progress that is to be attained in a given year. Targets for institutional specific measures should be noted and targets associated with the required performance measures are provided to institutions via the Accountability Framework SharePoint site:

[https://aved.collaborate.gov.bc.ca/branches/information\\_data/framework/default.aspx](https://aved.collaborate.gov.bc.ca/branches/information_data/framework/default.aspx)

## Results

For each performance measure the result will indicate the outcome for the reporting period along with an assessment of whether the target for the previous year was exceeded, achieved, substantially achieved, not achieved or not assessed as described in the table below. This assessment aligns with the Ministry's Service Plan target assessment.

Assessment	Percentage
Exceeded	110% or more of the target
Achieved	100% - 109% of the target
Substantially achieved	90% - 99% of the target
Not achieved	Less than 90% of the target
Not assessed	Survey results with less than 20 respondents or a margin of error of 10% or greater, descriptive measures, and measures without targets

Results should be presented in the report in the following manner:

**System Objective:** Capacity

Total student spaces						
Performance			Assessment	Targets		
2013/14 Actual	2014/15 Target	2014/15 Actual		2015/16 Target	2016/17 Target	2017/18 Target

If the target was not achieved, the discussion should include reasons why this may have happened and any actions being taken to address the situation.

## FINANCIAL INFORMATION

The purpose of this section is to provide readers with financial context. For institutions that post their audited financial statements on their website, please provide a link to this document within this section of your document. For example:

For the most recent financial information, please see the Audited Financial Statements available on our website at...

For institutions that do not provide audited financial statements on their website, please include the link to the Ministry webpage (<http://www.aved.gov.bc.ca/gre/financial.htm>) where the audited financial statements of all institutions can be viewed.



## CONTACT HOUR ACTIVITY REPORT

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The contact hour activity report is requested by the Ministry from all institutions with contact hour data in the Central Data Warehouse. The contact hour data, along with accurate and up-to-date facilities space inventory data, form the foundation for the review of institutions' requests to government for facilities expansion.

The script and an Excel template for the report are posted in the *Standards Manual and Guidelines* folder on the Accountability Framework SharePoint site.

Please use the script to automate the production of the table and upload the contact hour activity report in a *separate* Excel file to your institution's folder.

The contact hour activity report is due **July 17, 2015**.

## TEMPLATE

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A template follows for your convenience.

[Institution Name]  
Institutional Accountability Plan and Report  
2014/15 Reporting Cycle

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Date

# Accountability Statement

Date

Honourable Andrew Wilkinson, Minister  
Ministry of Advanced Education  
PO Box 9870 Stn Prov Govt  
Victoria BC V8W 9T5

Dear Minister:

[Text introducing the Institutional Accountability Plan and Report and affirming that the Board Chair and President accept accountability for it.]

Yours sincerely,

First and last name  
Chair, Board of Governors

First and last name  
President

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# Strategic Direction and Context

## Strategic Direction

[Brief description of the institution and its strategic direction, including its vision, mission and values]

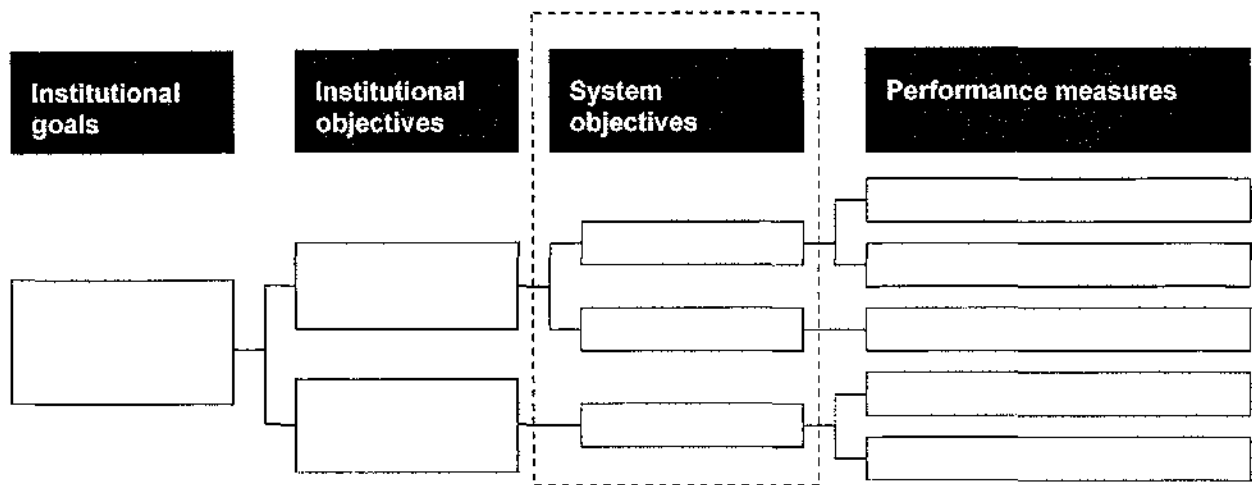
## Strategic Context

[This section is a description of the environment in which the institution operates. Provide an overview of external factors and internal factors that have or may affect the institution.]

# Performance Plan

## Goals, Objectives

[Introduction explaining goals, objectives, performance measures and their alignment with Ministry goals and system objectives. Describe each institutional objective, how it relates to the institutional goal, an overview of activities or initiatives that will be pursued to achieve the institutional and system objectives, and a description of the measures that will be used to measure progress toward achieving the objectives. The following table can be used to provide some of this information.]



## Performance Measures, Targets and Results

[Performance results linked to the institutional goal and objectives outlined above are presented here. Performance measures are also linked to the system objectives. As presented in the table below, it is suggested that one table illustrate the results from the previous year as well as the upcoming year targets].

**Table 1: Example showing results, targets, and the performance assessment for the total student spaces performance measure.**

**System objective:** Capacity

Total student spaces						
Performance			Performance assessment	Targets		
2013/14 Actual	2014/15 Target	2014/15 Actual		2015/16 Target	2016/17 Target	2017/18 Target

**Performance measure description:**

[This information is available in the standards manual in the "operational definition" section for each performance measure.]

**Performance Context:**

[This section provides context for the results. If targets were not achieved, the reasons why are discussed along with any actions being taken to address them.]

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## Financial Information

For the most recent financial information, please see the Audited Financial Statements available at [provide either institution or Ministry link].

## Johnstone, Judy E AVED:EX

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**From:** Johnson, Tricia AVED:EX  
**Sent:** Tuesday, June 9, 2015 6:50 PM  
**To:** Johnson, Tricia AVED:EX  
**Cc:** 'sarah\_dunn@bcit.ca'; 'bruce\_denis@bcit.ca'; 'eileen\_fitzpatrick@bcit.ca'; 'kevin\_black@bcit.ca'; 'stephen\_lamb@bcit.ca'; 'hodgsond@camosun.bc.ca'; 'lomasb@camosun.bc.ca'; 'bennettm@camosun.bc.ca'; 'fdipuma@capilanou.ca'; 'nmorris@capilanou.ca'; 'jusanglee@capilanou.ca'; 'richardgale@capilanou.ca'; 'castleyj@cnc.bc.ca'; 'jcolombo@cotr.bc.ca'; 'jmcdonaugh@cotr.bc.ca'; 'tanner@cotr.bc.ca'; 'schung@cotr.bc.ca'; 'ellisk@douglascollege.ca'; 'buxtonk1@douglascollege.ca'; 'worsleyc@douglas.bc.ca'; 'adrianlim@ecuad.ca'; 'carina@ecuad.ca'; 'awalsh@ecuad.ca'; 'jdedominicis@ecuad.ca'; 'jgchen@eciad.ca'; 'ccarson@jibc.ca'; 'pbischoff@jibc.ca'; 'ktakeuchi@jibc.ca'; 'pkingston@jibc.ca'; 'lori.mcelroy@kpu.ca'; 'melike.kinik-dicleli@kpu.ca'; 'ariana.arguello@kpu.ca'; 'lxiong@langara.bc.ca'; 'ihumphreys@langara.bc.ca'; 'kmuntean@langara.bc.ca'; 'wes.skulmoski@nic.bc.ca'; 'andrew.crouch@nic.bc.ca'; 'antonie.scholtz@nic.bc.ca'; 'martha.mitchell@nic.bc.ca'; 'crystal.elton@nic.bc.ca'; 'tgiovannini@nlc.bc.ca'; 'llovegreen@nlc.bc.ca'; 'dblack@nvit.bc.ca'; 'pabrown@nvit.bc.ca'; 'rtiessen@nvit.bc.ca'; 'dstava@nwcc.bc.ca'; 'cbailey@nwcc.bc.ca'; 'jobrien@okanagan.bc.ca'; 'ktrotzuk@okanagan.bc.ca'; 'nbartlett@okanagan.bc.ca'; 'acoyle@okanagan.bc.ca'; XT:Tulip, Dan GCPE:IN; 'pamela.rodgers@royalroads.ca'; 'carolyn.levesque@royalroads.ca'; 'gay.perry@royalroads.ca'; 'beth.laughton@royalroads.ca'; 'dmackie@selkirk.ca'; 'lareshenkov@selkirk.ca'; 'zareen\_naqvi@sfu.ca'; 'janice\_wiebe@sfu.ca'; 'lchan@sfu.ca'; 'louise\_paquette@sfu.ca'; 'glynn\_nicholls@sfu.ca'; 'rich\_chambers@sfu.ca'; 'dcrespin@tru.ca'; 'mkennedy@tru.ca'; 'lkupp@tru.ca'; 'kmoore@tru.ca'; 'marcela.hernandez@ubc.ca'; 'julia.waring@ubc.ca'; 'ashley.lm@ubc.ca'; 'vlad.dvoracek@ufv.ca'; 'donna.alary@ufv.ca'; 'max.nevill@ufv.ca'; 'lisa.gojsic@ufv.ca'; 'casandra.hincks@ufv.ca'; 'colleen.smith@unbc.ca'; 'david.zajac@unbc.ca'; 'valerie.boyes@unbc.ca'; 'teder@uvic.ca'; 'rlee@uvic.ca'; 'bbeacham@vcc.ca'; 'kacampbell@vcc.ca'; 'Kathryn.Snow@viu.ca'; 'Nicole.Yusep@viu.ca'; 'Rachel.Lamb@viu.ca'

**Subject:** Targets posted on Accountability Framework site

Hi everyone,

The targets have now been posted on the Accountability Framework site. In addition, I posted the results with the FTE information on Friday. Thank you again for your patience as I have had to learn the process, next year will be smoother.

Best regards,

Tricia Johnson  
Coordinator, Research and Reporting  
Post-Secondary Audit and Accountability Branch  
Ministry of Advanced Education  
Ph: 250.387.4272  
Email: [Tricia.Johnson@gov.bc.ca](mailto:Tricia.Johnson@gov.bc.ca)

## Johnstone, Judy E AVED:EX

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**From:** Brian Beacham <bbeacham@vcc.ca>  
**Sent:** Saturday, October 24, 2015 6:59 AM  
**To:** Johnson, Tricia AVED:EX  
**Subject:** RE: Uploaded VCC Accountability Report

Thanks Tricia

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

**From:** Johnson, Tricia AVED:EX [<mailto:Tricia.Johnson@gov.bc.ca>]  
**Sent:** Saturday, October 24, 2015 1:43 AM  
**To:** Brian Beacham  
**Subject:** Re: Uploaded VCC Accountability Report

?Hi Brian,

Sorry for the delay in responding. I'm still drowning in emails but I think I'm starting to see the light.

The Accountability Reports are in the final stages of the review process. I'm just waiting for all the feedback to come in to me and hope to be in touch with you soon. The final letters from the Ministry will follow any feedback that comes in. Unfortunately I do not have an estimated date for that letter yet.

If there is any other information that you need from me please let me know.

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Cheers,

Tricia

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**From:** Brian Beacham <bbeacham@vcc.ca>  
**Sent:** October-15-15 8:35 AM  
**To:** Johnson, Tricia AVED:EX  
**Subject:** RE: Uploaded VCC Accountability Report

Hi there Tricia

I am wondering if the Accountability Reports have been approved by the Ministry??

We have a FOI request from the CUPE union, which is now their second request for the document.

Any assistance will be greatly appreciated.

Cheers  
Brian



From: Johnson, Tricia AVED:EX [<mailto:Tricia.Johnson@gov.bc.ca>]  
Sent: Tuesday, July 21, 2015 9:09 AM  
To: Brian Beacham  
Subject: RE: Uploaded VCC Accountability Report

Hi Brian,

Thanks so much for letting me know. We will make sure that it gets to the reviewers. Look forward to seeing you next time you're in Victoria.

Best regards,

Tricia Johnson  
Coordinator, Research and Reporting  
Ph: 250-387-4272

From: Brian Beacham [<mailto:bbeacham@vcc.ca>]  
Sent: Monday, July 20, 2015 4:51 PM  
To: Johnson, Tricia AVED:EX  
Subject: Uploaded VCC Accountability Report

Hi there Tricia

Thanks for allowing VCC to be a day late with our upload. I have uploaded it onto the Sharepoint site.

I hope that everything is great in Victoria and hope to see you soon.

Cheers  
Brian

Brian Beacham  
Interim Registrar and Director Institutional Research Vancouver Community College Office of the Registrar 4th Floor,  
Building A  
1155 E. Broadway  
Vancouver, B.C. V5T 4V5  
Phone: 604 871 7000 ext 7011

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## **Johnstone, Judy E AVED:EX**

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**From:** Brian Beacham <bbeacham@vcc.ca>  
**Sent:** Friday, July 17, 2015 11:47 AM  
**To:** Johnson, Tricia AVED:EX  
**Subject:** Institutional Accountability Plan and Report Guidelines available

Hi there Tricia

I have uploaded VCC's Institutional Accountability Report to the Sharepoint site.

Cheers  
Brian

Brian Beacham  
Interim Registrar and Director Institutional Research  
Vancouver Community College  
Office of the Registrar  
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