

APPENDIX F:
YUKON COLLEGE



**A Written Submission to the Standing Committee of Public
Accounts of the
Yukon Legislative Assembly**

Yukon College
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President

Question 1. What is the mandate of Yukon College?

The mandate of Yukon College is contained in the *College Act* of the Yukon, specifically in the "preamble" and the "objects of the College" sections quoted below:

CHAPTER 234 CHAPITRE 234

YUKON COLLEGE ACT

Preamble

Whereas the government should provide all Yukoners with the opportunity and means to advance their education so as to achieve their potential;
And whereas there should be established institutions and procedures for community control of education facilities and systems;
And whereas it is important to respect and enhance the multi-cultural heritage of Yukoners when providing education facilities and systems,

The Commissioner of the Yukon Territory, by and with the advice and consent of the Legislative Assembly, enacts as follows:

Interpretation

1. In this Act, "board" means the board of governors, appointed under section 6.

Yukon College established

2. There is hereby established a corporation to be known as the Yukon College consisting of the board. *S.Y. 1988, c.3, s.1.*

Objects of the College

3. The objects of the College are to provide educational programs, services and activities to meet the needs of people in the Yukon. *S.Y. 1996, c.1, s.2.*

Powers of the College

- 4(1) To accomplish its objects the College may
 - (a) Establish and implement policies concerning the organization, administration and operation of the College;
 - (b) Establish and maintain community campuses;
 - (c) Authorize and provide courses of study and other educational activities;
 - (d) Undertake research activities;
 - (e) Establish admission requirements for students;
 - (f) Set fees for services, materials or facilities provided by the College;
 - (g) Establish and administer programs for awarding scholarships, bursaries and other financial assistance to students;
 - (h) Administer funds, grants, fees, endowments and other assets of the College;
 - (i) Generally do those other things as are necessary to accomplish its objects.

Further to these elements of the *Act*, provision is also made for the establishment of Community Campus Committees in each community where Yukon College operates a campus. The composition and role of the Community Campus Committees is described in Article 9(1). The chairs of the Committees "...meet with the board at least once a year to advise the board on the training needs of people in the Yukon and on programs and services of the College." Article 10 states that "the board shall consult with and consider the advice of the community campus committees." Thus, the mandate of a Yukon-wide institution is supported structurally by a consultative network of community-based committees communicating directly with the Board of Governors about their needs.

The mandate thus established, is further elaborated by the Board of Governors in form of policies describing the "ends" of the College. Their "Vision, Journey, Trails and Ends Statements" are as follows:

Our Vision

Yukon College has a Vision of a respectful community of fulfilled individuals.

Our Journey

Our pursuit of this Vision is a Journey of continuous exploration and implementation of excellent, relevant and accessible learning opportunities for people in a northern context.

Our Trails

Our Trails on this Journey will reaffirm the wisdom of First Nations and respect the relationships among all cultures and our land.

Ends

Always acting within our values, Yukon College will be a centre of community educational, economic, social and cultural development

Ends

Always acting within these values, Yukon College will work towards the following Ends:

Yukon College exists so that:

1. Learnersⁱ Will Develop a Healthy Balance of Their Whole Person: Intellectual, Emotional, Spiritual, Social and Physical.

Learners will have the:

- 1.1 Knowledge and skills to enter, advance or create gainful employment.
 - 1.1.1 Knowledge and skills to gain and maintain technological excellence.
- 1.2 Knowledge and skills to enter or advance to institutions of higher learning.ⁱⁱ
- 1.3 Knowledge and skills to apply problem-solving strategies to a variety of decision-making situations.
- 1.4 Knowledge and skills for successful living.
 - 1.4.1 Knowledge and skills to express their ideas.
 - 1.4.2 Knowledge and skills to explore their creativity.
 - 1.4.3 Knowledge and skills to understand the Arts.
 - 1.4.4 Knowledge and skills to work with others.
 - 1.4.5 Respect for self, others and their environments.
- 1.5 Knowledge and understanding of the Yukon Land Claim and Self-Government Agreements.
- 1.6 Knowledge and skills to contribute to their communities

Yukon College exists so that:

2. Communitiesⁱⁱⁱ and Individuals Will Respect Culture and Environment.
 - 2.1 Individuals will have an understanding of and respect for Yukon First Nations' cultures.
 - 2.1.1 Positive cross-cultural experiences.
 - 2.1.2 Generation of and access to knowledge^{iv} of Yukon First Nation cultures.
 - 2.2 Communities will have support and resources for the intergenerational transmission of Yukon First Nations' cultures.
 - 2.2.1 The preservation of Yukon First Nations' traditional knowledge.
 - 2.2.2 The fostering of and support for the teaching of Yukon Aboriginal language to achieve proficiency and literacy.

Yukon College exists so that there will be:

3. Community Access and Support for Educational, Economic, Social and Cultural Development
 - 3.1 Communities will be innovative, environmentally integrated, technologically current and culturally appropriate.
 - 3.1.1 Communities will have new, alternative economic activities.

- 3.2 Communities will have a sound foundation for a responsible economic future.
 - 3.2.1 A skilled and flexible local labour force.
 - 3.2.2 Partnerships that allow responsible economic planning.
 - 3.2.3 The generation of and access to knowledge about responsible economic planning.
- 3.3 A healthy Yukon society.
 - 3.3.1 Shared knowledge.
 - 3.3.2 Community discussions and consensus building.
 - 3.3.3 Effective community partnerships.
 - 3.3.4 Integration of Yukon First Nations' cultural values within a shared society.

Yukon College exists so that there will be:

- 4. Increased Global Perspective in A Northern Context
 - 4.1 Global awareness in and of the Yukon.
 - 4.1.1 An active circumpolar learning community.
 - 4.2.2 Generation of knowledge.
 - 4.2.2.1 Indigenous knowledge.
 - 4.2.2.2 Northern Research.
 - 4.2.2.3 Circumpolar Research.

(November 4, 2000
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NOTES:

- ⁱ Anyone who is involved with Yukon College is a Learner. They include our staff, registered students, workshop participants, and public and private-sector partners.
- ⁱⁱ Institutions of higher learning refer to formal educational opportunities that advance from Learners' educational opportunities that advance from Learners' education at the Yukon College: this may include universities, technical institutes, apprenticeships, etc.; it implies program transferability.
- ⁱⁱⁱ Like Learners, Yukon communities are diverse. They include geographic, cultural, economic and social groups
- ^{iv} There are many ways to generate knowledge, including individual and collective research activities: we imply here; however, that research supported by Yukon College should flow from some community bases.

The mandate that was originally established when the College was created has remained substantially the same. As the College has matured as an institution, however, it has become more sophisticated in its ability to determine the public needs encompassed in the mandate, to deliver programs and services to meet these needs, and to provide information about its level of success in doing so. The programs and services of the College have changed over time, reflecting the changing nature of our Yukon society. The implementation of First Nations Land Claims and Self-Government Agreements, the devolution of federal areas of responsibility to the Yukon, changing technologies, new and emerging economic activities, increasing levels of special needs among the students, among other trends, have required the College to continuously review and modify its offerings and services. To meet changing community needs, the College has become

more innovative and responsive, and has developed an extensive network of partnerships, community-based advisory committees and peer institutions.

Prominent in the history of the College is its success in garnering financial resources to supplement the annual grant from the Yukon Government. This has allowed the College to continue to meet the educational aspirations of Yukon citizens and offset the inflationary pressures that have eroded the purchasing power of the grant. Beginning in the 2003-04 fiscal year, however, even the aggressive pursuit of this strategy has failed to provide the needed funding, and for the first time non-voluntary staff reductions have been required to balance the budget. Our capacity to deliver on our mandate is now impaired.

Question 2. How is this mandate being met?

The mandate is being met through the delivery of educational programs and related services. The *College Act* and the Regulations Pursuant to the *Act* form the basis for meeting the mandate described. The Board of Governors of the College, in consultation with the Community Campus Committees, develops by-laws and policies that direct and constrain the activities of the College within the mandate established. This is accomplished by directing and constraining the President through policy. The President, in turn, is charged with the responsibility of translating these directions into action, and is directly and personally accountable for the results to the Board. Working with the staff of the College, she creates a management structure, approves administrative policies and procedures, authorizes decision-making processes, supervises senior staff, assures compliance with Board-established executive limitations (concerning financial matters, treatment of staff and students, compliance with the statutes and regulations of the Yukon and Canada), approves College plans including the multi-year strategic plan, the annual program and service plan, and the annual budget), provides timely and accurate information to the Board, government officials and members of the public about the activities of the College, and is accountable for the quality and effectiveness of College programs and services.

The degree to which the College complies with its mandate is measured by the following mechanisms. The Board receives and reviews monitoring reports that measure compliance with its policies on a cyclical basis. In addition, the College has a more extensive Key Performance Indicator listing that provides information that is used for administrative purposes. Included among these are: student enrolments, graduate numbers, attrition measures, student demographics, cyclical program and service reviews, student exit surveys, benchmarking, course evaluations and other reports. Funding partners typically require extensive reporting from the College, and these reports form the basis of project evaluation against funding conditions. We also receive ongoing guidance through our contacts with officials from the Yukon Government, the federal government, First Nations governments, and communities with respect to their level of

satisfaction with existing programs and services, and suggestions with respect to perceived gaps.

Question 3. How does the Yukon College account to: a) the legislative assembly, b) individuals who use your service directly, and c) taxpayers generally?

Accountability falls into three broad categories: **fiscal, process and program**. Fiscal accountability includes how funds are spent and the degree to which the College has been a good steward of public and private funds. Process accountability addresses whether the College has followed a prescribed course of action and done so in a legally, ethically, and socially responsible manner. Product accountability is concerned with the quality and effectiveness of programs and services delivered as well as who was served by them.

Fiscal Accountability:

Yukon College administers its financial affairs according to financial management standards and practices established by national accounting professional organizations applicable to non-profit entities. Also taken into account are legislated constraints, Board and administrative policies governing budgeting, investment, procurement, expenditures, staff salary and benefits administration and contracted services.

Evidence of compliance with these can be found in the following documents:

- The Yukon College audited statements and auditor's report (Auditor General);
- The Yukon College annual management letter (Auditor General);
- The Yukon College annual report;
- The quarterly Board financial statement review;
- The Board's annual examination of executive compliance with constraint policies;
- Monthly expenditure and revenue reports; and
- Mid-year budget variance reports.

The annual report with audited financial statements is provided to the legislative assembly each year. The annual report with a summary of the audited financial statements is broadly circulated to the College's other financial partners, community organizations and community leaders. The Board's review mechanisms and their outcomes are recorded in their minutes, which are publicly accessible. On an informal basis, the Deputy Minister of Education is provided with biweekly updates on College activities, and notified of any emerging areas of financial concern, or changes to College practices. Finally, the Minister of Education meets with the College Board at least once per year. Financial issues

and concerns are discussed at this meeting(s), as well as program and service needs.

A Letter of Understanding that describes the roles and responsibilities of the Minister and Yukon Government officials relative to those of the College Board, President and management serves to clarify communication and other processes, as well as committing the College to accountability measures and reporting.

On a cyclical basis, administrative policies pertaining to financial processes are reviewed and updated to reflect changes in national standards, to improve their quality and effectiveness in achieving the goals of the College.

Individuals using our services are provided with information regarding these policies and procedures, and have recourse to a complaint process in the event that they disagree with them, or believe that their interests have not been well served by them.

Yukon College participates in a number of programs that provide information regarding best practices at similar institutions across Canada. Included in these are a financial benchmarking program sponsored by the Association of Canadian Community Colleges (ACCC), Statistics Canada's annual data collection and report, and the Millennium Scholarship Foundation's research on student access issues. These activities provide an ongoing measure of how effective our financial and decision-making processes are as compared to others nationally.

Process Accountability:

Process accountability describes how the decision-making processes are made and whether they meet pre-defined standards of quality. The public and media have an expectation that the College will have a certain level of performance, responsiveness, and ethics. These expectations are defined in the Board's policies, and are monitored on a cyclical basis. The schedule of monitoring reports and monitoring information is contained in the minutes of the Board, along with their assessment of the College's compliance.

Publicly available documents pertaining to decision-making processes at Yukon College include:

- Board by-laws, policies and minutes;
- Minutes of the Community Campus Committees (CCCs);
- The Collective Agreement between Yukon College and YCEU;
- The College Administrative Policy Manual;
- Minutes of the Senior Management Team weekly meetings;
- Minutes of the College's standing committees;
- Yukon College Strategic Plan and Implementation Plan;
- Yukon College Annual Program and Service Plan;

- Yukon College Annual Budget;
- Staff job descriptions and reporting structures; and
- Minutes of the President's Committees on Programming (PCOP's) and other official advisory bodies

Program Accountability:

Program accountability addresses the quality and effectiveness of the College's programs and services, and questions about who is served by them. Individuals using our services directly include the following: full-time and part-time credit students, full-time and part-time non-credit students, Community Campus Committee members, program advisory committee members, facility renters, general public, funding organizations, government officials, and occupants of the student residences.

The following accountability mechanisms are in place:

- Benchmarking and other comparisons derived from national data collection on post-secondary institutions in Canada;
- Cyclical program reviews;
- Key Performance Indicator data gathering and analysis, particularly the student exit survey, which captures measures of student satisfaction with programs and services, as well as program outcomes such as employment and transferability of courses;
- Student course evaluations;
- Ongoing monitoring of quality and suggestions for improvement by community-based advisory committees (PCOP's and others);
- Community Campus Committee meetings with the Board of Governors;
- Investment in professional development of staff;
- Periodic special studies (for example, The Yukon College Yukon College Economic Impact Study and Cost-Benefit Analysis, environmental scans, etc.);
- Formal and informal meetings with community organizations and individuals, government officials, funding bodies, students, graduates and employers;
- Regular review of student application, registration, progress and completion data;
- Staff performance reviews;
- Consultations with the Yukon College Student Association;
- Annual reports to the Board with respect to the outcome of complaint and appeal mechanisms;
- Suggestion boxes;
- Comprehensive project reports;
- Participation in, and review of, articulation agreements and other transfer arrangements with post-secondary institutions;
- Media releases, press conferences, and media coverage;

- The Yukon College website (<http://www.yukoncollege.yk.ca>) and
- Publications such as The Choice, a widely distributed newsletter containing stories about the College's activities, students and staff.

In sum, the accountability processes at Yukon College are extensive, and steadily improving. We have not yet completed the implementation of our Key Performance Indicator initiative, however. Future plans include the following:

- An Employer Satisfaction Review designed to assess the job-readiness and employability skills of our graduates;
- An Environmental Audit;
- A Curriculum Audit on the Board-defined Ends of the College.

For further information, or to request copies of the documents cited above, please feel free to contact the following individuals:

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