

## Managing for Results: Post-Secondary Accountability Framework Audit

As at February 4, 2013

Released: [2 December 2011](#)

Self-assessment conducted by the Ministry of Advanced Education, Innovation and Technology

### Comments:

“Working on collaboration with an effective working committee of representatives from the public post-secondary system, the Accountability Framework has been a key component involved in defining the accountability reporting to government of the 25 public post-secondary institutions.

Since the report “Managing for Results: Post-Secondary Accountability Framework Audit”, government and each institution have signed a Government Letter of Expectations (GLE), reflecting agreement on respective roles and responsibilities, including high level strategic priorities and public policy issues. A paragraph about the Accountability Framework and the requirement for an annual Institutional Accountability Plan and Report was a component of each 2012/13 GLE.”

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
<p><b>Recommendation 1:</b> The Ministry of Advanced Education provide a clear line of sight and linkage of its strategic communications to institutions, including the accountability framework, to clearly communicate performance expectations for results to be achieved.</p>	<p>Fully or substantially implemented</p>

### Actions taken, results and/or actions planned:

“The process for linking the accountability framework to other strategic communications was strengthened and made very clear in the development of the Government Letters of Expectations (GLE) for 2012/13.

Of the nine performance measures in the Ministry Service Plan for 2012/13, seven of the measures are drawn from Accountability Framework results, reflecting the centrality of the framework in this key Ministry document and directly addressing an issue identified by the OAG in its December 2011 report.”

<p><b>Recommendation 2:</b> The Ministry of Advanced Education strengthen its current performance management processes and require that contingency plans be put into place for institutions where performance expectations are not being met. These plans should provide institutions with targets and time lines for addressing performance issues.</p>	<p>Fully or substantially implemented</p>
---	---

**Actions taken, results and/or actions planned:**

“Institutions are required to address any missed targets in their Institutional Accountability Plans and Reports. During 2012, draft Accountability Plans and Reports were required of all institutions, and the Ministry executive contacted institutions to discuss the draft reports, stressing the need to address any missed targets.

The 2012/13 Government Letters of Expectations signed between the Ministry and each institution includes wording that the Institutional Accountability Plan and Report will demonstrate linkages with government’s goals, strategies and performance measures. Further expectations with regard to missed targets are identified in this letter.

The Ministry’s Fiscal Management Plan provides a framework for managing institutions’ fiscal performance. Institutions at risk of not meeting financial accountabilities are required to provide detailed supporting information, including key drivers of the financial risk, options for resolution and timelines. Four institutions have been through this process since December 2011, and all have had positive outcomes with low- to no-impacts to students.”

<p><b>Recommendation 3:</b> The Ministry of Advanced Education review its targets for institutions on a regular basis to ensure they are both challenging and achievable. Targets where institutions are consistently falling short, or have consistently exceeded them, should be reviewed as a matter of priority.</p>	<p>Fully or substantially implemented</p>
--	---

**Actions taken, results and/or actions planned:**

“The Performance Measures Working Group has resumed regular meetings with a comprehensive annual work plan that includes a scheduled review of targets on an ongoing basis. The credentials target (a measure of efficiency) and the loan repayment as a percent of income target (a measure of access) have both been reviewed and changed.

Additional improvements during 2012/13 include refinement of the participation rate measure, development of a system level retention measure, the inclusion of apprenticeship student outcomes data in the assessment of skills development, and improvement to the currency of research funding.

The Ministry routinely reviews individual institution targets and follows up with institutions who routinely exceed or under-deliver on targets. For example, the Ministry has initiated ongoing discussions with two institutions that have not met their Student FTE targets in the area of Developmental programming.”

**Recommendation 4:** The Ministry of Advanced Education find another mechanism to link funding to meeting performance targets, so that there are consequences if performance targets are not met. Partially implemented

**Actions taken, results and/or actions planned:**

“A review of alternate post-secondary funding mechanisms around the world has been completed and results are being reviewed. Some funding has been redistributed among institutions. The 2012/13 Budget letters signalled the redistribution of targeted funding to ensure that this funding allocation is being effectively used.

The Ministry’s Fiscal Management Plan outlines a process to monitor and manage institutions’ spending of provincial funding to ensure the net impact is an improvement to the Fiscal Plan and impacts to students are minimized.

Our efforts to ensure that data are in place to support this initiative have recently been recognized by the OECD in their OECD Economic Surveys: Canada, 2012, where they say:

“the use of performance-based funding in Canada should be expanded only if an improved set of indicators can be developed. Part of the challenge relates to poor data availability and more broadly a lack of system-wide data linking student outcomes to indicators of institutional quality that are comparable across provinces or even institutions, although some provinces such as British Columbia appear to have made encouraging advances in this dimension” OECD (2012), OECD Economic Surveys: Canada 2012, OECD Publishing. [http://dx.doi.org/10.1787/eco\\_surveys-can-2012-en](http://dx.doi.org/10.1787/eco_surveys-can-2012-en).”

**Recommendation 5:** The Ministry of Advanced Education provide clear and comprehensive performance reporting in relation to the post-secondary accountability framework. Fully or substantially implemented

**Actions taken, results and/or actions planned:**

“Institutional Funding and Accountability is a ‘first page category’ on the Ministry Internet site. A summary of performance reporting for 2010/11 was posted in the form of a newsletter on the Ministry website (<http://www.aved.gov.bc.ca/framework/docs/Accountability-Framework-Newsletter.pdf>). At the time of writing, the 2011/12 summary report is undergoing Executive approval.

This Performance Highlights newsletter is expected to be released annually with the conclusion of each Accountability Framework cycle.

Some data from the Accountability Framework has also been released to Open Data BC: High School to Post-Secondary Student Transition Rates, Student FTEs, Credentials Awarded, Student Satisfaction and Former Student Unemployment Rates.”