



February 28, 2019

Our Ref. 115122

Ms. Kathleen M. Birney
Chair of the Board
Royal Roads University
2005 Sooke Road
Victoria, BC V9B 5Y2

Dear Ms. Birney:

I would like to extend appreciation on behalf of Premier Horgan and the Executive Council for your dedication, and that of your board members, in serving the public interest. Public post-secondary institutions play a key role in delivering important services that benefit British Columbians in every region of our province.

Government's three priorities remain unchanged: make life more affordable, deliver the services people count on, and build a strong and sustainable economy that supports jobs throughout the province. Across government ministries and in strong partnership with public post-secondary institutions, our emphasis is on raising the standard of living for all British Columbians, delivering quality programs and services that are practical and realistic in a B.C. context and in our fiscal environment, and judiciously managing affordability pressures – both for citizens and for our business community.

Our government has also made important commitments to reconciliation with Indigenous Peoples, taking action against climate change, and working to ensure that our public service and public sector institutions are representative and inclusive of our diverse society:

- Government is adopting and implementing the United Nations Declaration of the Rights of Indigenous Peoples and the Calls to Action of the Truth and Reconciliation Commission (TRC), demonstrating our support for true and lasting reconciliation with Indigenous Peoples. All public sector organizations are asked to incorporate the UN Declaration and TRC within their specific mandate and context. Additionally, in May 2018, government released 10 Draft Principles to Guide the Province's Relationship with Indigenous Peoples, which serves as a

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

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Victoria

guide for all public sector organizations as we continue to build relationships with Indigenous communities based on respect and recognition of inherent rights.

- While government has already taken steps towards achieving our legislated carbon reduction targets, much remains to be done. Our new climate strategy will outline significant GHG reduction measures in 2019/20 while supporting our program and service objectives through economic growth powered by clean, renewable energy, supported by technological innovation. I ask that your organization's operations align with government's new climate plan.
- Over the coming fiscal year, I look forward to working with your leadership team to provide effective, citizen-centred governance, through strong public sector boards that represent the diversity of British Columbia. The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance provides leadership for the appointment process to fill positions on the boards of public post-secondary institutions. As your board is renewed over time, I encourage you to work with CABRO to actively seek out women, visible minorities, Indigenous Peoples, persons with disabilities, LGBTQ2S+ individuals, and others who may contribute to diversity to add to the CABRO candidate pool to fill open positions. My expectation is that candidates from all regions of our province will be invited to apply to help renew B.C.'s public sector boards, including individuals with a broad range of backgrounds in community, labour and business environments.

Having Canada's Digital Supercluster located in British Columbia creates an opportunity for industries, government ministries, Crown agencies, public institutions and non-governmental organizations to collaborate in digital research and development projects. Should your institution intend to participate in or be a funding partner for Digital Supercluster projects, I encourage you to engage with the Ministry of Advanced Education, Skills and Training staff to identify opportunities for collaboration and partnership with government ministries and organizations. The Ministry of Advanced Education, Skills and Training will work with the recently-established Deputy Minister's Committee on the Digital Supercluster to ensure that projects involving provincial funding are coordinated effectively across government.

This Mandate Letter confirms your institution's mandate under the *Royal Roads University Act* and sets out key performance expectations for the 2019/20 fiscal year.

As the Minister responsible for public post-secondary institutions, I ask that you also make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures included in your Institutional Accountability Plan and Report:

1. Implement the education-related TRC Calls to Action relevant to your institution and actively participate in an engagement process with the Ministry and local, regional and other Indigenous partners to develop and implement a comprehensive strategy that increases student success and responds to the TRC Calls to Action and UN Declaration.
2. Work closely with government to support implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:

- a. Improving access to post-secondary education with a focus on vulnerable and under-represented students.
 - b. Expanding programming aligned with high demand occupations and priority sectors (such as trades, technology and health).
 - c. Expanding co-op and work-integrated learning opportunities for all students.
3. Improve student safety and overall well-being in the areas of mental health and the prevention of sexual violence and misconduct, including creating greater awareness of available supports.
 4. Ensure that students are able to seamlessly transition into post-secondary education with the implementation of the new B.C. Graduation Program.
 5. Continue to actively participate in the implementation of the EducationPlannerBC common application system for all undergraduate applicants.
 6. Work closely with the Ministry to develop a balanced approach to international education, participating in the development and implementation of a provincial framework for international education.
 7. Meet or exceed the financial targets identified in the Ministry's three-year Service Plan tabled under Budget 2018, including maintaining balanced or surplus financial results.
 8. Comply with the Tuition Limit Policy, which sets a two percent cap on tuition and mandatory fee increases for domestic students to ensure courses and programs are affordable.

On behalf of the Province of British Columbia, thank you for your institution's contributions over the past year, including support for: the UN Declaration and TRC Calls to Action; Tuition-free Adult Basic Education and English Language Learning; and the tuition-waiver program for former youth in care. Collaboration on these strategic actions will continue to be priorities in 2019/20.

In addition to the strategic priorities outlined above, I also recognize progress made in other key areas such as increasing student housing; expanding the use of open education resources including open textbooks; increasing technology program spaces, and developing more degree and certificate programs to increase skilled workers in the forestry sector. These initiatives contribute significantly to our province's social and economic future. I look forward to continued work in these key areas over the next year.

Post-secondary institutions together form an ecosystem with a shared responsibility for ensuring that British Columbians have a clear pathway to high quality education and training programs needed to fully participate in society. This involves being responsive to student and labour market demands, and ensuring that post-secondary education is affordable and accessible across all regions of the

province. Together, our work to enhance post-secondary affordability and accessibility ultimately contributes to helping reduce poverty and inequality, and improving the social and economic success for British Columbians.

The Ministry posts the annual reporting requirements for public post-secondary institutions on its website at <https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration/mandate-letters>. This document outlines the statistical, financial and performance reports for the fiscal year. The 2019/20 list will be posted on the Ministry website in spring 2019. Your institution is expected to meet these requirements by providing the reports and high quality data necessary for Government to carry out its responsibilities. In the coming months, we will be inviting you to join in a conversation about how we collectively support accountability for the post-secondary system.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The Mandate Letter is to be posted publicly on your organization's website by April 1, 2019.

I have appreciated your support for our shared priorities, and look forward to ongoing collaboration with your Board as we work together to deliver improved service and better outcomes for British Columbians.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,



Minister

Enclosures: Signature page template
Minister's Mandate Letter

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary




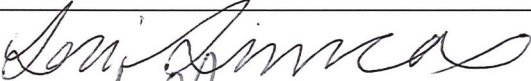




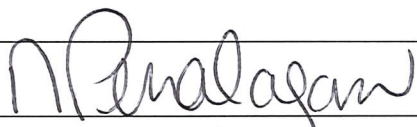
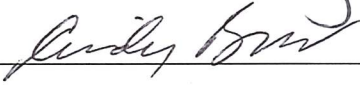

Lori Wanamaker, Deputy Minister
Ministry of Finance

Heather Wood, Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

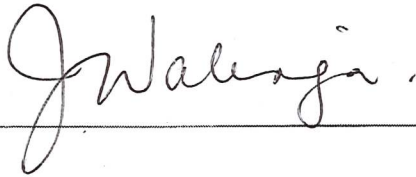
Shannon Baskerville, Deputy Minister
Ministry of Advanced Education, Skills and Training

Philip Steenkamp, President and Vice-Chancellor
Royal Roads University

For Signature by all Royal Roads University Board Members:

Board Member	Signature
Appointed:	
Kathleen M. Birney, Chair	
Douglas Norman Kobayashi	
Lydia Antoinette Hwitsum	
Lori Anne Simcox	
Nelson Chan	
Geoffrey Francis Pearce	
Dave Byng	
Bruce Donaldson	
Elected:	
Jennifer Walinga	
Nadine Penalagan	
Cindy Brar	
Ex-Officio:	
Philip Steenkamp, President & Vice-Chancellor	

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Cindy Brar	
Ex-Officio:	
Philip Steenkamp, President & Vice-Chancellor	



July 18, 2017

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a Confidence and Supply Agreement with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

**Office of the
Premier**

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As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier's Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.
- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,

A handwritten signature in black ink that reads "John Horgan". The signature is written in a cursive, flowing style.

John Horgan
Premier