



May 14, 2015

Our Ref: 99816

Mr. Wayne Strandlund
Chair, Board of Governors
Royal Roads University
2005 Sooke Rd
Victoria BC V9B 5Y2

Dear Mr. Strandlund:

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 Royal Roads University 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 2 of the *Royal Roads University Act*:

The purposes of the university are:

- to offer certificate, diploma and degree programs at the undergraduate and graduate levels in solely the applied and professional fields;
- to provide continuing education in response to the needs of the local community; and,
- to maintain teaching excellence and research activities that support the university's programs in response to the labour market needs of British Columbia.

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Within the terms of the legislation, Royal Roads University 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 Royal Roads University 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: Distribution List Follows

pc: Honourable Christy Clark
Premier

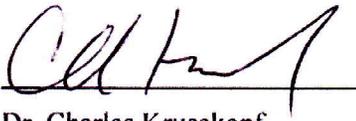
Mr. John Dyble
Deputy Minister to the Premier and Cabinet Secretary

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

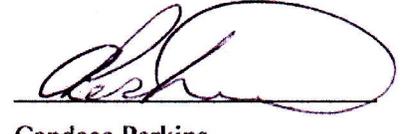
As members of the Royal Roads University Board of Governors, we individually and collectively acknowledge our statutory obligations to act in the best interests of Royal Roads University and affirm as Governors to take into account the Taxpayer Accountability Principles in exercising our duty.



Dr. Charles Krusekopf
Elected Faculty Member



Andrea Kerr
Elected Student Member



Candace Perkins
Elected Staff Member



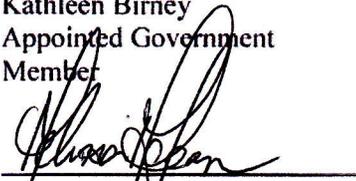
Kathleen Birney
Appointed Government
Member



Barj Dhahan
Appointed Government
Member



Sandy Gray
Appointed Government
Member



Melissa McLean
Appointed Government
Member



Vernard Slaney
Appointed Government
Member



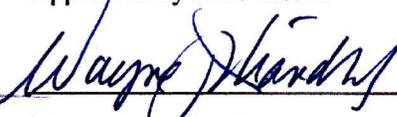
Hon. Mary Collins
Appointed by RRU Board



Nigel Greenwood
Appointed by RRU Board



Dr. Allan Cahoon, PhD
President and Vice Chancellor



Wayne Strandlund
Chair and Chancellor
Appointed Government
Member

22 JUNE 2015

Date Signed

Taxpayer Accountability Principles

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

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| 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. |