
INSTITUTIONAL ACCOUNTABILITY
PLAN & REPORT FOR 2016/17

**EDUCATION
FOR A COMPLEX WORLD.**

Accountability Statement

Letter to the Minister

Date: July 14, 2017

Minister of Advanced Education
PO Box 9080 Stn Prov Gov't
Victoria, BC V8W 9E2

Dear Minister:

We are pleased to submit the British Columbia Institute of Technology's® Institutional Accountability Plan and Report for the 2016/17 reporting cycle to the Ministry of Advanced Education. This report has been prepared in accordance with the Budget Transparency and Accountability Act and has been reviewed and approved by the British Columbia Institute of Technology (BCIT®) Board of Governors. BCIT is committed and accountable for meeting the objectives outlined in this plan.

Over the past year, BCIT has strived to incorporate many initiatives related to the Taxpayer Accountability Principles. Initiatives of note include a Sexual Violence and Misconduct Policy having been approved, which aligns with Bill 23–Sexual Violence and Misconduct Policy Act. The Taxpayer Accountability Principles are a guiding framework for the BCIT Board and Senior Leadership Team during orientation and quarterly strategic workshops; these principles have led to the enhancing and expanding of quarterly reporting to monitor forecasting processes, safety incidents, and tracking of the BCIT Business Plan initiatives. Implementing these practices ensures a culture of effective financial management. The Institute remains dedicated to operating as efficiently as possible, while delivering the highest quality programming that meets the needs of industry and the labour market.

The BCIT Indigenous Initiatives and Partnerships Strategic Plan highlights the Institute's commitment to supporting Indigenous education, recognizing and respecting Indigenous peoples, and fostering engagement and Indigenous partnerships. The Institute's commitment to making Indigenous education a priority is being actioned through the development of an Indigenous enrolment policy, with BCIT's Bachelor of Science in Nursing program taking the lead. Holistic support of Indigenous learners promotes student success and improves the student experience by identifying barriers, improving pathways through BCIT from beginning to end, and ensuring that relevant services are available. Indigenous 101 training is currently being delivered to students and employees across the Institute to support understanding and reciprocity among Indigenous and non-Indigenous people. During the coming year, the Institute will continue to work towards meeting the goals and objectives outlined in this strategic plan.

In 2017/18, BCIT will be introducing a new Program Mix Analysis process that will incorporate the Ministry of Advanced Education's performance measures and related targets, along with additional metrics in support of the Institute's strategic priorities. The metrics will be reviewed annually with corrective action being taken should a program fall below the established targets. The objective of this process is to ensure internal commitment towards student satisfaction, educational quality, and program relevance that upholds BCIT's commitment to producing graduates who are more than ready to meet the needs of BC.

BCIT offers wide-ranging programs that address real-world business needs, international activities, and partnerships with industry. We focus on providing career-ready, skilled graduates to a diverse range of industry sectors; and in doing so, we make a uniquely important contribution to the economic and social prosperity of British Columbia.

We are proud of the past year's achievements and intend to build on the initiatives outlined in BCIT's plan in the coming years.



Jack Davidson
Chair, Board of Governors



Kathy Kinloch
President

Cover photo:

The BCIT Spartan Controls Centre for Energy Education and Research is home to the cleanest operating boiler in Western Canada. It is a multi-use facility that offers some of the best hands-on training in the country.

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Strategic Direction and Context

Strategic Direction

Established in 1964, BCIT has provincial mandate under the B.C. College and Institute Act ([Bill 26-2004](#)) to act as a polytechnic institution for British Columbia by offering technological and vocational instruction and baccalaureate and applied master's degree programs.

In 1964, BCIT's philosophy was to prepare job-ready graduates. Over the years, the Institute has seen many changes, but that basic philosophy continues. For that reason, graduates of BCIT trades, apprenticeship, technology, and professional programs remain some of the most sought-after talent in Canada. BCIT's fundamental commitment to graduates' career success is woven throughout the Institute's history.

BCIT's distinct position can be attributed to the core business of delivering trades, apprenticeship, and technology education and training in support of British Columbia's economic development. The Institute has cultivated partnerships with business and industry, high schools, and other post-secondary institutions. These partnerships have allowed the advancement of the Institute's vision by improving core offerings, increasing the number of degree programs, enhancing applied research to support advanced studies, strengthening work-integrated learning (WIL) opportunities, and expanding partnerships to include foreign post-secondary institutions.

In fall 2014, the Board of Governors approved the BCIT Business Plan. The four key areas of focus in the business plan are Financial Sustainability, Building Capacity, Campus Development, and Strengthening Engagement. The plan identifies a number of significant initiatives, along with targeted outcomes supporting these key areas of focus. Key initiatives are brought forward annually, with activity updates provided on a quarterly basis.

BCIT recognizes the importance of internal alignment with the changing needs of industry and government. The Institute will continue to support the Ministry of Advanced Education in creating opportunities and capacity for Indigenous learners, international education, high tech programming, and industry training. BCIT will also continue to support specific government initiatives, such as the Taxpayer Accountability Principles (TAP),¹ BC's Skills for Jobs Blueprint, Administrative Service Delivery Transformation, and the development of a common application system.

¹ [Taxpayer Accountability Principles](#) (2014), BC Provincial Government

Vision

BCIT: Integral to the economic, social, and environmental prosperity of British Columbia.

Mission

BCIT exists to serve the success of learners and employers:

- BCIT is an Institute of higher education that exists to serve the citizens of British Columbia and its partners around the world, and to educate and train graduates who are career-ready, who are immediately productive in their chosen workplace, and who are ongoing assets to their employers.
- BCIT is an Institute of inclusion. We strive to make the benefits of a BCIT education available to all who come to the Institute prepared to meet our high standards. We educate, support, and care about our students and strive to graduate as many as possible.
- BCIT credentials are highly valued by business and industry. Our graduates receive a superior return on their investment in a BCIT education.
- BCIT exists to create the right kinds, quality, and quantities of skilled employees in professions that are in demand and can support a decent standard of living.
- The BCIT model of education focuses on launching and advancing careers, on the broad availability of its programs, and on the provision of education and training that can be accessed in an efficient amount of time.

Mandate

- BCIT's foundation is comprised of certificates, diplomas, and both undergraduate and graduate degrees: the entry-to-practice credentials that lead to rewarding careers. These are enhanced by programs and courses that are aligned with career development and growth, and include industry services, advanced studies, and continuing education.
- BCIT offers experiential and contextual teaching and learning with interdisciplinary experiences that model the evolving work environment.
- BCIT conducts applied research to enhance the learner experience and advance the state of practice.
- BCIT exercises its provincial mandate and priorities, as well as its internationalization initiatives, by collaborating globally with post-secondary systems and employers in activities that improve learner access and success.

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BCIT offers credentials including diplomas, advanced specialty certificates, and bachelor's and master's degrees.

Strategic Context

The external and internal environmental scans below describe the environment in which BCIT operates, along with the factors that have had, or may have, an impact on the Institute.

External Scan

Taxpayer Accountability Principles

In June 2014, the provincial government announced that public sector organizations will be required to abide by new Taxpayer Accountability Principles that aim to strengthen accountability, promote cost control, and ensure organizations operate in the best interest of taxpayers. Since that time, BCIT has taken action to ensure alignment with the BC Taxpayer Accountability Principles mandate.

THE TAXPAYER ACCOUNTABILITY PRINCIPLES AND BCIT	
COST CONSCIOUSNESS (EFFICIENCY)	<ul style="list-style-type: none"> Introduced a rolling 3-year business plan designed to strengthen efficiencies and long-term planning Established quarterly reporting of executive expenses to strengthen cost management and accountability Modified the Travel and Professional Development Expense Reimbursement Policy for all BCIT employees Developed a framework to assess and approve business cases that align with the Business Plan and the Ministry's strategic priorities Ongoing, proactive, forward-looking approach to internal audit process Continuously engage with the BCIT community through open dialogue on the budgeting and forecasting process in support of meeting financial targets Prudent consideration of new academic program proposals, including business cases to assess economic feasibility and reduce resources spent on development The Taxpayer Accountability Principles is a guiding framework for the BCIT Board and Senior Leadership Team during orientation and quarterly strategic workshops in shaping the Institute's future
ACCOUNTABILITY	<ul style="list-style-type: none"> Implemented practices to build a culture of effective financial management Strengthened alignment with the Ministry of Advanced Education's mandate and strategic priorities Increase emphasis on student enrolment [FTE] planning and financial budgeting and forecasting, with 2016/17 being the third year of multi-year planning Monitor financial and student enrolment forecast processes; track Business Plan initiatives and safety incidents via quarterly reporting Ensure that strategic and operational decisions align with the Business Plan and decision-making framework; both are priorities for Board and within Institute Conduct procurement activity at BCIT in a fair, open, and transparent manner to meet policy and legislated procurement requirements Board policies were reviewed in 2016/17
APPROPRIATE COMPENSATION	<ul style="list-style-type: none"> Conducted an independent review of "Executive and Senior Administration Compensation" in 2015 Implemented suggested recommendations from the "Executive and Senior Administration Compensation" review Framework to develop 360-degree performance appraisals is underway Continual adherence to Public Sector Employers' Council policies, guidelines, and directions
SERVICE	<ul style="list-style-type: none"> BCIT's overall economic impact exceeds \$800 million in gross income annually Continued refinement of the Program Advisory Councils to ensure open communication and maintain industry relevance Ongoing tracking of student engagement and outcomes to ensure positive results for students and the province Expanded focus on outreach and impact by monitoring the representation of BCIT externally
RESPECT	<ul style="list-style-type: none"> Established Whistleblower Policy in 2015 BCIT employees required to complete mandatory Respectful Workplace training The BCIT Sexual Violence and Misconduct Policy and Procedure are in place, which aligns with Government's Bill 23-Sexual Violence and Misconduct Policy Act First Responder Training and Bystander Training programs are underway, in collaboration with the Ending Violence Association of BC Consulted with the BCIT community to gather feedback on budget process Enhancing employee engagement and communication across the Institute through multiple approaches and initiatives A revised annual Employee Engagement Survey was conducted in 2016-17 by Aon Hewitt. Actions plans are being developed from these results to further strengthen engagement at BCIT
INTEGRITY	<ul style="list-style-type: none"> Implemented an ethical Code of Conduct for all employees, which includes conflict of interest, that is reviewed continuously Established post-employment restrictions for executive employees The Taxpayer Accountability Principles have been integrated into the Board and Senior Leadership Team to influence priorities and initiatives The Taxpayer Accountability Principles is an important reference in governance education, orientation, and quarterly strategic workshops attended by the Board and Senior Leadership Team The Board annually evaluates its effectiveness and consideration of Taxpayer Accountability Principles, both as a whole and as individuals The Board policies and procedures are reviewed to ensure alignment and support of the Taxpayer Accountability Principles

BC's Skills for Jobs Blueprint

BC's Skills for Jobs Blueprint lays out a continued shift to a data-driven system where training dollars and programs are targeted to jobs in demand. BCIT has been proactive in ensuring alignment to this initiative by adjusting operating grant allocations. BCIT is required to submit an annual Skills Gap Plan (SGP), which links FTE targets to target funding. The Institute highlights areas of programming that directly align with labour market priorities and submits an annual FTE report to the Ministry of Advanced Education that indicates the funding source (i.e., base-funded or target-funded) and whether the targets were achieved. These critical skills activities include programming in nursing, health, engineering, business, and computer systems at BCIT. The Institute will continue to deliver all target-funded FTEs and meet or exceed utilization rates.

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BCIT continues to build strong partnerships with industry to deliver the training and apprenticeships required to meet labour market needs in support of the BC Jobs Blueprint.

BC's Economic Performance

Economic performance in BC improved during 2016 with a real gross domestic product (GDP) growth rate of 3.3%. The province is forecasting another year of modest GDP growth at 3.3% in 2017.² If past patterns of growth in enrolment and GDP hold true, as BC's economic growth outlook improves over the medium term, post-secondary institutions can expect slower enrolment growth in technology, business, and general arts and sciences programs, while experiencing relatively higher growth in programs providing trades, vocational, and apprenticeship training in order to meet the demands of the labour market.

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Administrative efficiencies, cost savings, and sharing of best practices continue to be maximized through the Administrative Service Delivery Transformation initiative.

BCIT will play an important role in producing skilled job-ready graduates who will meet the needs of high-demand sectors and expanding industries highlighted in B.C.'s Skills for Jobs Blueprint, the BC Jobs Plan, and the BC 2025 Labour Market Outlook. The impending Liquefied Natural Gas (LNG) development and other in-demand areas will require the apprenticeship system, and its education and training model, to adapt and respond to labour market demands. BCIT is committed to assisting in meeting the employment needs of the province by ensuring a focus on updated curriculum and training facilities, application of innovative instructional methods, and programs that are accredited by industry and regulatory bodies. The Institute is a significant contributor to the economic success of the province, as articulated in [The Economic Impact of BCIT on the Province of British Columbia](#) report.

Polytechnic Education

BCIT is dedicated to enhancing BC's and Canada's productivity growth and innovation agendas. Some key drivers to enhancing productivity in BC include a focus on developing human capital, investing in physical capital, and promoting technological progress and innovation. BCIT is a founding member of Polytechnics Canada, a not-for-profit association based in Ottawa that represents Canada's 13 leading publicly funded colleges, institutes, and polytechnics. The association conducts public policy research and analysis to ensure that colleges and institutes of technology are appropriately supported by federal programs for innovation, higher education, and apprenticeship training. Polytechnics Canada is currently focused on two significant themes: preparing for the jobs of tomorrow; and improving Canadians' abilities to create new ideas, products, and services, and promote them around the world.

² [RBC Economics Research: Provincial Outlook March 2017](#) (2017), Royal Bank of Canada

Changing Demographics

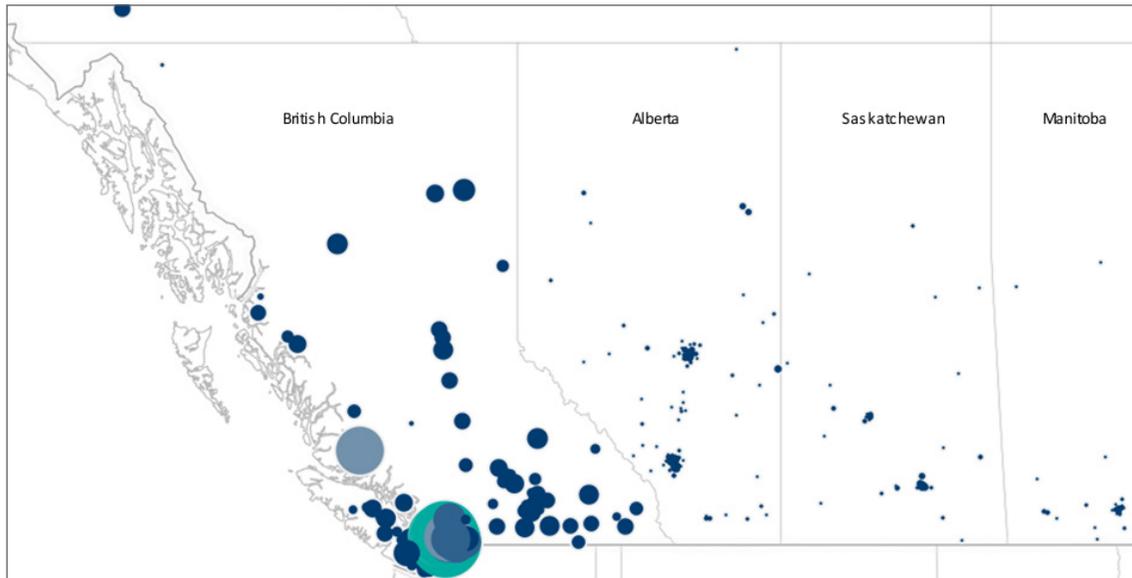
With a population of 4.75 million [2016]³ and a growth rate of 1.2%, BC's population is expected to continue to increase. At the same time, however, the population will grow older, less rural, and more diverse, both ethnically and culturally.⁴ The proportion of school-age and college-bound populations is projected to decline in the coming years, while the population over 65 years will steadily increase. BCIT currently draws the majority of its students from the Lower Mainland region, which is projected to have strong population growth rates over the next two decades. The implication of this demographic shift is that BCIT would continue to face increasing competition for an ethnically and culturally diverse student body, while finding opportunities to support the education and training needs of older workers and new immigrants.

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In 2016/17, the International student Full-time Equivalents (FTE) experienced a 20% increase from the previous year.

Internal Scan

BCIT Students

BCIT has a mandate to serve the province. While the top 10 catchment areas for BCIT students are cities in the Metro Vancouver region, the Institute draws students from many parts of the province.



During the 2016/17 fiscal year, nearly 50,000 students were enrolled in a BCIT program or course activity. Included in these enrolment numbers were approximately 1,600 Indigenous students and almost 4,000 international students. Enrolment activity in both groups is anticipated to increase during the coming years as BCIT continuously strengthens relationships with Indigenous communities and collaborates globally with other post-secondary systems and employers in activities that improve learner access and success.

BCIT acknowledges the Coast Salish territories, including the Nations of Tsleil-Waututh, Musqueam, Squamish, Sto:lo, and Tsawwassen, on which BCIT's main campuses are located. BCIT fully supports the Ministry of Advanced Education's objective of increasing Aboriginal participation in post-secondary education, and the Institute is committed to supporting students to complete their studies successfully. Indigenous student enrolment has increased at BCIT over the past five years. Since 2009/10, BCIT has delivered the most engineering and applied sciences undergraduate programming to Indigenous students province-wide.⁵ Other programming areas of higher enrolment include trades, business and management, and health.

³ [Population by year, by province and territory, July 1, 2016](#), Statistics Canada

⁴ [British Columbia in 2036: PEOPLE 36](#), BC Stats

⁵ October 2014 Student Transitions Project [STP] Pivot Tables [AY 2009/10–AY 2013/14]

In addition to BCIT students undertaking programming in BC, there are significant offshore program activities in Asia-Pacific countries. To date, there have been over 5,500 international students enrolled in BCIT's offshore programs such as Computer Systems Technology, Mechanical Engineering, and Automobile Technical Studies. Close to 3,000 international students have graduated with an international diploma from BCIT, ultimately allowing them to contribute to the economic prosperity of their countries.

Like all post-secondary institutions, BCIT is not immune to enrolment challenges. Improving student retention in certain programs and managing waitlists in high-demand programming such as trades and apprenticeships are two important enrolment challenges. BCIT is taking action to improve service offerings in order to provide the highest quality student experience possible.

BCIT Employees

BCIT was once again named one of BC's Top Employers for 2017 by the organization Canada's Top 100 Employers.⁶ In addition, BCIT has been selected for The Career Directory in 2017, recognizing the Institute as one of Canada's Best Employers for Recent Graduates. This is the seventh time the Institute was recognized in at least one of the categories of the Top 100 Canadian Employers.

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With approximately 1,750 full-time and 600 part-time faculty and staff, BCIT is one of the largest employers among post-secondary institutions in BC.

BCIT Programming

BCIT, one of BC's largest post-secondary institutes, is known throughout the province for its unique applied education model. The Institute is focused on producing job-ready graduates who add value in employment and entrepreneurial activity in BC, Canada, and beyond.

During the past year, a number of BCIT diploma and degree programs have benefited from participating in BCIT's ongoing program review process, which resulted in the refocusing of program curriculum to better align with student and industry needs. Bachelor of Technology in Geomatics and Diplomas in Business Operations, Technology Teacher Education, and Automotive Service Technician are some examples of programs which have recently undergone the program review cycle.

The BCIT Legion Military Skills Conversion Program has assisted over 500 veterans and reservists in education and career training, with 75 currently enrolled in BCIT programs. The legion program has served Canadian Forces members in every region of the province, and the Federal government has funded the expansion of the program to be offered nationally. BCIT currently has 18 partner institutes across Canada assisting veterans and reservists. The Institute has also expanded the program to support first responders and foreign credential recognition.

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BCIT is actively collaborating with the Ministry in the development of a common application system.

A number of BCIT apprenticeship programs are under review for the [Pan-Canadian Harmonization Initiative](#). The goal of this initiative is to essentially align apprenticeship systems within Canada through consistent training requirements in the Red Seal trades.

In April 2015, the Minister of Advanced Education granted approval for Exempt Status in baccalaureate level programming. BCIT is continuing to build on the exempt status and working to take to the next level through continued commitment to the quality processes and the compliance requirements of the Ministry.

⁶ [Canada's Best Diversity Employers](#) (2017), Canada's Top 100 Employers, Mediacorp Canada Inc.

The Institute has partnered with Coast Capital Savings to launch a unique program where BCIT trades and technology students will develop a toolbox of entrepreneurial skills to empower them to navigate the business world over the coming years.⁷ As well, BCIT continues to expand collaborative and joint program offerings with other post-secondary institutions, including notable partnerships with University of British Columbia, University of Victoria, Simon Fraser University, and Emily Carr University of Art and Design. In Northern BC, the Institute has agreements with Northern Lights College and Northwest Community College to assist in delivering specified apprenticeship and trades offerings. In February 2017, BCIT and Humber College launched an inter-provincial partnership that will see a first-of-its-kind healthcare-education tool shared and expanded.⁸

Work-integrated learning is embedded in many of BCIT's degree, diploma, and certificate programs and an important aspect of the educational experience in helping prepare students for success in the labour market. BCIT is a member of the [Business/Higher Education Roundtable](#) where post-secondary advocates are working with key business leaders to shape work-integrated learning in Canada.

Moreover, BCIT program offerings will be expanded in subject areas such as forensic sciences, nautical sciences, global leadership, health technology, and green construction.

Learning and Teaching Framework initiative

In 2016, BCIT began an extensive process of research, collaboration, stakeholder consultation, and visioning, all focused on learning and teaching. The result of this year-long effort is the Learning and Teaching Framework, which will be implemented in 2017/18. The Framework is focused on four themes that will enable:

- Program and curriculum design aligned with workplace needs
- Student-centred, active, and experiential teaching and learning practices
- Faculty empowered by instructional skills and learning support systems
- Learning environments that foster growth and creativity

Implementing the Framework across all BCIT Schools at all campuses will ensure students have the optimum learning experience that supports lifelong learning throughout their careers. In addition, faculty will be supported by having the skills needed to teach in environments that are current and flexible. Schools will use the Framework to enhance curriculum that aligns with industry and provides a path for the greatest student success.

BCIT and #BCTECH Strategy

BCIT continued to grow and enhance its computing programs in support of the #BCTECH Strategy, expanding its learning space and adding more student seats to accelerate the provision of talent to the sector. Supported by its industry-informed Program Advisory Council, BCIT's computing programs were further improved to respond to the specific needs of the tech industry, ensuring that the sector receives the career-ready grads it needs to succeed. Key highlights include:

- Supported by government funding, BCIT's new state-of-the-art tech hub opened in early 2017, offering an additional space for 100 Computing Information Technology students at BCIT's Downtown Campus, located in the heart of Vancouver's tech community. The hub transforms into tech sector meet-up space and supports the integration of industry projects into the curriculum. BCIT has also approved a major expansion at the Downtown Campus, which will see ongoing reinvention of its learning spaces and the addition of a further 150 seats.
- Once again, BCIT played a leading role at the 2017 #BCTECH Summit, showcasing a wide range of student and industry high tech projects, including augmented and virtual reality initiatives.
- With 21,000 students having learned to code at BCIT, the Institute once again increased its programming to respond to the high demand for full-time and part-time seats. In 2016/17, over 500 students enrolled in full-time computing programs, meeting the demands of BCIT's competitive entry system, which saw three applicants for each of its diploma seats.
- Recognizing the contribution to BC's tech industry from those students already in the workforce and wishing to upgrade or develop new tech skills, BCIT has generated a significant increase in its part-time studies (PTS) computing program and course registrations. PTS demand has increased by another 10% in 2017 compared to 2016, after 7% growth the year before.

⁷ [BCIT and Coast Capital Savings launch unique entrepreneurship program](#), BCIT

⁸ [Humber College and BCIT launch inter-provincial partnership](#) (2017), BCIT



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The BCIT Smart Microgrid Applied Research team is conducting projects that will facilitate the transition to more environmentally sustainable transportation in Canada.

Applied Research, Innovation, and Industry Relationships

Over the past 27 years, BCIT has conducted applied research to enhance the learner experience and advance the state of practice. Researchers at the institution have access to 53,800 sq. ft. of laboratory space and a \$28 million Centre for Applied Research and Innovation. Annually, BCIT is responsible for 50+ collaborative industry projects and over 1,000 applied research projects that engage faculty and students. In 2016, the World Federation of Colleges and Polytechnics (WFCP) recognized the institution for an [International Award of Excellence](#) with a gold standing in Applied Research and Innovation.

Recently the Applied Research SMART group obtained two new research grants, totaling approximately \$2.05M in value. The first \$1M grant is to create a new Centre for Cyber Security related to major infrastructure, which upon completion will make BCIT eligible for a further five years of funding. The successful completion of this funding will likely lead to the establishment of a permanent centre being located at BCIT. The second \$1M grant is to further the expansion of the [OASIS project](#) and begin moving research findings out into the community by partnering with Metro Vancouver municipalities. This project will also see the expansion of Smart Grid Infrastructure to the BCIT Aerospace Technology Campus.

Additionally, Applied Research has recently entered into a partnership with the Canadian Standards Association (CSA) to work with First Nations stakeholders around the adoption of standards on First Nations territory. The aim of the project is to inform the CSA on how to best approach and coordinate these standards with First Nations governments.

Applied Research's two resident CRC Chairs ([Paula Brown](#), [Jaimie Borisoff](#)) have also recently brought in approximately \$1M in new funding (over \$5M in total grant funding since their initial appointments).

The Institute is committed to advancing industrial technology and innovation clusters, and [Applied Research at BCIT](#) summarizes this alignment across five key themes:

1. Sustainability and the Built Environment
2. Health, Natural Health, and Biotechnology
3. Social Enterprise, Human Capital, and Entrepreneurship
4. Energy, Resources, Manufacturing, and Transportation
5. Information/Communications, Technology, and Security.

Innovation in student learning experiences and industry relationships were identified as driving forces in the BCIT Business Plan. By engaging faculty and students to provide practical business and industry solutions through applied research activities, BCIT continues to build upon its competitive strengths. One noteworthy example is the use of the [Smart Microgrid Applied Research Team \(SMART\)](#) in assisting remote Indigenous communities to shift from the use of diesel as a source of electricity.

The BCIT Applied Research Liaison Office supports research by providing a wide range of support services and guidance to students, faculty, researchers, and industry. In addition to creating beneficial partnerships and producing commercially relevant new technology, products, and applications, Applied Research also contributes to the high quality of BCIT's educational programs. This dedication has resulted in securing \$6.3 million of research income in FY2015 and placing fifth on the Top 50 Research Colleges in November 2016.⁹ Included within this total is approximately \$1.1 million in Industry Research income, ranking BCIT second in the country within the Large Colleges category. In 2016/17, new opportunities were created to enhance engagement and build capacity, which included new lab facilities for faculty and staff for teaching and research purposes.

⁹ [Canada's Top 50 Research Colleges](#) (2016), Research InfoSource Inc

Physical Infrastructure and Sustainability

BCIT expands across five campuses and a number of satellite locations. The Burnaby Campus is the largest site, accommodating 80% of BCIT's full-time students and about 50% of the part-time students. The Downtown Campus is the hub for part-time courses and programs and serves over 8,000 students. BCIT has a state-of-the-art Aerospace Technology Campus in Richmond, with an airport control simulation tower and over 20 training aircraft, including a Bombardier CRJ100 aircraft that was donated to BCIT in February 2017. The BCIT Marine Campus (BMC), located in North Vancouver, provides training for BC Ferries and other agencies. BMC is unique in Western Canada due to a Marine Engine Room simulator, which provides true-to-life training to marine engineers. BCIT's newest campus, located on Annacis Island in Richmond, is a shared space with Vancouver Community College. The Motive Power Centre for Excellence at the Annacis Island campus is an innovative centre for delivering heavy-duty transportation programming and is essential for the province's workforce needs.

BCIT Policies

The Institute is committed to providing a safe and secure learning and work environment for the BCIT community. The Board of Governors approved [Policy 7103: Sexual Violence and Misconduct](#), which clearly defines the purpose and procedures of the policy. Additional information and resources relating to sexual assault are accessible on the [BCIT website](#). The Institute has previously established [Policy 7507: Harassment and Discrimination](#) to support an environment where individuals are valued and respected. To date, the Sexual Assault and Harassment and Discrimination policies have been used and tested at BCIT. The Institute has partnered with the Ending Violence Association of British Columbia to deliver a First Responder Training Program for staff as well as to develop and offer a Bystander Training Program for BCIT students and staff.

Alumni Relations

Alumni relations is critical to advancing the mission of BCIT, and seeking the support of this key group of ambassadors as volunteers, advisors, mentors, and financial contributors is a priority for the Institute.

An increased ability to keep track of more than 170,000 alumni is a key area of development. In addition to the alumni base in the Lower Mainland, the Institute has identified large pockets of alumni in the strategically important Greater Toronto Area, as well as other parts of Ontario. With BCIT alumni in more than 29 countries, international alumni have also been an area of focus, and the Alumni Relations Office is actively engaging with alumni in Hong Kong as an initial focal point in South East Asia.

Over the last year, a lot of work has been done to improve the tactical engagement with alumni. This year, the Institute will be holding the fifteenth annual BCIT Distinguished Awards, and this marquee event is the cornerstone of alumni engagement, allowing the Institute to showcase the success of outstanding alumni in strategically important regions. In 2016, over 650 alumni, business, and community leaders attended the event at the Vancouver Trade and Convention Centre.

Through a partnership with the Greater Vancouver Board of Trade and a national sponsorship with the MacKay CEO Forum Group, the Institute has hosted alumni at more than 20 events in Vancouver and Toronto with industry and community leaders. This outreach has enabled BCIT to build a stronger affinity with alumni in senior leadership roles across the country.

International alumni play an important role in helping BCIT build its global reputation. Effort has been made by BCIT's senior administration to visit with alumni on planned trips overseas. In October 2016, over 40 BCIT alumni were invited to an inaugural alumni event held in Hong Kong. A number of the alumni who attended held senior executive roles in China and Hong Kong, and there is a strong willingness by this group to get involved as ambassadors and advocates in the region. A follow up event is being planned for October 2017.

Celebrations at BCIT

Over the past year, BCIT has welcomed influential global business leaders as speakers to expose students and staff to innovative, leading-edge ideas. These leaders included Canadian astronaut Julie Payette, Saje Natural Wellness co-founder Jean-Pierre LeBlanc, and McKinsey & Company's global managing partner Dominic Barton who received an Honorary Doctorate of Technology from BCIT in June 2016. In his convocation speech to BCIT graduates, Dominic shared valuable advice and encouraged graduates to step up into leadership roles. Dominic Barton also provides counsel to the President of BCIT as the Institute continues to move forward.

BCIT participates in Vancouver Board of Trade annual addresses and speaks at key government-related events. The Institute is also active with the Business Council of British Columbia and numerous sector-based associations that align with BCIT offerings.

Performance Plan

Goals and Objectives

Ministry of Advanced Education's Goals for 2017/18 to 2019/20¹⁰

- Goal 1** Students are supported to achieve their education, employment and training goals
- Goal 2** Ensure a high quality post-secondary education system that provides B.C. with a global competitive advantage
- Goal 3** An education and training system that maximizes social and economic benefits and supports British Columbia's diverse communities
- Goal 4** Citizens are informed and engaged with government in a way that is inclusive, and builds both trust and quality of life

Strategic Objectives and Performance Measures for BC Public Post-Secondary Education

The Accountability Framework logic model aligns with the five long-term strategic objectives for the system, as defined by the Ministry of Advanced Education. It should be noted that not all listed performance measures below are specific to BCIT. Where a performance measure has been identified as "system measure," this is considered a Ministry metric, and BCIT contributes to this as part of the entire public post-secondary system.

SYSTEM STRATEGIC OBJECTIVES	DEFINITION	PERFORMANCE MEASURES
Capacity	The BC public post-secondary system has sufficient capacity to meet the evolving needs of the province.	<ul style="list-style-type: none"> ▪ Student spaces ▪ Credentials awarded ▪ Sponsored research funding (Research Universities only)
Access	The BC public post-secondary system provides equitable and affordable access for residents.	<ul style="list-style-type: none"> ▪ Credentials awarded to Aboriginal students (System Measure) ▪ Aboriginal student spaces ▪ Transition rate of high school students to public post-secondary education (System Measure) ▪ Loan repayment as a percent of income (System Measure) ▪ Participation rate (System Measure)
Quality	The BC public post-secondary system provides quality through enriched educational experiences that meet the learning objectives of students.	<ul style="list-style-type: none"> ▪ Student satisfaction with education ▪ Student assessment of the quality of instruction ▪ Student assessment of skill development
Relevance	The BC public post-secondary system is relevant, having the breadth and depth of programming to meet the evolving economic needs of the province.	<ul style="list-style-type: none"> ▪ Student assessment of the usefulness of knowledge and skills in performing job ▪ Unemployment rate
Efficiency	The BC public post-secondary system is efficient, providing multiple and flexible student pathways with clear returns on public and individual investments.	<ul style="list-style-type: none"> ▪ Year-to-year retention rate (System Measure) ▪ Time to completion (System Measure)

¹⁰ [Ministry of Advanced Education 2016/17 - 2018/19 Service Plan](#) (2017) Ministry of Advanced Education, BC Provincial Government

BCIT Alignment with Ministry Strategic Objectives

The table below provides an overview of the BCIT Business Plan areas of focus and key initiatives in support of the BCIT Strategic Plan. The table also outlines how those goals and objectives align to support the System's strategic objectives as outlined in the Accountability Framework.

	BCIT KEY INITIATIVES (BCIT BUSINESS PLAN)	BCIT STRATEGIC PLAN GOALS	SYSTEM STRATEGIC OBJECTIVES	KEY PERFORMANCE MEASURES
FINANCIAL SUSTAINABILITY	<ul style="list-style-type: none"> Maximize alternate revenue sources Improved financial analysis & forecasting process Improved budget process Build a culture of financial management Improved fundraising capacity 	Financial sustainability	Efficiency	<ul style="list-style-type: none"> <i>Year-over-year increase in net new revenues; exclusive of government funding and tuitions</i> <i>Quarterly forecasts within 0.5% of actual costs</i> <i>Environmental sustainability KPIs</i> <i>[Electricity, Natural Gas, Greenhouse Gas, Water Consumption]</i>
BUILDING CAPACITY	<ul style="list-style-type: none"> Shared understanding of high performance Develop BCIT's leaders Implement Continuous Service Improvement International Strategy 	Program and credential recognition Build on our reputation	Capacity Quality	<ul style="list-style-type: none"> Credentials awarded Student assessment of quality of instruction Student assessment of skill development <i>International students studying at BCIT</i> <i>Applied research third party funding</i>
CAMPUS DEVELOPMENT	<ul style="list-style-type: none"> Campus Development Planning Maximize revenue streams to support Campus Development Plan Improve space utilization processes Fundraising opportunities to support Campus Development 	Campus Development	Capacity	<ul style="list-style-type: none"> Student spaces <i>Industry Training Authority (ITA) utilization rates</i> <i>Increase space utilization at Burnaby and Downtown campuses to industry benchmark</i> <i>Ongoing development of Campus Development Plan</i>
STRENGTHENING ENGAGEMENT	<ul style="list-style-type: none"> Strengthen engagement with: <ul style="list-style-type: none"> Employees Students Indigenous communities Unions Government Industry Post-secondary system Develop Teaching Excellence Strategy Strengthen alumni engagement 	Foster student success Change the student experience Build a pervasive and consistent BCIT experience	Access Quality Relevance	<ul style="list-style-type: none"> Aboriginal student spaces Student satisfaction with education Student assessment of usefulness of knowledge and skills in performing job Unemployment rate Students employed in a training related job Full-time student service quality ratings Employee engagement ratings

NOTE: The key performance measures listed showcase the Ministry's Accountability Framework ratings for which BCIT also reports to the BCIT Board of Governors and the internal community [black font]. Those performance measures in italic grey font are additional Institute specific indicators reported to the Board and internal community.

Strategic Goals and Objectives

Recognizing the need to further refine the Institute's strategic goals and focus, the BCIT Leadership team undertook a streamlined consultation process in 2013/14 to help identify and guide institutional priorities and developed the BCIT Business Plan with four key areas of focus. Careful attention was taken to ensure the rolling 3-year business plan was developed to align with the requirements of internal and external stakeholders, while taking into consideration the previous planning efforts, including the BCIT Strategic Plan. Efforts to renew the BCIT Strategic Plan will begin in 2017/18.

Key Area of Focus: Financial Sustainability

BCIT recognizes the need to establish an effective financial management and planning process. Initiatives are underway to maximize opportunities for alternate revenue sources and develop innovative approaches to the generation of funds for the Institute.

Improved financial analysis methods, specifically around monitoring, forecasting, and reporting processes, are a key focus to ensure that financial decisions can be made using the most timely and accurate information possible. Significant progress for budgeting improvements has been made through the Business Process and Forecasting Improvement Fund. Improved financial analysis and forecasting processes have been implemented. The March 31, 2017, audited financial results for BCIT report an approved annual budget of \$290M, with a total consolidated surplus of \$6.3M before endowment contributions. Of this amount, \$3.6M resulted from BCIT operations only, while the remainder is attributed to the operations of BCIT's Subsidiaries such as BCIT Foundation and the Great Northern Way campus one-time land sale.

Key Area of Focus: Building Capacity

BCIT is committed to developing a top-quality performance culture. To achieve this goal, focus is placed on attracting and retaining ‘high performers,’ from front-line staff to leadership. A standardized leadership development framework is being developed to best articulate and support what BCIT is aiming for. Accessible leadership development tools will be made available for faculty and staff to encourage professional growth, while the implementation of a continuous service improvement environment continues to be built upon, including the standardization of a business transformation initiatives framework.

Strengthening student support is integral to BCIT. Initiatives are advancing for the International Strategy, with a focus on implementing a new service support model, especially as the enrolments of international students continues to increase.

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94% of full-time students would still choose BCIT if they could start over again. 92% of part-time students would recommend BCIT to their family, friends, and/or co-workers.

Key Area of Focus: Campus Development

The expansion of a viable Campus Development Plan for the Burnaby BCIT campus is underway. In 2017/18, a concept design for a BCIT Trades and Technology Complex, along with an overall Burnaby campus plan, will be furthered. The redevelopment of the BCIT Downtown Campus was a focus in 2016/17. This initiative is interrelated with improving space utilization, bolstering fundraising opportunities, and maximizing revenue streams. Significant progress has been made for implementing the first phase of the space management roadmap. The Campus Development Plan is ongoing, with fundraising priorities having been established to support the plan.

Key Area of Focus: Strengthening Engagement

Strong ties with internal and external stakeholders are at the core of BCIT’s continued success. Strengthening and nurturing these relationships will continue to be a key priority for BCIT moving forward. Employees, unions, and students are included in the internal stakeholder community, while external stakeholders are from a variety of areas, including industry, Indigenous communities, and government.

Through consultation and discussions, student and employee input will be incorporated into the Education Plan currently being developed. The completion of a Teaching Excellence Strategy roadmap will be integrated into the Education Plan. BCIT obtained and incorporated student input to support these efforts, reinforcing the Institute’s commitment to strengthening student engagement. Strengthening employee engagement remains a priority for the Institute. The results of the recent engagement survey are helping to inform and guide action plans on employee onboarding, performance management system renewal, and reviews of key process improvements.

Strategic Priorities Underway

International Strategy

The Institute’s International Strategy is defined in the BCIT Business Plan as a key initiative. Due to its applied and practitioner-oriented portfolio of offerings, BCIT continues to attract interest from around the world. In 2016/17, BCIT hosted students from over 100 countries and was directly engaged on five continents. BCIT’s ability to design, install, and maintain the critical infrastructure required to build thriving economies has made the Institute a key partner for many international stakeholders.

BCIT’s long-term strategy with respect to a global presence remains to seek out reliable and influential partners, in particular around the Asia-Pacific corridor, and engage in partnerships at various levels—consultancy on facilities, technology, and simulation; the training of applied education instructors; as well as curriculum design, delivery, and virtualization. Global consulting companies aid BCIT in the development of new markets.

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Sustaining international growth through enhanced diversity and educational collaborations is a commitment of BCIT.

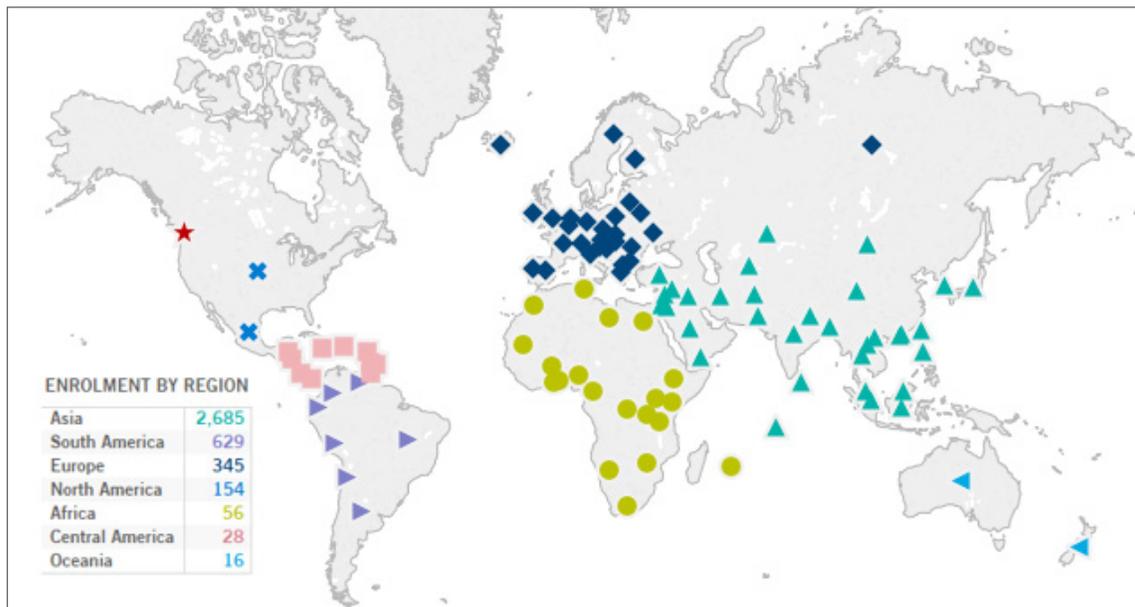
Fostering the success of international students is another important part of BCIT’s international strategy. Providing a reliable support infrastructure in conjunction with a world-class learning environment attracts an international clientele and ensures retention. The corresponding business development focuses on source-country diversification and a strong social media presence. In 2017/18, BCIT seeks to further balance reliance on Chinese recruitment (approximately 30%), while successfully growing Indian and Brazilian markets and adding several new source countries.

% OF INTERNATIONAL STUDENTS FROM TOP 5 SOURCE COUNTRIES				
Country	2014-15	2015-16	2016-17	Difference from 2015-16 to 2016-17
China	49%	41%	32%	-9%
India	3%	5%	16%	10%
Brazil	4%	11%	14%	3%
Korea [South], Republic of	9%	9%	7%	-2%
Vietnam	3%	3%	3%	0%

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BCIT welcomed close to 4,000 international students from over 100 countries in 2016/17.

New federal immigration rules have had a positive effect on foreign enrolment at BCIT by allowing for a post-graduate work permit that enables graduates to get a job upon graduation from their program. International students are attracted to BCIT for the applied programming and focus on career development. Co-operative education and internships provide job-training skills that assist international students in finding employment following the completion of their program. This allows international students to pursue and attain similar opportunities in the labour market as BCIT’s domestic students.

BCIT will continue to be a model for partnerships in international education through continued engagement with global affiliates, industry, government, and students.



Burnaby Campus Development Plan

Campus development is a key area of focus for BCIT. A vital component of this initiative is advancing a viable Campus Development Plan for the Burnaby campus. The vision includes the Health Sciences Centre for Advanced Simulation (HSCAS) and the Trades and Technology Complex, which will form an integral part of the Campus Development Plan.

The BCIT Health Sciences Centre for Advanced Simulation will offer a unique health care educational experience. The facility will integrate the simulation of direct patient care, such as nursing; indirect patient care; and allied health and laboratory science. The use of simulation as an essential teaching and learning tool will enhance students' real-life clinical experiences. The HSCAS building will begin construction in summer 2018, and completion is anticipated for 2020.¹¹



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Artist's rendering of the future BCIT Health Sciences Centre for Advanced Simulation.

The BCIT Trades & Technology Complex is an integrated, multi-phase project that supports the growing demand for trades training in support of industry-driven labour demand. By enhancing and expanding the trades and technology area, BCIT will further support in-demand trades and industries that are identified in the BC Skills for Jobs Blueprint. The creation of a centralized hub in the existing trades area will contribute to a new trades identity. The Trades & Technology Complex will provide enhanced learning environments and flexible space programming that adapts to changes in education and industry. The Complex will ensure BCIT's leadership role in trades training is maintained.

The first phase of the Campus Development Plan contains background studies and was concluded in late fall 2015. The current phase involves stakeholder engagement through consultations with the BCIT community and the public. The Institute anticipates the Burnaby Campus Development Plan will be ready for Board consideration in late spring 2017.

BCIT Indigenous Initiatives and Partnerships Strategic Plan

BCIT is committed to fostering strong engagement and holistic support for Indigenous learners, both on and off campus. The BCIT Indigenous Initiatives and Partnerships Strategic Plan was developed through consultations with key partners and stakeholders. The current plan consists of guiding influences and principles and high-level goals and strategies, with detailed strategic workplans and key performance indicators still being established. The high-level objectives focus around student success, governance, and engagement, with goals and related actions further detailed in the plan. Efforts are underway to share the plan with the community, creating opportunities and dialogue to support Indigenous education, recognize and respect Indigenous peoples, and increase engagement and Indigenous partnerships.

The BCIT Indigenous Initiatives and Partnerships Strategic Plan aligns with the Ministry's [Aboriginal Post-Secondary Education Training Policy Framework and Action Plan](#) to promote the two long-term outcomes: increase the credentials awarded to Aboriginal students by 75% and increase the post-secondary transition rates of Aboriginal Grade 12 graduates to 90%. BCIT aims to be integral and relevant to the success of Indigenous people and a partner in transformative reconciliation throughout the province and nationally.

¹¹ ["Health-care students at BCIT get new \\$78.3M centre"](#) [2017], Ministry of Advanced Education

BCIT and Industry

Continuing to strengthen relationships with industry is vital to the success of BCIT and its students. BCIT engages with leading businesses from various industry sectors, including LNG, automotive, forestry, mining, and aerospace, with a view to establishing partnerships that benefit students and the Institute. Specifically, BCIT has established partnerships with Vancouver Film School and Vancouver Premier College, creating pathways for students to further their educational goals at BCIT. In addition, partnerships with two educational institutions in China were completed. These partnerships will provide dual diplomas to students in Automatic Technical Studies and Computing Systems Technology. BCIT will continue to pursue strategic opportunities with industry partners to foster dialogue and sustain support and engagement. The Institute continues to seek opportunities to connect with industry through active participation in organizations such as the Vancouver Board of Trade and the Business Council of British Columbia.

As well, BCIT continues to refine the Program Advisory Councils [PACs] to ensure relevancy and open communication to meet the needs of industry. The PACs continue to provide BCIT with a valuable connection to industry.

Performance Measures, Targets, and Results

The performance measures listed below align with the Ministry of Advanced Education [AVED] goals and objectives as defined by the 2016/17 Accountability Framework.¹² Measures are provided along with a brief summary of the results.

System Objective 1: Capacity

The AVED Strategic Objective of Capacity is designed to ensure the BC public post-secondary system has sufficient capacity to meet the evolving needs of the province.

STUDENT SPACES (FTE)	2015/16 ACTUAL	2016/17 TARGET	2016/17 ACTUAL	2016/17 ASSESSMENT
Total Student Spaces	13,181	12,100	13,254	Achieved
Nursing and other allied health programs	2,473	2,614	2,583	Substantially Achieved
Developmental	400	321	372	Exceeded
<i>Performance Measure description: the number of full-time equivalent (FTE) student enrolments delivered overall and in designated program areas.</i>				

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BCIT continues to support the training needs in Specialty Nursing through expanded course offerings to meet the provincial student spaces target.

For several years, BCIT has consistently achieved the Ministry's target for student spaces, including designated programming. During 2016/17, BCIT achieved 100% utilization on the Skills Gap targets, ultimately delivering 109.5% utilization on the Ministry of Advanced Education targeted total student spaces.

CREDENTIALS AWARDED	2015/16 ACTUAL	2016/17 TARGET	2016/17 ACTUAL	2016/17 ASSESSMENT
Number	6,648	6,610	6,671	Achieved
<i>Performance Measure description: the average number of credentials awarded by public post-secondary institutions in the most recent three years.</i>				

Credentials awarded by BCIT have increased 8.9% over the past five years, from 6,261 in 2011/12 to 6,819 in 2015/16. This growth can be mainly attributed to degree and diploma programs.

¹² [Accountability Framework Standards Manual and Guidelines, Ministry of Advanced Education](#), BC Provincial Government

System Objective 2: Access

The AVED Strategic Objective of Access ensures that the BC public post-secondary system provides equitable and affordable access for residents.

ABORIGINAL STUDENT SPACES	2015/16 ACTUAL	TARGET	2016/17 ACTUAL	2016/17 ASSESSMENT
Total Aboriginal Student Spaces	791	815	800	Substantially Achieved
Ministry (AVED)	357		425	
Industry Training Authority (ITA)	434		375	
<i>Performance Measure description: number of full-time equivalent (FTE) enrolments of Aboriginal students delivered in all program areas.</i>				

In 2016/17, Indigenous FTEs at BCIT increased by 1% over the previous year, achieving a total FTE count of 800 Indigenous learners. This assessment is reflective of student activity between April 2015 and March 2016. Indigenous students are enrolled in many areas of programming at BCIT, including business and management, engineering and applied sciences, and trades, particularly as apprentices in the carpentry, electrical, metal fabricator, and millwright fields.¹³

The Institute will continue to seek out opportunities for Indigenous learners through consultation with key partners and stakeholders. BCIT will be an important partner in ensuring the post-secondary experience is positive and supportive for Indigenous learners, while creating clear pathways to success, from K-12 to employment.

System Objective 3: Quality

The AVED Strategic Objective of Quality ensures that the BC public post-secondary system provides quality through enriched educational experiences that meet the learning objectives of students.

STUDENT SATISFACTION WITH EDUCATION	2015/16 ACTUAL		2016/17 TARGET	2016/17 ACTUAL		2016/17 ASSESSMENT	2016/17 PSI
	%	+/-		%	+/-		%
Diploma, associate degree and certificate graduates	93.6%	0.5%	≥ 90%	92.1%	0.6%	Achieved	92.1%
Apprenticeship completers	93.3%	1.4%		93.6%	1.4%	Achieved	92.5%
Baccalaureate graduates	96.3%	1.3%		96.5%	1.2%	Achieved	94.4%
<i>Performance Measure description: percentage of students who were very satisfied or satisfied with the education they received.</i>							

Note: BC Post-Secondary Institutions, excluding research intensive universities, minus BCIT for 2016.

As in previous years, BCIT has continued to surpass the Ministry target on students' satisfaction with education.

STUDENT ASSESSMENT OF THE QUALITY OF INSTRUCTION	2015/16 ACTUAL		2016/17 TARGET	2016/17 ACTUAL		2016/17 ASSESSMENT	2016/17 PSI
	%	+/-		%	+/-		%
Diploma, associate degree and certificate graduates	93.7%	0.5%	≥ 90%	94.0%	0.5%	Achieved	94.4%
Apprenticeship completers	95.2%	1.2%		96.3%	1.1%	Achieved	96.0%
Baccalaureate graduates	96.8%	1.2%		95.5%	1.3%	Achieved	94.5%
<i>Performance Measure description: percentage of students who rated the quality of instruction in their program positively.</i>							

Note: BC Post-Secondary Institutions, excluding research intensive universities, minus BCIT for 2016.

BCIT's strong assessment by former students relating to the quality of program instruction and the achievement of Ministry's targets over the past few years indicate that the Institute continues to meet these targets.

¹³ May 2015 Central Data Warehouse (CDW) FTE Datamart, Ministry of Advanced Education

STUDENT ASSESSMENT OF SKILL DEVELOPMENT	2015/16 ACTUAL		2016/17 TARGET	2016/17 ACTUAL		2016/17 ASSESSMENT	2016/17 PSI
	%	+/-		%	+/-		
Diploma, associate degree and certificate graduates	87.5%	0.7%	≥ 85%	86.7%	0.8%	Achieved	86.9%
Apprenticeship completers	84.8%	2.3%		85.2%	2.3%	Achieved	85.3%
Baccalaureate graduates	91.1%	1.9%		89.8%	2.0%	Achieved	88.9%

Performance Measure description: percentage of students who indicated their education helped them to develop various skills.

Note: BC Post-Secondary Institutions, excluding research intensive universities, not including BCIT for 2016.

BCIT's Educational Quality Framework supports continuous quality improvement, focusing on program curriculum, program delivery, and educational support systems. The Institute reviews all programs on a systematic basis, utilizing feedback from students, industry, and faculty. BCIT programs are benchmarked against programs in peer institutions across the province and Canada. There are always minor revisions and updates, but when more extensive changes are appropriate, these proposed changes are reviewed and approved by the BCIT Education Council, with support from the BCIT Learning and Teaching Centre.

System Objective 4: Relevance

The AVED Strategic Objective of Relevance ensures that the BC public post-secondary system is relevant, having the breadth and depth of programming to meet the evolving economic needs of the province.

STUDENT ASSESSMENT OF THE USEFULNESS OF KNOWLEDGE AND SKILLS IN PERFORMING JOB	2015/16 ACTUAL		2016/17 TARGET	2016/17 ACTUAL		2016/17 ASSESSMENT	2016/17 PSI
	%	+/-		%	+/-		
Diploma, associate degree and certificate graduates	86.3%	0.9%	≥ 90%	85.8%	0.9%	Substantially Achieved	78.2%
Apprenticeship completers	93.9%	1.5%		95.2%	1.3%	Achieved	92.1%
Baccalaureate graduates	94.3%	1.7%		94.7%	1.6%	Achieved	89.9%

Performance measure description: percentage of employed graduates who indicated the knowledge and skills they acquired through their education was useful in performing their job.

Note: BC Post-Secondary Institutions, excluding research intensive universities, minus BCIT for 2016.

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58% of new BCIT full-time students rate “establishing a career” as their primary objective for enrolling at BCIT.

The results for former diploma, associate degree, and certificate (DACSO) graduates, at 85.8%, is below the Ministry's target, but well above the 2016/17 PSI results. BCIT is introducing a new Program Mix Analysis process which will complement the Institute's Program Review process, whereby all program KPIs (including this performance measure) will be reviewed on an annual basis, and corrective action will be taken should a program fall below the established targets. Resources will then be allocated appropriately by the Institute to address these issues. For example, BCIT has recently invested in initiatives to support student success, such as increasing peer tutoring services by 50% in the past year. Moreover, the Institute is completing a forward-looking Learning and Teaching Framework, which will provide new insights and resources to support student learning and skill development, including an emphasis on experiential learning, and enhancing the learning environment.

UNEMPLOYMENT RATE	2015/16 ACTUAL		2016/17 TARGET	2016/17 ACTUAL		2016/17 ASSESSMENT	2016/17 PSI
	%	+/-		%	+/-		
Diploma, associate degree and certificate graduates	9.8%	0.7%	≤ 10.8%	9.0%	0.7%	Exceeded	8.6%
Apprenticeship completers	7.6%	1.5%		5.0%	1.3%	Exceeded	9.6%
Baccalaureate graduates	3.0%	1.2%		4.3%	1.4%	Exceeded	5.4%
<i>Performance measure description: percentage of graduates who were unemployed at the time of the survey, compared with the percentage of unemployed individuals with high school credentials or less.</i>							

Note: BC Post-Secondary Institutions, excluding research intensive universities, minus BCIT for 2016.

BCIT is closely connected to fulfilling the needs of the labour market and can therefore experience an above-average impact from economic and labour market conditions in the province and in the economic development region.

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BCIT is committed to delivering graduates who are more than ready to meet the needs of the BC economy.

BCIT Going Forward

The coming year presents exciting opportunities for BCIT as leadership builds on initiatives that will ensure the Institute's programs and partnerships continue to connect with the resource, training, economic, and social needs of the province and the rest of Canada. BCIT aims to align with industry and government needs by supporting a strategic focus in education to better match with labour demand, furthering strong partnerships with industry to deliver training and apprenticeships, and fostering hands-on learning through collaborative activities with the K-12 sector.

While building on the numerous achievements BCIT has realized over its 50-year history, there is continual commitment to ensure that going forward BCIT remains a leader in producing job ready graduates—not only for today's skilled labour needs, but also for those of the future.

Financial Information

Consolidated Financial Statements

For the most recent financial information, please see the Audited Financial Statements at bcit.ca/financialservices/financialreports

