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Tally Bains  
Vice-President, Finance and Administration  
Capilano University  
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Dear Tally Bains:

I am writing on behalf of the Ministry of Post-Secondary Education and Future Skills (the Ministry) to provide you with information regarding your institution's operating grant and student full-time equivalent (FTE) target for 2024/25, and the associated accountabilities, roles and expectations.

### **2024/25 Operating Grant and FTEs**

Attachment 1 provides details pertaining to your institution's operating grant and student FTE targets for fiscal 2024/25.

As applicable, institution operating grants have been adjusted to reflect:

- funding for collective agreements ratified under the Shared Recovery Mandate; and
- any previously communicated decisions for program expansions.

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Developmental Program FTEs: Adult Basic Education (ABE), English Language Learning (ELL) and Accessible Education and Training (AET)

ABE, ELL and AET (formerly referred to as Adult Special Education) activity remain components of institutions' FTE reports, and the Ministry expects delivery of these programs to be maintained or increased. Access to ABE, ELL and AET programs in the public post-secondary system is essential for British Columbians who want to pursue further education and training to obtain the skills they need to succeed in the jobs of tomorrow.

### **Financial Oversight and Accountabilities**

Financial accountabilities of institutions are outlined in legislation (the *College and Institute Act*, the *University Act*, the *Royal Roads University Act*, the *Thompson Rivers University Act* and the *Budget Transparency and Accountability Act [BTAA]*), and are grounded in prudent, transparent fiscal management.

Post-secondary institutions are responsible for the effective and efficient use of taxpayer investments to ensure a high quality, accessible post-secondary education system in British Columbia. Institutions are to continue to prioritize their mandates in the context of the health, safety and well-being of their students, faculty, staff and broader communities. Good financial management helps ensure that fiscal objectives continue to garner the respect and confidence of funding agencies and other stakeholders, through reasonable and appropriate expenditures that support the core mandate of the institution. The following information is provided to guide and inform institutional financial planning.

#### Fiscal Year Forecasts and Financial Reporting

The *BTAA* sets out that all government reporting entities will provide quarterly financial reports of actual results, including year-to-date actuals and four-year forecasts. These reports are consolidated and publicized by specified dates. To support these timeframes, the Ministry of Finance establishes quarterly reporting dates, and institutions are expected to provide all reports on time.

Forecasts reflect best-available estimates of year-end operating and capital results. As such, the accuracy of forecasting is of primary importance to institutional financial health and sectoral sustainability. Institutions' third-quarter projections for the following fiscal year are used to establish the Budget and Fiscal Plan targets. Financial outcomes are monitored against these figures throughout the following year, and institutional reporting on variances from these projections are essential to informing sectoral results.

Material changes to operating results or to capital project schedules and/or provincial cash flows from forecasts should be brought to the Ministry's attention immediately. Where changes may involve an exception to the balanced budget requirement, institutions are expected to adhere to the protocols and timelines outlined in the Deficits section.

### Deficits

Under extraordinary circumstances, institutions may seek an exception to the annual balanced budget requirement and request approval from the Minister of Finance and the Minister of Post-Secondary Education and Future Skills to operate in a deficit position.

Requests for deficit approval **must** be provided to the Ministry of Post-Secondary Education and Future Skills **by the end of the second quarter** and include an explanation of key deficit drivers, actions taken to mitigate the deficit, a plan to return to a balanced position with the associated timeframe, and an outline of any extraordinary implications for students. Please note that a request to operate in a periodic deficit does not necessarily predicate approval of the same, as this determination is made by the Minister of Finance.

### Tuition Limit

Institutions are expected to comply with Government's [tuition limit policy](#) and [annual tuition and fee reporting requirements](#). For 2024/25, the 2 percent limit on tuition and mandatory fee increases continues to apply. Existing programs and services must not increase more than this amount.

Institutions are required to consult with the Ministry and students before implementing any new mandatory fees.

Substantially revised non-degree programs may be submitted to the Ministry for determination as to whether the program is considered new for the purposes of the tuition limit policy. If not determined new, the tuition limit policy continues to apply.

Substantially revised degree programs must be submitted to the Degree Quality Assessment Board to determine whether the changes are of sufficient magnitude to be classed as a new degree. If not determined new, the tuition limit policy continues to apply.

## **International Students**

International education makes an important contribution to the British Columbia education system and the educational experiences of all students. With the ongoing input of institutions, the Ministry is reviewing international education to ensure government policies, standards, guidelines and regulations align with government's values, priorities and interests, and that all support British Columbia's global reputation as a high-quality education destination.

The Government of Canada has mandated a provincial cap on the number of study permit applications to be issued to designated learning institutions for undergraduate, diploma and certificate-level programs in 2024 and 2025, which is managed through the issuance of provincial attestation letters. The Ministry moved quickly to respond to these changes to mitigate negative impacts on British Columbia's education system. The Ministry's allocations of provincial attestation letters are intended to support public post-secondary institutions with sustainable international student enrolment to maintain their international student programs, while managing growth for this year and future years.

The Ministry is also taking action to eliminate exploitive practices and improve the quality of post-secondary education by strengthening quality standards and bringing in new safeguards for international students in British Columbia.

New rules for public post-secondary institutions will set expectations for a maximum of 30 percent international student enrolment<sup>1</sup> levels, tuition transparency and elevated student supports. Public institutions will also develop and implement international education strategic plans that guide the institution's activities, manage its international student enrolment level within the maximum, and plan support services to meet the needs of students.

These measures will help ensure international students receive high-quality education in the province and protect British Columbia's reputation for high quality education and skills training.

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<sup>1</sup> International student headcount enrolment by academic year from *Student Transitions Project* data.

## **Executive and Management Compensation**

British Columbia's public sector employers are making compensation decisions based on a common compensation philosophy with shared core principles and benchmarking criteria that ensures greater consistency for excluded and executive employees. This approach refocuses compensation decisions on employee performance and merit rather than an entitlement to a salary increase.

## **Board Expenses**

As the institution's oversight body, the Board of Governors plays an integral role in ensuring that the institution operates within its mandate in an effective and efficient manner, and that the taxpayer funds that are invested in the institution are managed appropriately. The Ministry has developed an [Orientation for B.C. Public Post-Secondary Institution Board Members](#) to provide guidance to members in this regard.

[Treasury Board Directive 2/24](#), section 7, provides guidance on business travel and expense reimbursements for appointed board members.

## **Administrative Services Collaborative (ASC)**

The ASC involves all British Columbia's public post-secondary institutions, BCNET, and the Ministry. Working through its 2023/24-2025/26 Strategic Plan, the ASC priorities for continued collaboration are: procurement, cybersecurity, financial services, business continuity readiness, enterprise resource planning, accessibility, campus safety and security, and continued work with FeedBC. While not mandatory to participate in every initiative, institutions have benefited from collaborative efforts thus far.

Institutions are encouraged to continue and expand their efforts within the ASC. Working with BCNET as it implements joint collaborative agreements, can provide the potential to benefit from economy of scale and reduce duplication of effort across multiple initiatives within the strategic plan. Leveraging existing strengths and partnerships between institutions is expected to be a continued feature of the ASC as both institutions and the Ministry adapt to evolving circumstances, challenges, and opportunities.

## Central Deposit Program (CDP)

The CDP was launched in 2013 as a key initiative to address concerns raised by the Auditor General regarding excess liquidity and idle working capital balances in schools, universities, colleges and hospitals.

Today, the CDP continues to deliver lower deposit risk and competitive, if not superior, deposit rates, while reducing debt costs for taxpayers. The Ministry continues to encourage institutions to participate in the CDP.

A letter containing Capital information will be sent under separate cover.

Thank you for your cooperation in working with the Ministry and other system partners to provide students with an accessible, affordable, high quality and relevant post-secondary education. If you have any questions, or would like to discuss contents of this letter, please contact Kashi Tanaka, Executive Director, Post-Secondary Operating and Emergency Support Branch by email at [Kashi.Tanaka@gov.bc.ca](mailto:Kashi.Tanaka@gov.bc.ca) or phone at 250 415-9706.

Sincerely,



Jason Butler  
Assistant Deputy Minister  
Finance, Technology and Management Services Division  
Ministry of Post-Secondary Education and Future Skills

Attachment

pc: Distribution List follows

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Attachment 1  
as at June 27, 2024

**Capilano University**

**2024/25 Operating Grant and Student FTE Targets**

	FTE	Operating Grant
<b>2023/24 Restated</b>	<b>5,669</b>	<b>\$ 54,770,670</b>
<u>2024/25 Adjustments</u>		
Shared Recovery Mandate (as at April 2, 2024, Our Ref. 132501)		1,979,990
Shared Recovery Mandate (New, Our Ref. 134765)		1,200,281
Health Programs Remove Prior Year One-time	-70	-
Health Programs One-time	20	-
Technology Expansion	18	234,000
ECE Expansion Remove Prior Year One-time	-62	-
ECE Expansion One-time	31	-
ECE Expansion Base	-	301,104
<b>2024/25</b>	<b>5,606</b>	<b>\$ 58,486,045</b>
<i>Year over Year Change</i>	<i>-63</i>	<i>\$ 3,715,375</i>

**2024/25 Targeted Program FTE Details**

	FUNS Code	CIP Code	Change	Total FTE Target
<b>Health</b>				
RNs, PNs and HCAs				
Ongoing Base - Health Care Assistant / Health Care	NHCA	51.3902		48
Assistant - Partnership Pathway				
One-time - Health Care Assistant - Partnership Pathway	HLOT	51.3902	-20	20
Allied Health				
Rehabilitation Assistant	HLTH	51.0817		35
Rehabilitation Assistant (one-time)	HLOT	51.0817	-30	-
Allied Health	HLTH	Multiple		55
<b>Total Health</b>			<b>-50</b>	<b>158</b>
<b>Developmental</b>				
Developmental	DEV	Multiple		273
<b>Total Developmental</b>			<b>-</b>	<b>273</b>
<b>Technology-Related Program Expansion*</b>				
Interaction Design Diploma	AVED	11.0801	18	36
2D Animation and Visual Effects Diploma	AVED	10.03		14
3D Animation Diploma	AVED	10.03		36
<b>Total Technology-Related Program Expansion</b>			<b>18</b>	<b>86</b>
<b>Early Childhood Education Program Expansion*</b>				
One-time				
Sunshine Coast ECCE Diploma Delivery	AVED	19.07	4	19
CAPU-KPU-MNBC ECCE Diploma Delivery	AVED	19.07	-26	12
Base				
ECCE Diploma	AVED	19.07		20
Economic Recovery Plan (one-time)				
Part-time ECE Diploma	AVED	19.07	-9	-
<b>Total Early Childhood Education Program Expansion</b>			<b>-31</b>	<b>51</b>
AVED all other programs	AVED	Multiple		5,038
<b>Total FTE Targets</b>			<b>-63</b>	<b>5,606</b>

\*Where applicable PSFS will be monitoring enrolment growth over previous activity supported through base funding.