

BUSINESS PLAN 2016–19

Advanced Education

ACCOUNTABILITY STATEMENT

This business plan was prepared under my direction, taking into consideration the government's policy decisions as of March 17, 2016.

original signed by

Marlin Schmidt, Minister

MINISTRY OVERVIEW

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

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

Advanced Education strives to engage Albertans in learning to build a resilient economy and a thriving society. A more detailed description of Advanced Education and its programs and initiatives can be found 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.

Alberta's adult learning system is a critical part of the province's social and economic fabric. It enriches the lives of individuals, their communities and the province as a whole. Adult learning also plays a key role in developing a sustainable and diversified economy. To support Alberta's social and economic prosperity, Advanced Education strives to make affordable and high quality educational opportunities available to all Albertans.

Adult education enables Albertans to prosper

Investing in education is critical to ensuring Albertans can prosper. Higher levels of education are strongly related to job security, higher wages, career satisfaction and health. For these reasons, Advanced Education is committed to helping Albertans access learning opportunities. To do so, the ministry works with several hundred adult learning providers to provide an array of learning opportunities across the province. These providers range from community organizations that offer foundational training and skills development to universities and colleges offering undergraduate and graduate degrees.

Adult education helps build vibrant communities

Adult learning providers, students and graduates shape the social fabric of Alberta's communities in a myriad of ways. Education plays a key role in creating engaged citizens. Individuals with certificates, diplomas and post-secondary degrees are more likely to vote, volunteer in their communities and donate to charitable organizations. Helping individuals improve literacy and acquire other foundational skills also enables more Albertans to fully participate

in their local communities. In addition to their primary mandate of educating Albertans, publicly-funded learning institutions act as community hubs in towns and cities across the province by serving as an access point for a variety of activities, services and events. They host meetings and conferences, plays and productions, and public lectures and workshops. Adult learning institutions also provide meaningful employment to thousands of Albertans and draw thousands of others to the province from across Canada and the world, enhancing the province's cultural and economic vibrancy.

Adult education is a key driver of economic development and diversification

A well-educated workforce is a key driver of economic development. By providing Albertans with access to lifelong learning opportunities, Alberta's adult learning system helps ensure Albertans are able to develop the skills and competencies necessary to remain productive in an era of constant change. Graduates from Alberta's adult learning providers are also critical job creators. Many current and former students use the knowledge and experience acquired through the adult learning system to reinvest in their communities by starting new businesses, community organizations or not-profit ventures. Alberta's post-secondary system is also home to extraordinary researchers, innovators and entrepreneurs who play a key role in generating and commercializing new ideas and technologies for the benefit of the entire province.

Advanced Education faces a number of challenges in making affordable and high quality educational learning opportunities accessible to all Albertans.

- **Economic climate.** The current downturn in Alberta's economy will likely result in heightened enrolment pressure at adult learning institutions and increased demand for student aid. It may also affect the ability of apprentices to find employment and complete their on-the-job training.
- **Accelerating change.** Complex and accelerating changes in learner expectations, employer needs and learning technology pose deep questions about traditional assumptions around adult learning. Preparing diverse learners for success in an evolving social and economic landscape is a significant challenge for government and learning providers.
- **Foundational skills.** A significant number of Albertans lack the foundational skills needed to fully participate in community life, find meaningful employment and pursue further learning. Meeting the needs of these learners is an ongoing challenge and is heightened during times of economic uncertainty.
- **Indigenous education.** Post-secondary participation and completion rates are significantly lower for Indigenous Albertans than for non-Indigenous Albertans. In support of the United Nations Declaration on the Rights of Indigenous Peoples and the recommendations of the Truth and Reconciliation Commission of Canada, the ministry is committed to collaborating with its Indigenous partners and other adult learning providers to improve learning outcomes for Indigenous Albertans.
- **Governance excellence.** The ministry relies on arms-length institutions and community organizations to provide accessible and affordable adult learning opportunities of the highest quality. Ensuring these arms-length organizations continue to be governed efficiently and effectively is a key priority.

OUTCOMES, KEY STRATEGIES AND PERFORMANCE MEASURES

Outcome One: High quality adult learning ensures Albertans have the education necessary to participate in their communities and a diversified 21st century economy

Albertans depend on high quality adult learning opportunities to achieve their goals. To this end, Advanced Education works with stakeholders to define common outcomes and ensure good governance and strong accountability in adult learning.

Key Strategies:

- 1.1 Establish a common vision, outcomes and principles for adult learning in Alberta.
- 1.2 Examine the roles and mandates of adult learning providers and the government.
- 1.3 Review Advanced Education's agencies, boards and commissions to ensure that they are relevant, efficient and effective.
- 1.4 Invest in high quality educational facilities to enhance student experience.
- 1.5 Support international education and internship programs to develop learners who can successfully engage in the global economy and contribute to Alberta's prosperity.

| Performance Measures | Last Actual (Year) | Target 2016-17 | Target 2017-18 | Target 2018-19 |
|--|--------------------|----------------|----------------|----------------|
| 1.a Satisfaction of recent post-secondary graduates with the overall quality of their educational experience (biennial survey) | 92% (2014) | 90%+ | n/a | 90%+ |
| 1.b Satisfaction of recent apprenticeship graduates with: | | | | |
| • on-the-job training (biennial survey) | 95% | n/a | 90%+ | n/a |
| • technical training (biennial survey) | 96% (2013) | n/a | 90%+ | n/a |

Linking Performance Measures to Outcomes:

- 1.a Indicates how satisfied graduates from Alberta post-secondary programs are with the quality of their educational experience.
- 1.b Indicates the quality of training provided through Alberta's apprenticeship and industry training system.

Outcome Two: Alberta's adult learning system is stable and learning opportunities are affordable

Alberta's adult learning system needs stable and predictable funding to be successful. Likewise, many Albertans need financial support to achieve their learning goals. Advanced Education works with stakeholders and citizens to ensure both the system and individuals are appropriately resourced.

Key Strategies:

- 2.1 Provide stable and predictable funding to the post-secondary system.
- 2.2 Assess Alberta's approach to tuition and other fees in the context of student affordability and system resourcing.
- 2.3 Develop and deliver student aid supports that help Albertans take advantage of adult learning opportunities.
- 2.4 Capitalize on existing data, improve information sharing and develop better analytics to enhance ministry decision-making.

| Performance Measure | Last Actual 2014 | Target 2016-17 | Target 2017-18 | Target 2018-19 |
|--|------------------|----------------|----------------|----------------|
| 2.a Percentage of recent post-secondary graduates who believe their program was worth the financial cost (biennial survey) | 85% | 85% | n/a | 85% |

Linking Performance Measures to Outcomes:

2.a Indicates how satisfied graduates are with the value provided by their investment into post-secondary education.

Outcome Three: Albertans are able to access the adult learning opportunities they need to achieve their goals

Albertans have diverse needs influencing where, when and how they learn as adults. Advanced Education works with stakeholders and citizens to ensure access to adult learning is equitable and flexible.

Key Strategies:

- 3.1 Work in partnership with Alberta's Indigenous people to develop improved learning opportunities for adult Indigenous learners in the province.
- 3.2 Improve coordination of the government's approach to foundational learning programming.
- 3.3 Modernize the delivery of student aid and apprenticeship programs to Alberta learners.
- 3.4 Enhance the ability of learners to transition from high-school to post-secondary studies and to transition between institutions and programs within the adult learning system.
- 3.5 Support pan-Canadian initiatives to facilitate mobility of Alberta's apprentices and improve alignment of apprenticeship training programs.
- 3.6 Ensure processes are in place to allow unemployed apprentices to continue their training and work with post-secondary institutions to ensure there are sufficient technical training seats available to meet expected demand.
- 3.7 Work with post-secondary institutions and other ministries to enhance access to critical mental health supports.

| Performance Measures | Last Actual (Year) | Target 2016-17 | Target 2017-18 | Target 2018-19 |
|--|--------------------|----------------|----------------|----------------|
| 3.a Total enrolment at publicly-funded post-secondary institutions – unique individuals, full and part time | 263,100 (2014-15) | 263,100 | 265,700 | 268,400 |
| 3.b Apprenticeship technical training seats offered ¹ | 35,194 (2014-15) | 35,000 | 35,000 | 35,000 |
| 3.c Percentage of Albertans age 18-34 participating in post-secondary education | 17% (2014) | 18% | 19% | 19% |
| 3.d Percentage of post-secondary transfer graduates satisfied with the transfer credit they received (biennial survey) | 88% (2014) | 90%+ | n/a | 90%+ |

Note:

¹ The number of technical training seats offered reflects the funding provided to training providers and is set based on anticipated demand.

Linking Performance Measures to Outcomes:

- 3.a Tracks the total number of students accessing publically funded post-secondary institutions in Alberta.
- 3.b Tracks the approximate number of apprentices accessing technical training in Alberta.
- 3.c Tracks the percentage of the population age 18-34 who report accessing programming at a post-secondary institution.
- 3.d Indicates the ability of the post-secondary system to help students achieve desired outcomes through transferring credit between post-secondary institutions.

STATEMENT OF OPERATIONS

| (thousands of dollars) | Comparable | | | 2016-17 Estimate | 2017-18 Target | 2018-19 Target |
|---|-------------------|-------------------|---------------------|---------------------|-------------------|-------------------|
| | 2014-15 Actual | 2015-16 Budget | 2015-16 Forecast | | | |
| REVENUE | | | | | | |
| Internal Government Transfers | 310,383 | 545,750 | 564,814 | 534,665 | 529,587 | 529,587 |
| Transfer from Alberta Heritage Savings Trust Fund | 52,483 | - | - | - | - | - |
| Transfer from Alberta Heritage Scholarship Fund | 37,521 | 46,699 | 46,699 | 46,699 | 46,699 | 46,699 |
| Transfer from Department of Treasury Board and Finance | - | 53,217 | - | - | - | - |
| Transfers from Government of Canada | 308,411 | 382,745 | 382,745 | 397,761 | 418,586 | 418,586 |
| Labour Market Development | 77,903 | 76,906 | 76,906 | 77,491 | 71,953 | 71,953 |
| Investment Income | 269,935 | 179,690 | 177,135 | 189,750 | 193,650 | 201,350 |
| Premiums, Fees and Licences | 7,110 | 7,155 | 7,155 | 5,655 | 6,155 | 6,655 |
| Tuition and Non-Credit Courses | 1,115,828 | 1,137,669 | 1,137,669 | 1,157,188 | 1,198,949 | 1,198,949 |
| Other Revenue | 1,008,033 | 909,432 | 909,684 | 946,838 | 980,396 | 980,396 |
| Ministry Total | 3,187,607 | 3,339,263 | 3,302,807 | 3,356,047 | 3,445,975 | 3,454,175 |
| Inter-Ministry Consolidations | (404,640) | (646,870) | (612,969) | (582,164) | (577,086) | (577,086) |
| Consolidated Total | 2,782,967 | 2,692,393 | 2,689,838 | 2,773,883 | 2,868,889 | 2,877,089 |
| EXPENSE | | | | | | |
| Ministry Support Services | 30,476 | 30,006 | 30,006 | 28,239 | 28,634 | 29,277 |
| Support for Adult Learning | 75,530 | 78,744 | 78,044 | 80,443 | 81,470 | 83,203 |
| Apprenticeship Delivery | 40,591 | 40,825 | 40,825 | 43,067 | 44,125 | 45,358 |
| Student Aid | 228,089 | 227,757 | 228,457 | 239,793 | 242,155 | 244,766 |
| Foundational Learning Supports | 78,424 | 80,489 | 71,589 | 76,188 | 72,125 | 72,125 |
| Alberta Centennial Education Savings Plan | 16,785 | 19,000 | 14,000 | - | - | - |
| Access to the Future Fund | - | 450 | - | - | - | - |
| Post-Secondary Operations | 5,122,496 | 5,402,121 | 5,351,436 | 5,485,031 | 5,633,839 | 5,733,820 |
| Post-Secondary Debt Servicing | 40,502 | 39,472 | 40,607 | 43,241 | 46,928 | 50,129 |
| Post-Secondary Pension Provision | 9,128 | (3,065) | (3,065) | (8,129) | - | - |
| Ministry Total | 5,642,021 | 5,915,799 | 5,851,899 | 5,987,873 | 6,149,276 | 6,258,678 |
| Inter-Ministry Consolidations | (65,706) | (55,800) | (55,800) | (57,800) | (57,800) | (57,800) |
| Consolidated Total | 5,576,315 | 5,859,999 | 5,796,099 | 5,930,073 | 6,091,476 | 6,200,878 |
| Net Operating Result | (2,793,348) | (3,167,606) | (3,106,261) | (3,156,190) | (3,222,587) | (3,323,789) |
| CAPITAL INVESTMENT | | | | | | |
| Ministry Support Services | 727 | 1,015 | 1,015 | 1,015 | 1,015 | 1,015 |
| Support for Adult Learning | 702 | - | - | - | - | - |
| Apprenticeship Delivery | 1,435 | 790 | 790 | 660 | 660 | 660 |
| Student Aid | 1,323 | 2,610 | 2,610 | 2,299 | 2,299 | 2,299 |
| Post-Secondary Infrastructure | 768,334 | 871,168 | 871,168 | 962,409 | 734,444 | 801,063 |
| Total | 772,521 | 875,583 | 875,583 | 966,383 | 738,418 | 805,037 |