



## **GOVERNMENT'S LETTER OF EXPECTATIONS**

**BETWEEN**

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

**AND**

**THE CHAIR OF THE BRITISH COLUMBIA COUNCIL FOR INTERNATIONAL  
EDUCATION  
(AS REPRESENTATIVE OF THE CORPORATION)**

**FOR 2014/15**

### **PURPOSE**

This Letter of Expectations (the Letter) provides Government's annual direction to the Crown corporation and is an agreement on the parties' respective accountabilities, roles, and responsibilities. The Letter confirms the Corporation's mandate and priority actions, articulates the key performance expectations as documented in the Government's Expectations Manual for British Columbia Crown Agencies<sup>1</sup>, and forms the basis for the development of the Corporation's Service Plan and Annual Service Plan Report. The Letter 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.

### **CORPORATION ACCOUNTABILITIES - MANDATE**

Government has provided the following mandate direction to the British Columbia Council for International Education (BCCIE):

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<sup>1</sup> The Province of British Columbia's Crown Agency Accountability System (<http://www.gov.bc.ca/caro/publications/index.html>) establishes guiding principles for the governance of Crown corporations. The *Government's Expectations For British Columbia Crown Agencies* provides for a Government's Letter of Expectations (Letter) to be developed.

- To develop and undertake activities in support of Government priorities for international education and the Province's International Education Strategy (Strategy), as jointly determined and agreed to by the Ministry of Advanced Education (the Ministry) and BCCIE.

For those Crown corporations that are commercial entities, they are expected to earn positive returns for their shareholders, the people of British Columbia.

### **SPECIFIC CORPORATION ACCOUNTABILITIES**

To achieve this mandate, the Corporation is directed to take the following specific actions:

- Work collaboratively with the Ministry to establish priorities with respect to activities and initiatives BCCIE will carry out, as outlined in the BCCIE Operational Plan;
- Meet monthly with the Ministry to review progress on activities and initiatives undertaken with respect to implementing the Strategy, including reporting and sharing information on ongoing and prospective activities, financial targets and risk assessments; and,
- Administer the Education Quality Assurance (EQA) designation according to the EQA Administrative Agreement in place between BCCIE and the Ministry, and account for funding designated to this activity from within general funding provided to BCCIE by the Ministry.

### **GENERAL CORPORATION ACCOUNTABILITIES**

Over the past decades, British Columbians have come to expect high quality products and services delivered by their Crown corporations. The Province is well served by our Crown corporations and it is up to the Boards and Senior Management teams of these organizations to manage in the best interests of the Province and our citizens and conduct its affairs with the principles of integrity, efficiency, effectiveness, and customer service.

As a Crown corporation, it is critical that the operations of the entity be done as efficiently as possible, in order to ensure families are provided with services at the lowest cost possible.

Government sets broad policy direction to ensure the Corporation's operation and performance is consistent with the Government's Strategic Plan, found at: [http://www.bcbudget.gov.bc.ca/2013\\_June\\_Update/stplan/2013\\_June\\_Strategic\\_Plan.pdf](http://www.bcbudget.gov.bc.ca/2013_June_Update/stplan/2013_June_Strategic_Plan.pdf)

and as such, the Corporation will:

- Ensure that the Corporation's priorities reflect Government's priorities of:
  - Strong Economy**  
A government that supports our economy by controlling spending to balance the budget, keeping taxes and government debt affordable and protecting B.C.'s hard-earned triple-A credit rating.
  - Jobs**  
A government that is focused on job creation and investment in the province.
  - Families**  
A government that works continuously to improve social programs that support families of every description, and improve the lives of British Columbians.
- Comply with Crown Agency Accountability System guidelines, policy, due dates and best practices, as set out from time to time and as applicable to the Corporation, found at <http://www.gov.bc.ca/caro/publications/index.html> including the Information and Events Calendar for commercial and service delivery Crown corporations, Government's Expectations Manual for British Columbia Crown Agencies and the Best Practices Guideline & Disclosure Requirements for Governing Boards of British Columbia Sector Organizations.
- Comply with all legislation and policies applicable to the Corporation including but not limited to:
  - The executive compensation policies for Crown corporations. Found at: [http://www.fin.gov.bc.ca/psec/disclosedocs/crown\\_corporation\\_executive\\_compensation\\_july\\_2012.pdf](http://www.fin.gov.bc.ca/psec/disclosedocs/crown_corporation_executive_compensation_july_2012.pdf);
  - Ensure Government is advised in advance of the release of any information requests by the Corporation under the *Freedom of Information and Protection of Privacy Act*;
  - Government's requirements to be carbon neutral under the *Greenhouse Gas Reduction Targets Act*.
- Follow the spirit and intent of the financial policy requirements in the Ministry of Finance Core Policy and Procedures Manual found at: <http://www.fin.gov.bc.ca/ocq/fmb/manuals/CPM/CPMtoc.htm>
- Participate in government's Core and Crown reviews, which may include the review of Crown mandates, and implement the recommendations of these reviews.
- Ensure that any planned deficit spending or use of the retained earnings is approved in advance by Treasury Board.
- Inform Government immediately if the Corporation is unable to meet the performance and financial targets identified in its Service Plan.

## **GOVERNMENT RESPONSIBILITIES**

Specific to the Corporation, Government will:

- Work collaboratively with BCCIE to establish priorities with respect to activities BCCIE will carry out to support Government priorities for international education and the Province's International Education Strategy;
- Communicate regularly with BCCIE, both as part of regularly scheduled meetings and on an ad hoc basis as required, to provide guidance and feedback on initiatives undertaken to support international education in BC; and,
- Complete the review of the EQA Administrative Agreement in place between BCCIE and the Ministry, providing further direction to BCCIE once the review is complete.

During the term of this Letter, Government may provide further policy direction to the Ministry of Advanced Education, who will communicate any such direction, including implementation expectations, to the British Columbia Council for International Education as decisions are made.

## **AREAS OF SHARED ACCOUNTABILITY**

Government and the Corporation 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/or the *Financial Information Act*.

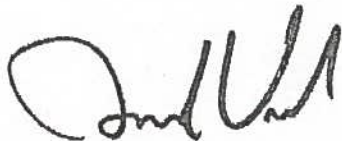
On a quarterly basis, the Minister Responsible, Amrik Virk, the Deputy Minister, Sandra Carroll, the Board Chair, Jim Hamilton, and the Executive Director, Randall Martin, will meet to discuss relevant and current corporation business. The meeting will be to review the achievement of the goals, objectives, performance measures, financial targets and risk assessments identified in the Corporation's Service Plan.

The parties agree that each will advise the other in a timely manner of any issues that may materially affect the business of the Corporation and/or the interests of Government, including information on any risks to achieving financial forecasts and performance targets.

The Corporation and the Crown Agencies Resource Office 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. Government and the Corporation may agree to amend this Letter on a more frequent than annual basis.



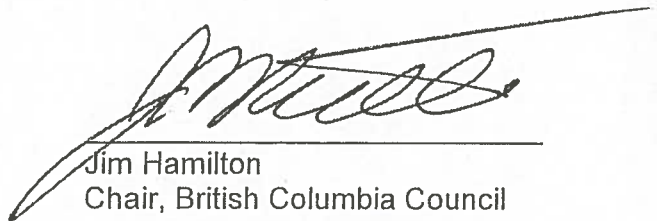
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Honourable Amrik Virk  
Minister of Advanced Education

December 16, 2013

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Date



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Jim Hamilton  
Chair, British Columbia Council  
for International Education

January 15, 2014

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Date

cc: 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. Cheryl Wenezenki-Yolland  
Associate Deputy Minister  
Ministry of Finance

Ms. Sandra Carroll  
Deputy Minister  
Ministry of Advanced Education

✓ Dr. Randall Martin  
Executive Director  
British Columbia Council for International Education