

Business Plan 2018–21

Advanced Education

Accountability Statement

This business plan was prepared under my direction, taking into consideration our government's policy decisions as of March 7, 2018.

original signed by

Marlin Schmidt, Minister

Ministry Overview

The ministry consists of the Department of Advanced Education, the Access to the Future Fund, and the board-governed public post-secondary institutions.

The following agencies, boards and commissions provide advice to the minister: the Alberta Council on Admissions and Transfer, the Campus Alberta Quality Council, and the Alberta Apprenticeship and Industry Training Board.

Advanced Education is responsible for Alberta's adult learning system. The ministry funds public post-secondary institutions and other adult learning providers, approves programs of study, and supports academic research and innovation. It also registers and certifies apprentices and provides financial aid to help learners pursue studies ranging from adult foundational education to apprenticeships to advanced degrees. By building strategic partnerships and leveraging investment, the ministry prepares Albertans for lifelong success through education so they can contribute to building a diversified economy and vibrant, healthy communities.

A detailed description of Advanced Education and its programs, services and initiatives is available at www.advancededucation.alberta.ca.

Strategic Context

The outcomes and key strategies identified in this business plan are aligned with the strategic direction of the Government of Alberta.

As Alberta faces challenges associated with changing demographic and economic conditions, Advanced Education remains committed to ensuring learner access to an affordable, high-quality adult learning system that is accountable and coordinated. The ministry supports the Government of Alberta's strategic priorities in numerous areas, including economic diversification, innovation and growth in technologies, the Government of Alberta's Climate Leadership Plan, the Agencies, Boards, and Commissions Review and public sector transparency.

The following opportunities, challenges, issues and trends provide a strategic overview of the environment within which Advanced Education operates.

The adult learning system enables all Albertans to develop the skills they need to succeed.

Government is working to enable every Albertan to be prepared with the knowledge and skills needed to contribute to and succeed in our changing society and economy. Advanced Education works with adult learning providers and cross-ministry partners to provide Albertans with access to a wide range of affordable learning options, from foundational learning to advanced degrees. This includes supporting the Ministry of Labour in updating and implementing federal-provincial Labour Market Transfer Agreements to improve access to adult education.

In the classroom, online, or in work integrated learning experiences, individuals can participate in programming, and transition between learning providers and programs across the province. The ministry is committed to affordable tuition, and supports students along their chosen educational pathway by providing scholarships, awards, grants and loans. Access to affordable and high-quality education enables Albertans to achieve personal, career, family and community goals.

The adult learning system drives a resilient, responsive and diversified economy.

A well-educated and skilled population is essential to strengthening and diversifying Alberta's economy. Adult learning providers play a vital role in helping all Albertans adapt and succeed in a rapidly changing environment based on technological advances, like automation. Advanced Education works with stakeholders to respond to changing workforce needs and spur innovation in the economy. Additionally, Alberta's apprenticeship and industry training system develops and certifies highly skilled journeypersons to meet labour market needs.

The adult learning system helps attract and develop creative, adaptive and entrepreneurial individuals who contribute to Alberta's economic diversification and prosperity. Adult learning providers bolster the economy by providing employment, supporting startup enterprises, serving as community hubs, and strengthening local, provincial and global connections. Accordingly, the adult learning system as a whole prepares Albertans for new jobs in an emerging economy.

The adult learning system demonstrates governance excellence.

Advanced Education is committed to providing high-quality adult education through an accountable, coordinated and collaborative system. Governance excellence is actively promoted through an open, transparent and competency-based recruitment and appointment process to ensure Advanced Education's public agency boards reflect Alberta's diversity. Best practices in governance are supported through orientation and training for board members. The ministry continues to increase accountability and transparency in the adult learning system by strengthening grants management and enterprise risk management. Advanced Education works in partnership with learners and other stakeholders to ensure Albertans are getting the best education and skills development for the future.

Adult learning helps build vibrant and inclusive communities.

Adult learning plays a key role in strengthening individual resilience, increasing civic participation, enhancing job satisfaction and contributing to better health and quality of life for all Albertans. Academic institutions function as information and social hubs, providing a crucial link between individuals, government, businesses and community organizations.

Advanced Education is committed to advancing gender equality and creating equitable opportunities for all Albertans. To operationalize this commitment the ministry established a Gender-Based Analysis Plus (GBA+) Centre of Responsibility. Intersectional and GBA+ analysis lenses are used to assess the diversity implications of policies, programs and services, engagement processes, data collection, strategic planning and operational activities. Further, the ministry supports the implementation of the principles and objectives of the United Nations Declaration on the Rights of Indigenous Peoples and the Truth and Reconciliation Commission of Canada. Advanced Education also supports institution-level initiatives to address sexual violence and promote positive mental health and well-being of post-secondary students.

Outcomes, Key Strategies and Performance Measures

Outcome One: **Adult learning opportunities are accessible and affordable for all Albertans**

Advanced Education is committed to working with learners, post-secondary institutions, other learning providers, employers and system stakeholders to ensure Albertans have access to a full range of adult learning opportunities across the province. This is accomplished by reducing barriers to learning and supporting access for all Albertans to engage in lifelong learning.

Key Strategies:

- 1.1 Enhance Albertans' access to adult education by enabling learners to make informed choices and supporting their transitions between education programs across the system.
- 1.2 Improve Albertans' access to quality foundational learning opportunities that assist transitions to the next step in their learning or career path.
- 1.3 Improve the effectiveness of programs to assist apprentices to progress in their training.
- 1.4 Collaborate with Indigenous peoples, community organizations and adult learning providers to improve Indigenous educational outcomes.
- 1.5 Continue the tuition freeze and look to implement a new tuition framework.
- 1.6 Improve the responsiveness of student financial supports to help Albertans benefit from adult learning opportunities.

Performance Measures	Last Actual (Year)	Target 2018-19	Target 2019-20	Target 2020-21
1.a Percentage of students entering post-secondary programs (including apprenticeship) within ten years of entering Grade 10 ¹	68% (2017)	70%+	70%+	70%+
1.b Percentage of recent post-secondary graduates who state that their program was worth the financial cost (biennial survey)	83% (2016)	85%+	n/a	85%+

Note:

- ¹ This measure (transition rate within ten years) was developed based on a similar measure (transition rate within six years) in Alberta Education's business plan. The results of both measures include students who are registered in a wide variety of post-secondary level programs at Alberta's post-secondary institutions, including those who are registered in an apprenticeship program. The results are also adjusted by an estimate of Alberta students attending post-secondary institutions out of province.

Linking Performance Measures to Outcomes:

- 1.a Demonstrates the effectiveness of the post-secondary education system in transitioning students for further education.
- 1.b Identifies how satisfied recent post-secondary graduates are with the value provided by their investment in post-secondary education.

Performance Indicators	Actual (Year)	Actual (Year)	Actual (Year)	Actual (Year)	Actual (Year)
1.a Total enrolment headcounts at publicly funded post-secondary institutions (individuals, full- and part-time) ¹	269,737 (2012-13)	262,744 (2013-14)	263,100 (2014-15)	264,286 (2015-16)	264,899 (2016-17)
1.b Total adult Albertans participating in literacy and foundational learning opportunities funded through the Community Adult Learning Program	n/a (2012-13)	n/a (2013-14)	n/a (2014-15)	20,543 (2015-16)	21,171 (2016-17)
1.c Percentage of Albertans aged 18 to 34 participating in post-secondary education ²	17% (2013)	17% (2014)	17% (2015)	17% (2016)	18% (2017)
1.d Enrolment headcounts of self-identified Indigenous learners in the adult learning system ³					
• Publicly funded post-secondary institutions	10,101	10,609	10,280	10,405	10,683
• Community Adult Learning Program	n/a	n/a	n/a	n/a	2,190
• First Nations Colleges (learners enrolled in literacy and essential skills programs only)	n/a (2011-12)	n/a (2012-13)	n/a (2013-14)	n/a (2014-15)	275 (2015-16)

Notes:

- ¹ The results also include apprentices enrolled in the technical training portion of their apprenticeship program at a publicly funded post-secondary institution. Apprentices taking technical training from private providers are not included.
- ² This indicator is derived from Statistics Canada's Labour Force Survey. It is a weighted percentage of Albertans aged 18 to 34 who, at the time of the survey, identified as currently attending a university, community college or other post-secondary institution. Net migration (in and out) also has a significant impact on the participation rate. Since estimates are based on the Labour Force Survey sample, minor changes in trends should be treated with caution.
- ³ This composite indicator serves as a starting point for discussions on improving the educational outcomes of Indigenous adult learners. The ministry acknowledges that measures or indicators on Indigenous education need to include holistic metrics of success, not just enrolment, graduation and completion. It also recognizes that measuring Indigenous learners' success at the post-secondary level must include appropriate assessment tools and methodologies that reflect Indigenous cultures and align with the United Nations Declaration on the Rights of Indigenous Peoples and the calls to action of the Truth and Reconciliation Commission of Canada.

Results of this indicator are based on learners' self-identification as Indigenous and therefore may not represent all Indigenous learners in the adult learning system. Indigenous self-identification in academic institutions follows Canada's *Constitution Act* (1982), Section 35 and includes Indian, Inuit and Métis peoples of Canada.

This indicator has some methodological limitations. The results represent the number of unique, self-identified Indigenous learners by educational provider type, and adding these results may lead to double-counting. The indicator does not cover the entire range of adult education programs. Specifically, it does not include Indigenous learners attending private career colleges or foundational learning programs, nor does it include apprentices taking technical training from private providers or participating in on-the-job training. Results for learners attending foundational learning programs will be available and published in the ministry's upcoming reports. Official data reported by the First Nations Colleges only includes learners served through literacy and essential skills programs. According to their estimates, total enrollment in the First Nations Colleges is approximately 1,100 to 1,200.

Outcome Two: High-quality education, skills development and research make a positive contribution to Alberta's economy, society, culture and environment

Through high-quality education, Albertans build the knowledge, skills and competencies needed to achieve their learning goals, support their families, serve their communities and adapt in an interconnected and rapidly changing world. Alberta's adult education system is nationally and internationally recognized. Graduates play a key role in diversifying and contributing to the province's economy and society, and tackling complex cultural and environmental challenges.

Key Strategies:

- 2.1 Support high-quality education and skills development programming and improve campus experiences through investing in post-secondary infrastructure.
- 2.2 Improve the ministry's analysis and use of data to support a learner-centered adult learning system.
- 2.3 Promote post-secondary institutions as innovation catalysts that help drive Alberta's economic development, social prosperity and environmental stewardship goals.
- 2.4 Support post-secondary institutions in fostering healthy and safe campuses and communities through various initiatives, including those related to mental health and preventing sexual violence.

Performance Measures	Last Actual 2016	Target 2018-19	Target 2019-20	Target 2020-21
2.a Satisfaction of recent post-secondary graduates with the overall quality of their educational experience (biennial survey)	92%	90%+	n/a	90%+
2.b Satisfaction of recent apprenticeship graduates with:				
• on-the-job training (biennial survey)	93%	n/a	90%+	90%+
• technical training (biennial survey)	94%	n/a	90%+	90%+

Linking Performance Measures to Outcomes:

- 2.a Identifies how satisfied recent graduates from Alberta's post-secondary programs are with the quality of their educational experience.
- 2.b Identifies how satisfied recent apprenticeship graduates are with the quality of their apprenticeship and industry training.

Performance Indicators	Actual (Year)	Actual (Year)	Actual (Year)	Actual (Year)	Actual (Year)
2.a Sponsored research revenue attracted by Alberta's comprehensive academic and research institutions (\$ millions) ¹	759.6 (2011-12)	767.8 (2012-13)	811.0 (2013-14)	851.2 (2014-15)	818.0 (2015-16)
2.b Percentage of employers satisfied with their certified journeypersons ² :					
• practical skills	n/a	n/a	95%	95%	95%
• knowledge of trade theory	n/a	n/a	93%	92%	96%
	(2004)	(2006)	(2008)	(2012)	(2017)

Notes:

¹ Alberta's Comprehensive Academic and Research Institutions are able to leverage the base operating grant commitment and infrastructure investments of Advanced Education, Economic Development and Trade and other partners to attract leading researchers and additional funding from non-Government of Alberta sources in support of research and innovation activities. Provincial funding, along with additional funding from other sources, supports globally competitive research excellence that focuses on Alberta's key strengths in health, agriculture, forestry, energy and the environment, and contributes to a broadened economic base; healthy, resilient communities; and effective resource and environmental management. Demonstrating achievement in these areas contributes to Alberta's sustainable prosperity.

² The results are based on the Survey of Employer Satisfaction with Apprenticeship Training and Skilled Tradespersons. The survey was biennial until 2008, after which it was changed to every four years. The last survey in 2017 was delayed by one year in order to do a review of the apprenticeship graduate survey.

Outcome Three: The adult learning system is accountable and coordinated

Advanced Education provides oversight and coordination for post-secondary institution boards, commissions and other agencies. This oversight is demonstrated through an open, transparent and competency-based recruitment and appointment process for the ministry's public agencies. Effective oversight provides direction to the adult learning system and verifies that processes and systems are working well to achieve approved mandates and manage risks. A coordinated and accountable adult learning system supports greater transparency, diversity and inclusion and ensures Albertans' access to affordable and quality learning opportunities in their communities.

Key Strategies:

- 3.1 Review Advanced Education's agencies, boards and commissions to ensure they are relevant, efficient, effective, and demonstrating best practices in governance.
- 3.2 Articulate the roles and responsibilities of Advanced Education's public agencies within the adult learning system.
- 3.3 Enhance Albertans' ability to transfer efficiently between learning providers and programs in a coordinated adult learning system.
- 3.4 Strengthen the foundational learning system through articulation of learning providers' roles and their integration within the adult learning continuum.

Performance Measure	Last Actual 2016	Target 2018-19	Target 2019-20	Target 2020-21
3.a Percentage of post-secondary transfer graduates satisfied with the transfer credit they received (biennial survey)	89%	90%+	n/a	90%+

Linking Performance Measures to Outcomes:

- 3.a Identifies how satisfied graduates are with the transfer credit between post-secondary institutions. From a learner's perspective, it also indicates the extent to which adult learning opportunities are coordinated between institutions and programs.

Performance Indicators	Actual (Year)	Actual (Year)	Actual (Year)	Actual (Year)	Actual (Year)
3.a Percentage of clients reporting they are either employed or in further education or training after leaving a skills training program ¹	72% (2012)	75% (2013)	74% (2014)	70% (2015)	66% (2016)
3.b Percentage of employers satisfied with Alberta's apprenticeship and trade certification system ²	89% (2004)	87% (2006)	90% (2008)	92% (2012)	90% (2017)

Notes:

¹ Programs and services were realigned among the ministries of Community and Social Services (formerly Human Services), Labour and Advanced Education to improve service delivery on employment, education and training. The accountability and funding of foundational skills programs was transferred to Advanced Education in April 2016. This indicator currently focuses only on Advanced Education clients after the transition. The ministry is also working with partner ministries to develop better metrics that speak to enhanced outcomes in further education or skills development.

² The results are based on the Survey of Employer Satisfaction with Apprenticeship Training and Skilled Tradespersons. The survey was biennial until 2008, after which it was changed to every four years. The last survey in 2017 was delayed by one year in order to do a review of the apprenticeship graduate survey.

Risks to Achieving Outcomes

A number of risks impact the ministry's ability to achieve the outcomes identified in this business plan. All identified risks are managed by Advanced Education according to Government of Alberta standards for enterprise risk management.

System responsiveness. Alberta is affected by complex and evolving economic, social, cultural and environmental factors that may impact the adult learning system's ability to respond to education and skills development needs. Adult learning providers face challenges such as rapidly shifting labour market needs and enrolment fluctuations by region or field of study. To address these challenges, Advanced Education is collaborating with internal and external stakeholders to anticipate and assess potential challenges and opportunities to support planning and system responsiveness in a dynamic environment.

Foundational skills. Albertans require foundational skills and competencies to pursue further education, participate in community life and find meaningful employment. Advanced Education is experiencing increased demand from adult learners for foundational programs and financial support. The ministry is committed to collaborating with foundational learning providers to maintain their capacity to offer foundational learning through innovative programming. The ministry is also committed to supporting adult foundational learners by enhancing access to quality learning opportunities regardless of financial circumstances.

Needs of Indigenous learners. Indigenous learners' participation in and completion of post-secondary education remains a complex issue. For example, success for Indigenous learners means more than matriculating through a prescribed curriculum; it also includes personal development and engagement in community life. The ministry is committed to supporting the principles and objectives of the United Nations Declaration on the Rights of Indigenous Peoples and the Truth and Reconciliation Commission of Canada. Advanced Education continues to work with Indigenous, provincial and federal partners and the adult learning system to improve Indigenous Albertans' educational and social outcomes.

STATEMENT OF OPERATIONS

(thousands of dollars)	Comparable			2018-19 Estimate	2019-20 Target	2020-21 Target
	2016-17 Actual	2017-18 Budget	2017-18 Forecast			
REVENUE						
Internal Government Transfers	315,409	365,647	319,619	291,692	286,937	285,749
Transfers from Government of Canada	418,825	371,517	371,517	408,940	416,095	427,517
Transfer from Alberta Heritage Scholarship Fund	50,805	51,099	55,000	55,000	55,000	55,000
Labour Market Development	82,991	87,134	105,393	116,397	120,051	134,836
Investment Income	232,868	181,985	181,985	204,283	217,958	234,720
Premiums, Fees and Licences	4,751	4,855	4,855	6,335	5,845	5,985
Tuition and Non-Credit Courses	1,168,827	1,222,908	1,222,908	1,236,609	1,260,457	1,287,547
Donations, Grants and Contributions	317,267	327,574	327,574	336,629	361,423	375,721
Loss from Government Business Enterprises	(1,777)	-	-	-	-	-
Sales, Rentals and Services	612,217	618,845	618,845	653,092	679,763	698,376
Other Revenue	152,280	58,431	127,131	81,576	82,807	84,156
Ministry Total	3,354,463	3,289,995	3,334,827	3,390,553	3,486,336	3,589,607
Inter-Ministry Consolidations	(427,772)	(403,660)	(430,233)	(352,506)	(347,375)	(345,818)
Consolidated Total	2,926,691	2,886,335	2,904,594	3,038,047	3,138,961	3,243,789
EXPENSE						
Ministry Support Services	13,583	15,118	14,933	14,958	15,344	15,338
Support for Adult Learning	72,685	75,746	75,449	78,226	82,003	82,003
Apprenticeship Delivery	28,221	32,314	30,828	31,386	38,203	38,203
Student Aid	220,789	242,966	222,998	228,020	234,877	241,377
Foundational Learning Supports	78,776	84,787	90,106	94,215	104,581	111,642
Post-Secondary Operations	5,450,851	5,597,637	5,596,109	5,746,892	5,892,656	6,092,422
Post-Secondary Debt Servicing	39,437	40,664	40,664	42,344	45,515	46,578
Post-Secondary Pension Provision	(10,000)	(15,178)	(28,862)	(32,788)	(37,055)	(40,000)
Ministry Total	5,894,342	6,074,054	6,042,225	6,203,253	6,376,124	6,587,563
Inter-Ministry Consolidations	(8,002)	(57,474)	(57,474)	(51,486)	(51,379)	(51,384)
Consolidated Total	5,886,340	6,016,580	5,984,751	6,151,767	6,324,745	6,536,179
Net Operating Result	(2,959,649)	(3,130,245)	(3,080,157)	(3,113,720)	(3,185,784)	(3,292,390)
CAPITAL INVESTMENT						
Ministry Support Services	558	734	1,015	-	-	-
Support for Adult Learning	349	-	-	-	-	-
Apprenticeship Delivery	2,913	660	5,132	-	-	-
Student Aid	582	2,299	2,299	-	-	-
Post-Secondary Infrastructure	727,022	1,047,121	986,621	727,653	642,914	485,473
Consolidated Total	731,424	1,050,814	995,067	727,653	642,914	485,473