



March 16, 2015

Our Ref. 99265

Mr. John S. Montalbano
Chair, Board of Governors
University of British Columbia
7th floor, Walter C. Koerner Library 1958 Main Mall
Vancouver BC V6T 1Z2

Dear Mr. Montalbano:

Over the last three months I have had the pleasure of visiting almost all of our public post-secondary institutions, and look forward to visiting the remaining institutions in the near future. In meeting with students, faculty and staff, I have been impressed by the level of enthusiasm and commitment, and by the strong state of advanced education in British Columbia.

This is an exciting time in post-secondary education. A wide range of post-secondary education and training is now available in communities throughout the province, and students are seizing opportunities to secure strong futures for themselves and their families.

Our shared responsibility is to ensure resources are focused on the core mission of our post-secondary institutions, with strong stewardship and responsible spending. Students and student outcomes must remain the focus of post-secondary education, as our institutions depend on teaching students as the core of their mandate.

It is essential that my Ministry staff be available to you, and you can be assured that my office and the Ministry remain open to you.

I look forward to continuing to work closely with you.

Sincerely,

Andrew Wilkinson
Minister

pc: Distribution List Follows

... /2

pc: Ms. Sandra Carroll
Deputy Minister
Ministry of Advanced Education

Professor Arvind Gupta
President and Vice-Chancellor
University of British Columbia



May 14, 2015

Our Ref: 99816

Mr. John S. Montalbano
Chair, Board of Governors
University of British Columbia
7th Floor, Walter C. Koerner Library
1958 Main Mall
Vancouver BC V6T 1Z2

Dear Mr. Montalbano:

Re: 2015/16 Mandate Letter for Public Post-Secondary Institutions

British Columbians have come to expect high-quality programs from our public post-secondary institutions. The province is well served by our public post-secondary institutions. In signing this 2015/16 Mandate Letter, members of the University of British Columbia Board of Governors individually and collectively acknowledge their statutory obligations to act in the best interests of the institution and affirm their commitment to take into account the Taxpayer Accountability Principles in exercising this duty.

A core value of Government is respect for the taxpayer through affordable public policies. It is critical that public post-secondary institutions operate as efficiently as possible, to ensure British Columbians are provided with the highest-quality programs and services. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient and effective delivery of programs and services that stand the test of public scrutiny and help develop a prosperous economy and society in an environmentally sustainable manner. The foundation of this work is the commitment by Government to control spending and balance the budget.

Government is responsible for funding, setting the legislative, regulatory and public policy frameworks in which public post-secondary institutions operate along with establishing the Institution's mandate. This includes the following statutory provisions:

Section 47 (2) of the *University Act*:

A university must, so far as and to the full extent that its resources from time to time permit, do all of the following:

- establish and maintain colleges, schools, institutes, faculties, departments, chairs and courses of instruction;

Page 1 of 6

- provide instruction in all branches of knowledge;
- establish facilities for the pursuit of original research in all branches of knowledge;
- establish fellowships, scholarships, exhibitions, bursaries, prizes, rewards and pecuniary and other aids to facilitate or encourage proficiency in the subjects taught in the university and original research in all branches of knowledge;
- provide a program of continuing education in all academic and cultural fields throughout British Columbia; and,
- generally, promote and carry on the work of a university in all its branches, through the cooperative effort of the board, senate and other constituent parts of the university.

Within the terms of the legislation, University of British Columbia will, in fulfilling its mandate, consider strategic priorities of Government when allocating institutional resources. Specific strategic priority actions of Government for 2015/16 are:

- Implement B.C.'s Skills for Jobs Blueprint which sets out the fundamental changes and shifts B.C. must undertake to support students to move through each stage of their education, and transition into the workforce with the skills necessary to realize the career opportunities most in demand in our province.
- Assist in advancing key strategies of Government contained within the Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan, and the International Education Strategy.
- Meet or exceed the financial targets identified in the Ministry's three-year Service Plan as tabled under Budget 2015, including maintaining balanced or surplus financial results unless Government approval is provided.
- Continue to support the Administrative Service Delivery Transformation initiative, focused on achieving administrative efficiencies, sharing best practices, and enhancing the quality of services across the public post-secondary sector.

Government is committed to further strengthening accountability, improving the management of public funds and continuing the collaborative relationship between Government and public post-secondary institutions. This strong focus on improved two-way communication is to support and ensure a complete understanding of Government directions and institutional priorities. As such, it is important that each of us advise the other in a timely manner of any issues that may materially affect the operations of University of British Columbia and/or the interests of Government, including information on any risks to achieving financial forecasts and performance targets.

As part of the commitment to fiscal responsibility and to ensure the best possible use of taxpayer resources, public post-secondary institutions affirm their commitment to take into account the Taxpayer Accountability Principles (attached). These principles are: cost consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity. Through the implementation of Taxpayer Accountability Principles, public sector organizations demonstrate a commitment to a cost-conscious public sector that strengthens cost management capabilities and fosters a principled culture of efficiency and accountability at all levels. This includes implementing the Code of Conduct of your institution, which contains conflict of interest provisions and post-employment restrictions.

As public post-secondary institutions that receive funding from the Government, institutions are expected to conduct their affairs in a manner consistent with the legislative, regulatory and policy framework established by Government and share in upholding the Taxpayer Accountability Principles. This includes:

- Adhering to the policy, guidelines and directions of the Public Sector Employers' Council regarding executive compensation and the management freeze that remains in place for the present time, recognizing the fiscal reality facing the provincial public sector.
- Negotiating settlements with unionized employee groups consistent with the Economic Stability Mandate for all collective agreements that expire on or after December 31, 2013.
- Ensuring that institutional operational and financial activities, including procurement and travel, are conducted consistent with Government standards for cost-consciousness and the most cost-effective use of taxpayer resources.
- Conducting board matters in accordance with the best practice guideline.

The Core Policy and Procedures Manual of Government can be found on the Ministry of Finance website at <http://www.fin.gov.bc.ca/ocg/fmb/manuals/CPM/CPMtoc.htm> and other supporting documents found on the Public Sector Employers' Council Secretariat website at <http://www.fin.gov.bc.ca/psec/>.

Government and the public post-secondary institutions share a commitment to ensuring that British Columbians have access to the high quality post-secondary education and training programs they need to fully participate in the provincial economy and society. This includes being responsive to student and labour market demands and to addressing the overall socio-economic and regional employment needs of the province.

Government is committed to supporting the success of students and post-secondary institutions, while at the same time making sure that funding is focused on the legislated mandate of the institution. Post-secondary education needs to be affordable for students and parents as well as taxpayers.

Making changes to align education, training and resources with the economic and social needs of the province will guarantee success for our province and students. Only by working together will we find additional efficiencies, further reduce duplication and position ourselves for even greater success.

Sincerely,



Andrew Wilkinson
Minister

Attachment

pc: Honourable Christy Clark
Premier

Mr. John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Mr. Peter Milburn
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Ms. Sandra Carroll
Deputy Minister
Ministry of Advanced Education

Ms. Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

As members of the University of British Columbia Board of Governors, we individually and collectively acknowledge our statutory obligations to act in the best interests of the University of British Columbia and affirm as Governors to take into account the Taxpayer Accountability Principles in exercising our duty.

<div>Veronica Knott</div> <div>Elected Student Member</div>	<div>Jeffrey Krupa</div> <div>Elected Student Member</div>	<div>Julie Van de Valk</div> <div>Elected Student Member</div>
<div>Shannon Dunn</div> <div>Elected Staff Member</div>	<div>Darran Fernandez</div> <div>Elected Staff Member</div>	<div>Richard Johnston</div> <div>Elected Faculty Member</div>
<div>Darrin Lehman</div> <div>Elected Faculty Member</div>	<div>Michael Treschow</div> <div>Elected Faculty Member</div>	<div>Birgit Bennett</div> <div>Appointed Government Member</div>
<div>Dr. Kenneth Fung</div> <div>Appointed Government Member</div>	<div>Celeste Haldane</div> <div>Appointed Government Member</div>	<div>Alice D. Laberge</div> <div>Appointed Government Member</div>
<div>Fiona Macfarlane</div> <div>Appointed Government Member</div>	<div>Lane Merrifield</div> <div>Appointed Government Member</div>	<div>Douglas H. Mitchell, Q.C.</div> <div>Appointed Government Member</div>
<div>Gregg Peet</div> <div>Appointed Government Member (Alumni)</div>	<div>Alan Shuster</div> <div>Appointed Government Member (Alumni)</div>	<div>David Sidoo</div> <div>Appointed Government Member</div>
<div>Lindsay Gordon</div> <div>Chancellor</div>	<div>Dr. Arvind Gupta</div> <div>President and Vice Chancellor</div>	<div>Mr. John S. Montalbano</div> <div>Chair, Board of Governors</div> <div>Appointed Government Member</div>

Date Signed

Taxpayer Accountability Principles

Further information available at: <http://gov.bc.ca/crownaccountabilities>

1	Cost Consciousness (Efficiency)	Strengthen cost management capabilities and foster a culture of cost-consciousness at all levels of public sector organizations. Provide public services and programs as efficiently and effectively as possible to “bend the cost curve” and support sustainable public policies and programs as a lasting legacy for generations to come.
2	Accountability	Transparently manage responsibilities according to a set of common public sector principles in the best interest of the citizens of the province. By enhancing organizational efficiency and effectiveness in the planning, reporting and decision making, public sector organizations will ensure actions are aligned with government’s strategic mandate.
3	Appropriate Compensation	Comply with a rigorous, standardized approach to performance management and employee compensation, which reflects appropriate compensation for work across the public sector that is consistent with government’s taxpayer accountability principles and respectful of the taxpayer.
4	Service	Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs.
5	Respect	Engage in equitable, compassionate, respectful and effective communications that ensure all parties are properly informed or consulted on actions, decisions and public communications in a timely manner. Proactively collaborate in a spirit of partnership that respects the use of taxpayers’ monies.
6	Integrity	Make decisions and take actions that are transparent, ethical and free from conflict of interest. Require the establishment of a strong ethical code of conduct for all employees and executives. Serve the citizens of British Columbia by respecting the shared public trust and acting in accordance with the taxpayer accountability principles.



July 17, 2015

Our Ref. 100219

Mr. John S. Montalbano
Chair, Board of Governors
University of British Columbia
Room 121 - 6328 Memorial Rd
Vancouver BC V6T 1Z2

Dear Mr. Montalbano:

I am writing to provide you with information about the review of the degree approval criteria and process currently being undertaken by the Degree Quality Assessment Board (DQAB). As you know, under the *University Act (the Act)*, all new degree programs require ministerial approval.

The purpose of the review is to ensure that the degree criteria and review process reflect not only the highest quality standards, but also take into account the Province's strategic priorities as set out in *BC's Skills for Jobs Blueprint* and the taxpayer accountability principles. Most importantly, I want to ensure that new programming at public post-secondary institutions provides graduates with the skills they need to succeed in the labour market.

I have asked the DQAB to specifically consider student and labour market demand, consultation and coordination with other post-secondary institutions, and consistency of the program with the mandate and strategic plan of the institution. I expect the DQAB will finish this work and provide me with recommendations in September.

There may be some delays in the degree approval process while the review is underway; I appreciate your understanding and patience. Once the review is complete and any resulting changes are in place, I expect the time from application to final decision will be significantly shorter.

Sincerely,

Andrew Wilkinson
Minister

Distribution List Follows

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pc: Ms. Sandra Carroll, Deputy Minister
Ministry of Advanced Education

Professor Arvind Gupta, President and Vice-Chancellor
University of British Columbia
