

The following Motions and Documents were considered by the Board of Governors during the Open Session of its Friday, October 20, 2017 meeting:

Agenda Title: **President's Report**

APPROVED MOTION: THAT the Board of Governors authorize the Board Chair to write to Alberta Members of Parliament; The Honorable Kirsty Duncan, Minister of Science; and The Honorable Marlin Schmidt, Minister of Advanced Education, to demonstrate the Board's strong support for the Fundamental Science Review (commonly known as the Naylor Report) and endorse the implementation of its recommendations.

Final Item: 2 (no documents)

Agenda Title: **Budget Model Principles**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and General Faculties Council, approve the Budget Model Principles, as set forth in Attachment 1, to take effect upon final approval.

Final Item: 5bi.

Agenda Title: **Board Finance and Property Committee Terms of Reference**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the proposed changes to the Committee's Terms of Reference, as set forth in Attachment 1.

Final Item: 5bii.

Agenda Title: **Real Property Compliance Policy Updates**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the proposed revisions to the Real Property Compliance Policy, as set forth in Attachment 3, to take effect upon final approval.

Final Item: 5biii.

Agenda Title: **Proposal for the Termination of the Bachelor of Music Liturgical Arts Major and the Bachelor of Music Musical Arts Major, Augustana Faculty**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Learning and Discovery Committee and General Faculties Council, approve the termination of the Augustana Bachelor of Music Liturgical Arts Major and the Bachelor of Music Musical Arts Major as set forth in Attachment 1, and as proposed by Augustana Faculty, to take effect upon final approval.

Final Item: 5ci.

Agenda Title: **Governors of the University of Alberta Mandate and Roles Document**

APPROVED MOTION: THAT the Board of Governors approve the revised *The Governors of The University of Alberta Mandate and Roles Document* for submission to the Ministry of Advanced Education, as set forth in Attachment 2.

Final Item: 5di.

Agenda Title: **Establishment of Board of Governors' Working Group**

APPROVED MOTION 1: THAT the Board of Governors, on the recommendation of Board Chair, Michael Phair, add Marina Banister to the proposed membership for the Board of Governors' Working Group.

APPROVED MOTION 2: THAT the Board of Governors, on the recommendation of Board Chair, Michael Phair, establish a Board of Governors' Working Group, as outlined in Attachment 1, as amended, in response to action arising from the 2017 Board of Governors' Strategic Retreat.

Final Amended Item: 6a.

OUTLINE OF ISSUE
Action Item

Agenda Title: **Budget Model Principles**

Motion: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and General Faculties Council, approve the Budget Model Principles, as set forth in Attachment 1, to take effect upon final approval.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Provost and Vice-President (Academic), Vice-President (Finance and Administration)
Presenter	Steven Dew, Provost and Vice-President (Academic)

Details

Responsibility	Provost and Vice-President (Academic), Vice-President (Finance and Administration)
The Purpose of the Proposal is (please be specific)	To approve the principles that will guide and inform the development and application of a new budget model for the University of Alberta. The University's budget model outlines the mechanisms and processes for allocating/re-allocating resources to the Faculties and units in alignment with broad institutional priorities and with the University's strategic plan. The model will help inform decisions enabling the effective use of resources and supporting the long-term sustainability of the University's financial position.
The Impact of the Proposal is	The principles will guide the work of the technical working group and other stakeholders in the development and application of a new budget model for the University.
Replaces/Revises (eg, policies, resolutions)	N/A
Timeline/Implementation Date	The new budget model is being developed over the 2017/18 fiscal year, and is expected to be implemented, at least partially, for the 2018/19 fiscal year.
Estimated Cost and funding source	N/A
Next Steps (ie.: Communications Plan, Implementation plans)	The technical working group will be primarily responsible for the near-term work on the development of the new model, subject to input and final approval by senior administration. The Provost and the Vice-President (Finance & Administration) are the Executive Sponsors for this project.
Supplementary Notes and context	

Engagement and Routing (Include meeting dates)

Participation:	<u>Those who have been informed:</u> •
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(parties who have seen the proposal and in what capacity) <For further information see the link posted on the Governance Toolkit section Student Participation Protocol >	<u><i>Those who have been consulted:</i></u>
	<ul style="list-style-type: none"> • Deans • Vice-Provosts • Associate Vice-Presidents
	<u><i>Those who are actively participating:</i></u>
	<ul style="list-style-type: none"> • President’s Executive Committee • Budget Model Technical Working Group
Approval Route (Governance) (including meeting dates)	GFC Academic Planning Committee (recommendation) - June 14, 2017 GFC Executive Committee (for information) – September 11, 2017 General Faculties Council (recommendation) – September 25, 2017 Board Finance and Property Committee (recommendation) – September 26, 2017 Board of Governors (approval) - October 20, 2017
Final Approver	Board of Governors

Alignment/Compliance

Alignment with Guiding Documents	<i>For the Public Good:</i> Objective 22: Secure and steward financial resources to sustain, enhance, promote, and facilitate the university’s core mission and strategic goals. Strategy ii: Ensure a sustainable budget model to preserve and enhance our core mission and reputation for excellence in teaching, learning, research, and community engagement.
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)	<p>1. Post-Secondary Learning Act (PSLA) Section 26(1) states: “Subject to the authority of the board, a general faculties council is responsible for the academic affairs of the university and, without restricting the generality of the foregoing has the authority to [...]”</p> <p>(o) make recommendations to the board with respect to affiliation with other institutions, academic planning, campus planning, a building program, the budget [...] and any other matters considered by the general faculties council to be of interest to the university[.] [...]”</p> <p>2. Post-Secondary Learning Act (PSLA) Section 60 states: Section 60(1) The Board of a public post-secondary institution shall (a) Manage and operate the public post-secondary institution in accordance with its mandate.</p> <p>3. Post-Secondary Learning Act (PSLA) Section 78 states: Business plans 78(1) Each year a board must prepare and approve a business plan that includes: (a) the budget, and (b) any other information required by the Minister.</p> <p>4. GFC Academic Planning Committee Terms of Reference (Mandate) “The Academic Planning Committee (APC) is GFC’s senior committee dealing with academic, financial and planning issues. [...]” APC is responsible for making recommendations to GFC and/or to the</p>

	<p>Board of Governors concerning policy matters and action matters with respect to the following: [...]</p> <p>4. Budget Matters a. To recommend to GFC on budget principles. [...]"</p> <p>5. GFC Executive Committee Terms of Reference (3. Mandate of the Committee) "5. Agendas of General Faculty Council GFC has delegated to the Executive Committee the authority to decide which items are placed on a GFC Agenda, and the order in which those agenda items appear on each GFC agenda.</p> <p>When ordering items, the GFC Executive Committee will be mindful of any matters that are of particular concern to students during March and April so that the student leaders who bring those items forward are able to address these items at GFC before their terms end."</p> <p>6. BFPC Terms of Reference (3. Mandate of the Committee) (Financial) b) review and recommend to the Board the Integrated Planning and Budgeting Policy which includes guiding principles for changes to approved budgets and for transfer or reallocation of monies included in approved budgets;</p>
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Attachments:

1. Budget Model Principles (1 page)

Prepared by: Kathleen Brough, Senior Administrative Officer, Office of the Provost and Vice-President (Academic)

University of Alberta Budget Model Principles

The university's budget model outlines the mechanisms and processes for allocating/re-allocating resources to the Faculties and units in alignment with broad institutional priorities and with the university's strategic plan. The model will help inform decisions enabling the effective use of resources and supporting the long-term sustainability of the university's financial position. The following principles will guide and inform the development and application of the university's budget model.

- a. Supremacy of academic priorities -- the university's mission and academic priorities as set out in the university's strategic plan are paramount in all decision making. The budget model will facilitate the alignment of resources in support of the university core mandate of teaching and research.
- b. Transparency -- the process for making resource allocation decisions is transparent and sources of institutional resources and comparative data are clearly identified and made available
- c. Accountability -- Faculty and unit leadership have the responsibility and authority to make resource allocation decisions and are accountable for achieving performance targets, including financial performance targets.
- d. Simplicity -- rules and processes are understandable and actionable
- e. Consistency -- rules are applied equitably across all Faculties and units.
- f. Predictability -- long-term budget planning is facilitated. Changes to the model will require consultation among the stakeholders.

OUTLINE OF ISSUE
Action Item

Agenda Title: **Board Finance and Property Committee Terms of Reference**

Motion: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the proposed changes to the Committee's Terms of Reference, as set forth in Attachment 1.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Owen Tobert, Chair, Board Finance and Property Committee
Presenter	Owen Tobert, Chair, Board Finance and Property Committee

Details

Responsibility	University Governance
The Purpose of the Proposal is	To review the Committee's Terms of Reference and approve changes as proposed by the Board Finance and Property Committee.
The Impact of the Proposal is	The proposed changes do not affect the core mandate of the Committee, but will better reflect current practices, policies and legislation.
Replaces/Revises	Current Board Finance and Property Committee (BFPC) Terms of Reference
Timeline/Implementation Date	Immediately upon approval, pending approval of the Real Property Compliance Policy updates.
Estimated Cost /funding source	n/a
Next Steps (ie.: Communications Plan, Implementation plans)	University Governance, Administration, and the Committee will use these terms to guide the Committee's work for the year.
Supplementary Notes and context	<p>Changes are being proposed as follows:</p> <ul style="list-style-type: none"> • Functional namings have always come to the committee for information, as per the Functional Naming of Physical Entities Procedure, but have not been included in the terms of reference. • Acquisition and disposition of real property will follow approval limits as determined by the Real Property Compliance Policy (which is pending Board approval). • Traffic policies will be recommended to the Board, in accordance with the Post-Secondary Learning Act and as per the revised Parking and Traffic Management Policy, approved by the Board on May 12, 2017.

Engagement and Routing (Include meeting dates)

Participation:	<u><i>Those who have been informed:</i></u> •
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(parties who have seen the proposal and in what capacity) <For further information see the link posted on the Governance Toolkit section Student Participation Protocol >	<u><i>Those who have been consulted:</i></u> <ul style="list-style-type: none"> • Owen Tobert, Chair, Board Finance and Property Committee • Marion Haggarty-France, University Secretary • Juli Zinken, Board Secretary • Brad Hamdon, General Counsel • Gordon Weighell, Senior Administrative Officer, Facilities and Operations
	<u><i>Those who are actively participating:</i></u> <ul style="list-style-type: none"> • Board Finance and Property Committee members and administration • Erin Plume, Assistant Board Secretary and Committee Coordinator
Approval Route (Governance) (including meeting dates)	Board Finance and Property Committee, September 26, 2017 (for recommendation) Board of Governors, October 20, 2017 (for approval)
Final Approver	Board of Governors

Alignment/Compliance

Alignment with Guiding Documents	<p>Institutional Strategic Plan – For the Public Good: <i>SUSTAIN: Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all Albertans.</i></p> <p><i>21. Encourage continuous improvement in administrative, governance, planning and stewardship systems, procedures, and policies that enable students, faculty, staff, and the institution as a whole to achieve shared strategic goals.</i></p> <p><i>v. Develop a set of equitable, meaningful, and relevant measures to monitor our progress toward strategic goals and develop the tools required to report on them.</i></p>
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	<p>1. Post Secondary Learning Act (PSLA), Section 60 (1)(b): “The Board of a public post-secondary institution shall develop, manage and operate, alone or in cooperation with any person or organization, programs, services and facilities for the educational or cultural advancement of the people of Alberta.”</p> <p>2. Board of Governors General Terms of Reference, Section b: “The Board has delegated to each Committee responsibility and authority to make decisions on behalf of the Board in the Committee’s defined area of responsibility except to the extent that such authority has been specifically limited by the Board in the Terms of Reference for the Committee.”</p> <p>...</p> <p>“...issues which remain with the Board or which would be referred by a Committee to the Board would generally be in the nature of...any matter involving an alteration in the mandate, terms of reference, membership, or structure of a Committee;...”</p>

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	<p>3. Board Finance and Property Committee Terms of Reference Section 3. Mandate of the Committee (<i>Reports, Advice, Trends</i>): w) annually review the terms of reference for the Committee and recommend to the Board any required changes.</p>
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Attachments:

1. Board Finance and Property Committee Proposed Terms of Reference – showing edits (4 pages)
2. Board Finance and Property Committee Proposed Terms of Reference – clean version (4 pages)

Prepared by: Erin Plume, Assistant Board Secretary and Committee Coordinator



BOARD FINANCE AND PROPERTY COMMITTEE Terms of Reference

1. AUTHORITY

- a) The Board Finance and Property Committee (the "Committee") is created by and responsible to the Board of Governors (the "Board") of the University of Alberta (the "University").
- b) The Vice-President (Finance and Administration) and the Vice-President (Facilities and Operations) shall provide management support to the Committee.
- c) The Committee shall function in accordance with the Board's General Committee Terms of Reference.

2. COMPOSITION OF THE COMMITTEE

- a) Voting Members appointed by the Board (ordinarily a maximum of 11 voting members):
 - (1) Two Board members from the membership categories identified by the *Alberta Post-Secondary Learning Act (the Act)* as *general public, alumni* and *Senate*
 - (2) A Board member from the membership category identified by the Act as *academic staff of the University*
 - (3) A Board member from the membership category identified by the Act as *non-academic staff of the University*
 - (4) Two Board members from the membership category identified by the Act as *students nominated by the council of the students association* or as *graduate student nominated by the council of the association*
 - (5) One other member of the Board of Governors
 - (6) A member of the general public with specific expertise in a field of interest to the Committee
 - (7) The Board Chair, by virtue of office
 - (8) The President and Vice-Chancellor, by virtue of office
 - (9) The Chancellor, by virtue of office
- b) Non-Voting Officials appointed by the President
 - (1) Provost and Vice-President (Academic)
 - (2) Vice-President (Facilities and Operations)
 - (3) Vice-President (Finance and Administration)
 - (4) Vice-President (University Relations)
 - (5) University Secretary
 - (6) Committee Secretary
 - (7) Other officers, as determined by the President
- c) One of the members from the Board's constituencies of general public, or the Senate or the Alumni Association who is a member of the Committee shall also serve as a member of the Audit Committee.
- d) The Board of Governors shall appoint the Committee Chair from the Committee membership category 2(a)(1), upon the recommendation of the Board Chair.
- e) The Committee shall designate the Vice-Chair from the Committee membership upon the recommendation of the Board Chair and the Committee Chair. The Vice-Chair undertakes and discharges all duties of the Chair in the absence of the Chair.

3. MANDATE OF THE COMMITTEE

Except as provided in paragraph 4 and in the Board's General Committee Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University. The Committee shall also consider any other matter delegated to the Committee by the Board.

Without limiting the generality of the foregoing, the Committee shall:

Financial

- a) review the quarterly financial statements with respect to operating and capital funds;
- b) review and recommend to the Board the Integrated Planning and Budgeting Policy which includes guiding principles for changes to approved budgets and for transfer or reallocation of monies included in approved budgets;
- c) review and recommend to the Board the annual and other budgets and major issues of policy related to budgets;
- d) review and recommend to the Board tuition and other like fees;
- e) approve authorized signing officers in respect of all banking and safekeeping;

Facilities and Property

- f) review, recommend to the Board or approve original Capital Expenditure Authorization Requests (CEARs) or individual Supplemental CEARs as determined by the Board-approved University of Alberta Capital Expenditure Authorization Request (CEAR) Policy;
- ~~g)~~ review, and recommend to the Board or approve the acquisition or ~~disposal~~ disposition of real property as determined by the Board-approved Real Property Compliance Policy;
- ~~g)h), including review and recommend to the Board~~ lands transferred to University of Alberta Properties Trust Inc.;
- i) review and recommend to the Board the appointment and renewal of terms of office of directors of the University of Alberta Properties Trust Inc.;
- ~~h)j)~~ receive for information functional namings as approved by the Vice-President (Facilities and Operations);

Information Technology

- ~~ij)k)~~ review reports, strategies, and plans regarding physical infrastructure and resource optimization for University information technology systems;

Policies

- ~~jj)l)~~ approve policies for intellectual property and technology transfer;
- ~~k)m)~~ approve policies for construction and supply contracts, policies governing the use of space and planning reports for individual capital projects;
- ~~h)n)~~ recommend to the Board capital expenditure policies for the committee and for the Board;
- ~~m)o)~~ approve review and recommend to the Board policies for the control and regulation of pedestrian and vehicle traffic on University lands;
- ~~p)r)~~ review and approve policies on financial risk management for risks which may jeopardize the achievements of the strategic vision of the University;
- ~~o)q)~~ review and recommend to the Board policies regarding the acquisition, management, control and disposition of University buildings, land and equipment and regarding individual project proposals and the implications of these short and long-range capital plans to the strategic vision of the University;

Reports, Advice, Trends

- ~~p)~~r) Review and provide recommendations to the Board Audit Committee on the University's enterprise-wide risks and risk measures related to the Committee mandate;
- ~~q)~~s) monitor trends affecting the University and the implications of those trends on finances and property of the University;
- ~~r)~~t) annually provide advice to the President, through the Chair of the Board Human Resources and Compensation Committee, with respect to the responsibilities and performance (in relation thereto) of those Vice Presidents whose responsibilities are within the mandate of the Committee;
- ~~s)~~u) review annual and quarterly reports highlighting progress achieved in implementing the University's current budget and strategic business plan, including appropriate and relevant performance indicators;
- ~~t)~~v) review planning reports for individual capital projects and receive a quarterly report on these;
- ~~u)~~w) receive for review an annual report from University of Alberta Properties Trust Inc.;
- ~~v)~~x) receive for review an annual report on donations and gifts and monitor performance against fundraising goals; and
- ~~w)~~y) annually review the terms of reference for the Committee and recommend to the Board any required changes.

4. LIMITATIONS ON DELEGATION BY THE BOARD

The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:

- a) approve the guiding principles, budgets and changes to approved budgets and the transfer or reallocation of monies included in approved budgets;
- b) approve the annual and other budgets and major issues of policy related to budgets;
- c) approve capital expenditures as determined by the Board-approved University of Alberta Capital Expenditure Authorization Request (CEAR) Policy;
- d) approve capital expenditure policies;
- e) approve tuition and other like fees;
- f) approve policies regarding the acquisition, management, control and disposition of University buildings, land and equipment and regarding individual project proposals and the implications of these short and long-range capital plans to the strategic vision of the University; ~~and~~
- ~~g)~~ approve the acquisition or ~~disposal-disposition~~ of real property as determined by the Board-approved Real Property Compliance Policy.
- ~~g)~~~~h)~~ approve including lands transferred to University of Alberta Properties Trust Inc.;
- ~~i)~~ approve the appointment and renewal of terms of office of directors of the University of Alberta Properties Trust Inc.;
- ~~h)~~ approve policies for the control and regulation of pedestrian and vehicle traffic on University lands.

5. REPORTING TO THE BOARD

As provided in the Board's General Terms of Reference the Committee shall regularly report to the Board with respect to its activities and decisions.

Decision History:

DATE	DECISION-MAKER	DECISION
2006-11-20	Board Finance and Property Committee	Recommended to Board of Governors
2006-12-8	Board of Governors	Approved
2008-06-10	Board Finance and Property Committee	Recommended to Board of Governors
2008-06-20	Board of Governors	Approved
2008-10-03	Editorial Revisions Made as a Result of CEAR Policy Approved by BFPC/Board	
2009-09-16	Board Finance and Property Committee	Recommended to Board of Governors
2009-10-02	Board of Governors	Approved

2011-02-01	Board Finance and Property Committee	Recommended to Board of Governors
2011-02-11	Board of Governors	Approved
2011-09-20	Board Finance and Property Committee	Recommended to Board of Governors
2011-10-21	Board of Governors	Approved
2012-07-12	Editorial Revisions Made as a Result of Changes in Title	
2013-10-01	Board Finance and Property Committee	Recommended to Board of Governors
2013-10-18	Board of Governors	Approved
2014-09-23	Board Finance and Property Committee	Recommended to the Board of Governors
2014-10-24	Board of Governors	Approved
2015-09-29	Board Finance and Property Committee	Recommended to the Board of Governors
2015-10-16	Board of Governors	Approved
2016-03-01	Board Finance and Property Committee	Recommended to the Board of Governors
2016-03-18	Board of Governors	Approved
2016-09-27	Board Finance and Property Committee	Recommended to the Board of Governors
2016-10-21	Board of Governors	Approved
<u>2017-09-26</u>	<u>Board Finance and Property Committee</u>	
<u>2017-10-20</u>	<u>Board of Governors</u>	

DRAFT



BOARD FINANCE AND PROPERTY COMMITTEE Terms of Reference

1. AUTHORITY

- a) The Board Finance and Property Committee (the “Committee”) is created by and responsible to the Board of Governors (the “Board”) of the University of Alberta (the “University”).
- b) The Vice-President (Finance and Administration) and the Vice-President (Facilities and Operations) shall provide management support to the Committee.
- c) The Committee shall function in accordance with the Board’s General Committee Terms of Reference.

2. COMPOSITION OF THE COMMITTEE

- a) Voting Members appointed by the Board (ordinarily a maximum of 11 voting members):
 - (1) Two Board members from the membership categories identified by the *Alberta Post-Secondary Learning Act (the Act)* as *general public, alumni* and *Senate*
 - (2) A Board member from the membership category identified by the Act as *academic staff of the University*
 - (3) A Board member from the membership category identified by the Act as *non-academic staff of the University*
 - (4) Two Board members from the membership category identified by the Act as *students nominated by the council of the students association* or as *graduate student nominated by the council of the association*
 - (5) One other member of the Board of Governors
 - (6) A member of the general public with specific expertise in a field of interest to the Committee
 - (7) The Board Chair, by virtue of office
 - (8) The President and Vice-Chancellor, by virtue of office
 - (9) The Chancellor, by virtue of office
- b) Non-Voting Officials appointed by the President
 - (1) Provost and Vice-President (Academic)
 - (2) Vice-President (Facilities and Operations)
 - (3) Vice-President (Finance and Administration)
 - (4) Vice-President (University Relations)
 - (5) University Secretary
 - (6) Committee Secretary
 - (7) Other officers, as determined by the President
- c) One of the members from the Board’s constituencies of general public, or the Senate or the Alumni Association who is a member of the Committee shall also serve as a member of the Audit Committee.
- d) The Board of Governors shall appoint the Committee Chair from the Committee membership category 2(a)(1), upon the recommendation of the Board Chair.
- e) The Committee shall designate the Vice-Chair from the Committee membership upon the recommendation of the Board Chair and the Committee Chair. The Vice-Chair undertakes and discharges all duties of the Chair in the absence of the Chair.

3. MANDATE OF THE COMMITTEE

Except as provided in paragraph 4 and in the Board's General Committee Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University. The Committee shall also consider any other matter delegated to the Committee by the Board.

Without limiting the generality of the foregoing, the Committee shall:

Financial

- a) review the quarterly financial statements with respect to operating and capital funds;
- b) review and recommend to the Board the Integrated Planning and Budgeting Policy which includes guiding principles for changes to approved budgets and for transfer or reallocation of monies included in approved budgets;
- c) review and recommend to the Board the annual and other budgets and major issues of policy related to budgets;
- d) review and recommend to the Board tuition and other like fees;
- e) approve authorized signing officers in respect of all banking and safekeeping;

Facilities and Property

- f) review, recommend to the Board or approve original Capital Expenditure Authorization Requests (CEARs) or individual Supplemental CEARs as determined by the Board-approved University of Alberta Capital Expenditure Authorization Request (CEAR) Policy;
- g) review and recommend to the Board the acquisition or disposition of real property as determined by the Board-approved Real Property Compliance Policy;
- h) review and recommend to the Board lands transferred to University of Alberta Properties Trust Inc.;
- i) review and recommend to the Board the appointment and renewal of terms of office of directors of the University of Alberta Properties Trust Inc.;
- j) receive for information functional namings as approved by the Vice-President (Facilities and Operations);

Information Technology

- k) review reports, strategies, and plans regarding physical infrastructure and resource optimization for University information technology systems;

Policies

- l) approve policies for intellectual property and technology transfer;
- m) approve policies for construction and supply contracts, policies governing the use of space and planning reports for individual capital projects;
- n) recommend to the Board capital expenditure policies for the committee and for the Board;
- o) review and recommend to the Board policies for the control and regulation of pedestrian and vehicle traffic on University lands;
- p) review and approve policies on financial risk management for risks which may jeopardize the achievements of the strategic vision of the University;
- q) review and recommend to the Board policies regarding the acquisition, management, control and disposition of University buildings, land and equipment and regarding individual project proposals and the implications of these short and long-range capital plans to the strategic vision of the University;

Reports, Advice, Trends

- r) Review and provide recommendations to the Board Audit Committee on the University's enterprise-wide risks and risk measures related to the Committee mandate;

- s) monitor trends affecting the University and the implications of those trends on finances and property of the University;
- t) annually provide advice to the President, through the Chair of the Board Human Resources and Compensation Committee, with respect to the responsibilities and performance (in relation thereto) of those Vice Presidents whose responsibilities are within the mandate of the Committee;
- u) review annual and quarterly reports highlighting progress achieved in implementing the University's current budget and strategic business plan, including appropriate and relevant performance indicators;
- v) review planning reports for individual capital projects and receive a quarterly report on these;
- w) receive for review an annual report from University of Alberta Properties Trust Inc.;
- x) receive for review an annual report on donations and gifts and monitor performance against fundraising goals; and
- y) annually review the terms of reference for the Committee and recommend to the Board any required changes.

4. LIMITATIONS ON DELEGATION BY THE BOARD

The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:

- a) approve the guiding principles, budgets and changes to approved budgets and the transfer or reallocation of monies included in approved budgets;
- b) approve the annual and other budgets and major issues of policy related to budgets;
- c) approve capital expenditures as determined by the Board-approved University of Alberta Capital Expenditure Authorization Request (CEAR) Policy;
- d) approve capital expenditure policies;
- e) approve tuition and other like fees;
- f) approve policies regarding the acquisition, management, control and disposition of University buildings, land and equipment and regarding individual project proposals and the implications of these short and long-range capital plans to the strategic vision of the University; and
- g) approve the acquisition or disposition of real property as determined by the Board-approved Real Property Compliance Policy.
- h) approve lands transferred to University of Alberta Properties Trust Inc.;
- i) approve the appointment and renewal of terms of office of directors of the University of Alberta Properties Trust Inc.;
- j) approve policies for the control and regulation of pedestrian and vehicle traffic on University lands.

5. REPORTING TO THE BOARD

As provided in the Board's General Terms of Reference the Committee shall regularly report to the Board with respect to its activities and decisions.

Decision History:

DATE	DECISION-MAKER	DECISION
2006-11-20	Board Finance and Property Committee	Recommended to Board of Governors
2006-12-8	Board of Governors	Approved
2008-06-10	Board Finance and Property Committee	Recommended to Board of Governors
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2008-10-03	Editorial Revisions Made as a Result of CEAR Policy Approved by BFPC/Board	
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2009-10-02	Board of Governors	Approved
2011-02-01	Board Finance and Property Committee	Recommended to Board of Governors
2011-02-11	Board of Governors	Approved
2011-09-20	Board Finance and Property Committee	Recommended to Board of Governors
2011-10-21	Board of Governors	Approved

2012-07-12	Editorial Revisions Made as a Result of Changes in Title	
2013-10-01	Board Finance and Property Committee	Recommended to Board of Governors
2013-10-18	Board of Governors	Approved
2014-09-23	Board Finance and Property Committee	Recommended to the Board of Governors
2014-10-24	Board of Governors	Approved
2015-09-29	Board Finance and Property Committee	Recommended to the Board of Governors
2015-10-16	Board of Governors	Approved
2016-03-01	Board Finance and Property Committee	Recommended to the Board of Governors
2016-03-18	Board of Governors	Approved
2016-09-27	Board Finance and Property Committee	Recommended to the Board of Governors
2016-10-21	Board of Governors	Approved
2017-09-26	Board Finance and Property Committee	
2017-10-20	Board of Governors	

DRAFT

OUTLINE OF ISSUE

 Agenda Title: **Real Property Compliance Policy Updates**

Motion: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the proposed revisions to the Real Property Compliance Policy, as set forth in Attachment 3, to take effect upon final approval.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Andrew Sharman, Vice-President (Facilities and Operations)
Presenter	Andrew Sharman, Vice-President (Facilities and Operations)

Details

Responsibility	Vice-President (Facilities and Operations)
The Purpose of the Proposal is (please be specific)	Upon advice from General Counsel, the Real Property Compliance Policy (2014) requires updating to better differentiate between methods of acquisition (purchase, exchange, donation, or lease) and disposition (sale, exchange, or lease) while also clarifying the appropriate process for each method.
The Impact of the Proposal is	The Real Property Compliance Policy ensures compliance with the Post-Secondary Learning Act when acquiring or disposing of real property while also enabling the institution to exercise appropriate review and control.
Replaces/Revises (e.g. policies, resolutions)	Replaces the Real Property Compliance Policy (2014)
Timeline/Implementation Date	October 2017
Estimated Cost and funding source	N/A
Next Steps (ie.: Communications Plan, Implementation plans)	Update the University of Alberta Policies and Procedures On-Line (UAPPOL).
Supplementary Notes and context	

Engagement and Routing (Include meeting dates)

Participation: (parties who have seen the proposal and in what capacity)	<u><i>Those who have been informed:</i></u>
	<ul style="list-style-type: none"> • Andrew Sharman, Vice President (Facilities and Operations)
	<u><i>Those who have been consulted:</i></u>
	<ul style="list-style-type: none"> • Brad Hamdon, General Counsel • Ben Esch, Legal Counsel • Pat Jansen, AVP, Planning and Project Delivery • Geoff Rode, Director, Operations • Giovana Bianchi, SAO, Finance and Administration • Tyrel Brochu, SAO, Advancement • Ann Hodgson, Manager, Governance Operations • Erin Plume, Assistant Board Secretary • Gordon Weighell, SAO, Facilities and Operations

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	<p><u>Those who are actively participating:</u></p> <ul style="list-style-type: none"> • Craig Moore, Director, Real Estate Service • Mike Helm, Associate Director, Real Estate Services
Approval Route (Governance) (including meeting dates)	<p>Board Finance and Property Committee (recommendation) – September 26, 2017</p> <p>Board of Governors (approval) – October 20, 2017</p>
Final Approver	Board of Governors

Alignment/Compliance

Alignment with Guiding Documents	<p><u>Institutional Strategic Plan - For the Public Good</u></p> <p>Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.</p> <p>21. OBJECTIVE: Encourage continuous improvement in administrative, governance, planning and stewardship systems, procedures, and policies that enable students, faculty, staff and the institution as a whole to achieve shared strategic goals.</p> <p>i. Strategy: Encourage transparency and improve communication across the university through clear consultation and decision-making processes, substantive and timely communication of information, and access to shared, reliable institutional data.</p>
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	<p><u>Post-secondary Learning Act (PSLA)</u></p> <p>Section 60(1) The Board of a public post-secondary institution shall</p> <p>(a) manage and operate the public post-secondary institution in accordance with its mandate.</p> <p>Acquisition of land</p> <p>Section 66 (1) A Board may acquire any interest in land for the purposes of the board in conducting the affairs of the public post-secondary institution.</p> <p>Disposition of land</p> <p>Section 67 (1.1) A board shall not, without the prior approval of the Lieutenant Governor in Council,</p> <p>(a) sell or exchange any interest in land, other than donated land, that is held by and being used for the purposes of the board, or</p> <p>(b) lease for a term that exceeds 5 years any land held by the board unless the lease is to a person that will use the land for the purpose of providing support services to the students, faculty or staff of the public post-secondary institution.</p> <p><u>BFPC Terms of Reference – Section 3:</u></p> <p>3. <u>MANDATE OF THE COMMITTEE</u></p> <p>Except as provided in paragraph 4 and the Board's General Committee</p>

Item No. 05biii

Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University. The Committee shall also consider any other matter delegated to the Committee by the Board.

Without limiting the generality of the foregoing, the Committee shall:

o) review and recommend to the Board policies regarding the acquisition, management, control and disposition of University buildings, land and equipment and regarding individual project proposals and the implications of these short and long-range capital plans to the strategic vision of the University.

4. LIMITATIONS ON DELEGATION BY THE BOARD

The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:

f) approve policies regarding the acquisition, management, control and disposition of University buildings, land and equipment and regarding individual project proposals and the implications of these short and long-range capital plans to the strategic vision of the University.

Attachments:

1. Briefing Note (1 page)
2. Real Property Compliance Policy (2014) – Red Line (2 pages)
3. Real Property Compliance Policy (2017) (2 pages)
4. Real Property Acquisition Procedure – for information (pages)
5. Real Property Disposition Procedure – for information (pages)

Prepared by:

Craig Moore
Director, Real Estate Services
780-492-4164
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Real Property Compliance Policy

Background

As part of the University of Alberta Policies and Procedures On-Line (UAPPOL), the Real Property Compliance Policy ensures that the U of A complies with the *Post-Secondary Learning Act* when acquiring or disposing of real property. Additionally, the policy enables the institution to exercise appropriate review and control.

Issue

Upon advice from General Counsel, the Real Property Compliance Policy (2014) requires updating to better differentiate between methods of acquisition (purchase, exchange, donation, or lease) and disposition (sale, exchange, or lease) while also clarifying the appropriate process for each method.

Recommendation

The updated Real Property Compliance Policy be approved.

Approval Date: November 4, 2005
Most Recent Editorial Date: September 26, 2014

Real Property Compliance Policy

Office of Accountability:	Vice-President (Facilities &and Operations)
Office of Administrative Responsibility:	Office of Real Estate Services the Associate Vice-President (Ancillary Services)
Approver:	Board of Governors
Scope:	Compliance with this University policy extends to the Office of the Vice-President (Facilities and Operations) and the Board of Governors.

Overview

The University of Alberta may, from time to time, acquire and dispose of ~~land~~real property. The *Post-Secondary Learning Act* of Alberta outlines the authority by which universities may acquire and dispose of ~~land and/or~~ real property.

Purpose

To ensure that the University of Alberta complies with the *Post-Secondary Learning Act* of Alberta with respect to the **acquisition** and **disposition** of ~~land and/or~~ real property, and to enable ~~Ancillary Services,~~ the Office of the Vice- President (Facilities and Operations), ~~the Board Finance and Property Committee~~ and the Board of Governors to exercise appropriate review and control over the acquisition and disposition of landreal property.

POLICY

The University of Alberta will comply with the legislation set forth in the *Post-Secondary Learning Act* of Alberta with respect to the acquisition and disposition of ~~land and/or~~ real property.

The approving ~~and signing~~ authority ~~limits~~ for ~~land and/or~~ real property acquisitions and dispositions are ~~based on the current approval limits set forth in the Capital Expenditure Authorization policy, as amended from time to time described in the Real Property Acquisition Procedure and the Real Property Disposition Procedure, respectively.~~

DEFINITIONS

Any definitions listed in the following table apply to this document only with no implied or intended institution-wide use. [\[▲ Top\]](#)

Real Property	Refers to land, <u>and anything permanently placed on or under it,</u> which may include have above surface structures such as buildings and below surface items such as minerals.
Acquisition	The act of acquiring any interest in <u>landreal property, through purchase, exchange, donation, or lease.-</u>
Disposition	The act of <u>selling, exchanging,</u> or leasing <u>an interest in landreal property.</u>

RELATED LINKS

Should a link fail, please contact uappol@ualberta.ca. [▲Top](#)

[Capital Expenditure Authorization Request \(CEAR\) Policy](#) (UAPPOL)

[Real Property Proceeds Policy](#) (UAPPOL)

[Donation Acceptance Policy](#) (UAPPOL)

PUBLISHED PROCEDURES OF THIS POLICY

[Real Property Acquisition Procedure](#)

[Real Property Disposition Procedure](#)

DRAFT

Approval Date: Pending
Most Recent Editorial Date: October 2017

Real Property Compliance Policy

Office of Accountability:	Vice-President (Facilities and Operations)
Office of Administrative Responsibility:	Office of Real Estate Services
Approver:	Board of Governors
Scope:	Compliance with this University policy extends to the Office of the Vice-President (Facilities and Operations) and the Board of Governors.

Overview

The University of Alberta may, from time to time, acquire and dispose of **real property**. The *Post-Secondary Learning Act* of Alberta outlines the authority by which universities may acquire and dispose of real property.

Purpose

To ensure that the University of Alberta complies with the *Post-Secondary Learning Act* of Alberta with respect to the **acquisition** and **disposition** of real property, and to enable, the Office of the Vice-President (Facilities and Operations) and the Board of Governors to exercise appropriate review and control over the acquisition and disposition of real property.

POLICY

The University of Alberta will comply with the legislation set forth in the *Post-Secondary Learning Act* of Alberta with respect to the acquisition and disposition of real property.

The approving and signing authority for real property acquisitions and dispositions is described in the Real Property Acquisition Procedure and the Real Property Disposition Procedure, respectively.

DEFINITIONS

Any definitions listed in the following table apply to this document only with no implied or intended institution-wide use. [▲ Top](#)

Real Property	Refers to land, and anything permanently placed on or under it, which may include above surface structures such as buildings and below surface items such as minerals.
Acquisition	The act of acquiring an interest in real property, through purchase, exchange, donation, or lease.
Disposition	The act of selling, exchanging, or leasing an interest in real property.

RELATED LINKS

Should a link fail, please contact uappol@ualberta.ca. [▲Top](#)

PUBLISHED PROCEDURES OF THIS POLICY

[Real Property Acquisition Procedure](#)

[Real Property Disposition Procedure](#)

[Donation Acceptance Policy](#)

DRAFT

Original Approval Date: November 4, 2005

Most Recent Approval Date: September 12, 2017

Most Recent Editorial Date: June 29, 2012

Parent Policy: [Real Property Compliance Policy](#)

Real Property Acquisition Procedure

Office of Administrative Responsibility:	Office of Real Estate Services
Approver:	Vice-President (Facilities and Operations)
Scope:	Compliance with this University procedure extends to the Office of the Vice-President (Facilities and Operations), Office of the Vice-President (Advancement) and the Board of Governors.

Overview

The University of Alberta will, from time to time, acquire real property.

Approval and Signing Authority

Approval authority for the acquisition of any real property follows the approval limits of the Capital Expenditure Authorization Request (CEAR) Policy.

Signing authority for the acquisition of any real property follows the approval limits of Contract Review and Signing Authority Policy – Schedule A.

Purpose

To ensure that the University of Alberta complies with the *Post-Secondary Learning Act* of Alberta with respect to the acquisition of real property.

Procedure

Acquisition – Purchase or Exchange of Real Property

When real property is being purchased or exchanged by the University, the following shall apply:

- The purchase or exchange of all real property commences with a submission of request to the Director, Real Estate Services, who will in turn advise the Vice-President (Facilities and Operations).
- Real Estate Services will ensure the appropriate due diligence is completed, which may include an environmental assessment and/or an independent real estate appraisal.
- Approval from the Board of Governors is required.

Acquisition – Donation of Real Property

When real property acquisition is by donation to the University, the following shall apply:

- The initial University contact, in most cases, the Office of Advancement, will provide details of the proposed donation of real property to the Director, Real Estate Services, who will in turn advise the Vice-President, (Facilities and Operations).
- Real Estate Services will ensure the appropriate due diligence is completed, which may include an

environmental assessment and/or an independent real estate appraisal.

- This procedure will follow the Donation Acceptance Policy and any associated procedures.
- Approval from the Board of Governors may be required.

Acquisition – Lease of Real Property

- Leasing of all real property commences with a submission of request to the Director, Real Estate Services, who may in turn advise the Vice-President (Facilities and Operations).

DEFINITIONS

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Real Property	Refers to land, and anything permanently placed on or under it, which may include above surface structures such as buildings and below surface items such as minerals.
Acquisition	The act of acquiring an interest in real property, through purchase, exchange, donation or lease.
Exchange	A transaction wherein parties trade real property for other goods, commodities, or real property.
Environmental Assessment	A systematic process of objectively obtaining and evaluating evidence regarding a verifiable assertion about an environmental matter; to ascertain the degree of actual or potential contamination.
Appraisal	Estimated value.
Donation	The making of a gift to a public institution.
Lease	A contract by which one party conveys an interest in real property to another party for a specified term and a specified rent.

FORMS

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There are no forms for this Procedure.

RELATED LINKS

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[Real Property Compliance Policy \(UAPPOL\)](#)

[Contract Review and Signing Authority Policy – Schedule A \(UAPPOL\)](#)

[Capital Expenditure Authorization Request \(CEAR\) Policy \(UAPPOL\)](#)

[Donation Acceptance Policy \(UAPPOL\)](#)

U of A Policies and Procedures On-Line (UAPPOL)
Original Approval Date: November 4, 2005
Most Recent Approval Date: September 12, 2017
Most Recent Editorial Date: June 29, 2012
Parent Policy: [Real Property Compliance Policy](#)

Real Property Disposition Procedure

Office of Administrative Responsibility:	Office of Real Estate Services
Approver:	Vice-President (Facilities and Operations)
Scope:	Compliance with this University procedure extends to the Office of the Vice-President (Facilities and Operations) and the Board of Governors.

Overview

The University of Alberta will, from time to time, dispose of real property.

Approval and Signing Authority

The disposition of any real property, by sale or exchange, requires approval from the Board of Governors. If the real property was not donated, approval from the Lieutenant Governor in Council is also required.

Approval authority for the disposition of any real property, by lease, follows the Capital Expenditure Authorization Request (CEAR) Policy.

Signing authority for the disposition of any real property follows the Contract Review and Signing Authority Policy – Schedule A.

Purpose

To ensure that the University of Alberta complies with the *Post-Secondary Learning Act* of Alberta with respect to disposition of real property..

PROCEDURE

Disposition – Sale or Exchange of Real Property

When real property is being sold or exchanged by the university, the following shall apply:

- The sale or exchange of all real property commences with a submission to the Director, Real Estate Services, who will in turn advise the Vice President (Facilities and Operations).
- Real Estate Services will ensure the appropriate due diligence is completed, which may include an environmental assessment and/or an independent real estate appraisal, and/or a review of donation trust conditions, if any.
- If approved for sale or exchange, the Director, Real Estate Services will make the recommendation to the Vice-President (Facilities and Operations) as to whether the disposition of real property should be by appraisal and sale, Request for Bid (highest bidder), Request for Proposal (RFP) process, or some other method.
- Approval from the Board of Governors is required.
- The sale or exchange of real property may require the prior approval of the Lieutenant Governor in Council.

Disposition – Lease of Real Property

When the University is disposing of an interest in real property by lease, the following shall apply:

- When a lease term, including the lease renewal term, of any real property is for longer than five (5) years, approval from the Board of Governors and the Lieutenant Governor in Council may be required.

DEFINITIONS

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Real Property	Refers to land, and anything permanently placed on or under it, which may include above surface structures such as buildings and below surface items such as minerals.
Disposition	The act of selling, exchanging or leasing an interest in real property.
Exchange	A transaction wherein parties trade real property for other goods, commodities, or real property.
Environmental Assessment	A systematic process of objectively obtaining and evaluating evidence regarding a verifiable assertion about an environmental matter; to ascertain the degree of actual or potential contamination.
Appraisal	Estimated value.
Request for Bid (RFB) Process	A competitive bid process that is undertaken typically for transactions where price is the key factor in the purchasing decision.
Request for Proposal (RFP) Process	A competitive bid process that is undertaken typically for higher dollar value and/or complex transactions where factors other than price will be used to make the final purchasing decision.
Lease	A contract by which one conveys an interest in real property to another party for a specified term and for a specified rent.

FORMS

Should a link fail, please contact uappol@ualberta.ca. [\[▲Top\]](#)

There are no forms for this Procedure.

RELATED LINKS

Should a link fail, please contact uappol@ualberta.ca. [\[▲Top\]](#)

[Competitive Bid Procedure \(UAPPOL\)](#)

[Supply of Goods and Services Policy \(UAPPOL\)](#)

[Capital Expenditure Authorization Request \(CEAR\) Policy \(UAPPOL\)](#)

[Donation Acceptance Policy \(UAPPOL\)](#)

[Contract Review and Signing Authority Policy – Schedule A \(UAPPOL\)](#)

[Real Property Compliance Policy \(UAPPOL\)](#)

OUTLINE OF ISSUE
Action Item

Agenda Title: **Proposal for the Termination of the Bachelor of Music Liturgical Arts Major and the Bachelor of Music Musical Arts Major, Augustana Faculty**

Motion: THAT the Board of Governors, on the recommendation of the Board Learning and Discovery Committee and General Faculties Council, approve the termination of the Augustana Bachelor of Music Liturgical Arts Major and the Bachelor of Music Musical Arts Major as set forth in Attachment 1, and as proposed by Augustana Faculty, to take effect upon final approval.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Provost and Vice-President (Academic); Augustana Faculty
Presenter	Steven Dew, Provost and Vice-President (Academic)

Details

Responsibility	Provost and Vice-President (Academic)
The Purpose of the Proposal is (please be specific)	Approval of the (proposed) Termination of the Augustana BMus Liturgical Arts Major and the BMus Musical Arts Major
The Impact of the Proposal is	No impact. There have been no students registered in either major since the University of Alberta began officially maintaining the Augustana Faculty student records in September 2006.
Replaces/Revises (eg, policies, resolutions)	Will require removal of the programs and all references to the programs from the University Calendar: Augustana Faculty Bachelor of Music section.
Timeline/Implementation Date	Termination to take effect upon approval. Program will be removed from the 2018-2019 University Calendar.
Estimated Cost /funding source	N/A
Next Steps (ie.: Communications Plan, Implementation plans)	Formal Calendar change will be implemented upon approval. After approval by the Board of Governors, the proposal will be submitted to the Ministry of Advanced Education for approval.
Supplementary Notes and context	Since September 2006, no students have been registered in either of the Liturgical Arts or Musical Arts BMus majors offered by Augustana Faculty. Official student reporting by the University to the Government of Alberta does show 3 students registered in the Musical Arts Major from 2006-2016. However, close examination determined all 3 were actually Undeclared majors who were reported as Musical Arts majors due to the reporting requirements stipulated by the Government of Alberta. The last reported Musical Arts major was in 2010. Given the lack of registrations in these majors, consultation with the Office of the Provost and Vice President (Academic) and the Government of Alberta recommended moving forward with the termination of these majors, without a period of suspension.

Engagement and Routing (Include meeting dates)

<p>Participation: (parties who have seen the proposal and in what capacity)</p> <p><For further information see the link posted on the Governance Toolkit section Student Participation Protocol></p>	<p><u><i>Those who have been informed:</i></u></p> <ul style="list-style-type: none"> • Wide ranging discussions in Summer/Fall of 2016 on Augustana Faculty within the Music division, Department of Fine Arts and Humanities, Augustana Dean’s Office, Augustana Prospective Students Office, Augustana Learning, Advising & Beyond Office, Augustana Registrar’s Office. <p><u><i>Those who have been consulted:</i></u></p> <ul style="list-style-type: none"> • Karsten Mündel, Augustana Associate Dean, Academic, December 11, 2015 • Jonathan Hawkins, Assistant Registrar, Augustana Campus, November 9, 2016 • Kate Peters, Office of the Provost Portfolio Initiatives Manager, November 23, 2016 • Department of Fine Arts and Humanities Meeting, January 9, 2017 • Augustana Curriculum Committee Meeting, January 12, 2017 <p><u><i>Those who are actively participating:</i></u></p> <ul style="list-style-type: none"> • Milton Schlosser, Professor of Music and Director of Music, Augustana Faculty • Augustana Music Division – regular consultation with all Music instructors, staff, and students at Augustana Faculty in Spring, Summer, Fall, 2016. • Augustana Music Division meeting to propose termination of majors, November 14, 2016
<p>Approval Route (Governance) (including meeting dates)</p>	<p>Augustana Faculty Council – February 6, 2017 GFC Academic Planning Committee – April 19, 2017 General Faculties Council – June 5, 2017 Board Learning and Discovery Committee – September 29, 2017 Board of Governors – October 20, 2017</p>
<p>Final Approver</p>	<p>Board of Governors</p>

Alignment/Compliance

<p>Alignment with Guiding Documents</p>	<p>For the Public Good</p> <p>GOAL: SUSTAIN our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.</p> <p>Objective 21: Encourage continuous improvement in administrative, governance, planning, and stewardship systems, procedures, and policies that enable students, faculty, staff, and the institution as a whole to achieve shared strategic goals.</p>
<p>Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)</p>	<p>1. Post-Secondary Learning Act (PSLA): The PSLA gives GFC responsibility, subject to the authority of the Board of Governors, over academic affairs and more specifically to “determine all programs of study to which clause (b) does not apply that are to be offered by the university for credit toward the requirements for any degree or diploma” (26(1)(c))</p> <p>2. PSLA: The PSLA gives Faculty Councils power to “determine the programs of study for which the faculty is established” (29(1)(a)).</p>

	<p>3. GFC Academic Planning Committee Terms of Reference (Mandate) “8. Establishment/Termination of Academic Programs [...] b. To recommend to GFC on the termination of academic programs at the University of Alberta or those administered in cooperation with other post-secondary institutions.”</p> <p>4. Board Learning and Discovery Committee (BLDC) Terms of Reference:</p> <p>“3. MANDATE OF THE COMMITTEE</p> <p>Except as provided in paragraph 4 hereof and in the Board’s General Committee Terms of Reference, the Committee shall, in accordance with the Committee’s responsibilities with powers granted under the <i>Post-Secondary Learning Act</i>, monitor, evaluate, advise and make decisions on behalf of the Board with respect to matters concerning the teaching and research affairs of the University, including proposals coming from the administration and from General Faculties Council (the “GFC”), and shall consider future educational expectations and challenges to be faced by the University. The Committee shall also include any other matter delegated to the Committee by the Board.</p> <p>[...]</p> <p>c. review and approve recommendations of GFC for major changes in instructional and research programs and other academic matters;</p> <p>[...]</p> <p>4. LIMITATIONS ON DELEGATION BY THE BOARD</p> <p>This general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 3, the Board shall make all decisions with respect to: [...] b. program approvals involving the creation or abolition of a degree program (but not specializations of an existing degree).</p>
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Attachments:

1. Proposal Template: Termination of the Augustana Faculty BMus Liturgical Arts Major and Musical Arts Major (13 pages)

Prepared by: Jonathan Hawkins, Assistant Registrar, Augustana Campus, jonathan.hawkins@ualberta.ca

Proposal Template: Program Suspension, Reactivation and Termination

This template is for the presentation of proposals for suspension or termination of an existing program or specialization within an existing program; and for reactivation of a suspended program or specialization.

Basic Information

Institution	University of Alberta, Augustana Faculty
Program/specialization title	Augustana Faculty - BMus in Liturgical Arts Major Augustana Faculty - BMus in Musical Arts Major
Credential awarded	Bachelor of Music
Proposed date(s) of suspension term, reactivation or termination	July 1, 2018

A: Suspension

1. Rationale for suspension (for example, changes in applications, enrolment, employer demand, program obsolescence, etc.). Comment on the alignment of the proposed change with the institution's strategic direction and priorities. If enrolment is a key rationale, provide historical enrolment data.
2. Anticipated impacts on students and graduates and plans to ameliorate these impacts. Describe the institution's plan to teach out active students and stop-outs. Include evidence of consultation with students and a communications plan for informing stopped-out students of the change.
3. Identify anticipated impacts on external stakeholders (e.g. employers, professional/regulatory organizations, other post-secondary institutions) and provide evidence of consultation.
4. Identify anticipated impacts on institutional operations and resources (e.g. operating budget, staffing, student services, information technology, library, classroom and lab space). Discuss plans for the reallocation of any resources freed up by the proposed suspension.

B: Reactivation

1. Rationale for reactivation (for example, increased employer demand, student demand, new funding sources, etc.). Comment on the alignment of the proposed change with the institution's strategic direction and priorities.
2. Identify anticipated impacts on institutional operations and resources (e.g. operating budget, staffing, student services, information technology, library, and classroom and lab space).
3. Provide a simplified enrolment plan using the following table. Include assumptions and explanatory notes (e.g., attrition, part-time enrolment).

Proposed Enrolment	Year 1	Year 2	Year 3	Year 4	Year 5	Annual Ongoing
Intake (head count)	0	0	0	0	0	0
Total head count	0	0	0	0	0	0
Total FLE	0	0	0	0	0	0
Anticipated No. of Graduates	0	0	0	0	0	0

C: Termination

1. Describe measures taken by the institution to ensure that active students and stop-outs have had ample opportunity to complete their programs of study.

No student has been registered in either the Augustana Bachelor of Music Liturgical Arts major or Musical Arts major since the University of Alberta began officially maintaining the Augustana Faculty student records in September 2006. Official student headcounts reported to the Government of Alberta by the University indicate no students registered in Liturgical Arts since 2006. Three Musical Arts registrations were reported (1 each in 2006, 2007, and 2010); however, close examination determined all 3 were actually Undeclared students who were reported as being Musical Arts majors due to reporting requirements. The students reported in 2006 and 2007 subsequently graduated from the University of Alberta – Augustana Faculty with different BMus majors; the student reported in 2010 withdrew from the program after the Fall 2010 and has not returned to the University. If this student returns, as an Undeclared major, she can still choose between the remaining BMus majors offered by Augustana Faculty - Comprehensive, Piano, and Voice - and would not even notice the change in offerings. As such, there are no active students or stop-outs eligible for these majors.

The Augustana Fine Arts and Humanities Department has informed the Augustana Prospective Students Office of the intention to terminate these majors. Historically, there has been no demand for registration in these programs, but in the highly unlikely event of

an applicant requesting consideration for either major in the current admission cycle, such an applicant would be directed into one of the three remaining BMus majors offered by Augustana Faculty – Comprehensive, Piano, or Voice.

2. Where applicable, summarize the actual re-allocation of resources during the period of suspension, and any additional re-allocation anticipated upon termination, and specify the impacts of re-allocation on institutional operations.

Upon recommendation of the Office of the Provost and Vice President (Academic) in consultation with the Government of Alberta, Augustana Faculty proposes to terminate both majors without a period of suspension. The lack of registration in either major results in no resources available for reallocation, but does allow for a clarity of opportunity and resourcing for the remaining three majors in the Augustana BMus program.

Appendix 1: 2018/19 Calendar Changes for Augustana Faculty

Current (2017-18 Calendar Entry)	Proposed (2018-19) Calendar Entry
<p>Bachelor of Music (BMus) [Augustana]</p> <p>Overview</p> <p>The Bachelor of Music program consists of ★122, including ★65 of core music requirements, ★24 in one of the five Bachelor of Music majors, and ★33 of non-music requirements. In two of these majors, Liturgical Arts and Musical Arts, a minor is required; in the other three majors, Piano, Voice, and Comprehensive, a minor is optional. The minor consists of a minimum of ★18 in one discipline or approved interdisciplinary area, including at least ★12 at the senior level. A student should be aware that it may not be possible to complete certain combinations of majors and minors without extending the time required to earn the degree.</p> <p>Residence Requirement</p> <p>Students registered in a BMus program must complete at least 60 senior credits offered by the Augustana Faculty. However,</p> <ol style="list-style-type: none"> 1. Language or other study abroad may, with special permission of the Associate Dean, Academics, count toward the residence requirement 2. An exception to this may be granted to students already holding a BA or BSc who can transfer sufficient credits from their first degree to be able to complete the requirements of the Bachelor of Music degree in fewer than ★60. Normally in such cases at least the final ★45 must be completed at Augustana. <p>General Information</p> <p>Five majors are available in the Bachelor of Music degree program: Piano, Voice, Comprehensive, Liturgical Arts, Musical Arts:</p>	<p>Bachelor of Music (BMus) [Augustana]</p> <p>Overview</p> <p>The Bachelor of Music program consists of ★122, including ★65 of core music requirements, ★24 in one of the three Bachelor of Music majors, and ★33 of non-music requirements. A minor is optional in all three majors. The minor consists of a minimum of ★18 in one discipline or approved interdisciplinary area, including at least ★12 at the senior level. A student should be aware that it may not be possible to complete certain combinations of majors and minors without extending the time required to earn the degree.</p> <p>Residence Requirement</p> <p>Students registered in a BMus program must complete at least 60 senior credits offered by the Augustana Faculty. However,</p> <ol style="list-style-type: none"> 1. Language or other study abroad may, with special permission of the Associate Dean, Academics, count toward the residence requirement 2. An exception to this may be granted to students already holding a BA or BSc who can transfer sufficient credits from their first degree to be able to complete the requirements of the Bachelor of Music degree in fewer than ★60. Normally in such cases at least the final ★45 must be completed at Augustana. <p>General Information</p> <p>Three majors are available in the Bachelor of Music degree program: Piano, Voice, Comprehensive:</p> <p>Piano</p>

<p>Piano</p> <p>and</p> <p>Voice</p> <p>A student whose primary career interest is to perform and teach piano or voice would choose one of these majors. Professional employment as, for example, a soloist, chorister, accompanist, chamber musician, or teacher, is a possibility for a graduate seeking a career as a music performer. Along with independent freelance career opportunities, a degree with either of these majors can also lead to a career as professor in music performance in a college, university, or conservatory. These majors require high artistic standards, include courses specific to piano and voice in literature and pedagogy, and provide for a broadly-based music education with advanced studies in music theory and music history. Four years of ensembles (choral/instrumental and chamber) are required.</p> <p>Comprehensive</p> <p>A student who seeks intensive studies in an instrument or voice, variety in music options, and advanced studies in music history, theory, and ensembles, should consider this major. It is suitable for the student desiring to prepare for a career as, for example, a professional wind, brass, or string player, a choral or instrumental conductor, an arts administrator, or a professional librarian. Like the Bachelor of Arts degree in music, this major enables the student to enter graduate studies in more specific fields such as music theory, music history, ethnomusicology, and popular music studies. If the student enrolls in third- and fourth-year recital courses, this degree may facilitate entry into performance-based graduate programs as well.</p> <p>Liturgical Arts</p> <p>A student considering professional employment as a church musician, or considering graduate studies, may designate this major at the end of the second year of full time studies (or part-time equivalent). The major emphasizes</p>	<p>and</p> <p>Voice</p> <p>A student whose primary career interest is to perform and teach piano or voice would choose one of these majors. Professional employment as, for example, a soloist, chorister, accompanist, chamber musician, or teacher, is a possibility for a graduate seeking a career as a music performer. Along with independent freelance career opportunities, a degree with either of these majors can also lead to a career as professor in music performance in a college, university, or conservatory. These majors require high artistic standards, include courses specific to piano and voice in literature and pedagogy, and provide for a broadly-based music education with advanced studies in music theory and music history. Four years of ensembles (choral/instrumental and chamber) are required.</p> <p>Comprehensive</p> <p>A student who seeks intensive studies in an instrument or voice, variety in music options, and advanced studies in music history, theory, and ensembles, should consider this major. It is suitable for the student desiring to prepare for a career as, for example, a professional wind, brass, or string player, a choral or instrumental conductor, an arts administrator, or a professional librarian. Like the Bachelor of Arts degree in music, this major enables the student to enter graduate studies in more specific fields such as music theory, music history, ethnomusicology, and popular music studies. If the student enrolls in third- and fourth-year recital courses, this degree may facilitate entry into performance-based graduate programs as well.</p> <p>Admission Requirements</p> <p>See Augustana Faculty. Each student must complete the Music Theory Placement Exam (MTPE); a student who scores lower than 70% must register in AUMUS 100. For further information about entrance into the Music program, contact the Department of Fine Arts and Humanities, Augustana Faculty.</p>
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performance-oriented study in organ, piano, or voice, advanced music history and theory, ensembles, and advanced conducting skills. Studies in liturgical arts, work-experience practica, a required minor in Religion, and other courses from the liberal arts and sciences, provide for a scholarly understanding of and a creative approach to ritual.

Musical Arts

A student desiring a performance-intensive emphasis in an instrument or voice and wishing to prepare for innovative, emerging research areas and musical professions, would choose this major. It provides for a liberalized curriculum that combines the strong performance emphasis and scholarly breadth of a Bachelor of Music, the requirements for a minor in another discipline, and interdisciplinary research on the relationships between the two disciplines. This is the most unique and “cutting edge” of the Bachelor of Music majors. A student may apply for this major at the end of two years—full-time study or part-time equivalent.

Admission Requirements

See Augustana Faculty. Each student must complete the Music Theory Placement Exam (MTPE); a student who scores lower than 70% must register in AUMUS 100. For further information about entrance into the Music program, contact the Department of Fine Arts and Humanities, Augustana Faculty.

Program Requirements

The minimum of ★122 required during the program is drawn from three areas: Core Music Requirements, Additional Music Requirements According to Major, and Non-Music Requirements.

Core Music Requirements (★65):

A common core of music courses and requirements is required of every student enrolled in the Bachelor of Music program.

- Passing grade in the Keyboard Skills Proficiency Examination (KSPE).

Program Requirements

The minimum of ★122 required during the program is drawn from three areas: Core Music Requirements, Additional Music Requirements According to Major, and Non-Music Requirements.

Core Music Requirements (★65):

A common core of music courses and requirements is required of every student enrolled in the Bachelor of Music program.

- Passing grade in the Keyboard Skills Proficiency Examination (KSPE).
- Successful completion of the Recital Attendance Requirement (RAR). Every student is required to attend a minimum of 10 recitals or concerts held at Augustana each year, with a minimum of 40 recitals or concerts required for graduation.
- A student who fails to achieve at least a C+ standing in a primary instrument or voice at the end of an academic year will be required to withdraw from the Bachelor of Music program. Each student’s progress will be reviewed annually.
- A student beyond first year who fails to achieve an academic average of at least 2.3 will be required to withdraw from the Bachelor of Music program. Each student’s progress will be reviewed annually.

Music Performance (★24)

- Applied Music, solo instruments and/or voice (★18); at least ★16 and fourth-year status in one instrument or in voice. Note: Consult Department of Fine Arts and Humanities for details.
- Choral Ensembles (★6): The Augustana Choir, Sangkor, or encore. A student may substitute these credits with those from instrumental chamber ensembles only with permission of both the director of The Augustana Choir and the

<ul style="list-style-type: none"> • Successful completion of the Recital Attendance Requirement (RAR). Every student is required to attend a minimum of 10 recitals or concerts held at Augustana each year, with a minimum of 40 recitals or concerts required for graduation. • A student who fails to achieve at least a C+ standing in a primary instrument or voice at the end of an academic year will be required to withdraw from the Bachelor of Music program. Each student's progress will be reviewed annually. • A student beyond first year who fails to achieve an academic average of at least 2.3 will be required to withdraw from the Bachelor of Music program. Each student's progress will be reviewed annually. <p>Music Performance (★24)</p> <ul style="list-style-type: none"> • Applied Music, solo instruments and/or voice (★18); at least ★16 and fourth-year status in one instrument or in voice. Note: Consult Department of Fine Arts and Humanities for details. • Choral Ensembles (★6): The Augustana Choir, Sangkor, or encore. A student may substitute these credits with those from instrumental chamber ensembles only with permission of both the director of The Augustana Choir and the Conservatory Administrator. <p>Music History and Literature, Music in Society (★18):</p> <ul style="list-style-type: none"> • AUMUS 170 - Tuning In: An Introduction to Music • AUMUS 224 - Medieval and Renaissance Music • AUMUS 225 - Baroque and Classical Music • AUMUS 226 - Romantic and Twentieth-Century Music • and six additional credits of Music courses in this category at the 300 or 400-level as approved by the Department of Fine Arts and 	<p>Conservatory Administrator.</p> <p>Music History and Literature, Music in Society (★18):</p> <ul style="list-style-type: none"> • AUMUS 170 - Tuning In: An Introduction to Music • AUMUS 224 - Medieval and Renaissance Music • AUMUS 225 - Baroque and Classical Music • AUMUS 226 - Romantic and Twentieth-Century Music • and six additional credits of Music courses in this category at the 300 or 400-level as approved by the Department of Fine Arts and Humanities. <p>Theoretical and Analytical Studies, Musicianship Skills (★21.5) credits:</p> <ul style="list-style-type: none"> • AUMUS 199 - Fundamental Keyboard Skills OR • AUMUS 299 - Fundamental Keyboard Skills <ul style="list-style-type: none"> • AUMUS 160 - Theoretical and Analytical Studies I • AUMUS 162 - Aural and Sight Singing Skills I • AUMUS 260 - Theoretical and Analytical Studies II • AUMUS 261 - Theoretical and Analytical Studies III • AUMUS 262 - Aural and Sight Singing Skills II • AUMUS 263 - Aural and Sight Singing Skills III • AUMUS 361 - Form, Analysis, and the Construction of Musical Meaning <ul style="list-style-type: none"> • AUMUS 369 - Retheorizing Music: From Modernism to Postmodernism OR • AUMUS 469 - Retheorizing Music: From Modernism to Postmodernism <p>Music Studies and Information Literacy (★1.5):</p>
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Humanities.

**Theoretical and Analytical Studies,
Musicianship Skills (★21.5) credits:**

- AUMUS 199 - Fundamental Keyboard Skills OR
- AUMUS 299 - Fundamental Keyboard Skills

- AUMUS 160 - Theoretical and Analytical Studies I
- AUMUS 162 - Aural and Sight Singing Skills I
- AUMUS 260 - Theoretical and Analytical Studies II
- AUMUS 261 - Theoretical and Analytical Studies III
- AUMUS 262 - Aural and Sight Singing Skills II
- AUMUS 263 - Aural and Sight Singing Skills III
- AUMUS 361 - Form, Analysis, and the Construction of Musical Meaning

- AUMUS 369 - Retheorizing Music: From Modernism to Postmodernism OR
- AUMUS 469 - Retheorizing Music: From Modernism to Postmodernism

Music Studies and Information Literacy (★1.5):

- AUMUS 228 - Music Studies and Information Literacy

**Additional Music Requirements
According to Major (★24):**

In addition to the Core Music Requirements (★65) listed above, additional courses are required in each major:

Piano: [Augustana]

- ★6: Additional applied credits in Piano. Note: Consult Department of Fine Arts and Humanities for details.

- AUMUS 228 - Music Studies and Information Literacy

**Additional Music Requirements
According to Major (★24):**

In addition to the Core Music Requirements (★65) listed above, additional courses are required in each major:

Piano: [Augustana]

- ★6: Additional applied credits in Piano. Note: Consult Department of Fine Arts and Humanities for details.
- ★1-3: Music options. For a student taking AUMUS 196 and AUMUS 197 instead of AUMUS 195, only ★1 Music option is available.

★15:

- AUMUS 229 - History of Piano Literature OR
- AUMUS 329 - History of Piano Literature

- AUMUS 235 - Introduction to Conducting
- AUMUS 238 - Piano Pedagogy
- AUMUS 347 - Chamber Ensemble
- AUMUS 447 - Chamber Ensemble

Voice: [Augustana]

- ★1-3: Music options. For a student taking AUMUS 196 and AUMUS 197 instead of AUMUS 195, only ★1 Music option is available.

**★6: Additional applied music credits
in voice, taken from**

- AUMUS 397 - Applied Music

<ul style="list-style-type: none"> • ★1-3: Music options. For a student taking AUMUS 196 and AUMUS 197 instead of AUMUS 195, only ★1 Music option is available. <p>★15:</p> <ul style="list-style-type: none"> • AUMUS 229 - History of Piano Literature OR • AUMUS 329 - History of Piano Literature • AUMUS 235 - Introduction to Conducting • AUMUS 238 - Piano Pedagogy • AUMUS 347 - Chamber Ensemble • AUMUS 447 - Chamber Ensemble <p>Voice: [Augustana]</p> <ul style="list-style-type: none"> • ★1-3: Music options. For a student taking AUMUS 196 and AUMUS 197 instead of AUMUS 195, only ★1 Music option is available. <p>★6: Additional applied music credits in voice, taken from</p> <ul style="list-style-type: none"> • AUMUS 397 - Applied Music • AUMUS 497 - Applied Music <p>Note: Consult Department of Fine Arts and Humanities for details.</p> <p>★15:</p> <ul style="list-style-type: none"> • AUMUS 227 - History of Vocal Literature OR • AUMUS 327 - History of Vocal Literature • AUMUS 235 - Introduction to Conducting 	<ul style="list-style-type: none"> • AUMUS 497 - Applied Music <p>Note: Consult Department of Fine Arts and Humanities for details.</p> <p>★15:</p> <ul style="list-style-type: none"> • AUMUS 227 - History of Vocal Literature OR • AUMUS 327 - History of Vocal Literature • AUMUS 235 - Introduction to Conducting • AUMUS 239 - Vocal Pedagogy OR • AUMUS 339 - Vocal Pedagogy • AUMUS 347 - Chamber Ensemble • AUMUS 447 - Chamber Ensemble <p>Comprehensive: [Augustana]</p> <ul style="list-style-type: none"> • ★21: Music options. Of these ★21, no more than ★6 from applied music and ★6 from ensemble courses. Note: A student interested in pursuing graduate studies in choral conducting is advised to register in AUMUS 236, AUMUS 239/AUMUS 339 and AUMUS 336. <p>★3:</p> <ul style="list-style-type: none"> • AUMUS 235 - Introduction to Conducting <p>Non-Music Requirements (★33 minimum):</p> <p>Non-Music Required Courses: ★12</p>
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- AUMUS 239 - Vocal Pedagogy OR
- AUMUS 339 - Vocal Pedagogy

- AUMUS 347 - Chamber Ensemble
- AUMUS 447 - Chamber Ensemble

Comprehensive: [Augustana]

- ★21: Music options. Of these ★21, no more than ★6 from applied music and ★6 from ensemble courses. Note: A student interested in pursuing graduate studies in choral conducting is advised to register in AUMUS 236, AUMUS 239/AUMUS 339 and AUMUS 336.

★3:

- AUMUS 235 - Introduction to Conducting

Liturgical Arts: [Augustana]

- ★4: Music options.

★6:

(Liturgical Arts I and II):

- AUMUS 270
- AUMUS 271

★9:

- AUMUS 235 – Introduction to Conducting
- AUMUS 236 – Introduction to Choral Techniques, Literature, and Interpretation
- AUMUS 336 – Advanced Conducting

★3:

(Co-op Education Studies I and II):

- AUMUS 375 – Co-op Education Studies I

- ★6: second language, with all credits from one language. Note: A Voice major student must include ★6 from AUGER 101, AUGER 102, AUGER 200, AUGER 201, AUGER 202.

★6 from:

- AUENG 102 – Critical Reading, Critical Writing
- AUENG 103 - English Literature from the Romantic Period to the Present
- AUENG 104 - English Literature from the Middle Ages to the Romantic Period

Non-Music Option Courses: ★21

- When choosing non-Music options, the student is encouraged to select non-music courses from liberal arts and sciences core categories which have not been covered through music courses.
- A maximum of ★12 in specialized professional courses is allowed in terms of non-Music options.

A Voice major student must include AUDRA 144.

{...no further changes...}

- AUMUS 475—Co-op Education Studies II

★2:

(Service Playing):

- AUMUS 289—Service Playing

Notes:

A student must complete a minimum of ★16 and achieve fourth year status in organ, piano, or voice. A student may apply for consideration for Liturgical Arts major status at the end of two year's full time study or equivalent, and will be accepted only with the permission of an adviser (a continuing stream music faculty member) and the Chair of the Department of Fine Arts and Humanities; ★3 from AUREL 100, AUREL 207, and AUREL 208 must be completed or enrolled in at time of application.

Musical Arts: [Augustana]

- ★6: Additional applied music credits in the designated primary instrument or voice. Note: Consult Department of Fine Arts and Humanities for details.
- ★13-15: Music options. For a student taking AUMUS 196 and AUMUS 197 instead of AUMUS 195, only ★13 of Music options are available.
- ★3: AUMUS 476, an interdisciplinary research project involving music and another discipline.

Note:

A student may apply for consideration for Musical Arts major status at the end of two years full time studies or equivalent and will be accepted only with the permission of an adviser (a continuing stream music faculty member) and the Chair of the Department of Fine Arts and Humanities. The student must have completed the prerequisite junior level courses in the second discipline (minor) by the end of the second year.

Non-Music Requirements (★33 minimum):

Non-Music Required Courses: ★12

- ★6: second language, with all credits from one language. Note: A Voice major student must include ★6 from AUGER 101, AUGER 102, AUGER 200, AUGER 201, AUGER 202.

★6 from:

- AUENG 102 – Critical Reading, Critical Writing
- AUENG 103 - English Literature from the Romantic Period to the Present
- AUENG 104 - English Literature from the Middle Ages to the Romantic Period

Non-Music Option Courses: ★21-24

- All majors require a minimum of ★21 of non-Music options, except for the Musical Arts major which requires ★24.
- When choosing non-Music options, the student is encouraged to select non-music courses from liberal arts and sciences core categories which have not been covered through music courses.
- A maximum of ★12 in specialized professional courses is allowed in terms of non-Music options.

A Voice major student must include AUDRA 144.

A Liturgical Arts major student must complete a minor in Religion (★18). For remaining credits, the student is also encouraged to consider Drama and Art courses as well as those which examine aspects related to Christianity (e.g., AUENG 231/AUENG 331, AUENG 239/AUENG 339, AUENG 301, AIDS 250, AUPHI 357, AUPHI 358, AUSOC 103, AUSOC 283).

A Musical Arts major student must complete a

<p>minor in another discipline (★18). For available minors see Programs.</p> <p>{ ...no further changes... }</p>	
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OUTLINE OF ISSUE
Action Item

Agenda Title: **Governors of the University of Alberta Mandate and Roles Document**

Motion: THAT the Board of Governors approve the revised *The Governors of The University of Alberta Mandate and Roles Document* for submission to the Ministry of Advanced Education, as set forth in Attachment 2.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Michael Phair, Chair, Board of Governors
Presenter	Michael Phair, Chair, Board of Governors; Marion Haggarty-France, University Secretary

Details

Responsibility	University Governance
The Purpose of the Proposal is (please be specific)	To update <i>The Governors of the University of Alberta Mandate and Roles Document</i> as required by legislation every three years.
The Impact of the Proposal is	To ensure compliance with the legislation.
Replaces/Revises (eg, policies, resolutions)	The Mandates and Roles Document requires annual affirmation by the Board of Governors and renewal/review every three years. The document was last approved by the Board of Governors in 2014.
Timeline/Implementation Date	Upon sign-off by the Minister and Board Chair
Estimated Cost /funding source	N/A
Next Steps	The Board Chair will submit the proposed revisions to the Minister's office for review and, pending approval of these revisions, will send the final formal submission to the Minister for signature by November 2017.
Supplementary Notes and context	<p>On May 16, 2017, the Board Chair received a letter from Minister Marlin Schmidt requesting the University's Mandate and Roles document be updated. The Board of Governors reviews the Mandate and Roles document (MRD) on an annual basis and it had just done so at the December Board meeting.</p> <p>The revised document before members meets the expected requirements for our institution. Proposed changes include:</p> <ul style="list-style-type: none"> • Updating the university's mission to reflect changes approved under <i>For the Public Good</i> • Deleting references to <i>Dare to Discover</i> and inserting the references to the new Institutional Plan -- <i>For the Public Good</i> • Revising the reference to the President's job description as of July 2015 • Revising reference to the Ministry (from Innovation and Advanced Education to Advanced Education) • Updating the recruitment section to simply put the Department *not HR - this is a Department request • Updating links • General formatting clean-up. <p>The Mandate and Roles Document is one of the key documents called for in the accountability process under the <i>Alberta Public Agencies Governance Act (APAGA)</i>, proclaimed in force June 12, 2013:</p>

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	<ul style="list-style-type: none"> • The Act provides a legislative framework for the work of Alberta's public sector agencies. The University of Alberta, and all of the post-secondary institutions in Alberta, are considered public sector agencies and therefore the Board of Governors is accountable under the Act. • Key responsibilities are outlined in the Act. Public Agencies will be responsible for the following: <ul style="list-style-type: none"> • providing orientation, evaluation and training of members; • requiring agencies to have a written statement of their mandate, roles and responsibilities, codes of conduct, and clearly stating the responsibilities of agencies and Ministers; • clarifying the relationships and accountabilities between government and agencies, including policy making and information sharing; • requiring periodic reviews of all agencies, to ensure they are operating as effectively as possible; (for the Post-Secondary sector, this will be on a seven year cycle); and, • ensuring the public knows what steps are being taken to promote agency effectiveness, both through legislating these principles and requiring information about agencies to be made publicly available. <p>This document must not be confused with the Institution's Mandate which was approved by the Board in June 2009 and by the Minister on July 17, 2009. The University's Mandate is, however, referenced in the Board of Governors Mandate and Roles document.</p>
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Engagement and Routing (Include meeting dates)

Participation: (parties who have seen the proposal and in what capacity) <For further information see the link posted on the Governance Toolkit section Student Participation Protocol >	<u><i>Those who have been informed:</i></u> <ul style="list-style-type: none"> •
	<u><i>Those who have been consulted:</i></u> <ul style="list-style-type: none"> • President's Executive Committee (October 12, 2017)
	<u><i>Those who are actively participating:</i></u> <ul style="list-style-type: none"> • Michael Phair, Chair, Board of Governors • Marion Haggarty-France, University Secretary • Juli Zinken, Board Secretary and Manager of Board Services
Approval Route (Governance) (including meeting dates)	Board of Governors, October 20, 2017 – for approval
Final Approver	Board of Governors

Alignment/Compliance

Alignment with Guiding Documents	Institutional Strategic Plan – <i>For the Public Good:</i> <i>SUSTAIN: Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all Albertans.</i> <i>21. Encourage continuous improvement in administrative, governance, planning and stewardship systems, procedures, and policies that enable students, faculty, staff, and the institution as a whole to achieve shared strategic goals.</i>
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Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)	<ul style="list-style-type: none">• The <i>Alberta Public Agencies Governance Act</i> (APAGA) promotes transparency, accountability, and good governance for the province's nearly 250 agencies, boards and commissions. Section 3 in the <i>Act</i> specifically outlines the contents required for the Mandate and Roles document.
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Attachments:

1. Mandate and Roles Document – red-lined (11 pages)
2. Mandate and Roles Document – clean (9 pages)
3. Letter from The Hon. Marlin Schmidt, Minister of Advanced Education – May 16, 2017 (2 pages)

Prepared by: Juli Zinken, Board Secretary and Manager of Board Services

The Governors of The University of Alberta Mandate and Roles Document

Preamble

This Mandate and Roles Document for the Governors of the University of Alberta (“Board”) has been developed collaboratively between the Minister of ~~Innovation and~~ Advanced Education (“Minister”) and the Board to reflect a common understanding of respective roles and responsibilities.

1. Mandate

Mandate

Continued under the *Post-secondary Learning Act* (“PSLA”), the Board manages and operates the post-secondary institution in accordance with its approved mandate [PSLA Section 60(1)(a)].

The Governors of The University of Alberta Mandate

Created by the *University Act*, 1906 of the Legislative Assembly of the Province of Alberta, ~~T~~the University of Alberta is a board-governed, publicly-funded university that operates as a Comprehensive, Academic and Research Institution under the authority of Alberta’s *Post-Secondary Learning Act*.

The Mandate, as approved by the Board and the Minister, can be found at:

<http://eae.alberta.ca/media/277211/ualberta.pdf>

Vision and Mission (approved by the Board ~~May 12, 2006~~ June 19, 2016)

~~Our~~ Vision

To inspire the human spirit through outstanding achievements in learning, discovery, and citizenship in a creative community, building one of the world’s great universities for the public good.

~~Our~~ Mission

Within a vibrant and supportive learning environment, the University of Alberta (University) discovers, disseminates, and applies new knowledge for the benefit of society through teaching and learning, research and creative activity, community involvement, and partnerships. The University gives a national and international voice to innovation in our province, taking a lead role in placing Canada at the global forefront.

~~We have anchored our vision on four cornerstones that provide the foundation for a great University and the uplifting of the whole people, that are: Talented People; Learning, Discovery, and Citizenship; Connecting Communities; and Transformative Organization and Support.~~

Values

The University of Alberta community of students, faculty, staff, and alumni rely on shared, deeply held values that guide behaviour and actions. These values are drawn from the principles on which the

University of Alberta was founded in 1908 and reflect a dynamic, modern institution of higher learning, leading change nationally and internationally.

Above all, we value intellectual integrity, freedom of inquiry and expression, and the equality and dignity of all persons as the foundation of ethical conduct in research, teaching, learning, and service. We value excellence in teaching, research, and creative activity that enriches learning experiences, advances knowledge, inspires engaged citizenship, and promotes the public good.

We value learners at all stages of life and strive to provide an intellectually rewarding educational environment for all.

We value academic freedom and institutional autonomy as fundamental to open inquiry and the pursuit of truth.

We value diversity, inclusivity, and equity across and among our people, campuses, and disciplines.

We value creativity and innovation from the genesis of ideas through to the dissemination of knowledge.

We value the history and traditions of our university, celebrating with pride our people, achievements, and contributions to society.

The University's strategic plan, *For the Public Good* can be found at: www.ualberta.ca/strategic-plan.

Link to University of Alberta Web Site: <http://www.ualberta.ca/>

Applicable Legislation and Regulations

The Board has responsibilities under, and is subject to, a number of statutes and regulations, which include but are not limited to the following:

- *Post-secondary Learning Act (“PSLA”);*
- *Alberta Public Agencies Governance Act;*
- *Financial Administration Act;*
- *Fiscal Management Act;*
- *Freedom of Information and Protection of Privacy Act;*
- *Government Organizational Act (Schedule 1, Advanced Education)*
- *Lobbyist Act;*
- *Results-based Budgeting Act; and*
- *Public Interest Disclosure (Whistleblower Protection) Act.*

All of these statutes and their regulations can be viewed at: ~~Link to Queen's Printer website:~~ <http://www.qp.alberta.ca/index.cfm>

The PSLA provides the primary legislation for public post-secondary institutions in the province of Alberta. Regulations enacted under the PSLA include:

- ~~Innovation and~~ Advanced Education Grants Regulation (s. 13.2);
- Campus Alberta Sector Regulation;
- Land Use Regulation;
- Model Provisions Regulation;
- Pension Validation Regulation;

- Programs of Study Regulation; and
- Public Post-Secondary Institutions' Tuition Fees Regulation

2. Duties and Responsibilities

Lieutenant Governor in Council

The PSLA outlines the duties and responsibilities of the Lieutenant Governor in Council specific to the Board. These include the continuation of the public post-secondary institution [PSLA Section 126] and its Board [PSLA Section 16 (1)].

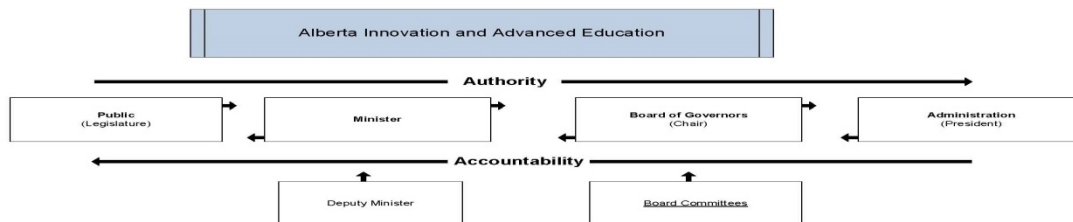
In addition, the Lieutenant Governor in Council:

- Appoints public Board members [PSLA Section 16(3)(e)];
- May by order disestablish the public post-secondary institution and its Board [PSLA Section 102(1)];
- May order that the assets and liabilities of a dissolved Board be transferred to government or to another post-secondary institution [PSLA Section 102(2)];
- Approves debenture borrowing [PSLA Section 73(1)];
- Approves an incorporation, and the establishment, acquisition and dissolution of a subsidiary by the Board [PSLA Section 77 and the Financial Administration Act];
- Approves the Board's establishment of a registered pension plan as an alternative to a designated pension plan [PSLA Section 69(2)(b)]; and
- Approves the Board's disposition of certain land [PSLA Section 67(1.1)].

Auditor General

The Auditor General of Alberta is the auditor of the Board as outlined in Section 71 of the PSLA.

Organization Chart



Minister of ~~Innovation and~~ Advanced Education

The PSLA outlines a variety of duties and responsibilities for the Minister including the appointment of Board members from nominees of constituent groups [PSLA Section 16(3)(d)] and approval of the institution's mandate statement [PSLA Section 103(1)].

In addition, the Minister:

- Monitors the institution's operation and performance through the Board's business plan, access plan, and annual report submissions [PSLA Sections 78(1), 78.1 and 79(1)];
- Approves the Board's establishment of supplementary pension plans [PSLA Section 69(2)(c)];
- Approves an incorporation, and the establishment, acquisition and dissolution of a subsidiary by the Board [PSLA Section 77 and the Financial Administration Act];
- Chairs the Campus Alberta Strategic Directions Committee [PSLA Section 107.1(2)]; and
- Informs the Board of government policies and direction impacting the work of the Board.

Under the *Alberta Public Agencies Governance Act* (APAGA), the Minister also conducts regular reviews (at least every seven years) of the Board's mandate and purpose [APAGA Section 19(1)].

Deputy Minister of ~~Innovation and~~ Advanced Education

The Deputy Minister supports and acts under the general direction of the Minister, and is responsible for activities which have been delegated by the Minister.

Department of ~~Innovation and~~ Advanced Education

The Department supports the Minister and Board in meeting their legislated responsibilities. Examples of Department support for Board related functions include:

- The provision of orientation materials and training support for new Board members;
- Establishment of workflow procedures for the recruitment and appointment of Board members;

- Ensuring that the Board's Mandate and Roles Document is affirmed annually and renewed or revised every three years; and
- Coordinating the Board's mandate and purpose review, at a minimum, every seven years.

The Governors of The University of Alberta (

<http://www.governance.ualberta.ca/BoardofGovernors.aspx>)

The Board shall manage and operate the institution in accordance with its mandate [PSLA Section 60(1)(a)].

The Board agrees to work with the Minister to support and promote Campus Alberta, and its goals of an accessible, affordable, quality, and sustainable post-secondary system in Alberta that fosters innovation, entrepreneurship and collaboration.

The Board has the authority through the PSLA to establish admission requirements and publish rules with respect to enrolment and programs [PSLA Section 60(1)(c) and (d)], determine tuition fees to be paid by students in accordance with the regulations [PSLA Section 61], and delegate in writing powers, duties or functions set out in the PSLA, with the exception of bylaws [PSLA Section 62]. Other Board specific functions include, but are not limited to:

- The settlement of questions [PSLA Section 63];
- Student discipline [PSLA Section 64];
- The acquisition of land [PSLA Section 66(1)];
- The disposition of land with approval of the Lieutenant Governor in Council [PSLA Section 67(1.1)(a) and (b)];
- Debenture borrowing, subject to the approval of the Lieutenant Governor in Council [PLSA Section 73];
- Banking and investment [PLSA Section 75]; and
- The appointment of the president and vice-presidents [PSLA Sections 81(1) and 82(1)].

In terms of accountability and reporting:

- The Board must prepare a statement setting out the mandate for the institution and this must be submitted to the Minister for approval [PSLA Section 103(1)].
- The Board must also submit a business plan, access plan and annual report to the Minister on an annual basis [PLSA Sections 78(1), 78.1 and 79(1)].
- The Board may be required to collect information (such as enrolment data and Key Performance Indicators) and submit to the Minister any information and reports the Minister considers necessary [PSLA Section 118(1)].
- The Board is accountable for ensuring that the public funds appropriated for the support of institutions are used effectively and appropriately. The Board approves annual operating and capital budgets and regularly review expenditures, investments and borrowings.
- The Board is responsible for the appointment of a President as the Chief Executive Officer of the institution [PSLA Section 81(1)] and the remuneration to be paid to the President [PSLA Section 81(2)]. The Board is ultimately responsible for the quality and performance of its administrations, and therefore is required to evaluate the overall efficiency and effectiveness of the President and the Senior Administration.

The Board may establish committees as it deems necessary to carry out its duties and ensures that a written mandate of each committee is reviewed ~~and approved~~ annually.

Committees for the Board include:

- Audit Committee
- Finance and Property Committee
- Human Resources and Compensation Committee
- Investment Committee
- Learning and Discovery Committee
- Safety, Health and Environment Committee
- University Relations Committee

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The Board acts as an intermediary between the institution and the public that it is intended to serve. The Board is responsible for ensuring that the institution is responsive to changing educational and societal needs. The Board, in collaboration with Senior Administration of the University, ~~are~~ is a significant participants in Campus Alberta.

Board Chair

With direction from the Board, the Chair represents the Board and its interests in dealing with the Minister, the Department, the President, stakeholders and the community. The Chair is responsible for providing leadership for the Board and for effectively facilitating the work of the Board.

Additional responsibilities of the Chair include:

- Planning and managing Board meetings;
- Providing the Minister with regular updates on the strategic direction of the University and informing the Minister regarding emergent issues;
- Ensuring that the Board, and its committees, have opportunities to meet independent of management;
- Ensuring that an adequate succession plan is in place for Board member and Senior Administration renewal, and
- Ensuring that members of the Board comply with the University's Conflict Policy – *Conflict of Interest and Commitment and Institutional Conflict*:
<https://policiesonline.ualberta.ca/PoliciesProcedures/Policies/Conflict-Policy--Conflict-of-Interest-and-Commitment-and-Institutional-Conflict.pdf>
- Ensuring that members of the Board are aware of the University's Ethical Conduct and Safe Disclosure Policy: <https://policiesonline.ualberta.ca/PoliciesProcedures/Policies/Ethical-Conduct-and-Safe-Disclosure-Policy.pdf>
- ~~The A~~ Vice-Chair, serves as the Acting Chair in the absence of the Board Chair, or when the position of Chair is vacant.

Board Members

Board members must act in the best interests of the University [PSLA Section 16(5)].

The individual responsibilities of Board members include:

- Attending all general and special Board meetings;
- Sitting on committees and attending committee meetings as required;
- Advocating for the University in securing resources in addition to government grants for the support of the institution;
- Keeping informed and abreast of relevant provincial, national and international issues, as well as developments within the institution;
- Acting in an ethical manner and complying with the Board's bylaws and policies;
- Participating in assessing the Board's performance and contribution to the institution and assessing ways in which the Board could improve in fulfilling its responsibilities; and
- Participating in campus activities and providing input where appropriate.

President

As Chief Executive Officer and Vice-Chancellor, the President positions the University such that its standing as a major comprehensive and research-intensive institution is preserved, enhanced, and secured. The President leads the university in striving for excellence in teaching, research and in service to the broader community. The President ensures the achievement of this standard of excellence while fostering an atmosphere that demonstrates and promotes the highest standard of ethical behaviour.

Key Accountabilities

Without restricting the generality of the above purpose statement and in accordance with Article 81(3) of the PSLA, the President has supervision over and direction of the operation of the University of Alberta and these other powers, duties and functions, as set out below:

- Creates and implements a vision that will build and advance the University of Alberta as an exceptional institution within Alberta, across Canada, and internationally.
- Exercises oversight over the operational and fiscal management of the University. Delegates the internal operation of the University to the Provost and Vice-President (Academic).
- Creates, through all his/her dealings, an atmosphere of academic excellence in all subject areas represented at the University of Alberta that will further the reputation of the University as a leader in teaching, research, and community service.
- Encourages, leads, and nurtures the development of areas of research excellence and, where relevant, develops strategic academic institutes focusing on research, innovation, and enterprise to act as a catalyst for the local, and Provincial, and, in some cases, National economies.
- Supports and collaborates to build excellence in teaching, research and service.
- Fosters a culture that attracts, retains and ensures the success of students and ensures a positive student experience.
- Creates and continually encourages further opening-up the University of Alberta to the world (by attracting more international students, faculty, and programmes).
- Builds a senior executive team committed to working with the community in fulfilling the vision, goals, and priorities necessary to ensure the long-term sustainability of the University.
- Promotes, preserves, and represents, through his/her personal reputation and stature, the achievements of the University in order to gain support for its many endeavours.

- Models, as the University's chief representative and spokesperson, the spirit, values, and integrity of the institution as he/she champions, locally, provincially, nationally, and internationally, the initiatives set out in the University's Comprehensive Institutional Plan.
- Champions the University's advancement initiatives and campaigns and develops diversified income streams to ensure the long-term financial viability of the University. Works closely with the Vice-President (Advancement) and, where relevant, Deans of Faculties and other relevant stakeholders to plan strategies for successfully accomplishing these initiatives.
- Ensures the overall effectiveness of the University through advocacy to, contact with, and/or participation in various orders of government and with councils and organizations involved in higher education at the provincial, national, and international levels.
- Ensures the University of Alberta contributes to a vibrant knowledge economy integral to and driving Alberta's success by engaging with businesses, industry, and government across the Province.
- Ensures the collegial, harmonious, and collaborative work of the various governing bodies (General Faculties Council (GFC), the Senate, and the Board of Governors), focusing on the achievement of the University vision of excellence.
- Maintains a strong relationship with the Chair of the Board of Governors and with the Chancellor.
- Ensures connection to and alignment and engagement with the Senate, Alumni and with key University community members, groups and associations.
- Ensures the various Faculties and other academic units, as well as executive and senior leadership of the University, are structured in a manner that encourages innovative and efficient administration of the entire institution.
- Reports to the Board of Governors on all matters including the performance of the University against the measures laid out in the University's Comprehensive Institutional Plan.
- Exercises, under delegated authority from the Board of Governors, the authority to act in extraordinary and/or emergency circumstances.

~~The President has general supervision over and direction of the operation of the institution and has those powers, duties and function that are assigned by the Board [PSLA Section 81(3)].~~

- ~~Fulfills all of the duties of President as set out in the PSLA.~~
- ~~Exercises oversight over the operational and fiscal management of the University. Delegates the internal operation of the University to the Provost and Vice-President (Academic).~~
- ~~Exercises, under delegated authority from the Board, the authority to act in extraordinary and/or emergency circumstances (eg, a flu epidemic, extreme emergency or major disruption), and s/he may delegate to a member of the Executive team (either the Provost and Vice-President (Academic) or one of the Vice Presidents) the responsibility for oversight of the University's affairs (including but not limited to the suspension or cancellation of classes) during such circumstances where such action is warranted.~~
- ~~Creates and stages a vision that will build and advance the University as an exceptional institution.~~
- ~~Creates, through all his/her dealings, an atmosphere of academic excellence that will further the reputation of the University as a leader in teaching, research and community service.~~
- ~~Builds a senior executive team committed to fulfilling the vision, goals and priorities necessary to ensure the long term sustainability of the University.~~

- ~~Promotes, preserves and represents, through his/her personal reputation and stature, the achievements of the University in order to gain support for its many endeavours.~~
- ~~Models, as the University's chief representative and spokesperson, the spirit, values and integrity of the institution as he/she champions, locally, provincially, nationally and internationally, the initiatives set out in the University Strategic Business Plan.~~
- ~~Champions the University's fundraising initiatives and campaigns to ensure the long term financial viability of the University. Works closely with the Vice President (University Relations) to plan strategies for successfully accomplishing these initiatives.~~
- ~~Ensures the overall effectiveness of the University through contact with and/or participation in various orders of government and with councils and organizations involved in higher education at the provincial, national and international levels.~~
- ~~Ensures the work of the various governing bodies (General Faculties Council (GFC), the Senate and the Board) is harmonized and focused on the achievement of the University vision. Maintains a strong relationship with the Chair of the Board and the Chancellor.~~
- ~~Reports to the Board on the performance of the University against the measures laid out in the University Strategic Business Plan.~~

3. Recruitment and Appointment of Board Members

Membership

As outlined in the PSLA [Section 16(3)], the Board consists of the Chair of the Board, the Chancellor of the University, the President of the University, and not more than 9 members representative of the general public, in addition to the Chair, appointed by the Lieutenant Governor in Council. In addition, the Board consists of the following members appointed by the Minister:

- Two alumni of the University nominated by the alumni association;
- One member of the senate nominated by the other members of the senate;
- Two members of the academic staff of the University;
- Two students nominated by the council of the students association;
- If the University has a graduate students association, one graduate student nominated by the council of the association; and
- One member of the non-academic staff nominated by the non-academic staff association.

Recruitment

The recruitment of public members is competency-based and led by the Department in consultation with the Board. The Board and the Department will develop a competency matrix for the Board as a whole as well as competencies required for individual members.

The steps that are taken or intended to be taken in the recruitment process and any identified skills, knowledge, experience or attributes required of a member to be appointed will be made public either before or after the member is appointed [APAGA Section 13(2)].

A public posting of all vacancies is the responsibility of the ~~Department's Human Resources (HR) area.~~ Department.

Recruitment is based on the competencies approved by the Minister.

Process

When a vacancy occurs:

- The Board identifies competencies that need to be replaced and provides that profile to the ~~HR Department area who that~~ facilitates the recruitment process.
- Applications are reviewed by ~~HR-the Department~~ and assessed on the basis of the applicable competencies and values identified through the development of a screening report.
- The Board Chair reviews the screening report and consults as appropriate and forwards a recommendation to the Minister.
- Based on the screening report and considering the Board recommendation, ~~the Department interviews candidates and~~ the Minister ~~then~~ recommends the name of a candidate to Cabinet for appointment.
- Once Cabinet approves the Minister's recommendation, the Department will coordinate the appointment process by *Order in Council* (for public appointments) or Ministerial Order (for internally-elected appointments).

Appointment

Prior to the appointment of a Board member, appropriate screening will include determining potential conflicts of interest.

Appointment is for a fixed term of up to 3 years, with the potential for reappointment [PSLA Sections 56(1) and 56(2)].

Remuneration

Board members are not remunerated for their service. The University does reimburse Board members for expenses incurred in the performance of their duties as a member of the Board [PSLA Section 55].

Orientation, Education and Development

Following the appointment of a Board member, the Department provides the new member with an orientation manual. In addition, the new member participates in an orientation process coordinated by ~~the Office of the Board of Governors~~ the University Governance office. The Board is committed to ongoing professional development for members and will identify and facilitate members' participation at workshops, conferences or other educational activities.

4. Interaction between Board and Department

The Board serves as the intermediary between the Government of Alberta and the institution. The Board may become involved in the development of provincial policies by:

- Providing advice on issues and trends;
- Reacting to proposals and statements put forward by the Minister;
- Recommending policy changes to the Minister; and
- Keeping the Minister informed about the development of the institution and plans for the future.

As described under Duties and Responsibilities, the Board provides the Department with regular reports on the institution's performance and future plans.

~~In addition, Board Chairs of post-secondary institutions serve on the Campus Alberta Strategic Directions Committee. The Campus Alberta Strategic Directions Committee is chaired by the Minister and provides advice to the Minister respecting issues related to Campus Alberta [PSLA Section 107.1].~~

5. Administration

Annual Affirmation

The Mandate and Roles Document will be reviewed annually by the Board of Governors.

Three Year Renewal or Revision

The Mandate and Roles Document shall be in effect for not more than three years. It must be renewed or revised by the expiry date [APAGA Section 4].

Transparency

Copies of the Mandate and Roles Document will be filed with the Minister and the Agency Governance Secretariat. In support of the principle of transparency [APAGA Section 5] this document will also be made available on the Board's website and the Government of Alberta's website.

 Michael Phair
 Board Chair
 University of Alberta

 Marlin Schmidt
 Minister of Advanced Education

 Date

 Date

The Governors of The University of Alberta Mandate and Roles Document

Preamble

This Mandate and Roles Document for the Governors of the University of Alberta (“Board”) has been developed collaboratively between the Minister of Advanced Education (“Minister”) and the Board to reflect a common understanding of respective roles and responsibilities.

1. Mandate

Mandate

Continued under the *Post-secondary Learning Act* (“PSLA”), the Board manages and operates the post-secondary institution in accordance with its approved mandate [PSLA Section 60(1)(a)].

The Governors of The University of Alberta Mandate

Created by the *University Act*, 1906 of the Legislative Assembly of the Province of Alberta, The University of Alberta is a board-governed, publicly-funded university that operates as a Comprehensive, Academic and Research Institution under the authority of Alberta’s *Post-Secondary Learning Act*.

The Mandate, as approved by the Board and the Minister, can be found at:

<http://eae.alberta.ca/media/277211/ualberta.pdf>

Vision and Mission (approved by the Board June 19, 2016)

Vision

To inspire the human spirit through outstanding achievements in learning, discovery, and citizenship in a creative community, building one of the world’s great universities for the public good.

Mission

Within a vibrant and supportive learning environment, the University of Alberta (University) discovers, disseminates, and applies new knowledge for the benefit of society through teaching and learning, research and creative activity, community involvement, and partnerships. The University gives a national and international voice to innovation in our province, taking a lead role in placing Canada at the global forefront.

Values

The University of Alberta community of students, faculty, staff, and alumni rely on shared, deeply held values that guide behaviour and actions. These values are drawn from the principles on which the University of Alberta was founded in 1908 and reflect a dynamic, modern institution of higher learning, leading change nationally and internationally.

Above all, we value intellectual integrity, freedom of inquiry and expression, and the equality and dignity of all persons as the foundation of ethical conduct in research, teaching, learning, and service.

We value excellence in teaching, research, and creative activity that enriches learning experiences, advances knowledge, inspires engaged citizenship, and promotes the public good.

We value learners at all stages of life and strive to provide an intellectually rewarding educational environment for all.

We value academic freedom and institutional autonomy as fundamental to open inquiry and the pursuit of truth.

We value diversity, inclusivity, and equity across and among our people, campuses, and disciplines.

We value creativity and innovation from the genesis of ideas through to the dissemination of knowledge.

We value the history and traditions of our university, celebrating with pride our people, achievements, and contributions to society.

The University's strategic plan, *For the Public Good* can be found at: www.ualberta.ca/strategic-plan.

Applicable Legislation and Regulations

The Board has responsibilities under, and is subject to, a number of statutes and regulations, which include but are not limited to the following:

- *Post-secondary Learning Act (“PSLA”);*
- *Alberta Public Agencies Governance Act;*
- *Financial Administration Act;*
- *Fiscal Management Act;*
- *Freedom of Information and Protection of Privacy Act;*
- *Government Organizational Act (Schedule 1, Advanced Education)*
- *Lobbyist Act;*
- *Results-based Budgeting Act; and*
- *Public Interest Disclosure (Whistleblower Protection) Act.*

All of these statutes and their regulations can be viewed at: www.qp.alberta.ca/index.cfm

The PSLA provides the primary legislation for public post-secondary institutions in the province of Alberta. Regulations enacted under the PSLA include:

- Advanced Education Grants Regulation;
- Campus Alberta Sector Regulation;
- Land Use Regulation;
- Model Provisions Regulation;
- Pension Validation Regulation;
- Programs of Study Regulation; and
- Public Post-Secondary Institutions' Tuition Fees Regulation

2. Duties and Responsibilities

Lieutenant Governor in Council

The PSLA outlines the duties and responsibilities of the Lieutenant Governor in Council specific to the Board. These include the continuation of the public post-secondary institution [PSLA Section 126] and its Board [PSLA Section 16 (1)].

In addition, the Lieutenant Governor in Council:

- Appoints public Board members [PSLA Section 16(3)(e)];
- May by order disestablish the public post-secondary institution and its Board [PSLA Section 102(1)];
- May order that the assets and liabilities of a dissolved Board be transferred to government or to another post-secondary institution [PSLA Section 102(2)];
- Approves debenture borrowing [PSLA Section 73(1)];
- Approves an incorporation, and the establishment, acquisition and dissolution of a subsidiary by the Board [PSLA Section 77 and the Financial Administration Act];
- Approves the Board's establishment of a registered pension plan as an alternative to a designated pension plan [PSLA Section 69(2)(b)]; and
- Approves the Board's disposition of certain land [PSLA Section 67(1.1)].

Auditor General

The Auditor General of Alberta is the auditor of the Board as outlined in Section 71 of the PSLA.

Minister of Advanced Education

The PSLA outlines a variety of duties and responsibilities for the Minister including the appointment of Board members from nominees of constituent groups [PSLA Section 16(3)(d)] and approval of the institution's mandate statement [PSLA Section 103(1)].

In addition, the Minister:

- Monitors the institution's operation and performance through the Board's business plan, access plan, and annual report submissions [PSLA Sections 78(1), 78.1 and 79(1)];
- Approves the Board's establishment of supplementary pension plans [PSLA Section 69(2)(c)];
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- Chairs the Campus Alberta Strategic Directions Committee [PSLA Section 107.1(2)]; and
- Informs the Board of government policies and direction impacting the work of the Board.

Under the *Alberta Public Agencies Governance Act* (APAGA), the Minister also conducts regular reviews (at least every seven years) of the Board's mandate and purpose [APAGA Section 19(1)].

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The Deputy Minister supports and acts under the general direction of the Minister, and is responsible for activities which have been delegated by the Minister.

Department of Advanced Education

The Department supports the Minister and Board in meeting their legislated responsibilities. Examples of Department support for Board related functions include:

- The provision of orientation materials and training support for new Board members;
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The Board agrees to work with the Minister to support and promote Campus Alberta, and its goals of an accessible, affordable, quality, and sustainable post-secondary system in Alberta that fosters innovation, entrepreneurship and collaboration.

The Board has the authority through the PSLA to establish admission requirements and publish rules with respect to enrolment and programs [PSLA Section 60(1)(c) and (d)], determine tuition fees to be paid by students in accordance with the regulations [PSLA Section 61], and delegate in writing powers, duties or functions set out in the PSLA, with the exception of bylaws [PSLA Section 62]. Other Board specific functions include, but are not limited to:

- The settlement of questions [PSLA Section 63];
- Student discipline [PSLA Section 64];
- The acquisition of land [PSLA Section 66(1)];
- The disposition of land with approval of the Lieutenant Governor in Council [PSLA Section 67(1.1)(a) and (b)];
- Debenture borrowing, subject to the approval of the Lieutenant Governor in Council [PLSA Section 73];
- Banking and investment [PLSA Section 75]; and
- The appointment of the president and vice-presidents [PSLA Sections 81(1) and 82(1)].

In terms of accountability and reporting:

- The Board must prepare a statement setting out the mandate for the institution and this must be submitted to the Minister for approval [PSLA Section 103(1)].
- The Board must also submit a business plan, access plan and annual report to the Minister on an annual basis [PLSA Sections 78(1), 78.1 and 79(1)].
- The Board may be required to collect information (such as enrolment data and Key Performance Indicators) and submit to the Minister any information and reports the Minister considers necessary [PSLA Section 118(1)].
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- The Board is responsible for the appointment of a President as the Chief Executive Officer of the institution [PSLA Section 81(1)] and the remuneration to be paid to the President [PSLA Section

81(2)]. The Board is ultimately responsible for the quality and performance of its administrations, and therefore is required to evaluate the overall efficiency and effectiveness of the President and the Senior Administration.

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- Ensuring that members of the Board comply with the University's Conflict Policy – *Conflict of Interest and Commitment and Institutional Conflict*:
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As Chief Executive Officer and Vice-Chancellor, the President positions the University such that its standing as a major comprehensive and research-intensive institution is preserved, enhanced, and secured. The President leads the university in striving for excellence in teaching, research and in service to the broader community. The President ensures the achievement of this standard of excellence while fostering an atmosphere that demonstrates and promotes the highest standard of ethical behaviour.

Key Accountabilities

Without restricting the generality of the above purpose statement and in accordance with Article 81(3) of the PSLA, the President has supervision over and direction of the operation of the University of Alberta and these other powers, duties and functions, as set out below:

- Creates and implements a vision that will build and advance the University of Alberta as an exceptional institution within Alberta, across Canada, and internationally.
- Exercises oversight over the operational and fiscal management of the University. Delegates the internal operation of the University to the Provost and Vice-President (Academic).
- Creates, through all his/her dealings, an atmosphere of academic excellence in all subject areas represented at the University of Alberta that will further the reputation of the University as a leader in teaching, research, and community service.
- Encourages, leads, and nurtures the development of areas of research excellence and, where relevant, develops strategic academic institutes focusing on research, innovation, and enterprise to act as a catalyst for the local, and Provincial, and, in some cases, National economies.
- Supports and collaborates to build excellence in teaching, research and service.
- Fosters a culture that attracts, retains and ensures the success of students and ensures a positive student experience.
- Creates and continually encourages further opening-up the University of Alberta to the world (by attracting more international students, faculty, and programmes).
- Builds a senior executive team committed to working with the community in fulfilling the vision, goals, and priorities necessary to ensure the long-term sustainability of the University.

- Promotes, preserves, and represents, through his/her personal reputation and stature, the achievements of the University in order to gain support for its many endeavours.
- Models, as the University's chief representative and spokesperson, the spirit, values, and integrity of the institution as he/she champions, locally, provincially, nationally, and internationally, the initiatives set out in the University's Comprehensive Institutional Plan.
- Champions the University's advancement initiatives and campaigns and develops diversified income streams to ensure the long-term financial viability of the University. Works closely with the Vice-President (Advancement) and, where relevant, Deans of Faculties and other relevant stakeholders to plan strategies for successfully accomplishing these initiatives.
- Ensures the overall effectiveness of the University through advocacy to, contact with, and/or participation in various orders of government and with councils and organizations involved in higher education at the provincial, national, and international levels.
- Ensures the University of Alberta contributes to a vibrant knowledge economy integral to and driving Alberta's success by engaging with businesses, industry, and government across the Province.
- Ensures the collegial, harmonious, and collaborative work of the various governing bodies (General Faculties Council (GFC), the Senate, and the Board of Governors), focusing on the achievement of the University vision of excellence.
- Maintains a strong relationship with the Chair of the Board of Governors and with the Chancellor.
- Ensures connection to and alignment and engagement with the Senate, Alumni and with key University community members, groups and associations.
- Ensures the various Faculties and other academic units, as well as executive and senior leadership of the University, are structured in a manner that encourages innovative and efficient administration of the entire institution.
- Reports to the Board of Governors on all matters including the performance of the University against the measures laid out in the University's Comprehensive Institutional Plan.
- Exercises, under delegated authority from the Board of Governors, the authority to act in extraordinary and/or emergency circumstances.

3. Recruitment and Appointment of Board Members

Membership

As outlined in the PSLA [Section 16(3)], the Board consists of the Chair of the Board, the Chancellor of the University, the President of the University, and not more than 9 members representative of the general public, in addition to the Chair, appointed by the Lieutenant Governor in Council. In addition, the Board consists of the following members appointed by the Minister:

- Two alumni of the University nominated by the alumni association;
- One member of the senate nominated by the other members of the senate;
- Two members of the academic staff of the University;
- Two students nominated by the council of the students association;
- If the University has a graduate students association, one graduate student nominated by the council of the association; and
- One member of the non-academic staff nominated by the non-academic staff association.

Recruitment

The recruitment of public members is competency-based and led by the Department in consultation with the Board. The Board and the Department will develop a competency matrix for the Board as a whole as well as competencies required for individual members.

The steps that are taken or intended to be taken in the recruitment process and any identified skills, knowledge, experience or attributes required of a member to be appointed will be made public either before or after the member is appointed [APAGA Section 13(2)].

A public posting of all vacancies is the responsibility of the Department.

Recruitment is based on the competencies approved by the Minister.

Process

When a vacancy occurs:

- The Board identifies competencies that need to be replaced and provides that profile to the Department that facilitates the recruitment process.
- Applications are reviewed by the Department and assessed on the basis of the applicable competencies and values identified through the development of a screening report.
- The Board Chair reviews the screening report and consults as appropriate and forwards a recommendation to the Minister.
- Based on the screening report and considering the Board recommendation, the Department interviews candidates and the Minister then recommends the name of a candidate to Cabinet for appointment.
- Once Cabinet approves the Minister's recommendation, the Department will coordinate the appointment process by *Order in Council* (for public appointments) or Ministerial Order (for internally-elected appointments).

Appointment

Prior to the appointment of a Board member, appropriate screening will include determining potential conflicts of interest.

Appointment is for a fixed term of up to 3 years, with the potential for reappointment [PSLA Sections 56(1) and 56(2)].

Remuneration

Board members are not remunerated for their service. The University does reimburse Board members for expenses incurred in the performance of their duties as a member of the Board [PSLA Section 55].

Orientation, Education and Development

Following the appointment of a Board member, the Department provides the new member with an orientation manual. In addition, the new member participates in an orientation process coordinated by the University Governance office. The Board is committed to on-going professional development for

members and will identify and facilitate members' participation at workshops, conferences or other educational activities.

4. Interaction between Board and Department

The Board serves as the intermediary between the Government of Alberta and the institution. The Board may become involved in the development of provincial policies by:

- Providing advice on issues and trends;
- Reacting to proposals and statements put forward by the Minister;
- Recommending policy changes to the Minister; and
- Keeping the Minister informed about the development of the institution and plans for the future.

As described under Duties and Responsibilities, the Board provides the Department with regular reports on the institution's performance and future plans.

5. Administration

Annual Affirmation

The Mandate and Roles Document will be reviewed annually by the Board of Governors.

Three Year Renewal or Revision

The Mandate and Roles Document shall be in effect for not more than three years. It must be renewed or revised by the expiry date [APAGA Section 4].

Transparency

Copies of the Mandate and Roles Document will be filed with the Minister and the Agency Governance Secretariat. In support of the principle of transparency [APAGA Section 5] this document will also be made available on the Board's website and the Government of Alberta's website.

 Michael Phair
 Board Chair
 University of Alberta

 Marlin Schmidt
 Minister of Advanced Education

 Date

 Date



ALBERTA
ADVANCED EDUCATION

Office of the Minister
MLA, Edmonton-Gold Bar

Attachment 3

✓

G009-MAN-4N

✓ D Turpin
✓ S Dew
✓ MH-France
✓ J Zinken
✓ Alexis K

May 16, 2017

AR 52145

Mr. Michael Phair
Chair, Board of Governors
University of Alberta
3-04 South Academic Building
Edmonton AB T6G 2G7



Dear Mr. Phair:

The *Alberta Public Agencies Governance Act* (the Act) requires that all public agencies, including post-secondary institutions, have a Mandate and Roles Document describing the mandate, roles and responsibilities, accountability relationships, and other details regarding the agency's structure and relationship with the responsible Minister. The Act also states that the documents must be reviewed and renewed, amended, or replaced within three years of being signed.

Phase 3 of the Government of Alberta's Agencies, Boards, and Commissions Review, currently underway, includes a component focused on roles and mandates for Alberta's post-secondary institutions within the differentiated, six-sector model. The review of roles and mandates is distinct from the review of Mandate and Roles Documents; findings of the review may or may not result in changes that impact the documents.

Your institution's Mandate and Roles Document is up for review by November 2017. Review and renewal of these documents is a legislated requirement, and my department will support you in meeting this requirement by reviewing your draft prior to formal submission for ministerial approval. I ask that you please submit your draft with proposed revisions to Ms. Geeta Sehgal, Governance Services Advisor at geeta.sehgal@gov.ab.ca in advance of the expiry date. Ms. Sehgal may be reached by phone at 780-415-1089 should you have any questions regarding this process.

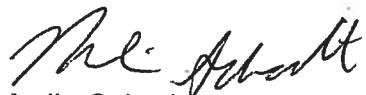
Should the outcome of the review impact Mandate and Roles Documents, I will follow up with you with guidance at that time. Please note that the Act allows amendment of these documents as required.

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Mr. Michael Phair
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Thank you for your continued commitment to legislative compliance and Alberta's post-secondary system.

Sincerely,

A handwritten signature in black ink, appearing to read "Marlin Schmidt". The signature is written in a cursive style with a large initial "M".

Marlin Schmidt
Minister of Advanced Education

OUTLINE OF ISSUE
Action Item

Agenda Title: **Establishment of Board of Governors' Working Group**

Motion: THAT the Board of Governors, on the recommendation of Board Chair, Michael Phair, establish a Board of Governors' Working Group, as outlined in Attachment 1, in response to action arising from the 2017 Board of Governors' Strategic Retreat.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Michael Phair, Chair, Board of Governors
Presenter	Michael Phair, Chair, Board of Governors; David Turpin, President and Vice-Chancellor; Marion Haggarty-France, University Secretary

Details

Responsibility	University Governance
The Purpose of the Proposal is (please be specific)	To approve the establishment and membership of a Board Working Group to respond to action arising from the 2017 Board of Governors' Strategic Retreat
The Impact of the Proposal is	Continued progress toward goals established at the 2017 Board Retreat
Replaces/Revises	n/a
Timeline/Implementation Date	Upon approval
Estimated Cost /funding source	N/A
Next Steps	The Board Working Group (BWG) will provide regular updates to the Board regarding its progress and, at the December Board of Governors' meeting, will bring forward recommended principles to guide the work of the BWG for Board approval.
Supplementary Notes and context	<p>The August 2017 Board of Governors held a strategic retreat with the following objectives:</p> <ul style="list-style-type: none"> • To solidify the Board of Governors' commitment to dimensional governance that ensures the Board and all committees are doing the right work to guide the University and to support the ambitions of <i>For the Public Good</i>. • To understand and explore the challenges and opportunities inherent in the context in which the University is currently conducting its work. • To clarify how individual governors can make the greatest contribution to the institutional strategic plan. • To define next steps in moving forward. <p>At the retreat, the Board Chair committed to the formation of a Board Working Group to engage in a review of the Board of Governors processes, structure and role in providing strategic oversight, insight and foresight with a goal of governance excellence in support of the university's institutional strategic plan.</p>

Engagement and Routing (Include meeting dates)

Participation:	<u>Those who have been informed:</u> •
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Item No. 6a

(parties who have seen the proposal and in what capacity) <For further information see the link posted on the Governance Toolkit section Student Participation Protocol >	<u><i>Those who have been consulted:</i></u> <ul style="list-style-type: none"> David Turpin, President and Vice-Chancellor
	<u><i>Those who are actively participating:</i></u> <ul style="list-style-type: none"> Michael Phair, Chair, Board of Governors Proposed members, Board Working Group Marion Haggarty-France, University Secretary Juli Zinken, Board Secretary and Manager of Board Services
Approval Route (Governance)	Board of Governors, October 20, 2017 – for approval
Final Approver	Board of Governors

Alignment/Compliance

Alignment with Guiding Documents	Institutional Strategic Plan – <i>For the Public Good:</i> <i>SUSTAIN: Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all Albertans.</i> <i>21. Encourage continuous improvement in administrative, governance, planning and stewardship systems, procedures, and policies that enable students, faculty, staff, and the institution as a whole to achieve shared strategic goals.</i>
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)	<ul style="list-style-type: none"> The <i>Alberta Public Agencies Governance Act</i> (APAGA) promotes transparency, accountability, and good governance for the province's nearly 250 agencies, boards and commissions.

Attachments:

1. Board Working Group: Proposed Membership, Goals and Outcomes (1 page) – for approval
2. Background information (1 page) – for information /discussion

Prepared by: Juli Zinken, Board Secretary and Manager of Board Services

For approval:

Goals and Outcomes

- Rebalance Board work between required oversight, insight, and foresight
 - define the essential roles of the Board as set-forth in legislation
 - reevaluate the role/mandate and responsibilities of Board committees
 - investigate other options for Board approval/authorizations
- Examine Board members' role, obligations, and fiduciary responsibilities
- Work with Administration regarding the strategic details:
 - reimagined Outline of Issue / coversheet
 - discussion items at Board and committee meetings
 - providing adequate time (background/resources) for strategic conversations

Proposed Membership

Members:

Michael Phair,	Chair, Board of Governors (General Public)
Marina Banister	Member, Board of Governors (Students' Union President)
Mary Pat Barry	Member, Board of Governors (Alumni Association Representative)
David Cooper	Member, Board of Governors (AASUA Nominee)
Lynn Parish	Member, Board of Governors (General Public)

Advisors

David Turpin	President and Vice-Chancellor
Brad Hamdon	General Counsel
Bob Teskey	Member, Board Human Resources and Compensation Committee / former Board Member

Resources

University Governance staff
Calder Bateman (Catrin Owen; Chris Hendersen)
Governance experts

For information/discussion:

Initial Task

- Establish a set of principles to guide the Board working group
- Develop scope of task (organization, process)
 - Mandate
 - Board structure
 - Board processes
- Determine functioning of the Board Working Group and Advisors
- Prepare a timeline for the next six to eight months.

Scope

- Consideration of legislation and institutional planning documents:
 - *Post-secondary Learning Act*
 - Board Mandate and Roles Document
 - *For the Public Good*
- Discussion and deliberation between Working Group members, advisors and resources regarding:
 - changes to Board structure including committee framework, mandates, and membership
 - processes that will assist the Board in becoming strategic-focused in governance, oversight and foresightwith recommendations sent to the Board for consideration and final approval.
- Seek advice on 'excellence' in performance of its many roles as a university Board of Governors

Timeline (tentative)

- October 20, 2017 Board Meeting:
 - Approval of the establishment of the Board Working Group and its membership
 - Approval from the Board regarding the goals and outcomes of the Board Working Group
 - Guidance from the Board regarding what will success look like and how will we know we are there
- December 15, 2017 Board Meeting:
 - Approval of principles to guide the Board Working Group
 - Update on Board Working Group progress
- May 2018: draft recommendations for discussion
- June 2018: final recommendations for debate and approval
- Summer 2018: implementation work led by BG office