



APR - 7 2014

March 28, 2014

Our Ref: 96850

Ms. Rhoda Witherly
Chair of the Board
Northwest Community College
5331 McConnell Ave
Terrace BC V8G 4X2

Dear Ms. Witherly:

Please find attached the signed 2014/15 Government's Letter of Expectations for your institution.

The Ministry is in the process of posting all signed Government's Letters of Expectations on its website. Please ensure that the letter is posted by your institution at your earliest convenience.

Thank you again for participating in this process.

Sincerely,

Amrik Virk
Minister

pc: Ms. Denise Henning, President
Northwest Community College

Ms. Sandra Carroll, Deputy Minister
Ministry of Advanced Education



GOVERNMENT'S LETTER OF EXPECTATIONS

BETWEEN

**THE MINISTER OF ADVANCED EDUCATION
(AS REPRESENTATIVE OF
THE GOVERNMENT OF BRITISH COLUMBIA)**

AND

**THE CHAIR OF THE BOARD OF
NORTHWEST COMMUNITY COLLEGE
(AS REPRESENTATIVE OF
NORTHWEST COMMUNITY COLLEGE)**

FOR 2014/15

PURPOSE

This Letter of Expectations between the Government of British Columbia (Government) and Northwest Community College (Institution) provides Government's annual direction to the Institution and is an agreement on the parties' respective accountabilities, roles and responsibilities. This Letter applies equally to both parties and does not create any legal or binding obligations on the parties. It is intended to create an opportunity for dialogue between the parties and to support an open, positive and co-operative working relationship, resulting in the achievement of Government's policy and performance expectations in a transparent and accountable manner.

The Institution is a public post-secondary institution which receives funding from the Government. The Government is responsible for setting the legislative, regulatory and public policy frameworks in which the public post-secondary institutions operate and which set the Institution's mandate as defined by the *College and Institute Act*.

The 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 British Columbia's 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.

The parties also share a commitment to achieving a seamless and sustainable transfer system that supports mobility of students and portability of their credits to help them achieve their education, training and employment goals.

In response to the Government's general direction, frameworks and principles, and respecting the role of the Senate, Academic Council, Education Council and/or Program Council as applicable to the Institution, the Institution will, in fulfilling its mandate, consider Government's priorities in the alignment of its institutional resources. In the spirit of collaboration and cooperation, the Institution agrees to:

- In establishing the Institution's priorities, consider the Government's goals of supporting our economy by controlling spending to balance the budget, job creation and investment in the province, and improving social programs that support families of every description and improve the lives of British Columbians.
- Support the implementation of the training plan developed by the Regional Workforce Table, ensuring alignment of post-secondary education and training programs with regional needs.
- Work in partnership with the Government and Aboriginal communities, organizations and institutes to implement the Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan in order to increase the participation and success of Aboriginal learners.
- Assist in advancing Government's International Education Strategy, including promoting greater internationalization of the education system, attracting and retaining more international students, and providing increased opportunities for students and educators to study and work abroad.
- Continue to support the development and adoption of open education resources, including Government's open textbook initiative, to increase affordability for students and their families.
- Support seamless delivery of education and skills training for students from high school right through entry into the workforce.
- Collaborate with Government to set targets for post-secondary graduates to ensure British Columbia's current and future labour market needs are met.

- Continue to minimize overhead costs and, where appropriate, consolidate functions across different post-secondary institutions.
- Undertake an institution-wide core review of post-secondary education programming to ensure student seats are being filled.
- Through the BC Northern Post-Secondary Council, provide regional leadership which supports the alignment of education and training needs of communities throughout northern British Columbia and strengthens the operations of all member post-secondary institutions.
- Comply with the Government's tuition limit policy that limits tuition and mandatory fee increases. For 2014/15, fee increases will be limited to two percent. A copy of the tuition limit policy can be found on the Ministry's website.

GENERAL INSTITUTIONAL ACCOUNTABILITIES

The Government also sets broad legislative and policy direction to ensure the Institution's operations and performance are consistent with the Government's Strategic Plan, found at: http://www.bcbudget.gov.bc.ca/2013_June_Update/stplan/2013_June_Strategic_Plan.pdf.

As such, the Institution agrees to:

- Conduct its affairs in a manner consistent with the spirit and intent of all applicable legislative, regulatory and policy framework established by the Government, and with the principles of integrity, efficiency, effectiveness and service.
- Ensure audited financial results (before endowment contributions) achieve a balanced or surplus position on an annual basis, and develop strategies to ensure this is achieved.
- Conduct board matters in accordance with the Government's best practice guidelines – *BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations*, which can be found on the Ministry of Finance website.
- Ensure board remuneration rates comply with Order in Council 180/95 and that remuneration is publicly disclosed on the Institution's website as required by the Public Sector Employers' Council Secretariat.
- Comply with the Government's requirements to be carbon neutral under the *Greenhouse Gas Reduction Targets Act*.
- Comply with the Government's freeze on executive and management compensation announced September 2012.
- Comply with the 2014 Economic Stability Mandate which applies to collective agreements that expire on or after December 31, 2013. A summary of the mandate is available on the Public Sector Employers' Council Secretariat website.

GOVERNMENT RESPONSIBILITIES

The Government is responsible for setting the legislative, regulatory and public policy frameworks in which post-secondary institutions operate. In order to meet these responsibilities and support achievement of the Government's performance expectations, the Government will:

- Provide the Institution annual operating and capital funding allocations for inclusion in the Institution's planning activities.
- Review the student loan program and make recommendations for improvement to ensure the program is meeting the needs of today's students.
- Ensure Board appointments are filled in a timely way and support the Board's ability to fulfil its obligations.

During the term of this Letter, the Government may provide additional policy direction, and will work with the Institution to achieve such direction.

AREAS OF SHARED ACCOUNTABILITY

Communications

It is agreed by both the Government and the Institution that, to ensure effective and efficient day-to-day communications and relationship building, representatives for both parties will be tasked with implementing the contents of this Letter and keeping the Minister and the Institution's Board informed of progress in a timely fashion.

Reporting

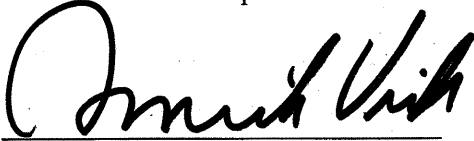
The Government and the Institution are committed to transparency and accountability to the public and have planning, reporting and disclosure requirements in the *Budget Transparency and Accountability Act*, the *Financial Administration Act*, and the *Financial Information Act*. The Government has provided the Institution with *Reporting Requirements* which sets out statistical, financial and performance reporting requirements and which can be found on the Ministry's website.

The Institution agrees to meet these *Reporting Requirements*, and provide the Government with reports and high quality data required by Government to carry out its responsibilities.

The Institution and the Government will post the most recent signed copy of the Government's Letter of Expectations on their respective websites.

Review and Revision of this Letter

The Minister of Advanced Education is accountable for undertaking reviews of this Letter and monitoring its implementation. The Government and the Institution may agree to amend this Letter on a more frequent than annual basis.



Honourable Amrik Virk
Minister of Advanced Education

MAR 27 2014

Date



Ms. Rhoda Witherly
Chair of the Board
Northwest Community College

Mar 21, 2014

Date

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

Dr. Denise Henning
President
Northwest Community College