

LETTER OF EXPECTATION

BETWEEN

**THE MINISTER OF ALBERTA ENTERPRISE AND ADVANCED EDUCATION
(AS REPRESENTATIVE OF THE GOVERNMENT OF ALBERTA)**

AND

**THE BOARD OF GOVERNORS OF CONCORDIA UNIVERSITY COLLEGE
(AS REPRESENTATIVE OF CONCORDIA UNIVERSITY COLLEGE)**

FUNDING

Subject to final budget approval, Concordia University College 2013/2014 Campus Alberta Grant will be \$11,763,000. Other funding is allocated in the following manner:

- \$41,000 Support for Learners with Disabilities

CONCORDIA UNIVERSITY COLLEGE RESPONSIBILITIES

This Letter of Expectation is an agreement regarding high level strategic directions and performance expectations between the Board of Governors of Concordia University College and the Minister.

As a publicly-funded post-secondary institution accountable to the Minister of Enterprise and Advanced Education under the *Post-secondary Learning Act*, Concordia University College agrees to work with the Minister to support and promote Campus Alberta, and its goals of an accessible, affordable, quality and sustainable post-secondary system in Alberta that fosters innovation, entrepreneurship and collaboration.

For the 2013/2014 funding year, Concordia University College will focus on the following key items as part of your Comprehensive Institutional Plan (CIP):

- Focus on sustainability in response to Budget 2013 and address efficiency and sustainability issues at your institution, including plans for a balanced budget going forward.
- Ensure that institutional resources are allocated in ways that best achieve the following desired outcomes:
 - Albertans are engaged in lifelong learning;
 - Alberta's workforce is skilled and productive;
 - Alberta demonstrates excellence in research, innovation and commercialization; and,
 - Alberta's economy is competitive and sustainable.
- Continue to identify strategies for engaging and consulting with students in the development of institutional strategic plans.

CONSIDERATIONS

In working to fulfill the expectations set out in this Letter, Concordia University College agrees to focus its resources on the following areas:

Programs

- Review the range of programs offered with the aim to ensure that programs offered:
 - Build on the strengths of your institution and advance the Campus Alberta system,
 - Are in demand by employers and students,
 - Are designed to develop the full potential of learners for our economy and society (engaged critical thinkers, ethical citizens, entrepreneurial spirit), and
 - The institution is expected to achieve enrolment in approved programs of between XXXX and XXXX Full Load Equivalent (to be negotiated).

Learners

- Work with learners, Enterprise and Advanced Education, and system partners, such as eCampusAlberta, to identify opportunities for distance learning, and leverage technologies to enhance educational programs and services for the benefit of learners.
- Develop and use open educational resources to support reduced costs for learners.
- Provide high quality programs and services in an affordable manner in the context of Campus Alberta.
- Demonstrate a 10 per cent increase in the development of seamless learner pathways, including transfer agreements, block transfers, dual credit, PLAR activity, and/or innovative and collaborative relationships to support student mobility and success.

Collaboration

- Actively engage in and promote the Campus Alberta brand including the use of the Campus Alberta logo on all institutional correspondence. The logo and guidelines for its use will be provided in the near future.
- Continue to work with Campus Alberta partners to increase access and better serve learners, achieve efficiencies, leverage expertise, and maximize available resources through initiatives such as:
 - Reductions in program duplication across Campus Alberta institutions through transfer agreements, collaborative delivery arrangements, and delivery through eCampusAlberta.
 - Reductions in administrative costs (e.g. shared and contracted services) through institutional and Campus Alberta targets.
- Continue to collaborate with school boards, high schools, and other partners to identify additional opportunities to increase participation rates in post-secondary education and training programs, particularly related to Aboriginal learners and other underrepresented groups.

- Enhance your work with business and industry to maximize the responsiveness to community and regional economic and social needs.
- Align and coordinate your institution's international efforts with Campus Alberta partners, Alberta Innovates, and business and industry in support of the objectives and outcomes identified in Alberta's International Strategy.
- Board Chairs regularly participate in Campus Alberta Strategic Directions Committee meetings chaired by the Minister, and Presidents regularly participate in Council of Presidents meetings chaired by the Deputy Minister.
- Continue to partner with government and other institutions on establishing the strategic technology directions for Campus Alberta as well as implementing collaborative initiatives, including sharing data centres and cloud service initiatives.

Governance

- Demonstrate effective governance practices, with a focus on ongoing professional development and training of board members.
- Continue to comply with government expense disclosure policies.

Research

- Assess the institution's capacity to conduct applied research in the context of meeting regional industry needs, student engagement, and collaboration with existing capacity in Campus Alberta. Based on this assessment, where feasible, enhance applied research and commercialization activities demonstrating responsiveness and alignment with the Alberta Research and Innovation Plan.

ACCOUNTABILITY AND OUTCOMES

The Government of Alberta and institutions are expected to achieve focused economic and social outcomes that are of most value to Albertans. To demonstrate that achievement, and in response to results-based budgeting, institutions are expected to:

- Collaborate with Enterprise and Advanced Education and affected stakeholders, between now and the end of 2013, to:
 - Develop system-level, sector-level, and institution-level outcomes that define what we are striving to achieve with the adult learning and research investment. Among the most important of the outcomes will be program outcomes and the results they produce for learners and the Campus Alberta system.
 - Develop institutional, sector, system and/or societal key performance indicators to measure success in achieving those outcomes.
- Develop and maintain internal processes to monitor and report on the agreed-upon set of outcomes and key performance indicators.

The Government of Alberta and Concordia University College are committed to transparency and accountability to the public. Concordia University College agrees to provide the following information in accordance with deadlines as prescribed by Enterprise and Advanced Education:

- Comprehensive Institutional Plan (CIP)
- Annual Report
- Audited Financial Statements
- Financial, Enrolment, Application and Key Performance Indicator Data
- Any other information as prescribed by the Minister

GOVERNMENT’S RESPONSIBILITIES

The Minister of Enterprise and Advanced Education is ultimately responsible for the public advanced education system in the province. The government is responsible for the legislative, regulatory and policy frameworks under which the programs supported by the Campus Alberta Grant are delivered. In order to support the achievement of the expectations outlined in this Letter, government will:

- Provide the institution with annual Campus Alberta Grant allocations.
- Provide broad policy direction and outline accountability frameworks to the institution.
- Consult with and advise the institution of the government’s strategic priorities, key outcomes and performance indicators that may impact the institution.
- Work with Campus Alberta institutions to anticipate and respond to labour market demands for graduates and appropriate education and training.
- Conduct a review of this Letter and monitor the implementation of the direction noted above.

COMMUNICATION AND COLLABORATION

In order to effectively implement this Letter both parties commit to ensuring open communication, transparency of process, and developing positive working relationships. As required by either party, the government and the institution will discuss any issues and may agree to amend this Letter as required.

Minister of Enterprise and Advanced Education

Chair, Board of Governors

Date Signed

Date Signed

This letter will be reviewed, and updated annually, in consultation with the Chair and builds upon the collegial working relationships between the government and the institution.