



Our Ref. 98861

February 5, 2015

Mr. Harry Gray  
Acting Vice-President, Finance and Administration  
Kwantlen Polytechnic University  
12666 72nd Ave  
Surrey BC V3W 2M8

Dear Mr Gray:

On behalf of the Honourable Andrew Wilkinson, Minister of Advanced Education, I am writing to provide you with information regarding Kwantlen Polytechnic University's final operating grant and student full-time equivalent (FTE) target for 2014/15, in support of the accountabilities, roles and expectations for your institution as outlined in the 2014/15 Government Letter of Expectations and Addendum to the Government Letter of Expectations.

The 2014/15 operating grant reflects adjustments for sector-wide administrative efficiencies as outlined in *Budget 2013*, as well as the targeted funding and FTEs reflected in your institution's 2014/15 Skills Gap Plan submission (which have been approved by the Labour Market Priorities Board). The following table reflects these changes and splits the operating grant and FTE targets between those that have received targeted-funding and base-funding. Details of the FTE values are included in Attachment 1.

	<b>Targeted</b>	<b>Base</b>	<b>Total</b>
Operating Grant	\$ 5,509,107	\$ 59,721,414	\$ 65,230,521
FTEs	501	8,608	9,109

Institutions are asked to conduct their operations and financial activities in a manner consistent with the legislative, regulatory and policy framework established by Government; including adhering to the procurement and travel practices as outlined in Governments' Core Policy and Procedures Manual (CPPM). The CPPM can be accessed at <http://www.fin.gov.bc.ca/ocg/fmb/manuals/CPM/CPMtoc.htm>.

Further details of the institution's funding and program commitments follow.

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### **English as a Second Language**

The 2014/15 operating grant also reflects the reduction in base funding for English as a Second Language (ESL) programs resulting from the cancellation of Annex A of the Canada-BC Immigration Agreement. Institutions were provided one-time transitional ESL funding for 2014/15 program delivery. The Ministry is reviewing these reductions for 2015/16, and will provide further communication in the next few months.

Institutions delivering ESL and Adult Basic Education (ABE) programming were contacted on December 10, 2014, and advised that effective January 1, 2015, tuition may be charged for ESL and ABE programs, to a maximum of \$1,600 per full-time semester (20-25 contact hours per week, 12-14 weeks per semester). Institutions were requested to submit a work plan detailing their intentions regarding ABE and ESL program delivery by January 30, 2015. The Ministry is reviewing these work plans and thanks you for your submission.

### **One-time/Short Duration Program Funding**

A Call for Proposals for new, one-time short-duration health program spaces in 2014/15, was provided out under separate cover on May 15, 2014. The decisions made on those proposals have been reflected in your budget and budget letter targets.

The one-time skills funding that is part of the \$6.6 million announced in the *B.C.'s Skills for Jobs Blueprint (Blueprint)* has been communicated separately and is not included in your budget letter targets.

### **Administrative Service Delivery Transformation**

Institutions have played a lead role in achieving administrative efficiencies, reducing costs, sharing best practices, and enhancing the quality of services across the sector through the Administrative Service Delivery Transformation (ASDT) initiative.

The launch of a Joint Procurement Consortium in May 2014, was a significant accomplishment, with all 25 public post-secondary institutions participating. As noted in the Consortium Memorandum of Understanding, institutions are expected to consider the use of a joint procurement contract first unless there are contractual barriers or negative implications.

Over \$10.5 million in cost reductions and administrative efficiencies were realized in fiscal 2013/14. The Ministry would like to thank the members of the ASDT Steering Committee, as well as institutional representatives on the ASDT project teams, for their leadership and commitment to sector collaboration.

The Ministry remains committed to working with public post-secondary institutions to find administrative efficiencies through collaboration and shared services, while protecting and maximizing investments in students' education. For more information on the ASDT initiative, please visit: [http://www.aved.gov.bc.ca/administrative\\_service\\_delivery/welcome.htm](http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm).

### **Developmental FTEs**

Developmental FTE targets currently remain unchanged; however, the Ministry recognizes that 2015/16 is a year of transition for these programs and some institutions may be unable to meet their developmental program targets.

## **B.C.'s Skills for Jobs Blueprint**

The *Blueprint* outlines government's plan to re-engineer education and training so that British Columbians will have the skills needed to fill the one million job openings anticipated in the province by 2022. Details of the *Blueprint* may be found at:

[http://www.workbc.ca/WorkBC/media/WorkBC/Documents/Docs/Booklet\\_BCBlueprint\\_web\\_140428.pdf](http://www.workbc.ca/WorkBC/media/WorkBC/Documents/Docs/Booklet_BCBlueprint_web_140428.pdf).

The *Blueprint* outlines a plan to increase targeted funding in the sector to ensure that that post-secondary education and training is better matched to jobs in demand. As a result, in 2014/15, the amount of targeted funding within sector-wide operating grants has increased by \$40 million, to almost \$230 million. This targeted funding will increase to almost \$320 million in 2015/16, \$410 million in 2016/17, and almost \$460 million by 2017/18.

In support of the *Blueprint*, all public post-secondary institutions will develop annual Skills Gap Plans which highlight areas of their programming that directly align with labour market priorities such as the top-60 jobs in demand (as detailed in the *British Columbia 2022 Labour Market Outlook* at <http://www.workbc.ca/WorkBC/media/WorkBC/Documents/Docs/BC-LM-Outlook-2012-2022.pdf>), health human resource needs as identified by the Ministry of Health, regional or specialized labour market needs, as well as programs for Aboriginal persons and persons with disabilities.

The 2014/15 Skills Gap Plans have been approved by the Labour Market Priorities Board and the resultant targeted funding and FTEs are included in your institutions' targets, outlined in Attachment 1. Performance against these targets will be assessed in your institutions' final FTE report, due in the Spring 2015. Institutions not achieving Skills Gap Plan targets will have funding redirected.

The results of the 2014/15 Skills Gap Plans, as well as instructions for implementing 2015/16, were communicated on December 19, 2014. The 2015/16 Skills Gap Plans are due to the Ministry by February 16, 2015.

The Ministry has, and will continue to work collaboratively with a sector working group to implement this initiative, and would like to thank the members of this group for their work to date, and their ongoing commitment.

## **Quarterly Projections and Financial Reporting**

Government remains committed to balancing the budget and managing the taxpayer-supported debt to GDP ratio that supports a triple-A credit rating. Part of the Province's 2014/15 Budget and Fiscal Plan was developed using assumptions and figures provided in institutions' 2013/14 third quarter forecast projections for the following fiscal years. To ensure the province's budget commitments are achieved, institutions' financial results are monitored against these 2013/14 projections.

Quarterly forecast submissions should be progressively more accurate and reflect realistic year-end results for both operating and capital projects (including cashflow forecasts for provincially and self-funded capital projects). The accuracy of forecasting is of primary importance and material changes to operating results or to capital project schedules and/or provincial cashflows should be brought to the Ministry's attention immediately.

Under extraordinary circumstances, institutions may face financial statement deficits. As noted in earlier correspondence, all projected 2014/15 deficits were to be brought to the Ministry's attention by October 2014. Identified deficits are now moving through the approval process; and no further deficit requests will be considered this year. All institutions should develop mitigation strategies to ensure that your budget and government's bottom line are not compromised.

### **Capital and Real Estate**

Approval letters for 2014/15 Routine Capital and Carbon Neutral Capital Program projects have been issued to your institution. If any of these funds cannot be used for the intended purpose and/or by March 31, 2015, please contact Catherine Nickerson, Director, Capital Asset Management, as soon as possible.

The capital planning process supports quality decision making to advance or reject a proposed project, and ensures that the right strategic decisions are being made in a structured, efficient manner. Each phase of the capital planning process requires specific tasks and activities to be undertaken and corresponding approvals from the institution, Ministry, and/or Ministry of Finance. During the planning phase, the level of due diligence increases with each deliverable to ensure that the project scope, cost, schedule, and risk profile are sufficiently accurate.

Institutions, in conjunction with the Ministry, will utilize a risk screen tool to assess the risk of capital projects. Specific project approval and oversight requirements, including Project Boards, will be determined based on the risk rating. All priority investment projects require a procurement options analysis and may be audited.

After project approval, progress reporting is required to ensure that design, construction, and project close out proceeds in accordance with the terms and conditions of the project approval letter.

The Ministry has implemented a capital cost sharing policy and it is expected that capital projects will be cost shared with institutions. Ministry staff will discuss mutually appropriate cost sharing levels with institutions on a project by project basis.

Please ensure that all capital asset procurement is in accordance with the *Capital Asset Management Framework* developed by the Government for public sector bodies, which can be found at: <http://www.fin.gov.bc.ca/tbs/camf.htm>. Specifically, procurement must be fair, open, competitive, transparent, and must effectively manage, budget and schedule risk. Where your institution is considering a facility acquisition, either by ownership or lease, the government prefers such facilities be located along existing transit routes or, in the case of Metro Vancouver, along major transportation infrastructure.

All institutions are expected to maintain an inventory for real property in conjunction with the Ministry's Capital Asset Management System. The Ministry has provided information regarding the inventory submission process and will provide updates to the institutions regarding ongoing data maintenance.

As announced in Budget 2012, government is undertaking the Release of Assets for Economic Generation (RAEG) initiative to dispose of properties surplus to its needs and no longer of financial or strategic ownership benefit. Successful and timely implementation of property sales is an important component of government's fiscal plan. Institutions are encouraged to continue to facilitate these sales within the timelines previously discussed, as well as identify any additional surplus properties through the RAEG program. Your institution may require Ministerial approval for acquisitions and all institutions are required to identify surplus properties to the Ministry and obtain Ministerial approval for dispositions.

For more information on capital planning, acquisitions and dispositions, please visit the Ministry web site: <http://www.aved.gov.bc.ca/cppm/documents/carg-2014/carg.pdf>.

### **Central Deposit Program**

The Central Deposit Program (CDP) was launched in February 2013, as a key initiative to address concerns raised by the Auditor General regarding excess liquidity and idle working capital balances in the SUCH sector. CDP delivers lower deposit risk and competitive, if not superior, deposit rates, while reducing debt costs for taxpayers and positively contributing to government's ability to fund programs such as health and education into the future.

A number of CDP information sessions have been held with the post-secondary sector over the last year, and 12 institutions have signed agreements and/or deposited funds. Feedback in the sector has been positive and the Ministry is encouraging all institutions to participate. For further information on the CDP, please contact Ms. Jean Hope, Acting Executive Director, Banking and Cash Management Branch, at (250)387-7120 or [Jean.Hope@gov.bc.ca](mailto:Jean.Hope@gov.bc.ca).

Thank you for your continuing cooperation in working with the Ministry and other system partners in providing students with an accessible, affordable, high quality and relevant post-secondary education.

Sincerely,



Kevin Brewster  
Assistant Deputy Minister

Attachment

pc: Distribution List follows

pc: Dr. Alan Davis, President and Vice-Chancellor  
Kwantlen Polytechnic University

Sandra Carroll, Deputy Minister  
Ministry of Advanced Education

Claire Avison, Assistant Deputy Minister  
Sector Strategy and Quality Assurance Division  
Ministry of Advanced Education

Bobbi Plecas, Assistant Deputy Minister  
Institutions and Programs Division  
Ministry of Advanced Education

Jean Hope, Acting Executive Director  
Banking/Cash Management Branch  
Ministry of Finance

## Attachment 1 – FTE Program Level Targets

Program Name	Target Funded FTEs			Base Funded	Total FTE Target
	Skills Gap Plan Baseline	14/15 Skills Gap Plan	Total Target Funded		
Bachelor of Science in Nursing	256		256		256
Bachelor of Science in Nursing - Post Baccalaureate			-	50	50
Bachelor of Psychiatric Nursing			-	160	160
Graduate Nursing Refresher	4		4	16	20
Graduate Nursing Refresher Internationally-Educated (GNIE)			-	98	98
Professional Studies			-		-
Health Care Assistant	11		11	53	64
Health Care Assistant (one-time)			-	32	32
Hospital Unit Coordinator			-	48	48
Allied Health	20		20		20
Developmental			-	968	968
DEV - Developmental Other			-		-
ABE			-		-
ESL			-		-
ASE			-		-
BA - Major in Criminology		35	35		35
Bachelor of Bus. Admin. in Entrepreneurial Leadership		20	20		20
Bachelor of Bus. Admin. in Accounting		50	50		50
Bachelor of Bus. Admin. in Marketing Management		20	20		20
Bachelor of Bus. Admin. in Human Resources Mgmt.		35	35		35
Post Baccalaureate Diploma in Human Resources Mgmt.		5	5		5
Bachelor of Interior Design		5	5		5
Certificate in Engineering		10	10		10
Diploma of Technology in Environmental Protection		5	5		5
Diploma in Computer Aided Design and Drafting		10	10		10
Bachelor of Design, Fashion and Technology		15	15		15
AVED Balance Not Targeted			-	7,183	7,183
<b>Total</b>	<b>291</b>	<b>210</b>	<b>501</b>	<b>8,608</b>	<b>9,109</b>