



**DOUGLAS COLLEGE** New Westminster  
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New Westminster, BC douglascollege.ca  
Canada V3L 5B2 604.527.5400

29th September, 2014

The Honourable Amrik Virk  
Minister of Advanced Education  
Province of British Columbia  
Victoria, BC V8W 9E2

By electronic mail; [AVED.Minister@gov.bc.ca](mailto:AVED.Minister@gov.bc.ca)

Dear Minister Virk:

**Re: Taxpayer Accountability Principles;  
Addendum to 2014/15 Government's Letter of Expectations (GLE) – Your Ref. 97914**

As requested, please find enclosed the addendum to our 2014-15 GLE, signed by all Douglas College Board members.

We will post your September 16, 2014 correspondence with the completed addendum to our public website, <http://www.douglascollege.ca/about-douglas/governance/college-board>.

We look forward to receiving orientation and training over the coming months, and would be happy to host any such session for post-secondary boards at our campus. Please don't hesitate to contact us should you be interested.

The College also looks forward to collaborating with the Ministry in development of the following.

- a highly effective performance evaluation plan
- relevant key performance indicators
- a more streamlined reporting regime
- a strategic engagement plan for the public post-secondary system

Sincerely,

Shelley Williams, CA  
Chair, Douglas College Board

SW:sd  
Enc.

cc: Ms. Sandra Carroll, Deputy Minister, Ministry of Advanced Education  
Hon. Christy Clark, Premier, Province of BC  
Dr. Kathy Denton, Interim President, Douglas College  
Douglas College Board members  
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. Cheryl Wenezenki-Yolland, Associate Deputy Minister, Ministry of Finance



Our Ref: 97914

September 16, 2014

To: All Public Post-Secondary Institution Board Chairs

Re: Taxpayer Accountability Principles Addendum to 2014/15 Government's Letter of Expectations

Further to the Taxpayer Accountability Principles (attached) recently announced by Premier Christy Clark, this letter amends the 2014/15 Government's Letter of Expectations.

The principles recognize that the boards of public sector organizations have a higher accountability to the taxpayer – in addition to their traditional fiduciary duty to the organization. These principles are to be built into the ongoing operations of your institution to ensure that its decisions reflect the priorities and values of government and the shareholders – the citizens of British Columbia.

The following Taxpayer Accountability Principles actions are to be implemented this fiscal year, in addition to the existing direction outlined in the 2014/15 Government's Letter of Expectation:

1. Adopt the Taxpayer Accountability Principles – *cost consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity* for your board and throughout your organization.
2. Complete and make publically available your institution's revised comprehensive Code of Conduct by November 2014, as per the July 2014 letter from the Minister of Finance, containing government's guidance about standards of conduct – including but not limited to conflict of interest provisions and post-employment restrictions.
3. Collaborate with the Deputy Minister of Advanced Education to implement a strategic engagement plan for the public post-secondary system for 2014/15.
4. Demonstrate that your institution has undertaken comprehensive and appropriate communication, orientation and training on the Taxpayer Accountability Principles, accountability framework and roles and expectations for the board and executive.

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5. Participate in regular meetings with myself, and ensure your President meets regularly with the Deputy Minister to focus on performance against the Taxpayer Accountability Principles, results and strategic decision making.
6. Complete an annual Chair/President letter, which will be published in the 2014/15 Institutional Accountability Plan & Report (Report) that reports on your institution's performance in relation to the mandate letter. The Report must include a Taxpayer Accountability Principles implementation progress report.
7. Work with the Ministry to develop an evaluation plan with specific efficiency and performance measures as determinates of the institution's health and performance against the Taxpayer Accountability Principles, which may include annual feedback from government. A "transitional" phase one evaluation plan may be used for 2014/15 and published in the 2014/15 Report. The fully developed evaluation plan is to be used in 2015/16 and reported in the 2015/16 Report.

The Taxpayer Accountability Principles are being implemented to enhance public sector governance, increase accountability, promote cost control, and ensure the provincial public sector organizations operate in the best interest of the taxpayers. To support the implementation of the Taxpayer Accountability Principles, please ensure all board members sign this addendum to the 2014/15 GLE, by September 30, 2014. This letter and signed addendum is to be posted publicly on your organization's website.

The principles have a strong focus on improved two-way communication between government and the provincial public post-secondary institutions, to ensure a complete understanding of expectations. I look forward to working with you further on the implementation of Taxpayer Accountability Principles.

Should you have questions please contact Ms. Sandra Carroll, Deputy Minister of Advanced Education.

Sincerely,



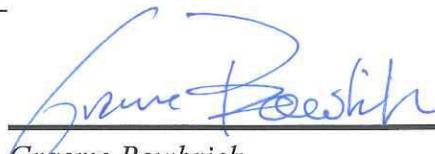
Amrik Virk  
Minister

Attachments

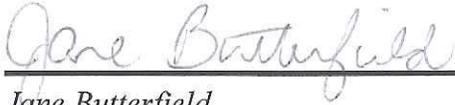
pc: Distribution List attached



Aaron Bayes  
Member, Board of Governors  
Elected by Students



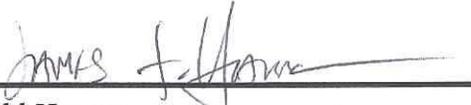
Graeme Bowbrick  
Member, Board of Governors  
Elected by Faculty



Jane Butterfield  
Member, Board of Governors  
Order In Council (OIC) appointee



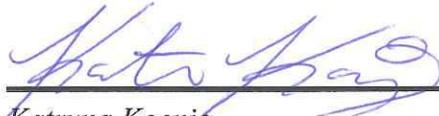
Jason Carvalho  
Member, Board of Governors  
Order In Council (OIC) appointee



Todd Harper  
Ex-officio member, Board of Governors  
Chair, Education Council



Peter Kendrick  
Member, Board of Governors  
Order In Council (OIC) appointee



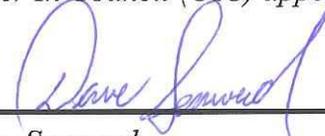
Katryna Koenig  
Member, Board of Governors  
Elected by Students



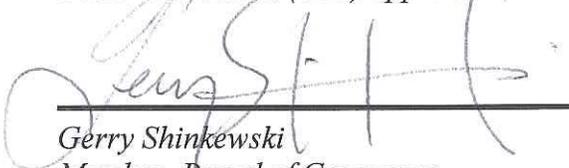
Jeevan Khunkhun  
Member, Board of Governors  
Order In Council (OIC) appointee



Nicole Liddell  
Member, Board of Governors  
Order In Council (OIC) appointee



Dave Seaweed  
Member, Board of Governors  
Elected by Staff



Gerry Shinkewski  
Member, Board of Governors  
Order In Council (OIC) appointee



Thomas Spraggs  
Member, Board of Governors  
Order In Council (OIC) appointee



Shelley Williams  
Chair, Board of Governors  
Order In Council (OIC) appointee



Kathy Denton  
Ex-officio member, Board of Governors  
Interim President and CEO

Signed September 22 and 25, 2014

**Vacant Position at the Time of Signing: (DGC)**

- One OIC vacancy; recruitment underway

## B.C. Taxpayer Accountability Principles

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

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| <b>1 Cost Consciousness (Efficiency)</b> | 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.                 |
| <b>2 Accountability</b>                  | 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. |
| <b>3 Appropriate Compensation</b>        | 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.  |
| <b>4 Service</b>                         | Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs.   |
| <b>5 Respect</b>                         | 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.   |
| <b>6 Integrity</b>                       | 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.        |

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