

Manitoba
Council on Post-Secondary Education

Annual Report
2004 – 2005

Manitoba 



MINISTER OF ADVANCED EDUCATION AND TRAINING

Room 156
Legislative Building
Winnipeg, Manitoba R3C 0V8
CANADA

To His Honour,
John Harvard, P.C., O.M.
Lieutenant-Governor of Manitoba
235 Legislative Building
Winnipeg, Manitoba R3C 0V8

May it Please Your Honour:

I have the privilege of presenting for the information of Your Honour the Annual Report of the Council on Post-Secondary Education for the fiscal year ending March 31, 2005.

Respectfully submitted,

A handwritten signature in cursive script that reads "Diane McGifford".

Diane McGifford, Ph.D.
Minister

Council on Post-Secondary Education ❖ Conseil de l'enseignement postsecondaire

September 9, 2005

Honourable Diane McGifford
Minister of Advanced Education and Training
162 Legislative Building
Winnipeg, Manitoba R3C 0V8

Dear Minister:

It is my honour to submit for your approval, the eighth annual report of the Council on Post-Secondary Education for the year ended March 31st, 2005.

The Council's eighth year of operation was highlighted by several activities involving programming, policy, finance, and accountability. In 2004/05, the Council approved \$1,350,200 for new strategic programs and \$552,900 to support projects that restructure aspects of the post-secondary system. Under the College Expansion Initiative, the Council approved \$4,290,000 for new or expanded college programs.

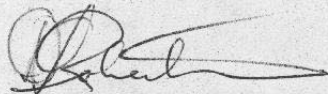
The Council Secretariat maintained involvement in several policy-related activities primarily in the areas of nursing and health education, prior learning assessment and recognition, ACCESS programs, Aboriginal education, credit transfer and articulation, learning technologies, and through extensive committee participation. In 2004/05, the Council continued its work in the program costing and indicators projects, oversaw Manitoba's participation in the National Graduates Survey, developed an accountability policy framework, and completed many other projects.

As a means to demonstrate increased accountability, examples of specific activities undertaken to achieve the Council's goals are included as an appendix. This will be reported annually.

The Council's third publication of the Statistical Compendium in CD-ROM format is being released with this annual report.

An audited balance sheet and an audited statement of the Council's revenues and expenditures are included.

Respectfully submitted,



Don Robertson
Chair

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Chapter 1

1.0 Strategic Direction of the Council on Post-Secondary Education

1.1 Overview

The Council on Post-Secondary Education (COPSE) is the provincial government agency responsible for planning and coordinating the development of a post-secondary education system that promotes excellence and accessibility. Created by an Act of the Manitoba Legislature in November 1996, the Council commenced operation in April 1997. The Council facilitates the coordination and integration of post-secondary education, reviews and approves university and college programming, provides advice and policy direction to the Government, and promotes fiscal responsibility and accountability in the post-secondary education system.

The Council is responsible for the allocation of funds to the province's seven public post-secondary institutions, comprising the University of Manitoba, the University of Winnipeg, Brandon University, Red River College, Assiniboine Community College, University College of the North¹, and Collège de Saint-Boniface which includes École technique et professionnelle. The Council also provides grants to the Canadian Mennonite University and to private religious institutions in Manitoba - the Steinbach Bible College, Providence College and Seminary, and William and Catherine Booth College. In addition, a grant is provided to the Winnipeg Technical College.

The Council acts as an intermediary between the post-secondary institutions and the Government. It is composed of eleven members appointed by the Lieutenant Governor in Council, including a chairperson. Reporting to the Council is a staff Secretariat of nine provincial civil servants. The Secretariat undertakes a number of activities and projects designed to fulfill the mandate as specified in *The Council on Post-Secondary Education Act*, and to meet the goals established by the Council and the Department of Advanced Education and Training. The Secretariat also works in consultation with the universities and colleges to support Council members in the development of policy and financial accountability.

1.2 Mandate

The mandate of the Council on Post-Secondary Education, as stated in the *Council on Post-Secondary Education Act*, is “. . . to plan and co-ordinate the development of a post-secondary education system in the province that promotes excellence in and accessibility to education, supports the co-ordination and integration of services and facilities, and promotes fiscal responsibility.”

¹ The University College of the North was established by legislation effective July 1, 2004. It was formerly Keewatin Community College.

1.3 Strategic Planning

The Council Secretariat held three planning sessions in 2004/05 to review and operationalize the Council's goals and develop a three-year Strategic Plan. This review resulted in changes to the goals that were approved by the Council.

The Council's Strategic and Operational Plans integrate the goals and priorities of the Department of Advanced Education and Training's strategic plan, as well as those found in the *Manitoba Training Strategy* and the *Aboriginal Education and Training Framework*.

1.3.1 Guiding Principles

The Council utilizes the following principles to guide its work.

The Council's decisions will be:

- Timely
- Fact-based
- Consistent with a systems approach
- Consultative
- Balanced with social, cultural, and economic priorities.

The Council will:

- Be proactive
- Encourage program innovation
- Encourage institutions to work together and promote portability of student credentials
- Encourage institutions to deliver relevant programs
- Promote the importance of post-secondary education
- Encourage research relevant to the priorities of Manitoba
- Foster the application of technology.

The post-secondary education system will be:

- Cost effective
- Accessible
- Accountable
- Learner focused
- Transparent
- Articulated and integrated
- Relevant.

1.3.2 Goals of the Council

In early 2004/05, the Council's operations were guided by the following goals:

1. Improve accessibility to post-secondary education in Manitoba
2. Improve access and participation in post-secondary education for Aboriginal Manitobans
3. Develop a stronger sense of 'system' in the post-secondary education system in Manitoba by
 - a) Increasing articulation among Manitoba's post-secondary institutions
 - b) Creating greater coherence in Manitoba's post-secondary policy framework
4. Develop mechanisms to promote sustainable infrastructure in post-secondary education in Manitoba by
 - a) Assisting post-secondary institutions in addressing the need for additional human resources
 - b) Addressing facilities and deferred maintenance issues at post-secondary institutions
5. Improve the Council's dialogue with the post-secondary community about post-secondary education in Manitoba
6. Develop and implement new accountability mechanisms for institutions.

Later in 2004/05, following the strategic planning process, the goals were revised. A list of the Council's activities and relationship to the goals can be found in Appendix A. The revised goals are:

1. Act as a catalyst to improve accessibility to post-secondary education in Manitoba, and specifically for Aboriginal Manitobans and other under-represented groups
2. Act as a catalyst to improve retention and graduation in post-secondary education
3. Promote post-secondary education in Manitoba as a system
4. Facilitate mechanisms to promote sustainable infrastructure in post-secondary education in Manitoba
5. Improve the Council's interaction with the post-secondary community
6. Develop and implement new accountability mechanisms for the post-secondary system.

1.3.3 Consultations

The Council held meetings with representatives from student and faculty organizations as part of the annual estimates process. In addition, the Council Secretariat began a series of consultations with student leaders.

Chapter II

2.0 Activities of the Council on Post-Secondary Education

The Council's eighth year of operation was marked by a number of important activities that were closely linked to the goals of the Council's Strategic and Operational Plans.

The ongoing activities that comprise the work of the Council and staff Secretariat were structured around the following areas:

1. Program
2. Policy
3. Finance
4. Accountability

2.1 Program

2.1.1 Strategic Programs Envelope

The purpose of the Strategic Programs Envelope is to provide additional funding to post-secondary institutions for the development of new or expanded programs that respond strategically to the needs of Manitoba's social, cultural, economic or labour market situations and are complementary to existing programs. This envelope funded university activity exclusively as the College Expansion Initiative funded the college programs.

Given the limited funds in the envelope, each university was asked to rank in order of priority the proposals it submitted. The Council reviewed each university's request in light of proposals submitted from all universities, the best use of limited resources, and the consistency with the purpose noted above.

The Council approved a total of \$1,350,200 in funds for new programs from the Strategic Programs Envelope. These programs include:

Brandon University

- ***Bachelor of Nursing Degree – (\$897,100 in total; \$816,100 transferred from UM to BU; \$81,000 in new funds over two years; \$7,000 in 2004/05)***

The Council approved the transfer of the University of Manitoba Undergraduate Nursing Program (Bachelor of Nursing, B.N. Degree) (Brandon site) to Brandon University. The B.N. Program at Brandon University creates a second four-year Baccalaureate nursing program in the province, thereby decentralizing nursing education. The program reflects an integrated, case-based family-centred curriculum with a focus on rural and community issues. Program graduates are expected to respond to the nursing shortage in rural southern and northern Manitoba.

University of Manitoba

- ***Aboriginal Child Welfare Master's Degree in Social Work – Distance Education Component – (\$231,000 over six years; \$28,700 in 2004/05)***

The Council approved delivery of this part-time program at an off-campus location using a cohort distance education model. This is similar to the program approved by COPSE in 2001/02 that was implemented in Dauphin and the north. The model involves flexible scheduling of courses to a cohort of students that continue to be employed by their sponsoring agency. Enrollment is 20 to 25 students in the same geographic catchment area.

The curriculum was adapted to be applicable to a First Nations child welfare context. The program responds to the demand for Aboriginal child welfare workers, and offers advanced education for Aboriginal BSW students already in the field.

- ***Interdisciplinary Master's Program in Disability Studies – (\$48,800)***

In 2002/03, the University of Manitoba received funds of \$145,000 to support the implementation of the Interdisciplinary Master's Program in Disability Studies. Since that time, the program has enrolled nine students, hired new staff, and developed a network of staff through linkages with other faculties and schools.

In 2004/05, the Council approved \$48,800 to hire additional staff to create and maintain information resources, and to provide disability accommodations to ensure greater access for persons with disabilities.

- ***Degree Completion Year in Allied Health – (\$75,000 in 2004/05; one-time only)***

In 2001/02, the Council approved \$150,000 over three years to support development of a degree completion program in Allied Health at the University of Manitoba. To continue the program development at the University of Manitoba, the Council approved \$75,000 to help meet staff, administrative and program development costs.

- ***Master of Arts in School Psychology – (\$342,800 in ongoing funding over three years; \$213,900 in 2005/06; \$96,500 in one-time only funding; \$72,000 in 2005/06)***

This two-year Master of Arts degree program in School Psychology educates school psychologists to provide psychological services to school children and their families. The program provides students with a thorough understanding of psychological theory and research and through practical experience, the skills to apply that knowledge in assessment, prevention and treatment. Course content addresses the diverse characteristics of Manitoba's school-age population.

The program curriculum meets the school clinician certification standards for the Province of Manitoba, the competencies required by the National Association of School Psychologists, and the competencies outlined in the Canadian Psychological Association's Mutual Recognition Agreement. The program offering is a direct response to the shortage of school psychologists.

University of Winnipeg

- ***Counselling and Career Services – (\$181,500 over three years; \$57,400 in 2004/05)***

The Council approved the development of a Counselling and Career Services Centre at the University of Winnipeg. The Centre will assist the U of W student body, the collegiate and alumni by providing career information, skills instruction, mentoring, assessment and placement services. The four interrelated functional areas of the Centre are the Career Information Resource Centre, Career Counselling, Corporate Recruiting, and Alumni Support.

Collège de Saint-Boniface

- ***Baccalauréat specialize (Honours B.A.) and Certificat en traduction (Translation Certificate Program) – (\$233,700 over three years; \$73,100 in 2004/05)***

Due to annual increases in enrollment by 15 to 20% since 2000, the Collège was funded to expand the above programs through the introduction of new courses, hiring additional staff, and purchase of technological equipment. Expansion of the latter program responds to the growing demand for translator positions both locally and nationally.

Red River College

- ***International Business Internship Program – (\$100,000 one-time only)***

Due to a change in federal funding, the Council was asked to respond to a unique situation. The College received one-time funding to assist with expenses for interns working for Manitoba organizations, while gaining international work experience in Santiago, Chile. Through this experience, the students learn first hand how international business works, as well as how to conduct business with another culture and in another language. Manitoba businesses also benefit by having employees in another country conducting research into export and other opportunities.

Programs Approved that did not Require Funding

University of Manitoba

- ***Ph.D. Program in Cancer Control***

The Council approved a Ph.D. Program in Cancer Control to be offered jointly by the Faculty of Nursing and the Department of Community Health Sciences in the Faculty of Medicine. The program offers doctoral studies that contribute to an understanding of knowledge generation and conduct of research, and also to the utilization of research outcomes and methods to directly enhance nursing practice in the field of cancer care. Program candidates include students with a nursing or health-related master's degree seeking a Ph.D. degree.

To meet long-term capacity requirements for Cancer Control across Canada, the program will produce nurse leaders with specialized knowledge and skills in evidence-based practice principles. They will be able to serve as expert team members in the Cancer Control field, including Health Canada, provincial health departments, cancer care agencies, regional health authorities, and non-governmental organizations. The program was also developed to address the need for clinical and community health scientists in Cancer Control.

- ***Post-Baccalaureate Diploma in Performance in the School of Music***

As the only program of its kind in Western Canada, the one-year Post-Baccalaureate Diploma in Performance (PBDP) provides advanced education in performance at the pre-master's level. Core course requirements in the performance area include major practical study, an ensemble, and a public recital, with the remaining credits selected from current course offerings. The PDBP will attract those who work primarily as collaborative or solo performers or performer-teachers, as well as those preparing for further study at the Master's level.

- ***Master of Environment***

As one of the few Canadian graduate degree programs that have the environment as the primary focus, the Master of Environment degree is an interdisciplinary program largely based on existing graduate courses from a variety of departments. Located in the Clayton H. Riddell Faculty of Environment, Earth and Resources, the program focuses on basic and applied research dealing with the complex relationships of the environment, including the Earth, its resources, and society at large.

The program provides opportunities to pursue graduate education in the environmental field in Manitoba. With the focus on Manitoba's unique geography and combination of topographical features, the program offers numerous opportunities for environmental research and study.

- ***Joint Honours Program in Computer Science and Physics and Astronomy***

This program provides undergraduate students the opportunity for in-depth study in computer science, physics and astronomy. The program will graduate students with expertise in these subject areas, prepared to either enter the job market, or proceed to graduate school. Between 10 and 15 students are expected to graduate in the first three to five years. Graduates are expected to satisfy the demand for a technologically skilled labour force, providing the research and development expertise essential for growth and maintenance of high tech industries in Manitoba.

- ***Joint Honours Program in Economics and Statistics***

This program allows students to complete a joint honours program in Economics and Statistics as a regular four-year degree. Students develop professional capacity in the application of Economics and Statistics to government policy, operations management, forecasting, and other business applications. Up to five students in a three to five year period are expected to graduate.

- ***Joint Honours Program in Mathematics and Economics***

This program is designed to give students a blend of theoretical work in Economics and Mathematics with applications to each discipline. The program develops professional capacity in the application of Economics and Mathematics to government policy, forecasting and other business applications. It is expected that about five students will graduate over a three to five year period.

- ***Bachelor of Science in Physical Geography***

The Council approved the establishment of two Bachelor of Science degree (Major and Honours) programs in Physical Geography within the Faculty of Environment. The Major program offers a general understanding of the scientific aspects of physical geography. The Honours program is intended for students interested in advanced geographic research. Students are required to complete one of three streams in the areas of atmospheric and hydrological sciences, geomatics, and physical geography. A Co-operative Education Option is available to students in either degree program.

Graduates will be well positioned to work in the environmental sector dealing with issues of climatology, weather, geomatics and biophysical processes. They will be skilled to deal with problems related to environmental issues, and to work in areas of research, technical assistance and policy development in both the public and private sectors.

- ***Bachelor of Science (Textile Science)***

In response to the changing demands of the textiles and apparel industries, the Council approved the changed degree designation from Bachelor of Human Ecology (Clothing and Textiles) to Bachelor of Science (Textile Sciences). The approval also included

revising the department name from Department of Clothing and Textiles to the Department of Textile Sciences, and program revisions.

The four-year degree program consists of two streams a) a product development stream designed to provide knowledge and skills to function effectively in several textile product development capacities, and b) a textile development stream to prepare students for a research career in textiles for medical or health care uses.

The following existing programs which were approved in previous years, received ongoing additional funding from the Strategic Programs Envelope in 2004/05.

Brandon University

- *Visual and Aboriginal Arts Studies (VAAS) Program – (\$422,200 over three years; \$156,300 in 2004/05)*

University of Manitoba

- *Bachelor of Medical Rehabilitation (Occupational Therapy and Physical Therapy) - (\$1,705,900 over four years; \$262,000 in 2004/05)*
- *Aboriginal Child and Family Services Diploma (Part-time offerings) - (\$201,100 over five years; \$33,500 in 2004/05)*
- *Aboriginal Child and Family Services Diploma (Full-time offerings) - (\$1,403,100 over six years; \$252,800 in 2004/05)*
- *Partners Program – Faculty of Architecture - (\$120,000 over three years; \$40,000 in 2004/05)*
- *Manitoba Research Data Centre – (\$150,000 over three years; \$50,000 in 2004/05)*
- *Centre in Transportation, Logistics and Supply Chain Management – (\$400,000 over four years; \$100,000 in 2004/05)*

University of Winnipeg

- *3-Year and Honours Majors in Aboriginal Self-Governance – (\$205,500 over three years; \$54,100 in 2004/05)*
- *Masters Program in Marriage and Family Therapy – (\$90,900 over three years; \$11,500 in 2004/05)*

2.1.2 System Restructuring Envelope

The System Restructuring Envelope is designed to support projects that restructure some aspect of the post-secondary education system in Manitoba. Examples of projects that have accessed funds from this envelope are those that incorporated learning technologies in the delivery of programs, services that supported activities which improved Aboriginal participation rates in university and college, or initiatives that promoted the use of prior learning assessment and/or enhanced credit transferability and articulation in the post-secondary system. The Council funds System Restructuring projects for up to a maximum of three years.

A total of \$552,900 supported the following innovative restructuring projects in Manitoba's colleges and universities in 2004/05.

Brandon University

- ***Quality Learning at a Distance by Technology Enhancement – (\$68,000 in total; \$37,000 in 2004/05)***

Funds were approved for the purchase of video-conferencing equipment that support the hosting and distributing of video and audio over the Internet to remote locations, as well as to other universities and colleges over CA*NET4 research network. The project also included funds for remote site video-conference workstations and interactive smartboards that enable access to all multimedia from one location.

University of Manitoba

- ***Access Programs Renewal – (\$150,000 over three years; \$50,000 in 2004/05)***

Following an external review of the Access programs in 2003, an action plan was developed for implementation. Over the next few years, the Access Programs Renewal will focus on development of an integrated two-year transition program for new students. It will also include re-examination of the target demographic group for program recruitment, and determining how best to serve those in new fields. New funds were provided to maintain delivery of the Nursing Access Program.

Collège de Saint-Boniface

- ***Staff and Language Integration Support Project – (\$150,000 over three years; \$50,000 in 2004/05)***

In view of increasing student enrollment, the Collège received funds to update its Service de perfectionnement linguistique (SPL) [language enrichment service]. Specific project initiatives include restructuring the tutor training plan, updating the intensive French enrichment program, revising and developing new workshops and training manuals, updating language assessment tools, developing an editing guide and training on integrating language learning for staff, and general project coordination and consultation.

Assiniboine Community College

- ***Building on success: The continuation of support and services for Aboriginal students – (\$150,000 over three years; \$50,000 in 2004/05)***

The College received funds to incorporate teaching and activity-based learning strategies to improve the retention and success rate of Aboriginal students. Specific strategies include integrating Aboriginal content into the curriculum, creating a student-at-risk program, developing and delivering Cultural Awareness professional development to faculty, staff and students, and the offering of Aboriginal languages as elective courses.

Red River College

- ***Curriculum and Learning Resources Performance Support Web Environment – (\$150,000 over three years; \$50,000 in 2004/05)***

This project was designed to maximize the capacity and efficiency of Curriculum and Learning Resources staff through the use of web-based technology. This will provide consistent anytime/anywhere online accessibility to teaching, learning and curriculum management support. The project involves development of a virtual web environment to enhance instructor performance by facilitating communication, collaboration, dissemination and management of evolving curricular innovation at the College.

University College of the North

- ***Health Care Aide Program by LearnLinc – (\$150,000 over three years; \$50,000 in 2004/05)***

The University College of the North received funds to restructure its existing five-month Health Care Aide Program to include a technology-based distributed learning format (*LearnLinc*). Delivery by *LearnLinc* will make the program available to Aboriginal, northern and remote learners in regional centres, who otherwise would not have the opportunity to complete post-secondary education. It will also help meet the rising demand for health care services in hospitals, long-term care facilities and home care.

2.1.3 Existing Projects Funded in Previous Years

The following existing projects approved in previous years, received System Restructuring funding in 2004/05.

Collège de Saint-Boniface

- *Internet Bank of Resources - (\$130,000 in total; \$50,000 in 2004/05)*
- *Electronic Publication of the À Vous Collection - (\$138,000 in total; \$50,000 in 2004/05)*

- *Bibliothèque Alfred-Monnin Management System – (\$64,100 in total; \$30,900 in 2004/05)*

Brandon University

- *Restructuring of the Undergraduate Nursing Program from the University of Manitoba (Brandon Site) to Brandon University – (\$210,000 in total; \$75,000 in 2004/05)*

University of Winnipeg

- *Restructuring Special Needs Programs and Delivery - (\$180,000 in total; \$60,000 in 2004/05)*

One additional Council-approved project from last year received funding this year.

Universities, Colleges and Winnipeg Technical College

- *Prior Learning Assessment and Recognition – (\$520,000 in total; \$421,500 in 2004/05)*

2.1.4 Other Council-Funded Projects

Other projects funded by the Council in 2004/05 included the following:

University of Winnipeg

- ***Community Based Aboriginal Teacher Education Program (CATEP) – (\$453,100 over seven years; \$175,000 in 2004/05)***

To respond to the need for Aboriginal teachers in Winnipeg schools, the Council approved a unique expansion of the Bachelor of Education Program. This pre-service teacher education program is specifically designed for Aboriginal educational assistants employed with the Winnipeg and Seven Oaks school divisions. Students will attend the program full-time from May to July, and part-time from September to April. During the latter time, students will work either full-time or part-time as educational assistants for their sponsoring school division.

The program is designed to include Aboriginal cultural and wellness themes, and offers counselling and academic advising as well as tutoring and skill development. Program delivery is flexible and uses a cohort model. Students who successfully complete the program will be prepared to teach in the early and middle years.

- ***College and University Bound (C.U.B.) Program – (\$10,000)***

In partnership with the University of Winnipeg, Red River College and Seven Oaks School Division, the Council contributed funds towards the College and University Bound (C.U.B.) Program. The program works with high school students who have not considered post-secondary education as an option. Its purpose is to help students develop awareness, skills and attitudes through orientation and mentoring programs that allow them to enter and graduate successfully from college or university. The program has a full-time coordinator and enrollment of 185 students.

Brandon University

- ***Campus Manitoba – (\$50,000 one-time only)***

The Council approved one-time only funds to assist in the development of additional courses in Native Studies (\$20,000) and Mathematics (\$30,000) to meet undergraduate majors and teachable requirements to support students wishing to enter after-degree Bachelor of Education programs.

University College of the North

- ***Aboriginal Self-Government Administration Diploma Program – (\$150,000 in 2004/05 within the approved 2004/05 UCN budget allocation)***

As the first UCN program approved by the Council, this two-year diploma program parallels the program offered at Red River College, and includes a Northern Manitoba perspective. The program provides students with the knowledge and skills enabling them to participate in implementation of the Aboriginal (First Nations, Métis, and Inuit) self-government process. Students also gain practical experience in a self-government environment by being able to observe professionals working in an area of specialization.

Graduates will help fill the demand for skilled Aboriginal self-government administrators and technicians and are likely to find employment opportunities in areas related to administration, management, research, policy analysis and economic development.

2.1.5 The College Expansion Initiative

The College Expansion Initiative (CEI) supports the growth of Manitoba's public college system. CEI does this by working collaboratively with the four public colleges, and with the Council on Post Secondary Education.

All four institutions, Red River College, Assiniboine Community College, University College of the North and École technique et professionnelle have worked with CEI to develop expansion plans. These plans capture each college's vision for a specific area of expansion that draws upon the strengths of the college.

All CEI proposals are presented to the Council for approval, as the Council has the authority to grant funding approval for all expansion activity.

CEI's investments in Manitoba's college system in 2004/05 total \$4,290,000. The CEI programs and strategic initiatives approved by the Council in 2004/05 include the following:

University College of the North

- ***Northern Nursing Expansion (\$358,700 in total; 69,700 in 2004/05)***

In 2004/05, the Council approved the first phase of funding of an anticipated one million dollar investment in nursing training at UCN. Initial funding of \$69,700 will support the development costs associated with an eventual ladder program, which will potentially train Health Care Aides, Licensed Practical Nurses, and Registered Nurses. All credentials will be delivered under the auspices of a single integrated program.

Red River College

- ***Phase 3 Expansion of the Princess Street Campus (\$1,463,700)***

A central component of RRC's transformation into a leader in "new economy" programming, the Princess Street Campus Phase 3 was opened in September 2004. This brings CEI's total investment in Princess to \$5,146,400 per year. At maturity, the Princess Street Campus will bring over 2000 students to Winnipeg's downtown.

- ***Life Sciences and Biotechnology Training Initiative Capital (\$530,900)***

This initiative consists of six distinct programs designed to build capacity within Manitoba's life sciences and biotechnology sector. The following programs will form the core of the initiative; (1) Pharmaceutical Production Certificate; (2) Applied Pharmaceutical Technologies Advanced Diploma; (3) Quality Systems and Applied Research Advanced Diploma; (4) Quality Assurance / Quality Control Advanced Diploma; (5) Clinical Research Certificate; and (6) Pharmaceutical Drug Development (PDD) Advanced Diploma. The 2004/05 investment represents one-time funding designed to

accelerate the construction of state of the art training facilities that will house the above programs.

- ***Rural Licensed Practical Nurse to Registered Nurse Upgrade Program (\$549,400 in total; \$384,900 in 2004/05)***

The rural LPN to RN upgrade program is the first of its kind in Manitoba. This program provides simultaneous training to three groups of LPNs, located in different rural communities, through the use of streaming video and interactive communications technologies. In total, 24 students will receive upgrading training during the first phase of this program (8 in each location). The program is initially being offered in Dauphin, Portage, and Morden-Winkler (Boundary Trails). It will be rotated to different communities in future years.

- ***Expansion of the Diploma Nursing Accelerated (DNA) and Joint Baccalaureate Nursing Programs (\$780,000 ongoing with \$795,400 in 2004/05)***

Funding was provided to increase the first-year enrollment in the Diploma Nursing Program to 120 from a level of 90, which was the capacity when the program was first introduced in 2000. Resources were also provided to the Joint Baccalaureate Nursing Program to compensate RRC for bringing more students into the program than the 215 seats that were initially funded. The initiatives at Red River College are designed to ensure a stable urban nursing supply. To address the issue of rural nursing shortages, this expansion also resulted in the reservation of 18 seats in the DNA program for students coming from Manitoba's rural areas.

2.2 Policy Activities

During the year, the Council Secretariat participated in several activities related to post-secondary education policy. These activities fall into general categories related to government policy, health, prior learning assessment and recognition, sustainable development, northern/Aboriginal/ACCESS programs, technology, as well as those that are community-based, inter/intra-departmental, inter-provincial, and national in scope.

- **Tuition Fee Policy**

Worked with Government on the policy to maintain tuition at public universities and colleges for the 2005/06 academic year at 10% below the 1999 level. This policy extended the benefit of the 10% tuition fee reduction plan for a sixth year.

As part of the development of this policy, Council staff undertook research into issues of affordability of post-secondary education in Manitoba, and the representation of all socio-economic groups within post-secondary education.

- **Collège de Saint-Boniface Audit Response**

Worked with Collège de Saint-Boniface and Manitoba Advanced Education and Training to develop legislation for consideration by the Legislative Assembly to respond to and address concerns raised in the August 2003 audit report of the Auditor General of Manitoba.

- **Co-operative Education Tax Credit**

Worked with Manitoba Finance on the implementation of the Co-operative Education Tax Credit, announced in the 2003 Provincial Budget. The purpose of the tax credit is to encourage businesses to hire students, to encourage students to live and work in Manitoba, and to increase co-operative education in Manitoba. The Council's responsibility in the program is to ensure that applications for student work placements meet the educational merits of the co-operative education program.

- **Review of ACCESS Programs and Working Group**

In cooperation with ACCESS Program Directors, the Council Secretariat undertook an internal review of the ACCESS Programs at Manitoba's colleges and universities. The Secretariat also met with the ACCESS Directors on an ongoing basis to assist with program management.

- **Credit Transfer and Articulation Committees**

Coordinated committees with members from all public post-secondary institutions in Manitoba to enhance credit transfer and articulation and to develop a more comprehensive credit transfer system in Manitoba. This resulted in the creation and implementation of two Articulation Committees on Nursing and Educational Assistants.

- **Health Education Liaison Group**

Participated on this interdepartmental team responsible for policy direction for health-related educational programs.

- **Manitoba Nursing Advisory Council**

Represented the Council and the Department of Advanced Education and Training on a province-wide council dealing with nursing education, as well as with supply and demand issues.

- **Western Health Human Resources Working Group**

Worked collaboratively with members from health and education from the four western provinces to strategize on health human resources issues in Western Canada.

- **Federal-Provincial Working Group on Entry-to-Practice**

Participated on the working committee to address requests for changes to entry-to-practice credentials in the allied health field. An assessment process has been developed and will be coordinated through the Coordinating Committee which has been established in place of the Working Group.

- **Committee on Interprofessional Education for Collaborative Patient Centred Practice (IECPCP)**

Participated on this committee to develop a proposal on IECPCP for funding from Health Canada.

- **Member of Manitoba Prior Learning Assessment Network (MPLAN)**

Served on this committee that exists as a network for individuals interested in furthering PLA practice in the province.

- **Member of the committee that manages Manitoba's PLAR policy**

Worked to support the province's PLAR policy and to review the PLAR model, ensuring that the needs of post-secondary institutions, individuals and industry are met through the service delivery model.

- **Northern Development Strategy Working Group**

Participated on the interdepartmental group on implementation of the education component of the Northern Development Strategy. Also participated on the Health Department's committee.

- **Manitoba Research Innovation Fund (MRIF)**

Participated on an interdepartmental committee that reviews proposals for the MRIF.

- **Aboriginal Education Research Forum**

Participated on the planning committee to host the first Aboriginal Education Research Forum in Winnipeg.

- **Aboriginal Education in Manitoba**

Participated with senior management from both departments of Education to develop and enhance Aboriginal Education in Manitoba.

- **Post-Secondary Education Committee on Learning Technologies**

Guided the activities of the Post-Secondary Education Committee on Learning Technologies to provide support and participate in policy-making with respect to Campus Manitoba and other distributed learning activities.

- **Enhanced Student Information System (ESIS)**

Provided coordination and information dissemination services between Statistics Canada, the seven institutions, the Canadian Mennonite University, and other government departments in relation to this database.

- **Council of Ministers of Education, Canada (CMEC)**

Participated in the following CMEC committees: On-Line Working Group, Post-Secondary Education Expectations Project, the Credit Transfer Working Group, and the Post-Secondary Education Assistant Deputy Ministers' Committee.

- **Canadian Millennium Pilot Programs**

Worked with Manitoba Advanced Education and Training and Manitoba Education, Citizenship and Youth on developing pilot programs focusing on research into student transitions from high school to post-secondary education.

- **Sustainable Development Guidelines Regulation Working Group**

Worked with the Manitoba Departments of Education, Citizenship and Youth, Health, Transportation and Governmental Services, Intergovernmental Affairs, and Conservation to assist colleges and universities with implementing sustainable development into their processes. The inter-department working group hosted a workshop for the post-secondary education institutions and others to implement the Sustainable Development Guidelines Regulation.

- **Inter-Provincial Training Agreements**

Administered Inter-Provincial Training Agreements for Veterinary Medicine with the University of Saskatchewan and the other western provinces, and for Optometry with the University of Waterloo and Ontario.

Served on the Advisory Committee for the Western College of Veterinary Medicine.

Continued work with Alberta on a new agreement relating to the American Sign Language – English Interpretation Program offered jointly by Red River College and the University of Manitoba.

- **Child Care Education Program Approval Committee (CCEPAC)**

Responsible for providing support and links to government.

- **Orientation Package**

Updated an Orientation Package for new Council members. The package includes items such as roles and responsibilities of the Council Chair, Vice-Chair, and board members, highlights of Council activity since 1997, and current projects and activities. The Orientation Package was developed in response to the Five-Year Review of the Council.

- **Communications Plan**

Revised a Communications Plan in response to the Council Five-Year Review. The Plan will work to strengthen the Council's information and communication functions, to make it better known and understood, and to raise its profile. The Plan includes a review of existing communication activities, as well as suggestions for new means of communication with the Council's post-secondary education partners.

- **Memberships on National Organizations**

Served as a member on the Canadian Association of University Business Officers (CAUBO), the Canadian Institutional Research Planning Association (CIRPA), and the Institute of Public Administration of Canada (IPAC).

2.3 Finance

Estimates Process

2.3.1 Operating Budgets

The annual Estimates process for the universities and community colleges commenced in June of last year. At that time, the Council requested that institutions review the financial requirements for the following fiscal year and submit an Estimates request for the Council's review. The Estimates information was requested in a format that allowed for comparative analysis of institutions. In this way, the Council could make informed judgments about the requirements of each institution when formulating its recommendations to Government.

Institutions were requested to provide a base level budget with explanations for increases and a detailed assessment of impacts, as well as information related to enrollment levels and staffing, and status reports on previously funded new programs and System Restructuring grants.

The budget submissions were received in late September, at which time the Council reviewed the individual submissions and the analyses of the financial requirements prepared by Council staff. Following this review, the Council members met with each institution separately so that the institution could present its budget request and provide additional information to the Council. The Council also met with faculty and student representatives.

Following the meetings with the colleges and universities, the Council developed a presentation for the Minister, recommending funding levels for the post-secondary education system. This was based on the information provided by the colleges and universities and the Council's view of funding requirements. The Minister reviewed the presentation and then made recommendations to Government. Final funding levels were determined and communicated following the budget announcement in the spring. The Council then finalized its allocation of available funds by institution and the colleges and universities were advised.

2.3.2 Major Capital

The annual Estimates process for Major Capital for the universities and community colleges also commenced in June of last year. At that time, the Council requested that institutions review the major capital requirements for the following fiscal year and submit the Estimates request.

The Major Capital requests were submitted by the community colleges, and were forwarded to the Department of Transportation and Government Services (TGS), which owns the buildings and has responsibility for funding Major Capital projects. Community college projects were considered by TGS concurrently with the requests from other

government departments. Funding decisions were communicated to the Council and the community colleges when the budget was announced in the spring.

The Council has responsibility for approving capital projects and distributing major capital grants at the universities only. In 1998/99, the Council implemented a new process for ranking major capital project requests of the universities. This process involved engaging TGS with its technical expertise to review the major capital requirements at the universities and to develop a plan, including budget and scheduling, to address the most critical requirements at the universities. When the major capital requests were received by the Council in July, the submissions were forwarded to TGS for review and analysis. TGS prepared a schedule that ranked the major capital projects that the Council considered when allocating the available funding for Major Capital projects to the universities.

2.3.3 Projects

This process has proven to be successful in identifying the projects that require immediate attention and in accessing additional funds from Government. Some of the major projects funded in 2004/05 included:

- **Roofing Program**

Continuation of a multi-year program to replace and upgrade the roofing systems at the universities of Manitoba, Winnipeg, Brandon and Collège de Saint-Boniface. Many roofs on campuses have outlived their useful life resulting in serious roof leaks causing damage to building interiors, damaged equipment and computers, occupant discomfort, and in many cases, damage or destruction of occupants' paperwork and belongings. The leaking roofs have insufficient insulation and/or roof membranes that have been broken down completely or are in an advanced state of disintegration.

- **Asbestos Abatement**

Funding was provided to address immediate requirements at the University of Manitoba, the University of Winnipeg and Brandon University.

- **Fort Garry Chiller System – University of Manitoba**

Continuation of funding to replace the University's large central chiller units in accordance with the Montreal Protocol that terminated the production of refrigerants used by the University.

- **Mechanical System Upgrade (Manitoba Hall) – University of Winnipeg**

- **Electrical System Upgrade – University of Manitoba**

- **Brandon University Elevator – Brodie Science Building**

- **Brandon University Hydronic Heating System Replacement – McMaster Hall**

2.3.4 New Major Capital Funding Initiatives

In 2000, the Government committed \$40 million in additional funding to be combined with \$10 million in existing funding to be matched by the University for major high priority capital upgrade, replacement and/or renovation projects. This year, the Council made the fifth instalment of \$12 million for the University's Capital Campaign, bringing the total funding provided to \$34 million.

2.4 Accountability

The Council undertook the following accountability projects in partnership with the post-secondary education institutions:

Indicators Project

As part of the developing accountability framework in the Manitoba post-secondary system, indicators are being developed in consultation with the public universities and colleges. These indicators are designed to provide the Council on Post-Secondary Education with broad information relating to the post-secondary system's progress towards the five Manitoba Advanced Education and Training priorities established by the Minister of Advanced Education and Training.

The Council and the post-secondary institutions continued to prepare indicators of student success including information on retention, attrition and graduation rates at colleges and universities. It is expected that the colleges' data will be added to reporting in 2005/06.

Program Costing

As another part of the developing accountability framework in the Manitoba post-secondary system, a common program-costing methodology has been developed in consultation with Manitoba's colleges and universities and the Apprenticeship Branch of Advanced Education and Training. This methodology employs common definitions, procedures and reporting formats to allow for better comparative analysis of financial data from public universities and colleges in the province. Data is collected annually from public universities and colleges.

National Graduates Survey

Manitoba participated in the 2002 National Graduates Survey (NGS) conducted by Statistics Canada. University and college graduates from the graduating class of 2000 were interviewed in the summer of 2002. In spring 2004, Statistics Canada released the NGS results, available on its website at www.statcan.ca. In fall 2004, COPSE and Statistics Canada entered into a Memorandum of Agreement to obtain a detailed report on Manitoba's graduates. The report was released in spring 2005.

Statistical Compendium

In 2004/05, the Council released the second edition of the annual Statistical Compendium on CD-ROM. The Compendium, developed in cooperation with the colleges and universities, contains data on student enrollments, graduates, programs, tuition fees, etc. in the post-secondary education system. The Compendium is released with the Annual Report. The Compendium, Annual Report and several other reports are available in English and French on the Council's website at www.copse.mb.ca.

Annual Reports

As required by *The Council on Post-Secondary Education Act*, the Council must prepare and submit to the Minister of Advanced Education and Training an annual report of its operations, including the audited financial statements, within six months following the end of the fiscal year.

The universities and colleges are required to prepare and submit an annual report of operations including the audited financial statements to the Council on Post-Secondary Education and to the Minister of Advanced Education and Training. These reports are required within six months for the universities and within four months for the colleges, following the end of each fiscal year. Comprehensive financial plans, budgets, statistical information, status reports for new programs, and other funding approved by the Council are also required.

As required by *The Colleges Act*, the colleges must prepare an annual final budget prior to the beginning of each fiscal year. The Colleges must also publish an annual academic report that includes student information on enrollment, attrition, graduation, and graduate employment placement in accordance with the guidelines provided.

These documents are analyzed throughout the year by the Council Secretariat and information is utilized to present funding requests to Government and to report on the activities of the post-secondary institutions in Manitoba.

Report on Sustainable Development Activities and Accomplishments

During 2004/05, Council staff co-chaired a working group with other Government departments that worked with colleges and universities, municipalities, regional health authorities and school divisions to implement a regulation providing guidelines for sustainable procurement and financial management. Following approval of the Sustainable Development Guidelines Regulation by Government in January 2004, the Council staff continues to work with colleges and universities on issues of implementation.

In December 2004, Council staff participated in a multi-sectoral workshop to familiarize organizations with the requirements of the legislation, to acquaint them with types of initiatives which other organizations have taken to meet the same requirements, and to share ideas and develop action plans to aid them in moving forward.

Accountability Policy Development

In 2003/04, the Council approved a discussion paper that was circulated to colleges and universities outlining proposed principles and elements of an accountability policy for Manitoba's post-secondary system. The institutions were asked to provide comments for further development of the policy in 2004/05. Work has continued on developing next steps, including an articulated accountability policy and the development of a framework for accountability, including an indicators framework.

Chapter III

Audited Financial Statements of the Council on Post-Secondary Education

**For The Year Ended March 31, 2005
Winnipeg, Manitoba, Canada**

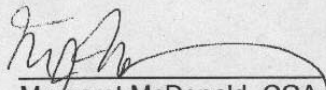
THE COUNCIL ON POST-SECONDARY EDUCATION

Responsibility for Financial Statements

The management of the Council on Post-Secondary Education is responsible for the financial reporting process that produces the financial statements and accompanying notes. The financial statements are prepared in accordance with Canadian generally accepted accounting principles.

The Council is responsible for overseeing management's performance of its financial reporting responsibilities. The statements are examined by the Auditor General of Manitoba, whose opinion is included herein.

In order to fulfill this responsibility, management maintains systems of internal control over the financial reporting process designed to provide assurance that relevant and reliable financial information is produced.


Margaret McDonald, CGA
Chief Financial Officer


Louise Gordon
Chief Executive Officer

July 8, 2005
Winnipeg, Manitoba



Office of the Auditor General

500 - 330 Portage Avenue
Winnipeg, Manitoba
CANADA R3C 0C4

AUDITORS' REPORT

To the Legislative Assembly of Manitoba, and
To The Council on Post-Secondary Education

We have audited the statement of financial position of The Council on Post-Secondary Education as at March 31, 2005 and the statements of revenues and expenses, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Council's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of The Council on Post-Secondary Education as at March 31, 2005 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Office of the Auditor General

Office of the Auditor General

Winnipeg, Manitoba
July 8, 2005

THE COUNCIL ON POST-SECONDARY EDUCATION

Statement of Financial Position
For the year ended March 31, 2005

| ASSETS | 2005 | 2004 |
|---|--------------|--------------|
| Current Assets: | | |
| Cash on hand and in bank | \$ 118,994 | \$ 416,247 |
| Accounts Receivable | 535,718 | 194,238 |
| | 654,712 | 610,485 |
| Long-term receivable- Province of Manitoba (Note 3) | 1,148,059 | 1,120,347 |
| Capital Assets-net (Note 7) | 50,451 | 42,095 |
| Total Assets | \$ 1,853,222 | \$ 1,772,927 |
| LIABILITIES | | |
| Current Liabilities: | | |
| Accounts payable & accrued liabilities | \$ 92,864 | \$ 201,937 |
| Grants payable | 298,864 | 124,389 |
| | 391,728 | 326,326 |
| Long-term liabilities: | | |
| Provision for employee severance benefits | 123,148 | 113,300 |
| Provision for employer's share of employees' pension benefits (Note 4) | 1,043,918 | 1,016,206 |
| | 1,167,066 | 1,129,506 |
| Total liabilities | 1,558,794 | 1,455,832 |
| Net Assets | | |
| Investment in Capital Assets | 50,451 | 42,095 |
| Unrestricted Net Assets | 243,977 | 275,000 |
| | 294,428 | 317,095 |
| | \$ 1,853,222 | \$ 1,772,927 |

THE COUNCIL ON POST- SECONDARY EDUCATION

Statement of Revenues and Expenses
For the year ended March 31, 2005

| | Operating | College Expansion Initiative | 2005 Total | 2004 Total |
|---------------------------------------|--------------------|------------------------------------|---------------------|---------------------|
| Revenues: | | | | |
| Province of Manitoba Grants: | | | | |
| Department of Advanced Education | \$ 396,732,777 | \$26,170,160 | \$ 422,902,937 | \$ 392,289,180 |
| Other Government Departments | 10,000 | - | 10,000 | 330,661 |
| Interest Income | 14,387 | - | 14,387 | 18,556 |
| Total revenues | 396,757,164 | 26,170,160 | 422,927,324 | 392,638,397 |
| Expenses: | | | | |
| Operating grants | 336,598,616 | - | 336,598,616 | 328,826,585 |
| Support programs | 2,219,844 | - | 2,219,844 | 1,754,734 |
| College Expansion Initiative grants | - | 25,880,467 | 25,880,467 | 20,465,000 |
| Post Secondary Strategic grants | 1,850,100 | - | 1,850,100 | 2,066,114 |
| Equipment & Renovations grants | 6,245,600 | - | 6,245,600 | 6,245,600 |
| Major Capital grants | 26,840,600 | - | 26,840,600 | 10,975,000 |
| Access grants | 6,332,140 | - | 6,332,140 | 5,961,900 |
| Tuition Rebate grants | 12,852,556 | - | 12,852,556 | 12,277,191 |
| Inter-Provincial Training Agreement | 2,934,891 | - | 2,934,891 | 2,825,875 |
| Administrative and other, Schedule 1 | 919,130 | 276,047 | 1,195,177 | 1,429,898 |
| Total Expenses | 396,793,477 | 26,156,514 | 422,949,991 | 392,827,897 |
| Revenues over (under) expenses | \$ (36,313) | \$ 13,646 | \$ (22,667) | \$ (189,500) |

THE COUNCIL ON POST-SECONDARY EDUCATION

Statement of Changes in Net Assets - Post-Secondary Grants Fund
For the year ended March 31, 2005

| | Invested in Capital Assets | Unrestricted Net Assets | 2005 Total | 2004 Total |
|---|----------------------------------|----------------------------|------------------|------------------|
| Balance, Beginning of Year | 42,095 | 275,000 | 317,095 | 506,595 |
| Excess (deficiency) of Revenues over Expenses | - | (22,667) | (22,667) | (189,500) |
| | 42,095 | 252,333 | 294,428 | 317,095 |
| Capital Purchases | 22,809 | (22,809) | - | - |
| Amortization | (14,453) | 14,453 | - | - |
| Balance, End of Year | <u>\$50,451</u> | <u>\$243,977</u> | <u>\$294,428</u> | <u>\$317,095</u> |

 THE COUNCIL ON POST-SECONDARY EDUCATION

 Schedule of Administrative and Other Expenses
 For the year ended March 31, 2005

| | Operating | College Expansion Initiative | 2005 Total | 2004 Total |
|---------------------------------------|------------|------------------------------------|---------------|---------------|
| Amortization | \$ 9,859 | \$ 4,594 | \$ 14,453 | \$ 11,407 |
| Automobile and travelling | 25,955 | 3,743 | 29,698 | 42,790 |
| Computer operating and lease costs | 39,826 | 10,339 | 50,165 | 56,722 |
| Course and membership fees | - | 625 | 625 | 5,295 |
| Furniture and equipment | 4,842 | 196 | 5,038 | 7,287 |
| Meetings-Council | 8,681 | - | 8,681 | 15,833 |
| Miscellaneous Grants | 32,539 | - | 32,539 | 46,500 |
| Office rental | 44,483 | 13,700 | 58,183 | 54,825 |
| Postage and telephone | 12,118 | 2,195 | 14,313 | 15,924 |
| Printing and stationery supplies | 14,838 | 941 | 15,779 | 30,087 |
| Professional fees | 17,996 | - | 17,996 | 30,637 |
| Remuneration for Council members | 38,679 | - | 38,679 | 36,654 |
| Repairs & maintenance | 457 | - | 457 | - |
| Salaries and employee benefits | 661,467 | 212,991 | 874,458 | 895,038 |
| Subscriptions and books | 3,616 | - | 3,616 | 2,312 |
| Sundry | 3,774 | 26,723 | 30,497 | 178,587 |
| Total administrative & other expenses | \$ 919,130 | \$ 276,047 | \$ 1,195,177 | \$ 1,429,898 |

THE COUNCIL ON POST-SECONDARY EDUCATION

Statement of Cash Flows
For the year ended March 31, 2005

| | <u>2005</u> | <u>2004</u> |
|---|-------------------|-------------------|
| Cash from Operating Activities: | | |
| Excess (Deficiency) of revenues over expenses for the year | \$ (22,667) | \$ (189,500) |
| Amortization of Capital Assets | <u>14,453</u> | <u>11,407</u> |
| | (8,214) | (178,093) |
| Net Change in Non-Cash Working Capital Items: | | |
| (Increase) Decrease in Accounts Receivable | (341,480) | (182,392) |
| Increase in Long-term Receivable | (27,712) | (74,008) |
| Increase (Decrease) in Accounts Payable | (109,073) | 117,706 |
| Increase in Grants Payable | <u>174,475</u> | <u>117,871</u> |
| | (312,004) | (198,916) |
| Cash Flow Provided by (Used In) Financing Activities: | | |
| Increase (Decrease) in Provision for Severance Benefits | 9,847 | 23,870 |
| Increase in Provision for Employer's Share of Employees' Pension Benefits | <u>27,712</u> | <u>74,008</u> |
| | 37,559 | 97,878 |
| Cash Flows from Investing Activities: | | |
| Purchase of Capital Assets | (22,809) | - |
| Increase (Decrease) in Cash for the Year | (297,254) | (101,038) |
| Cash, beginning of year | <u>416,247</u> | <u>517,285</u> |
| Cash, end of year | <u>\$ 118,993</u> | <u>\$ 416,247</u> |

THE COUNCIL ON POST-SECONDARY EDUCATION

Notes to Financial Statements
for the year ended March 31, 2005

1. Nature of Operations

The Council on Post-Secondary Education was established by an Act of the Legislature passed in 1997 and is composed of 11 members appointed by the Lieutenant-Governor-in-Council.

The Universities Grants Commission Act was repealed effective April 28, 1997 by the Council on Post-Secondary Education Act.

The Council on Post-Secondary Education Act provided that the University Grants Fund be continued as the Post-Secondary Grants Fund. All assets and liabilities of the Universities Grants Commission were transferred to the Council on Post-Secondary Education.

Primarily, the Council on Post-Secondary Education provides funding to Manitoba's universities and community colleges for approved programs and capital projects from funds received from the Province of Manitoba.

The College Expansion Initiative provides funding to increase enrollment in diploma and certificate programs at Manitoba's community colleges. For financial reporting purposes, Revenue and Expenses for the Initiative have been segregated.

2. Significant Accounting Policies

A. Basis of Accounting

The Council on Post-Secondary Education's annual financial statements are prepared in accordance with Canadian generally accepted accounting principles.

B. Grant Payments

Operating, equipment and renovations, tuition rebate, Access, and strategic initiatives grants reflect payments to Manitoba universities and community colleges for annual operations. These grants are funded on the basis of scheduled payments to meet the operating requirements of the universities and community colleges. Operating grants are also provided to private religious colleges and to the Winnipeg Technical College.

Major capital grants based on shared cost agreements are funded on a reimbursement basis. The university must first incur eligible costs as defined in the terms of the agreement, which the Council then reimburses.

Major capital grants to universities that are discretionary grants are funded when the university has met the eligibility criteria and fulfilled the conditions set out by the Council.

C. Revenue Recognition

Revenue is recognized as funds are drawn from Province of Manitoba appropriations.

THE COUNCIL ON POST-SECONDARY EDUCATION

Notes to Financial Statements for the year ended March 31, 2005

D. Vacation and Severance Benefits

Employees of the Council are entitled to vacation and severance benefits in accordance with the terms of the collective agreement. The liability for vacation and severance benefits is recorded based on the Council's best estimates.

E. Employer's Share of Employees' Pension Benefits

Employees of the Council are pensionable under the Civil Service Superannuation Act. The Council accrues a provision for the liability for the employer's share of employee pension benefits, including future cost of living adjustments, based on an actuarial report.

F. Capital Assets

Capital Assets are recorded at cost. Amortization is provided on a straight-line basis over the assets' estimated useful life, in accordance with the Province of Manitoba guidelines, as follows:

| | |
|-------------------------|----------|
| Furniture | 10 years |
| Leasehold Improvements | 10 years |
| Computer Software | 4 years |
| Machinery and Equipment | 10 years |
| Computer Equipment | 4 years |

G. Measurement Uncertainty

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingencies at the date of the financial statements and the reported amounts of revenues and expenditures during the period. Actual results could differ from these estimates.

H. Financial Instruments

The Council on Post-Secondary Education's financial instruments consist of cash, accounts receivable, accounts payable, accrued liabilities and grants payable. Unless otherwise noted, it is management's opinion that the Council is not exposed to significant interest, currency or credit risks arising from these instruments. The fair value of these financial instruments approximates their carrying values.

3. Long-term Receivable – Province of Manitoba

A portion of the long-term receivable from the Province of Manitoba is for severance benefits accumulated by COPSE employees to March 31, 1998. The opening severance pay liability balance as at April 1, 1998 of \$104,141 was completely offset by a long-term receivable from the Province of Manitoba. There are no terms of repayment for this receivable, and the amount will remain fixed at \$104,141.

The remaining portion of the long-term receivable from the Province of Manitoba represents the employer's share of employees' pension benefits as at March 31, 2005 of \$1,043,918 (2004 - \$1,016,206). The Province of Manitoba will pay the employer's share of employees' pension benefits as they become due.

THE COUNCIL ON POST-SECONDARY EDUCATION

Notes to Financial Statements
for the year ended March 31, 2005

4. Provision for Employer's Share of Employees' Pension Benefits

| | <u>2005</u> | <u>2004</u> |
|------------------------------|---------------------|---------------------|
| Balance at beginning of year | \$ 1,016,206 | \$ 942,198 |
| Experience gain | - | - |
| Benefits accrued | 47,412 | 51,897 |
| Interest accrued on benefits | 72,838 | 69,570 |
| Benefits paid | <u>(92,538)</u> | <u>(47,459)</u> |
| Balance at end of year | <u>\$ 1,043,918</u> | <u>\$ 1,016,206</u> |

An actuarial valuation of the pension obligations as at December 31, 2001 was conducted by Ellement & Ellement Ltd., Consulting Actuaries. The key actuarial assumptions were a rate of return of 7.25% (1998 – 7%), 2.75% inflation (1998 – 3%), salary rate increases of 4.5% (1998 – 4.5%) and post retirement indexing at 2/3 of the inflation rate. The entry age normal actuarial cost method was used and the liabilities have been extrapolated to March 31, 2005 using a formula provided by the actuary.

5. Economic Dependence

The Council is economically dependent on the Province of Manitoba for its funding.

6. Related party transactions

In addition to those related transactions disclosed elsewhere in these financial statements, the Council on Post-Secondary Education is related in terms of common ownership to all Province of Manitoba created departments, agencies and Crown corporations. The Council on Post-Secondary Education enters into transactions with these entities in the normal course of business.

7. Capital Assets, Net of Accumulated Amortization

| | <u>2005</u> | | <u>2004</u> | |
|-------------------------|-------------------|-------------------|-----------------------|-----------------------|
| | <u>Cost</u> | <u>Acc. Amort</u> | <u>Net Book Value</u> | <u>Net Book Value</u> |
| Furniture | \$ 60,540 | \$ 41,882 | \$ 18,658 | \$ 26,171 |
| Leasehold Improvements | 25,422 | 8,698 | 16,724 | 9,820 |
| Computer Software | 3,000 | 3,000 | - | - |
| Machinery and Equipment | 11,630 | 6,802 | 4,828 | 5,429 |
| Computer Equipment | <u>28,251</u> | <u>18,010</u> | <u>10,241</u> | <u>675</u> |
| | <u>\$ 128,843</u> | <u>\$ 78,392</u> | <u>\$ 50,451</u> | <u>\$ 42,095</u> |

THE COUNCIL ON POST-SECONDARY EDUCATION

Notes to Financial Statements
for the year ended March 31, 2005

8. Commitments

The Council on Post-Secondary Education has approved funding as listed below:

| | <u>Approved</u> | <u>Expended</u> | <u>Outstanding Commitments</u> |
|------------------------------------|----------------------|----------------------|------------------------------------|
| Capital: | | | |
| University of Manitoba | | | |
| Capital Campaign | 40,000,000 | 34,000,000 | 6,000,000 |
| Chiller System – Fort Garry Campus | <u>19,000,000</u> | <u>15,216,500</u> | <u>3,783,500</u> |
| Total | <u>\$ 59,000,000</u> | <u>\$ 49,216,500</u> | <u>\$ 9,783,500</u> |

Future funding commitments were also approved for the following new programs:

| | |
|-------------------------------|---------------------|
| College Expansion Initiative | \$ 1,113,000 |
| System Restructuring Envelope | 591,000 |
| Strategic Program Envelope | <u>1,611,500</u> |
| Total | <u>\$ 3,315,500</u> |

Chapter IV

THE COUNCIL ON POST-SECONDARY EDUCATION

Grant Expenses (Unaudited)
For the year ended March 31, 2005

| | 2005 | 2004 |
|---|-----------------------|-----------------------|
| Universities Grants | | |
| 1. Operating | | |
| University of Manitoba | \$ 199,341,400 | \$ 195,146,661 |
| University of Winnipeg | 31,926,546 | 30,992,345 |
| Brandon University | 21,382,712 | 20,239,112 |
| University College of the North | 12,277,900 | 11,288,800 |
| Collège de Saint-Boniface | 6,339,400 | 6,261,400 |
| Canadian Mennonite University | 2,739,700 | 2,713,400 |
| Providence College & Seminary | 1,242,100 | 1,242,100 |
| Wm. & Catherine Booth College | 368,600 | 368,600 |
| Steinbach Bible College | 230,000 | 230,000 |
| | <u>\$ 275,848,358</u> | <u>\$ 268,482,418</u> |
| First Claims | | |
| University of Manitoba | \$ 313,319 | \$ 279,025 |
| University of Winnipeg | 40,054 | 40,054 |
| Brandon University | 216,588 | 216,588 |
| | <u>\$ 569,961</u> | <u>\$ 535,667</u> |
| Support Programs | | |
| Campus Manitoba | \$ 1,038,100 | \$ 978,600 |
| Inter-Universities North | 882,900 | 870,600 |
| Visually Impaired | 82,660 | 129,947 |
| University College of the North | 206,184 | 646,187 |
| University of Winnipeg College & University Bound (CUB) program | 10,000 | - |
| | <u>\$ 2,219,844</u> | <u>\$ 2,625,334</u> |
| Total Operating Grants – Universities | | |
| University of Manitoba | \$ 199,654,719 | 195,425,686 |
| University of Winnipeg | 31,966,600 | 31,032,399 |
| Brandon University | 21,599,300 | 20,455,700 |
| University College of the North | 12,277,900 | 11,288,800 |
| Collège de Saint-Boniface | 6,339,400 | 6,261,400 |
| Canadian Mennonite University | 2,739,700 | 2,713,400 |
| Providence College & Seminary | 1,242,100 | 1,242,100 |
| William & Catherine Booth College | 368,600 | 368,600 |
| Steinbach Bible College | 230,000 | 230,000 |
| Support Programs | 2,219,844 | 2,625,334 |
| | <u>\$ 278,638,163</u> | <u>\$ 271,643,419</u> |

THE COUNCIL ON POST-SECONDARY EDUCATION

Grant Expenses (Unaudited)
For the year ended March 31, 2005

| | 2005 | 2004 |
|--|-----------------------|-----------------------|
| 2. Capital Funds | | |
| (a) Equipment and Renovations | | |
| University of Manitoba | \$ 3,020,000 | \$ 3,020,000 |
| University of Winnipeg | 550,000 | 550,000 |
| Brandon University | 330,000 | 330,000 |
| University College of the North | 428,800 | 428,800 |
| Collège de Saint-Boniface | 100,000 | 100,000 |
| | <u>\$ 4,428,800</u> | <u>\$ 4,428,800</u> |
| (b) Major Capital Projects | | |
| University of Manitoba | \$ 15,104,500 | \$ 9,817,871 |
| University of Winnipeg | 448,200 | 451,128 |
| Brandon University | 839,501 | 525,001 |
| University College of the North | 1,828,900 | - |
| Collège de Saint-Boniface | 82,800 | 181,000 |
| | <u>\$ 18,303,901</u> | <u>\$ 10,975,000</u> |
| Total Capital Grants | | |
| University of Manitoba | \$ 18,124,500 | \$ 12,837,871 |
| University of Winnipeg | 998,200 | 1,001,128 |
| Brandon University | 1,169,501 | 855,001 |
| University College of the North | 2,257,700 | 428,800 |
| Collège de Saint-Boniface | 182,800 | 281,000 |
| | <u>\$ 22,732,701</u> | <u>\$ 15,403,800</u> |
| 3. Strategic Initiatives – Universities | | |
| University of Manitoba | \$ 900,800 | \$ 1,141,300 |
| University of Winnipeg | 170,000 | 367,727 |
| Brandon University | 275,300 | 277,896 |
| University College of the North | 50,000 | 30,000 |
| Collège de Saint-Boniface | 254,000 | 184,191 |
| | <u>\$ 1,650,100</u> | <u>\$ 2,001,114</u> |
| 4. Access Grants | | |
| University of Manitoba | \$ 2,588,040 | \$ 2,489,100 |
| University of Winnipeg | 787,400 | 597,200 |
| Brandon University | 1,482,100 | 1,448,800 |
| University College of the North | 744,600 | 728,000 |
| | <u>\$ 5,602,140</u> | <u>\$ 5,263,100</u> |
| 5. Tuition Rebate Grants | | |
| University of Manitoba | \$ 8,039,415 | \$ 7,709,098 |
| University of Winnipeg | 2,103,565 | 1,914,121 |
| Brandon University | 906,474 | 953,359 |
| University College of the North | 119,461 | 122,670 |
| Collège de Saint-Boniface | 224,306 | 217,693 |
| | <u>\$ 11,393,221</u> | <u>\$ 10,916,941</u> |
| Total Universities Grants | <u>\$ 320,016,325</u> | <u>\$ 305,228,374</u> |

THE COUNCIL ON POST-SECONDARY EDUCATION

Grant Expenses (Unaudited)
For the year ended March 31, 2005

| | <u>2005</u> | <u>2004</u> |
|---|----------------------|----------------------|
| Community Colleges Grants | | |
| 1. Operating | | |
| Assiniboine Community College | \$ 13,362,500 | \$ 13,053,100 |
| Red River College | 44,631,400 | 43,791,900 |
| École technique et professionnelle | 1,621,400 | 1,592,900 |
| Winnipeg Technical College | <u>565,000</u> | <u>500,000</u> |
| | \$ 60,180,300 | \$ 58,937,900 |
| 2. Capital Funds | | |
| (a) Equipment and Renovations | | |
| Assiniboine Community College | \$ 598,200 | \$ 598,200 |
| Red River College | <u>1,218,600</u> | <u>1,218,600</u> |
| | \$ 1,816,800 | \$ 1,816,800 |
| (b) Major Capital Projects | | |
| Red River College | <u>\$ 8,536,699</u> | <u>\$ -</u> |
| | \$ 8,536,699 | \$ - |
| Total Capital Grants | | |
| Assiniboine Community College | \$ 598,200 | \$ 598,200 |
| Red River College | <u>9,755,299</u> | <u>1,218,600</u> |
| | \$ 10,353,499 | \$ 1,816,800 |
| 3. College Expansion Initiative | | |
| Assiniboine Community College | \$ 4,007,200 | \$ 3,975,400 |
| University College of the North | 2,320,400 | 2,250,700 |
| Red River College | 18,775,146 | 13,519,900 |
| École technique et professionnelle | 701,500 | 719,000 |
| Tech Vocational | <u>76,221</u> | <u>-</u> |
| | \$ 25,880,467 | \$ 20,465,000 |
| 4. Strategic Initiatives – Colleges | | |
| Assiniboine Community College | \$ 50,000 | \$ - |
| Red River College | 150,000 | 50,000 |
| Other – Prior Learning Assessment & Recognition | <u>-</u> | <u>15,000</u> |
| | \$ 200,000 | \$ 65,000 |
| 5. Access Grants | | |
| Red River College | <u>\$ 730,000</u> | <u>\$ 698,800</u> |
| | \$ 730,000 | \$ 698,800 |
| 6. Tuition Rebate Grants | | |
| Assiniboine Community College | \$ 236,780 | \$ 260,000 |
| Red River College | 1,179,939 | 1,055,062 |
| École technique et professionnelle | <u>42,615</u> | <u>45,188</u> |
| | \$ 1,459,334 | \$ 1,360,250 |
| Total College Grants | <u>\$ 98,803,600</u> | <u>\$ 83,343,750</u> |

THE COUNCIL ON POST-SECONDARY EDUCATION

Grant Expenses (Unaudited)
For the year ended March 31, 2005

| | <u>2005</u> | <u>2004</u> |
|---|---------------------|---------------------|
| Access Program Grants | | |
| University of Manitoba | | |
| University of Manitoba Access Program | | |
| - North and South | \$ 235,500 | \$ 230,200 |
| Special Pre-Medical Studies Program | 369,900 | 361,600 |
| Professional Health Program | 98,100 | 95,900 |
| Northern Bachelor of Social Work | 709,600 | 693,600 |
| Winnipeg Education Centre - Social Work Program | 832,000 | 778,100 |
| Engineering Access Program | 337,300 | 329,700 |
| Emergency Loan Fund | <u>5,640</u> | <u>-</u> |
| | \$ 2,588,040 | \$ 2,489,100 |
| University of Winnipeg | | |
| Integrated Student Support Services | \$ 147,500 | \$ 144,200 |
| Winnipeg Education Centre | 463,400 | 453,000 |
| Aboriginal Teacher Education program | 175,000 | - |
| Emergency Loan Fund | <u>1,500</u> | <u>-</u> |
| | \$ 787,400 | 597,200 |
| Brandon University | | |
| Brandon University Northern Teacher Education Program | <u>\$ 1,482,100</u> | <u>\$ 1,448,800</u> |
| University College of the North | | |
| ACCESS The Pas | \$ 276,400 | \$ 270,300 |
| ACCESS Nursing Preparation Year | <u>468,200</u> | <u>457,700</u> |
| | \$ 744,600 | \$ 728,000 |
| Total Universities Access Programs | <u>\$ 5,602,140</u> | <u>\$ 5,263,100</u> |
| Red River College | | |
| Community College Access Program | | |
| - North and South | \$ 320,100 | \$ 312,800 |
| Southern Nursing Program | 394,900 | 386,000 |
| Emergency Loan Fund | <u>15,000</u> | <u>-</u> |
| | \$ 730,000 | \$ 698,800 |
| Total Access Grants | <u>\$ 6,332,140</u> | <u>\$ 5,961,900</u> |

THE COUNCIL ON POST-SECONDARY EDUCATION

Inter-Provincial Training Agreements (Unaudited)
For the year ended March 31, 2005

| | <u>2005</u> | <u>2004</u> |
|---|---------------------|---------------------|
| University of Saskatchewan | | |
| Veterinary Medicine | \$ 2,862,096 | \$ 2,758,896 |
| University of Waterloo | | |
| Optometry | 72,795 | 66,979 |
| University of Manitoba | | |
| Occupational Therapy | - | 43,891 |
| Funding provided by Province of Saskatchewan | <u>-</u> | <u>(43,891)</u> |
| | <u>-</u> | <u>-</u> |
| Total Inter-Provincial Training Agreements | <u>\$ 2,934,891</u> | <u>\$ 2,825,875</u> |

Chapter V

Summary of Enrollment and Graduation

I. 2004/2005 University Enrollment

| | |
|--------------------|---------------|
| Full-time Students | 29,486 |
| Part-time Students | 23,239 |
| Total | 52,725 |

II. 2004/2005 Community College Enrollment*

| | |
|--------------------|---------------|
| Full-time Students | 13,303 |
| Part-time Students | 2,147 |
| Total | 15,450 |

III. 2004/2005 University Graduates

| | |
|-----------------------|--------------|
| Bachelor Degree | 5,366 |
| Master's Degree | 562 |
| Doctoral Degree | 86 |
| Medicine & Dentistry | 153 |
| Certificate / Diploma | 286 |
| Total | 6,453 |

IV. 2004/2005 Community College Graduates*

| | |
|--------------|--------------|
| Diploma | 1,626 |
| Certificate | 2,264 |
| Total | 3,890 |

Notes: These statistics represent all aspects of post-secondary education in Manitoba for the universities and colleges. The university numbers include regular undergraduate and graduate programs. The college programs include regular programs and apprenticeship. Continuing Education, Distance Education, and Contract Training are not included in the college figures.

* Projected figures

Chapter VI

Membership of the Council on Post-Secondary Education

The Council on Post-Secondary Education is composed of eleven members appointed by the Lieutenant Governor in Council for a term not exceeding three years. Each member may be re-appointed for one additional term.

The Council members for the period of April 2004 to March 2005 were:

| | |
|--|-------------------|
| Donald Robertson, LL.D., O.M. (Chair) (as of September, 2004) | Winnipeg |
| Muriel Smith, M.Ed. (Vice-Chair) (as of September, 2004) | Winnipeg |
| David Turner, Ph.D.(Vice-Chair) (to September, 2004) | Winnipeg |
| Lucille Bruce, B.Ed., Post-Baccalaureate Cert. in Ed. | Winnipeg |
| William Dumas, B.Ed. | Thompson |
| Rita Lécuyer, M.Ed. | Winnipeg |
| Christopher Macdonald, Ph.D. | Brandon |
| Dolores Samatte, B.Ed. | Cranberry Portage |
| Carolyn Frost, LL.B. | Winnipeg |
| Darlene Hendler, M.S.W. | Winnipeg |
| Howard Almdal, M.A. (as of November 2004) | Winnipeg |
| Kenneth McKay, Ph.D. (to October 2004) | Birch River |

Note: Don Robertson was re-appointed as Chair of the Council in September, 2004 after completing his appointment as Chair of the Implementation Committee of the University College of the North. During Don Robertson's absence, Muriel Smith served as Chair of the Council, and David Turner as Vice-Chair.

Secretariat of the Council on Post-Secondary Education

| | |
|------------------------|--|
| Louise Gordon, M.S.W. | Executive Director |
| Susan Deane, M.S.W. | Manager, Post-Secondary Programming |
| Margaret McDonald, CGA | Financial Officer |
| Daniel Smith, M.A. | Senior Policy Analyst |
| Kim Browning, M.Ed. | Policy Analyst |
| Tammy Harper, B.A. | Statistical Analyst (to October 2004) |
| Kitty Leong | Statistical Analyst (as of December 2004) |
| Sandra Brabant | Accounting Clerk |
| Dee Conway | Administrative Assistant |
| Christine Laroche | Secretary |

Appendix A

The Council's activities as related to each goal

The following section identifies the activities that the Council and its Secretariat undertook during 2004/05 in response to each of the stated goals. The activities cited below are not an exhaustive list of all work undertaken during the year. Those activities that dealt with general ongoing business related to the Council's mandate for the post-secondary system are found within the main body of this report. Specific activities taken as a means to achieving each goal appear below.

1. Act as a catalyst to improve accessibility to post-secondary education in Manitoba, and specifically for Aboriginal Manitobans and other under-represented groups

The Council worked to improve accessibility for Aboriginal Manitobans and other under-represented groups through funding of the following programs and projects, and involvement in specific activities:

- New programs approved in the year to support this goal were Disability Studies, Aboriginal Child Welfare/Social Work, Counselling and Career Services, French Language Training, Masters in School Psychology, Community Based Aboriginal Teacher Education Program
- Ongoing support for existing programs such as Aboriginal Child and Family Services Diploma (full-and part-time offerings), Honours Major in Aboriginal Self-Governance, Visual and Aboriginal Arts Studies
- New System Restructuring Project approvals for an Access program, French language services, Aboriginal student services, and ongoing support for existing Prior Learning Assessment projects
- Other Council funded projects for Access programs, Aboriginal self-government, Campus Manitoba, College and University Bound Program
- College Expansion Initiative program approvals for rural and northern nursing
- Participation in policy activities such as work on the tuition fee policy and on committees to enhance northern development and Aboriginal education; Access programs; work with UCN to support new programming; credit transfer and articulation, prior learning assessment and recognition
- Supporting research on socio-economic status and enrollment

2. Act as a catalyst to improve retention and graduation in post-secondary education

The Council supported this goal through accountability-based projects, such as

- Continued development of indicators of student success through the Indicators Project with a view to identifying graduation rates at colleges and universities
- Participation in the National Graduates Survey to identify factors related to Manitoba's graduates in comparison with their national counterparts
- Annual data collection and reporting in the Statistical Compendium to reflect changes and trends over time
- Supporting research on best practices for improving student retention and graduation in Manitoba, and collaborate with research centres e.g., CHERD

3. Promote post-secondary education in Manitoba as a system

This goal was supported through

- Committee work on Prior Learning Assessment and Recognition, Credit Transfer and Articulation, Access Programs, Campus Manitoba, Aboriginal education and research, Northern Development Strategy, learning technologies, sustainable development, inter-provincial training agreements

4. Facilitate mechanisms to promote sustainable infrastructure in post-secondary education in Manitoba

This goal was supported through

- Working with the institutions to identify projects requiring facility upgrades and deferred maintenance e.g., roofing program, asbestos abatement, and Fort Garry Chiller System
- Government support for new major and continuing capital funding initiatives e.g., this year's contribution to the University of Manitoba's Building on Strengths Capital Campaign

5. Improve the Council's interaction with the post-secondary community

This goal was supported through

- Consultations with senior administration, faculty and student groups as part of the annual estimates meetings

- Regular consultations between student leaders and the Council Secretariat
 - Ongoing consultations with outside organizations e.g., Canadian Federation of Students, Manitoba Organization of Faculty Associations, Centre for Higher Education Research and Development, Educational Policy Institute, etc.
 - Implementation of ongoing and new communication activities e.g., meetings with members of the PSE community, sponsor forums/planning sessions, develop newsletter, make presentations, etc.
 - Expanding the Council's website with the addition of new information and linkages
- 6. Develop and implement new accountability mechanisms for the post-secondary system**

This goal was supported by

- Developing new legislation in response to the Collège de Saint-Boniface audit
- Ongoing development of the Indicators Project, Program Costing methodology, graduate surveys, and annual reporting
- Consultation on a new accountability policy
- Implementation of the new Strategic Plan