The following Motions and Documents were considered by the Board of Governors during the Open Session of its Friday, October 11, 2024 meeting:

Agenda Title: **University of Alberta People Strategy**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Human Resources and Compensation Committee and General Faculties Council, approve the People Strategy, as set forth in Attachment 1.

Final Item: 4.

Agenda Title: **2023-24 University of Alberta Annual Report**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Audit and Risk and Board Reputation and Public Affairs Committees:

a) approve and adopt the draft 2023-24 University of Alberta Annual Report (**"Annual Report"**), as set forth in Attachment 1; and

b) authorize the Vice-President (External Relations), to amend the Annual Report without need for further approval from the Board of Governors if such amendment is (a) solely for the purpose of clarification or is of an inconsequential, editorial, or formatting nature, and (b) does not change the substance of the Annual Report.

Final Item: 6b.

Agenda Title: **Delegation of Academic Program Approvals to General Faculties Council**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Learning, Research and Student Experience Committee, delegate to General Faculties Council (**"GFC"**) the approval of non-substantial Academic Programs, as defined within Sections 7.1(a) and 7.2b of the GFC Programs Committee Terms of Reference.

Final Item: 6c.

Agenda Title: **Updated Financial Policies**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the University Fund Policy, as outlined in Attachment 1.

Final Item: 6d.

Decision ☒ **Discussion** ☐ **Information** ☐

ITEM OBJECTIVE: To present the university's People Strategy for approval.

DATE	October 11, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Provost & Vice-President (Academic) Vice-President (University Services, Operations and Finance)

MOTION: THAT the Board of Governors, on the recommendation of the Board Human Resources and Compensation Committee and General Faculties Council, approve the People Strategy, as set forth in Attachment 1.

EXECUTIVE SUMMARY:

Background

To achieve the broad vision of *SHAPE: A Strategic Plan of Impact*, the University of Alberta is developing its People Strategy, a plan that places our people at the foundation of everything the university does, by creating an organizational culture and environment where our people can flourish and succeed.

The People Strategy will sit alongside *Braiding Past, Present and Future: Indigenous Strategic Plan*, the refreshed Integrated Equity, Diversity and Inclusion Action Plan, *Igniting Purpose: Student Experience Action Plan* and the *Culture of Care Safety Action Plan* as organization-wide pillars that support the work done at the University of Alberta. The People Strategy is intended to underpin the institution-wide efforts made together as a university community to address the opportunities and concerns heard from the 2023 Faculty and Staff engagement survey.

Development Process

The development of the People Strategy launched in October 2023 and is guided by a Steering Committee drawn from across the university and co-chaired by the Provost & Vice-President (Academic) and the Vice-President (University Services, Operations & Finance). Membership is available here. The role of the Steering Committee is to oversee the consultation process, review consultation input, and present a proposed strategic plan for consideration by the General Faculties Council and the Board of Governors.

Broad consultation occurred across the university in November and December 2023, with additional consultation concluding in January 2024. Consultations included roundtable discussions, online input, discussions with governance bodies and discussions with other formal bodies within the university. A What We Heard report was released in February 2024, and additional consultations were held to validate the high-level themes that were identified in the report.

The Steering Committee released a draft of the strategy for consultation with the university community on April 18th, 2024. It was submitted for discussion at GFC and at the Board Human Resources and Compensation Committee in April and identified suggested themes, goals and priority actions. Input was gathered online and through a town hall session, as well as through discussions with governance bodies. The completed People Strategy, incorporating feedback received, is presented for approval.

Risk Discussion / Mitigation of the Risk
There are several risks associated with the People Strategy. Low employee engagement presents risks to the university's ability to deliver on its academic mission and to achieve strategic goals – the People Strategy is intended in part to mitigate these risks by positioning our people to flourish in their careers and succeed in their roles.

The breadth of the People Strategy is considerable, and there is a risk that its scope will raise concerns about the effort required for implementation. However, the People Strategy will act as a critical enabler for achieving the goals set out in *Shape* and is essential to the successful delivery of the University of Alberta's comprehensive institutional plans — including *Forward with Purpose: A Strategic Plan for Research and Innovation*; *Braiding Past, Present, and Future: Indigenous Strategic Plan*; Integrated EDI Action Plan (in development); *Culture of Care Safety Action Plan*; and *Igniting Purpose: Student Experience Action Plan*. Leveraging this ongoing work and aligning with current plans can highlight the focus on integration rather than addition to avoid overwhelming our community.

First and foremost, our People Strategy is about valuing each member of the university community. The strategy will be rolled out in phases, with opportunities to listen and adapt along the way to ensure we use our resources wisely to create a positive and supportive work environment.

Next Steps
Pending approval by the Board of Governors, the public launch of the People Strategy is planned for October 2024, and accountabilities under the strategy will be incorporated into annual operational and budget planning beginning immediately.

SUPPORTING MATERIALS:

1. Attachment 1: People Strategy (19 pages) - for approval

SCHEDULE A:

Engagement and Routing

Consultation and Stakeholder Participation / Approval Route (parties who have seen the proposal and in what capacity) <*Governance Resources Section Student Participation Protocol*>

*Those who are actively **participating**:*   · Office of the Provost & Vice-President (Academic)   · Office of the Vice-President (University Services & Finance)   · People Strategy Steering Committee
*Those who have been **consulted**:*   · Consultation with faculties, colleges, and service units   · Deans' Council   · Provosts' Council   · Chairs' Council   · Academic Planning Committee   · General Faculties Council   · Board Learning, Research, and Student Experience Committee   · Board Human Resources and Compensation Committee   · Members of the University of Alberta community
*Those who have been **informed**:*   N/A
Approval Route: • General Faculties Council – September 23, 2024 (for recommendation)   • Board Human Resources and Compensation Committee – October 1, 2024 (for recommendation)   • Board of Governors – October 11, 2024 (for approval)

FORWARD TOGETHER:

The University Of Alberta People Strategy

2024-2034

UNIVERSITY OF ALBERTA

The University of Alberta respectfully acknowledges that we are located on Treaty 6 territory, a traditional gathering place for diverse Indigenous Peoples including the Cree, Blackfoot, Métis, Nakota Sioux, Iroquois, Dene, Ojibway/Saulteaux/Anishinaabe, Inuit and many others whose histories, languages and cultures continue to influence our vibrant community.

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Indigenous teachings

This strategy is animated by the Cree teaching of *wîcihîtowin*. It recognizes that humans are a collective and that we flourish when we offer each other mutual understanding and help.

We are also individuals, with our own values and perspectives, striving to find expression within the whole. *Wîcihîtowin* teaches us that empathy and kindness help us to navigate our differences to make our shared community strong. At the University of Alberta, we aim to model this understanding, nurturing one another in our individuality while also embracing our collective and shared responsibilities and aspirations.

A note on language

Language is important, and it is important to find the right language that makes all people at the University of Alberta feel included and seen. Several key terms appear in this document to describe the University of Alberta community.

- "People" means everyone who works at the university: faculty, instructors, researchers, academic and support staff, post-doctoral fellows, graduate and undergraduate student employees.
- "We" means all of us: not just senior leadership or an abstract concept, but our whole interconnected community of people. This strategy intends to articulate a truly shared vision for the university's culture and environment.
- "Leader" does not just mean the president, vice-presidents, deans and chairs. These roles have critical responsibilities, but every single member of the university community exercises leadership competencies: supporting others, mentoring, creating welcoming environments and taking shared responsibility. Where we say "executive leadership," we mean the president and vice-presidents. Sometimes we refer to "senior leadership," which generally means administrators (whether academic or non-academic) at the level of president, vice-president, dean, vice-provost or associate vice-president, or equivalents.

"In my eyes, a great work environment is where safety is prioritized, you receive support from management, the success of your efforts is recognized, and there is room to thrive and grow. I enjoy having time to socialize and connect with my colleagues over coffee, lunch and other gatherings, too."

Eddy Taratibu Rugema
Air Quality Team Lead
Number of years at the U of A: 15

A note from the executive sponsors

As executive co-sponsors, it is our honour to present the University of Alberta's inaugural People Strategy.

Simply put, the university is a people organization. Our extraordinary accomplishments in education, research and community engagement — and the incredible impact we have on Alberta, Canada, and the world — are only possible because of the people who make up the university. To achieve our ambitious goals for the future, we need to create and support an environment where people can flourish and do their best work.

The People Strategy represents the university's commitment to its people. It reflects the shared aspiration of the hundreds of individuals who contributed their ideas and suggestions, and it is dedicated to the thousands whose work shapes this outstanding university every day. We want to express our sincere appreciation for every one of you, and our deep thanks to the Steering Committee members who devoted countless hours to developing this strategy.

We are inspired and humbled by the talent, commitment and integrity of the people who make up the U of A community. Thank you, and please join us as we move forward together.

Verna Yiu
Provost & Vice-President (Academic)

Todd Gilchrist
Vice-President (University Services, Operations and Finance)

Steering committee

Committee members

Verna Yiu - Provost & Vice-President Academic

Todd Gilchrist - Vice-President, University Services, Operations and Finance

Carrie Smith - Vice-Provost, Equity, Diversity and Inclusion

Florence Glanfield - Vice-Provost, Indigenous Programming and Research

Marvin Washington - College Dean & Vice-Provost, College of Social Sciences and Humanities

Jason Carey - Dean, Campus Saint-Jean

Marcie Chisholm - Associate Vice-President, Human Resources, Health, Safety and Environment

Stephanie Dickie - Team Lead, Student Programs Administration, Board of Governors Member, Non-Academic Staff Association (NASA) Representative

Heather Bruce - Professor, Agricultural, Life and Environmental Sciences, Board of Governors Member, Association of Academic Staff University of Alberta (ASSUA) Representative

Philip Stack - Director, Health, Safety and Environment

Muneeb Masood Raja - Graduate Students' Association, Associate Vice-President Labour

Valentina Kozlova - Teaching Professor, Department of Economics

Kate Young - Board of Governors Member, Alumni Representative

Jeannie Smith - Chief of Staff, Office of the President

Introduction

In *Shape: A Strategic Plan of Impact*, the University of Alberta places our people at the foundation of everything that we do. The core of our mission — education, research and engagement — depends on all of us working together and contributing in our own roles. Supporting people is absolutely central to the university's mission and vision.

We cannot achieve our goals without creating an organizational culture and environment where our people are valued and can flourish and succeed. The People Strategy sets out a path for the university to realize such an environment.

The People Strategy will sit alongside *Braiding Past, Present and Future: University of Alberta Indigenous Strategic Plan*; our refreshed *Equity, Diversity and Inclusion Action Plan; Igniting Purpose: The Student Experience Action Plan; and A Culture of Care: Safety Action Plan* as organization-wide pillars that underpin our work. Much like *Braiding Past, Present and Future*, the People Strategy will be a crucial lens, and foundational to everything we do, for all individuals, from the highest level of leadership to people on the front lines of our work. We know that understanding the employee experience is key to our vibrant future. The People Strategy is intended to underpin the institution-wide efforts we make as a university to address the opportunities and concerns we heard from the 2023 Faculty and Staff Engagement Survey.

The People Strategy is not about layering another set of commitments and responsibilities onto existing roles. It is about cultivating a vibrant and inclusive community where people at all levels thrive professionally and personally. Through the People Strategy, the university aims to attract, develop and retain top talent while promoting a supportive environment that values collaboration, well-being and continuous learning in the service of teaching, research and engagement. It is about refocusing on our culture and environment in ways that make us feel empowered, energized and supported, and that will make the U of A an employer of choice that supports its people to create long and rewarding careers.

"It's important for me that a work environment addresses more than just professional needs. Addressing the emotional, physical, mental, and cultural aspects of our well-being empowers us to reach our full potential."

Lacee Wuttunee
onîkânîw (Leader) - First Peoples' House
Number of years at the U of A: 1-1/2

Vision statement

The vision statement for the People Strategy sets out an aspirational vision for the University of Alberta's future, guided by this strategy and the university's other foundational goals. Achieving this vision is a long-term journey, and we need to move forward together as a community.

> **The University of Alberta is an inspiring, high-performing workplace where people are valued and create flourishing careers. People are connected to one another and empowered, and are supported to innovate and grow. People at all levels exercise leadership and feel shared responsibility for the university's future, while senior leaders inspire trust and display integrity.**

Values

The U of A has values set in multiple places: *Shape* sets out core commitments; *Braiding Past, Present and Future* includes guiding values and principles; *Forward with Purpose: A Strategic Plan for Research and Innovation* articulates guiding principles; and the university's Statement on Freedom of Expression sets out some of our academic values.

> **In developing the People Strategy, the university community has expressed a major opportunity: to engage the university community to develop an enduring statement of values, which will sit alongside our mission and vision at the core of who we are as a university. These values will extend beyond the time horizon of any individual strategy or plan. The People Strategy has this as one of its key goals.**

The People Strategy itself is guided by the core commitments articulated in *Shape: A Strategic Plan of Impact:*

- **Indigenization and decolonization:** We incorporate Indigenous identities, languages, cultures and worldviews across the university. This includes working to dismantle systemic barriers and celebrating the diversity, strength, complexity, resilience and beauty of Indigenous Peoples, cultures, languages and knowledge systems. *Braiding Past, Present and Future: University of Alberta Indigenous Strategic Plan* is a crucial foundation for our next decade.

- **Equity, diversity and inclusion:** We work to achieve a more diverse, equitable, accessible and inclusive environment for all who work, learn and live within our community. We value academic freedom, and welcome and celebrate a diversity of perspectives and experiences.

- **Safety:** We are committed to the physical, psychological and cultural safety of people at the University of Alberta, and to providing a safe and healthy work and study environment that facilitates high-quality education and research.

- **Sustainability:** We strive to be a sustainable institution because we know the well-being of our people depends on our long-term viability. We lead through the prudent stewardship of resources, and by stewarding our environment and the lands on which we reside.

- **Collaboration:** We succeed by working together, within and beyond the university and across traditional boundaries. We prize relationships and we create opportunities for mutual benefit. We celebrate each other's achievements and help each other to thrive.

- **Creativity:** We embrace opportunities to innovate to make things better. While coming together as one university to reach new heights, we break down barriers, transform systems and remain flexible to create the conditions that support all members of the university community to flourish.

"My work environment is great because what I do is meaningful. I introduce students to human ecology in two areas: clothing, textiles, and material culture; and family science. Then I place students with partnering field supervisors for practicums. Together, we build a community of practice that celebrates a shared passion for enhancing everyday life."

Sherry Ann Chapman
Faculty Service Officer (Practicum Coordinator)
Number of years at the U of A: 24

Themes

The remainder of this document presents the People Strategy's major themes, goals and priority areas for action. The strategy has four themes:

1	**Prioritizing health and well-being**
2	**Enabling and empowering people**
3	**Outstanding leadership in an environment of shared responsibility**
4	**Creating connection**

Two points are essential to understanding the People Strategy's goals and how they will be achieved:

- First, as with *Shape*, the goals sit at the institution-wide level and reflect areas for targeted, university-wide focus at the highest levels. This in no way diminishes the importance of local action within departments, faculties, colleges and units. We will only succeed if our People Strategy vision cascades through the whole organization and is embraced across the university.

  So we invite all areas of the university to reflect — and then act — on how to support the kind of culture and environment in which we all want to work.

- Second, under each theme, the People Strategy distinguishes between two different, but equally important, areas of emphasis.

  Under each theme, the document describes characteristics of our desired culture and environment. This outlines the norms we want to create, the behaviours we want to see, and the practices we want embedded in our everyday work across the university, from the adoption of this strategy forward. We know that in many areas of the university, we are not there yet, and we know that these ideas will be realized differently in different settings. But we have also heard that it is important to articulate our expectations and desired norms as the basis for shared responsibility going forward.

  Separately, we identify our goals and priority actions. These are more time-delimited and indicate specific areas for dedicated action. Accountabilities are defined at the vice-president level, but we know that participation at all levels will be essential to success.

Measuring our performance

Measuring our performance will be essential. Through the People Strategy, we aspire to achieve the following university-wide targets within a decade, in support of *Shape: A Strategic Plan of Impact:*

Top quartile for faculty and staff engagement (Canadian Public Sector Norm)

Zero disabling workplace injuries/illnesses (as defined by Alberta Workers' Compensation Board)

Top quartile for service effectiveness/satisfaction (per UniForum)

Top 100 Canadian Employers (as defined by external benchmarks

Indicators by theme

For each theme, we have identified two sets of indicators. The first are targeted measures, which are mapped against specific goals in the strategy. These are both qualitative and quantitative, and many draw on our Faculty and Staff Engagement Survey, which will next be administered in 2025. The actions laid out in this strategy will enable us to see substantial improvements by then, and we intend to implement more regular pulse surveys in the future to track progress at shorter intervals.

The second set are what we call organizational health indicators; these are general indicators that show overall trends in our workforce activity. They are not mapped against specific goals because they will be influenced by the strategy as a whole, but they play a crucial role in understanding how we are doing in creating a thriving work environment. Organizational health indicators are monitored and reported on in relation to established internal and/or external benchmarks.

The People Strategy is a long-term journey. The following goals and actions are intended to embed this work into the university over multiple years. Some actions can be achieved in the short term, while others require us to build foundations for the future. We know in order for this strategy to be effective, people need time in their daily schedules to support such initiatives. We are committed to prioritizing the actions in this strategy to ensure we can all contribute to realizing our vision.

"Collaboration with a supportive, respectful, humble and gracious team allows everyone to learn and grow, and it fosters equitable opportunities and inclusivity."

Elizabeth Onyango
Assistant Professor, Healthy and Sustainable Communities
Number of years at the U of A: 2

Theme:

Prioritizing Health and Well-being

We need to ensure as an organization we prioritize the health and well-being of our people, including supporting people by providing sustainable workloads, resources to mitigate work-related stress, and broad-based supports for people experiencing difficulties both inside and outside of work. If we want people to flourish, we need to support them through challenges, both formally and informally.

Promoting well-being requires a systemic approach, not just an individual one. It is difficult for individuals or even teams to adopt well-being-oriented practices in isolation; success requires the whole university to commit to creating a better environment. Our health and well-being depend on positive work environments, but also on managing priorities and workload differently. This includes improving systems and support services to reduce areas of inefficiency and enable people to focus on the most rewarding aspects of their roles.

Defining our culture and environment

In a University of Alberta that prioritizes the health and well-being of its people:

- Organization-wide, we demonstrate positive support for sustainable workloads, and the well-being of our people is a fundamental part of our daily operations. We lead and work with compassion and balance, grounded in purpose.

- People enjoy networks of support, including functional support from people in similar roles and in partner units, and are connected meaningfully as collaborators and knowledge sharers. This networking function is recognized and rewarded.

- People are encouraged to set healthy boundaries — examples include the opportunity to be open about capacity constraints without fear of reprisal; facilitating conditions so people can use their vacations and breaks; and encouraging teams to set practices around effective use of time to support well-being.

- Across the university, we acknowledge that to take on something new, we may need to reprioritize or reduce work in other areas. This means that, as an organization, we set clear priorities and then support teams across the university to adjust their work accordingly.

Goals and priority actions

GOAL	PRIORITY ACTIONS	ACCOUNTABILITY	INDICATORS
Create healthy and sustainable workloads through organizational- and system-level solutions	• Prioritize process and system improvements with greatest impact on employee workloads, including through the Continuous Administrative Service Improvement Program (CASIP).* • Tie healthy practices into performance reviews, linking recognition, performance and well-being as core leadership responsibilities.** • Ensure we are leaving appropriate time and space for people to do the value-added work that drives engagement.**	VP (USOF) Provost & VP(A) VP (USOF) Provost & VP(A) University-wide	Completion of CASIP roadmap (approx. 70 projects completed in 2025) 2025 Faculty and Staff Engagement Survey scores: • Overall enablement • Performance management (Baseline enablement score: 64%; target score: 67%) (Baseline performance management score: 75%; target score: 78%)
Establish clear priorities to empower teams and individuals to manage their work in alignment with the university's vision	• Implement tools for team- and individual-level priority setting to support employees in setting priorities and managing workloads.* • Renew college, faculty and unit plans to align with *Shape* and set clear priorities, then ensuring that team- and individual-level work plans align with these priorities.*	Executive leadership Provost & VP(A)	Completion of unit-level engagement action plans (target: 100 per cent completion by April 1, 2025) 2025 Faculty and Staff Engagement Survey scores: • Performance management (Baseline performance management score: 75%; target score: 78%)

GOAL	PRIORITY ACTIONS	ACCOUNTABILITY	INDICATORS
Empower individuals to access resources to mitigate stress and burnout	• Continue implementation of *A Culture of Care: Safety Action Plan*.** • Continue to develop and deliver professional development on well-being for supervisors and teams.**	University-wide VP (USOF)	Employee and Family Assistance Program (EFAP) utilization (annual tracking) Participation in well-being workshops and education

Organizational health indicators:

• Number and nature of non-occupational illness/injury claims

*indicates to be completed or substantially progressed within 2024/25

** indicates to be completed or substantially progressed within 2-3 years

*** indicates to be completed or substantially progressed within 3+ years (though work may begin sooner)

"Being able to be authentic in the workplace makes it great. When I was a student, and in the early years as an employee, the environment for 2SLGBTQ+ employees was not very good. In 2015, I was very emotional when the Pride flag was hung in the Faith and Life Lounge on campus. Personally, it was a profound symbol of acceptance. Being able to be authentic reduced the amount of distraction and energy needed to navigate people's attitudes and feel safe."

Rob Ford
Supervisor, Residence Services and Student Engagement, Augustana
Number of years at the U of A: 38 (6 as a student, 32 as an employee)

"The People Strategy represents the university's commitment to its people."

Verna Yiu &
Todd Gilchrist

Theme:

Enabling and Empowering Our People

For our people to thrive, they need to be — and feel — empowered and enabled. This means having the support to perform, the tools to succeed, and the safety and autonomy to creatively solve problems.

Empowerment has an organizational dimension. Our people are more empowered when we have high-functioning systems and processes that enable them to focus on their core roles, and when our roles and responsibilities are designed to allow and reward a solution-oriented mindset. Empowerment also drives the broader organizational culture in which we work, and feeling empowered depends in part on how we interact, support and celebrate one another to succeed. In an empowered and enabled environment, our people can see pathways to creating long and rewarding careers at the U of A.

Defining our culture and environment

With empowered and enabled people:

- Our organization is geared to attract, retain and ensure the success of its people. We support people to act, make decisions and exercise creativity within the parameters of their roles. We work with colleagues who are both competent and invested in the university and its mission.

- We streamline review and decision processes with a view to empowering reviews and decisions at the appropriate level.

- We support each other through informal and formal communities of practice, and we recognize and reward the effort that such communities take to nurture.

- We are solution-oriented — within a standardized structure, we recognize the need for and value of local innovation. We place enabling the academic mission at the centre of our work design.

- Everyone understands that safety comes first and underpins all other decisions. If it's not safe, we don't do it.

Goals and priority actions

GOAL	PRIORITY ACTIONS	ACCOUNTABILITY	INDICATORS
Empower people to succeed in their roles by improving supports, systems and processes	• Continue to implement the Continuous Administrative Service Improvement Program (CASIP) to enhance quality of administrative services.**	VP (USOF)	2025 Faculty and Staff Engagement Survey scores: • Authority and empowerment (Baseline authority & empowerment score: 60%; target score: 63%)
	• Work with Chairs' Council to develop an updated "roles and responsibilities" framework for chairs and staff supporting departments, in order to align with the new organizational structure and better support core academic functions.**	Provost & VP(A)	Completion of Chairs' roles and responsibilities framework (by end of 2025) UniForum Survey Net Satisfaction Score (Baseline: 13, Target: 20) Completion of CASIP roadmap (approx. 70 projects completed in 2026)
Establish an environment where employees are empowered to innovate and create solutions	• Create a university-wide decision-making framework articulating principles for decision-making at all levels, aiming to reduce redundancy and facilitate more efficient decision-making processes.**	Executive leadership and university-wide	2025 Faculty and Staff Engagement Survey scores: • Authority and empowerment • Work, structure and process (Baseline authority & empowerment score: 60%; target score: 63%) (Baseline work, structure and process score: 48%; target score: 51%)

GOAL	PRIORITY ACTIONS	ACCOUNTABILITY	INDICATORS
Enable diverse and flourishing career paths at the university through increased access to and support for professional development	• Require supervisors to elevate the importance of advancing career development for their direct reports as part of the annual performance reporting process — including prioritizing resources for training in core job functions.**	University-wide VP (USOF)	Creation of new courses and workshops (qualitative) Program participation and evaluation scores
	• Develop guidelines to support enhanced succession planning to support long-term career development.***	Provost & VP(A) VP (USOF)	
	• Explore developing institutionally recommended training curricula for specific roles.***	Provost & VP(A) VP (USOF)	
	• Develop and launch a formal mentorship program.***	VP (USOF)	
	• Facilitate support for communities of practice in specific function areas, to support functional skill development.**	University-wide	
Create a culture of care addressing all aspects of safety: physical, psychological and cultural	• Continue to implement the Culture of Care Safety Action Plan.**	University-wide	Successful execution of Culture of Care Safety Action Plan

Organizational health indicators:

• Training uptake rate

• Promoter score (training program/course satisfaction based on likelihood of recommending the training to others)

• Service satisfaction — relative net satisfaction (UniForum) and support services satisfaction rating

*indicates to be completed or substantially progressed within 2024/25

** indicates to be completed or substantially progressed within 2-3 years

*** indicates to be completed or substantially progressed within 3+ years (though work may begin sooner)

Theme:

Outstanding Leadership in an Environment of Shared Responsibility

Leadership at the University of Alberta is both formal and informal. It includes the positional responsibilities of formal leaders, as well as the competencies and behaviours that can be exhibited at all levels of the organization.

Leadership is intertwined with each of the other themes, and supportive leadership is a critical success factor for every goal in this strategy. There are also specific actions and commitments required by formal leaders (those in executive or senior administrative roles) to build trust and to help people flourish, which are expressed in this theme. These actions and commitments do not obviate the need for shared responsibility across the university, recognizing that people at all levels of the organization need to participate in creating a flourishing culture and environment.

Defining our culture and environment

Within a University of Alberta characterized by outstanding leadership:

- We understand that leadership competencies are fundamental to supporting and empowering people.

- We communicate clearly and transparently about our processes, priorities and roles. We are consultative and collaborative.

- We cultivate a sense of shared responsibility for the university's goals and success by empowering people at all levels of the organization to exercise judgment and creativity, to solve problems, and to inspire others.

- Leaders at all levels embrace their accountability to the university community, and act at all times in a manner consistent with university values.

Goals and priority actions

GOAL	PRIORITY ACTIONS	ACCOUNTABILITY	INDICATORS
Rebuild trust in senior leadership	• Emphasize visibility, transparency and availability of senior leaders (deans, vice-provosts, vice-presidents, president).*	Senior leadership Provost & VP(A)	2025 Faculty and Staff Engagement Survey scores: • Confidence in leadership (Baseline confidence in leadership score: 38%; target score: 43%)
	• Establish a clear accountability framework for implementation of *Shape*, with cascading accountabilities at the college/faculty/unit levels.*	Executive leadership	Successful execution of accountabilities identified through *Shape*
	• Support formal leaders to clearly articulate priorities for their responsible areas, aligned with the university's broader strategic direction.*	Provost & VP(A)	
Create an outstanding shared leadership culture by developing leadership competencies at all levels of the organization	• Continue investment in leadership development, including academic leadership, with emphasis on developing skills and competencies in mentorship and coaching.***	VP (USOF) Provost & VP(A)	Development and implementation of leadership programming (qualitative) Establishment and completion of required training for positional leaders (target date TBC)
	• Review performance-review process and criteria for formal leaders with the intention of embedding university values.***	Executive leadership	Development and implementation of performance management program (qualitative) 100% of executive leadership roles with defined succession plans

Organizational health indicators:

• Training uptake rate

• Promoter score (training program/course satisfaction based on likelihood of recommending the training to others)

*indicates to be completed or substantially progressed within 2024/25

** indicates to be completed or substantially progressed within 2-3 years

*** indicates to be completed or substantially progressed within 3+ years (though work may begin sooner)

"A great work environment prioritizes respect, equity, diversity, inclusion and awareness."

Sofyan Alhamid
Teaching Professor
Number of years at the U of A: 13

Theme:

Creating Connection

People want to feel connected to each other, to the university and its mission, to our students and to the external community.

Connection is about a sense of belonging, which means that we need to feel valued in our work. Connection is also about forming real, tangible relationships with immediate colleagues and with colleagues across the university. These relationships take time and effort to nurture, and we need an organization-wide commitment to making space for the work of creating and sustaining connection. We also need a particular focus on building relationships and bridging perspectives between long-standing employees and those who have joined the university more recently.

Connectedness depends on, and also fosters, well-being, empowerment and enablement.

Defining our culture and environment

Within a more connected University of Alberta:

- We are a community that values interpersonal relationships, both among each other and with the university.
- We make the effort to cultivate a shared work culture and to treat each other with respect, within the context of our commitment to excellence and authenticity.
- We understand and value building a positive, team-based culture, underpinned by mutual trust.
- We are grounded in the more than 100-year history of the U of A, and we value that it is a space where we can pursue passions and make a difference.
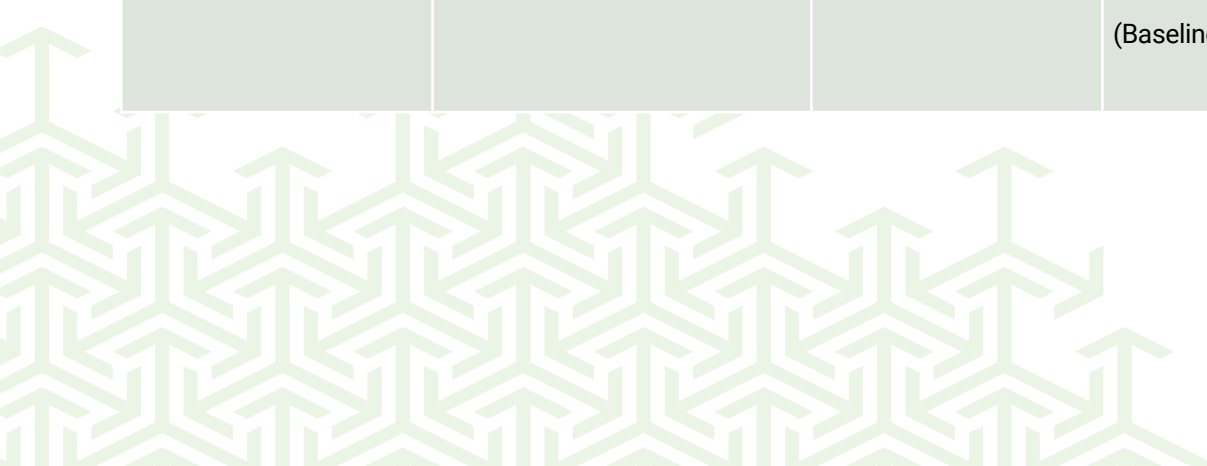
Goals and priority actions

GOAL	PRIORITY ACTIONS	ACCOUNTABILITY	INDICATORS
Articulate clear values for the University of Alberta	• Develop and disseminate a clear set of values for the U of A that supports people in making a personal connection to the university, and to establish a common basis for all work and decisions across the university.*	University-wide	Completion of statement of institutional values (target: 2024/25) 2025 Faculty and Staff Engagement Survey scores: • Overall engagement • Collaboration • Participation Rate (Baseline engagement score: 55%; target score 58%) (Baseline collaboration score: 54%; target score 57%) (Baseline participation rate: 51%; target score 61%)
Create community connectedness at the individual, team and university-wide level	• Review administrative service processes to identify opportunities to create more points of contact and personal connection along our end-to-end integrated support service delivery.* • Identify and support the scaling up of positive local team practices.*** • Create opportunities for connection both within individual teams and to the broader U of A community.**	University-wide VP (USOF) Provost & VP(A) University-wide	2025 Faculty and Staff Engagement Survey scores: • Collaboration (Baseline collaboration score: 54%; target score 57%) Creation of opportunities for university-wide connection (qualitative) Evaluation of team effectiveness (to be developed in 2025/26) UniForum Survey Net Satisfaction Score (Baseline: 13, Target: 20)

GOAL	PRIORITY ACTIONS	ACCOUNTABILITY	INDICATORS
Create a sense of belonging and appreciation through enhanced recognition	• Establish a program for innovative and informal recognition of staff and colleagues, and tools to support supervisors in making recognition a regular practice within teams.* • Increase resources for formal recognition programs and awareness of existing programs.**	VP (USOF) Provost & VP(A); university-wide VP (USOF)	2025 Faculty and Staff Engagement Survey scores: • Overall engagement (Baseline engagement score: 55%; target score 58%) Recognition program utilization (to be established in 2024/25)
Establish a culture of inclusion and respect	• Establish an institution-wide charter outlining expectations of behaviour, which members of the community can commit to upholding.* • Ensure the implementation of the EDI Action Plan at all levels of the university. ** • Expand awareness of resources for disclosure and resolution of workplace concerns.*	President & university-wide Provost & VP(A) VP (USOF)	2025 Faculty and Staff Engagement Survey scores: • Equity, Diversity and Inclusion (Baseline EDI score: 70%; target score: 73% by 2025) Successful implementation of EDI Action Plan

Organizational health indicators:

• Employee turnover (administrative, academic and faculty turnover)

• Employee and labour relations (number of formal disputes)

*indicates to be completed or substantially progressed within 2024/25

** indicates to be completed or substantially progressed within 2-3 years

*** indicates to be completed or substantially progressed within 3+ years (though work may begin sooner)

"Picture this: You're surrounded by some of the brightest minds in their fields, but they're also down-to-earth and fun! Our department is one big, quirky family. Coffee breaks turn into brainstorming sessions, and research seminars become mini-TED talks. It's like being at a never-ending intellectual party."

Emily Block
George M Cormie Chair and Associate Professor of Management
Number of years at the U of A: 8

Leading with Purpose.

UNIVERSITY OF ALBERTA

Office of the Provost and Vice-President (Academic)

2-40 South Academic Building
University of Alberta
Edmonton, AB
Canada T6G 2G7

Office of the Vice-President (University Services, Operations and Finance)

2-04 South Academic Building
University of Alberta
Edmonton, AB
Canada T6G 2G7

ITEM NO. 6b

Decision ☒ **Discussion** ☐ **Information** ☐

ITEM OBJECTIVE: To approve the proposed 2023-24 University of Alberta Annual Report. The institutional annual report is mandated under the *Post-Secondary Learning Act* and is posted on the university website. While all information contained in the report is publicly available, we must ensure that there is no reputational risk with the release of this information.

DATE	Friday, October 11, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Vice-President (External Relations)

MOTION: THAT the Board of Governors, on the recommendation of the Board Audit and Risk and Board Reputation and Public Affairs Committees:

a) approve and adopt the draft 2023-24 University of Alberta Annual Report ("**Annual Report**"), as set forth in Attachment 1; and

b) authorize the Vice-President (External Relations), to amend the Annual Report without need for further approval from the Board of Governors if such amendment is (a) solely for the purpose of clarification or is of an inconsequential, editorial, or formatting nature, and (b) does not change the substance of the Annual Report.

EXECUTIVE SUMMARY:

Background
The submission of the University of Alberta's (U of A) Annual Report is an annual accountability requirement of the Government of Alberta. The report must adhere to government guidelines and include (among other routine requirements) the institution's financial statements, capital plan, and key updates on core mission goals and performance measures. The document must also demonstrate how the U of A's annual performance aligns with government priorities and responds to key environmental factors, so the annual report also serves as an important opportunity to showcase the U of A as a partner in achieving these goals.

Usually, the annual report would be reviewed during the May/June Board cycle and submitted to the Government of Alberta no later than September 30. The timing of the review of the 2023-24 Annual Report is slightly different due to a change in the Government of Alberta's guidelines. In May 2024, the Government shared a draft annual report template with Alberta post-secondary institutions (PSIs) which was notably different from the guidelines received in years past. The template was being socialized at that point, and not yet final and approved for PSIs to use. For this reason, the U of A's 2023-24 Annual Report did not proceed for review during the May/June Board cycle.

GOVERNANCE OUTLINE

ITEM NO. 6b

In mid-September 2024, the new guidelines and template were received. University staff responded quickly and adjusted the draft 2023-24 report accordingly, including the additional required content specific to free speech. To provide PSIs with additional time to adjust their respective reports, the Government has changed the submission deadline to November 30, 2024, for the 2023-24 annual reports.

Analysis / Discussion
Key highlights in the report include:
- In October 2023, *SHAPE: A Strategic Plan of Impact, 2023-2033* was officially launched, following extensive consultation in 2022-23. *SHAPE* identifies the university's ambitious and innovative priorities, including increasing research revenue and impact and continued enrolment growth with the goal of reaching 60,000 students by 2033.
- *Forward with Purpose: A Strategic Plan for Research and Innovation 2023-2028* was also launched in October 2023, and is the university's first pan-institutional strategic plan for research and innovation.
- A total of $575.8 million in sponsored research revenue was generated (a decrease from the fiscal year prior).
- A total of $150.3 million in fundraising dollars was raised, surpassing the 2022-23 total of $137.2 million.
- Following a consultation process that involved more than 8,500 students, *Igniting Purpose: The Student Experience Action Plan* was launched in January 2024. *Igniting Purpose* is a three-year plan that defines the university's vision for, and commitment to, an exceptional student experience at the University of Alberta.

Note: *Feedback from the Board Audit and Risk Committee ("BARC") and Board Reputation and Public Affairs Committee ("BRPAC") was considered and incorporated into the final document before the Board, with changes summarized in "Supplementary Notes" below.*

Risk Discussion / Mitigation of the Risk
- Risk: Reputational risk due to improper reporting
  - Mitigation: An extensive review process was undertaken to ensure that all facts and figures were validated, and all explanations are truthful. Subject-matter experts were consulted, including experts from the university's Performance, Analytics and Institutional Research (PAIR) team. All Vice-Presidents have been consulted as part of the review process to confirm that the info is correct and presented in a correct manner.
- Risk: Reputational risk due to missed submission deadline (November 30, 2024).
  - Mitigation: The report is being shared with Committees and the Board during the Fall 2024 cycle, allowing sufficient time to make edits as needed. The report will then be designed according to guidelines and re-shared "for information only" prior to submission to the Government of Alberta.
- Risk: Mis-use or misrepresentation of the U of A brand.
  - Mitigation: To maintain consistent branding, we will re-use the overall design from the 2023-24 Annual Report with an update to select images and facts and figures.

GOVERNANCE OUTLINE

ITEM NO. 6b

Where applicable, list the legislation that is being relied upon
- The *Post-Secondary Learning Act* requires public institutions to submit an annual report to the Minister of Advanced Education (the Minister), including audited financial statements.
- The *Fiscal Planning and Transparency Act* also provides for these documents in its accountability framework.

Next Steps
- Design and editing of the annual report will occur in October and November 2024.
- A final version (including design) will be shared with BRPAC and the Board of Governors before the document is submitted to the provincial government (as an FYI).
- Final submission will be Friday, November 29, 2024, in advance of the Government of Alberta's November 30, 2024, deadline.

Supporting Materials:
1. Draft 2023-24 Annual Report (34 pages) – for approval

SCHEDULE A:

Engagement and Routing
Consultation and Stakeholder Participation / Approval Route (parties who have seen the proposal and in what capacity) <*Governance Resources Section Student Participation Protocol*>

*Those who are actively **participating***:   • Vice-President (External Relations)   • Vice-President (Facilities & Operations)   • Vice-President (Research & Innovation)   • Vice-President (University Services and Finance)   • Provost Office   • President's Office
*Those who have been **consulted***:   • PEC-S

Approval Route:
 	
 • For discussion, review and approval of draft and content:
   ○ BARC on September 23, 2024
   ○ BRPAC on September 27, 2024
   ○ Board of Governors on October 11, 2024
 • Shared as an FYI (including design) before submission on November 30, 2024:
   ○ BRPAC
   ○ Board of Governors
 	
 All requested final changes will be incorporated prior to submission to GoA.

GOVERNANCE OUTLINE

ITEM NO. 6b

<u>**Supplementary Notes / Context**</u>:

The following changes were incorporated into the Annual Report following BARC and BRPAC's consideration:

- more detail added from the Alumni Impact Report;

- rankings status highlighted by including it in the President's remarks;

- a rewritten sentence regarding community engagement on page 5, to reflect the revised timeline for the report;

- the addition of data on page 13 (under Enrolment growth) to reflect the UofA's mix of international students as compared to the U15 (to demonstrate that the UofA's mix of international is quite a bit lower than U15 comparators)

- consistency throughout the report when referencing Indigenous student enrolment numbers;

- that all acronyms be defined at least once in the report; and

- the deletion of a paragraph explaining the outcome of the provincial election (originally on page 7).

University of Alberta Annual Report 2023-24:

Table of Contents

University of Alberta Annual Report 2023-24:

Institutional Overview

Institution name: University of Alberta
President name: Bill Flanagan
Board chair: Kate Chisholm

List of Figures and Tables

Treaty Acknowledgement

The University of Alberta respectfully acknowledges that we are located on Treaty 6 territory, a traditional gathering place for diverse Indigenous peoples, including the Cree, Blackfoot, Métis, Nakota Sioux, Iroquois, Dene, Ojibway/Saulteaux/Anishinaabe, Inuit, and many others whose histories, languages, and cultures continue to influence our vibrant community.

[page break]

Message from the President

For more than a century, the University of Alberta has been the preeminent post-secondary institution in the province. We have built a strong tradition of educating leaders and inspiring entrepreneurs and global citizens. We have a well-deserved reputation for using innovation and creativity to enact economic, social and cultural change.

We are a world-class post-secondary institution known for excellence in research, education, and teaching. We have a proven track record of leading real, transformative change in the world. This excellence is reaffirmed in our global rankings: the U of A had its best ranking in the 20-year history of the Academic Ranking of World Universities and we climbed nince places in Times Higher Education World University Rankings over the previous year.

To build on our exemplary record and ensure the U of A ascends to new heights, in 2023, we launched the university's bold 10-year strategic plan, *Shape*, which will guide us as we grow the university's reputation and impact.

Developing, launching, and operationalizing *Shape* has been a primary focus of the last year, and for good reason – it will drive all aspects of our institution as we move forward.

Our strategic plan is rooted in the University of Alberta's deep commitment to equity, diversity, inclusion, and accessibility. It builds on our work to advance Truth and Reconciliation and incorporates and honours Indigenous identities, languages, cultures, and worldviews across the university.

Shape reaffirms our commitment to deliver innovative, flexible learning and work-integrated experiences that prepare our students as global citizens. To ensure more Albertans have access to a world-class education, the strategic plan includes an ambitious enrolment goal, aiming for 60,000 students by 2033. The strategic plan also includes increasing our research revenue and impact and increasing our connections to community members, industry partners and government.

I'm excited to see how our strategic plan will transform the university and, in turn, the province over the next decade.

As this 2023-24 Annual Report demonstrates, we will continue driving discovery and innovation, forging strong collaborative partnerships in the community and with industry, educating tomorrow's workforce, and meeting the challenge of building a better future for all.

Original signed by
Bill Flanagan
President and Vice-Chancellor

Operational Overview

The Alberta economy has continued to grow over the last 12 months. The province led the country with a 2.6 per cent gross domestic product (GDP) increase in 2023, primarily due to a resurgent energy sector and pronounced population growth.

Alberta's economy is set for continued expansion this year, underpinned by strong population growth, robust business investment and an anticipated reduction from high interest rates and inflation. Real GDP growth is forecast to grow again in 2024, diverging from the slow growth trend in Canada and globally.

In February, the Government of Alberta presented its 2024-25 fiscal budget, which included plans to strengthen health care and K-12 education, build safe and supportive communities, manage the province's resources wisely, and promote job creation to continue building Alberta's competitive advantage. The 2024-25 budget projects an overall surplus of $367 million.

As it looks toward the future, the government continues to focus on building a job-ready workforce with the knowledge and training needed to succeed in today's economy and the evolving economy of the future. As the province's flagship research-intensive post-secondary

institution, the University of Alberta will be an integral partner in achieving these lofty provincial goals.

This annual report demonstrates that the U of A is positioned for continued growth and success. We attract and educate some of the brightest minds in Canada and worldwide, fueling the province's skilled workforce. Our excellence in multidisciplinary research drives innovation and commercialization activities and expands national and international partnerships and investments. In addition to educating the next generation of leaders and global citizens, the U of A continues to be a gateway through which Albertans—and the province itself—can access the world.

With every innovation, every discovery, every global partnership formed, and every alum working in the international market, the U of A advances the province's global brand in a marked and meaningful way.

<u>Continuing inflationary pressures and higher prices</u>

Beginning in 2021, higher gasoline, shelter, food and consumer goods prices put upward pressure on consumer inflation. Although down from a peak of 8.1 per cent in June 2022, rising prices and inflationary pressures continue to be seen at the University of Alberta. By December 2023, year-over-year changes in the Consumer Price Index had slowed to 3.0 per cent in Alberta (versus a national rate of 3.4 per cent). However, Alberta's food and shelter costs continued rising above the national average.

This increased cost of goods is felt throughout the U of A community. Many Albertans – including students, faculty and staff – continue to be affected by the marked increase in food, shelter and other goods. Similarly, institutional costs have increased, adding additional budgetary pressures for the university.

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<u>Enrolment Growth</u>

Alberta's economic outlook is positive, with ATB Financial predicting 2.3 per cent real GDP growth in 2024 and 2.7 per cent in 2025, outpacing the national average.

The U of A is a vital driver of this growth and prosperity. To sustain it, we must maintain an Alberta that attracts and retains talented people and investments. With a strong post-secondary learning system, Albertans can get the high-quality training and skills they need here at home to meet the labour market needs of tomorrow's economy.

The province continues to face a tight labour market. The Government of Canada's October 2022 Labour Market Bulletin for Alberta warned, "While the province has been experiencing an economic windfall recently, labour shortages in key sectors, especially the health-care sector, continue to threaten growth." By 2030, experts predict an acute need for more engineering, health care, science and business professionals. The Government of Alberta also anticipates a need for more teachers, registered nurses and registered psychiatric nurses, information systems analysts and consultants, computer programmers and interactive media developers, and graphic designers.

Another challenge is that we are now losing more Alberta students than we are gaining from other parts of Canada. In 2018-19, 14,000 students left Alberta to study elsewhere, a more significant number than any other province in Canada. Many of them will put down roots elsewhere and never return.

Fortunately, our province is home to a young and growing population. The number of Alberta high school graduates is projected to grow by 20 per cent in the next five years. To accommodate this demographic boon, we urgently need to grow Alberta's post-secondary sector so these high school graduates will have the opportunities they need to thrive in Alberta's growing economy.

We are tackling this challenge head-on at the U of A, where we are home to 25 per cent of Alberta's post-secondary students. In partnership with the province through the Targeted Enrolment Expansion program, we have been actively investing in enrolment growth to support areas of greatest demand by both students and industry. Our enrolment now exceeds 44,700 students, including more than 2,000 Indigenous students.

This growth is encouraging, but we have an even more ambitious goal: As part of our *Shape* strategic plan for impact, we aim to increase our enrolment to 60,000 students over the next decade.

We know that such growth needs to be supported by thoughtful planning and engagement. We are developing an Integrated Enrolment Growth Plan — a co-ordinated effort to ensure our growth ensures continued access for students, enhances our impact in Alberta and around the world, and enables investments to secure a sustainable future for the U of A. The first phase of this plan is now underway; the second phase of community engagement and feedback will begin in the first half of the 2024-25 fiscal year.

U of A graduates are essential to Alberta's economic growth and prosperity. Over the last decade, 84 per cent of our graduates have stayed in the province, helping to grow and diversify its economy. Ninety-four per cent of our graduates are employed two years after graduation, and 97 per cent of graduates work in a job related to their field of study.

The more we offer students the opportunity to study here at home at one of the world's top 100 universities, the more we will see their talents contribute to a diversified and thriving Alberta economy.

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Alberta 2023-24 Post-Secondary Financial and Governance Context

The Alberta economy continued to strengthen throughout 2023-24, leading the country in several economic indicators. Nationally, inflation and a housing crisis negatively impacted several markets, however, Alberta's economy remained resilient and the province attracted record inter-provincial migration. It was a year of significant political developments, with a general election, federal-provincial tension, and the ripple effects of both new and ongoing international conflicts.

On February 28, 2023, the first budget under United Conservative Party (UCP) leader Danielle Smith was tabled. Entitled *Securing Alberta's Future*, the budget announced a $2.4 billion surplus despite overall expenditure increases of three per cent over the 2022-23 forecast. However, the budget address also noted that legislation would be introduced to cap future budget increases to inflation and population growth, and that balanced budgets would also be legislated, with debt repayment and Heritage Trust Fund Savings prioritized.

Budget 2023 represented the first time in three years that the university's operating grant stabilized, at $436.6 million, after decreasing by $222 million since the 2020 budget. The university operates in an inflationary environment, however, and despite no direct cut, the university continues to deal with challenges related to increased costs. However, the University of Alberta received an increase of just over 5 per cent to its Capital Maintenance and Renewal funding, with nearly $37 million going towards infrastructure on campus, including deferred maintenance. Total deferred maintenance costs continue to grow, and remain a priority point for discussions with the province.

Additional enrolment in targeted areas was supported through the Targeted Enrolment Expansion (TEE) program, with $111 million over three years to support extra seats in high-demand sectors such as non-trade construction, energy, technology and business. $87 million of this funded year four of degree programs and year two of diploma programs announced under previous TEE funding, leaving $24 million in new money for the sector as a whole. With the university's applications alone up 22 per cent over the past five years, the funding was inadequate to address significant demographic pressures across the sector, and the university continued to work with the government throughout the year to convey the importance of ensuring post-secondary spots for Alberta students.

Importantly, the government recognized the need to sustain TEE enrolment growth funding on an ongoing basis, and once TEE enrolment targets are reached, $31.5 million in new annual funding

will be available to support much-needed faculty renewal and growth, for example. We expect to be able to hire 100 new faculty over the next four years.

Budget 2023 also predicted that own-source revenue for post-secondary institutions would grow, largely due to enrolment growth and tuition increases across the sector. However, the government indicated that it would introduce legislation to cap future domestic student tuition increases to two per cent starting in 2024-25. This reinforced the importance of the University of Alberta, together with sector partners, continuing to work with the government on pathways to deconsolidation, which would enable us to pursue other, non-tuition means to raise revenues. Recognizing that issues independent of the sector's advocacy delayed deconsolidation, Budget 2023 permitted the university to spend up to 15 per cent of our carry forward funds. This meant that the university could access up to $39.4 million for one-time expenditures, but this remained a temporary solution to longer-standing funding issues. Further advocacy on this issue was delayed due to the general election, held in May 2023, which resulted in significant changes in representation throughout the province.

On February 29, 2024, the Government of Alberta released Budget 2024 entitled *A Responsible Plan for Growing the Province*. The budget was framed as responding to the needs and pressures of a growing population while keeping fiscal responsibility central to funding decisions. While forecasting a small surplus, the province highlighted that its fiscal framework requires half of any surplus to pay down debt. Overall budget spending increased by nearly $3 billion over 2023-24 forecasts, with forthcoming changes announced to taxation (a decrease in lower-end rates), the Heritage Savings Trust Fund (a $2 billion investment this year, with plans to grow the fund to $250-$400 billion by 2050), and a focus on health care funding and innovation.

Budget 2024 maintained the university's operating grant at $436.6 million, with the university continuing to face significant ongoing fiscal pressure related to rising costs and rapid inflation. The university received $34.9 million in Capital Maintenance and Renewal funding, representing a nearly 2 per cent decrease over the previous year, which will be used to address deferred maintenance of our facilities. However, an additional project-specific $27 million funding envelope was provided to renew the exterior of the Universiade Pavilion, also known as the Butterdome, as well as an additional $1.3 million to support Campus Saint-Jean upgrades.

No new funding for domestic growth enrolment for degree programs was included in this budget beyond what had previously been announced in the Targeted Enrolment Expansion program. Announced in 2022, TEE focused on increasing seats around Alberta in high-demand areas. The university's share of previously announced TEE will increase from approximately $16 million in 2023-24 to approximately $25 million in 2024-25. To address the needs of a rapidly growing young population in Alberta and an application increase to the University of Alberta of 8 per cent over last year, the university will continue to advocate strongly with the government to secure funding for future domestic enrolment expansion.

Of note, Budget 2024 committed $10 million to increase mental health-related post-secondary seats throughout the province, though details are still forthcoming. The province also committed

$62.4 million over three years to create two Rural Health Professional Training Centres, and this spring, the University of Alberta was pleased to sign a Memorandum of Understanding with Northwestern Polytechnic in Grande Prairie to begin training physicians at the hospital there. This exciting development will eventually result in 120 new physician training spots supporting northern Alberta.

Budget 2024 also forecasts continued growth in post-secondary institutions' own-source revenue, from 53 per cent of operating expenses in 2022-23 to 58 per cent in 2026-27. The university continues to work with the government to ensure that pathways to own-source revenue remain open, as with international student recruitment, or open up, as with ongoing discussions regarding deconsolidation.

The winter 2024 legislative session has been impactful, with the government introducing several pieces of legislation asserting provincial jurisdiction. Several also affect the post-secondary sector, including Bill 13, the *Real Property Governance Act 2024* and Bill 18, the *Provincial Priorities Act*. University administration continues to work with the government to ensure officials understand the impact of the legislation as stakeholder consultations to develop related regulations begin.

National Environment

Throughout 2023-24, the federal government grappled with addressing the increased cost of living as high interest rates, a tight housing market, and increased gas and food prices constrained household expenses and hampered economic growth. On March 28, 2023, the federal government released Budget 2023, *A Made-In-Canada Plan: Strong Middle Class, Affordable Economy, Healthy Future*. The budget presented limited new spending, with very little targeting the post-secondary sector. Among the initiatives to make life more affordable for Canadians, the federal government announced increases in student loan limits, decreased thresholds, and longer interest-free periods. Special loan forgiveness programs targeting doctors and nurses aimed to encourage more rural practitioners.

Perhaps most important for the post-secondary sector was the commitment in the budget to engage with stakeholders on the recommendations in the Report of the Advisory Panel on the Federal Research Support System, also known as the Bouchard Report. The report called for sweeping changes in both the funding and structure of the Canadian research ecosystem in order to boost Canadian competitiveness. Successive years with no increases in the face of rapidly rising inflation have resulted in net cuts to research funding at a time when we need discovery and innovative solutions more than ever. The university continued to advocate with the federal government for increased financial support to the granting councils and the Canadian Foundation for Innovation, as well as for an increase in support for graduate and post-graduate students to stop the brain drain Canada is facing.

In late fall 2023, the federal government announced a series of changes to international student visa processes and stated its intention to align international student recruitment with overall francophone immigration goals, to make changes to post-study work permits, and to implement a Recognized Institutions Framework (RIF). Post-secondary institutions recognized as having a high standard of services, support and outcomes for international students would benefit, for example, from priority processing of study permits for applicants. The federal government framed the changes as important to ensuring the integrity of the International Student Program.

In part to help address severe housing shortages in certain markets across the country, and to slow down international student growth until the RIF can be implemented, the federal government announced a cap on undergraduate international students in January 2024. However, given that international student numbers are not contributors to Alberta's tight housing market, Alberta's post-secondary institutions worked closely with the Government of Alberta to ensure that the federal cap as applied in Alberta continues to allow for international student growth. As a result, Alberta was one of few provinces not to receive a cut in allocated international student visa applications, and the University of Alberta's strong record in recruiting, retaining and graduating top international students enabled the university to receive a high percentage of the province's total allocation of permits.

In addition to being an important source of revenue for the university, international students enrich learning environments, diversify discourse, and help drive globally engaged research, innovation, and growth for impact. Alberta has significant student demand, labour force needs and ample affordable housing to support further growth in a sustainable manner. Going forward, the university's commitment to grow its international student numbers remains strong, and to that end the university will continue to advocate for higher allocations to Alberta's cap and for the timely implementation of the RIF.

Looking forward to 2024-25, the federal landscape is likely to be dominated by continued inflation and sluggish economic growth. This, combined with multiple commitments made by the minority Liberals to ensure NDP support, will likely result in fiscal restraint. The university will continue to advocate for substantial commitments to student and research support as well as to an enabling policy and regulatory environment that recognizes the unique role that universities play in Canada's competitiveness.

<u>Fundraising</u>
In 2023-24, the U of A raised $150.3 million from individuals, corporations, foundations and organizations — surpassing last year's total of $137.2 million. These funds support the core mission and mandate of the university in the following areas:

- **$85.8 million** to advance research and discovery
- **$36.3 million** to enhance teaching, experiential learning and student research opportunities
- **$24.9 million** to reduce financial barriers for students and help them achieve their potential

- **$3.3 million** to build and enhance buildings, labs, libraries and learning spaces

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Shape: The University Strategic Plan 2023-33

In September, the U of A launched its new strategic plan, *Shape*. This plan builds on the university's successes over its 115-year history and charts a bold course for action across its three mission pillars: education, research, and community engagement.

With this plan as its guide, over the next decade the U of A will shape futures by educating with purpose. We will shape ideas by being purposeful in our research, and we will shape trust by engaging meaningfully with the communities, partners and people who make up the University of Alberta.

Shape includes ambitious enrolment growth of more than 35 per cent—from 44,000 students to 50,000 by 2026 and 60,000 by 2033. The shift is needed to meet the challenges of a growing young population and rising demand for a world-class education. This growth represents an additional 16,000 students, 6,000 of whom will be international students. As enrolment grows, the university will invest strategically in teaching and research, including hiring the faculty and staff needed to ensure an outstanding learning experience for all our students.

Over the next decade, the U of A will increase multidisciplinary research, develop innovations that address some of the world's most pressing challenges, and increase representation and success among researchers from historically under-represented and equity-deserving groups in efforts to grow our research impact.

Three priority research areas have been identified for the first time in the U of A's history. These are areas in which the university has proved to be a global leader: energy and the environment, artificial intelligence, and health and well-being. The strategic plan also notes three areas in which the university is making major contributions with the potential for global impact within the next decade: Indigenous research, agriculture and food, and social transformations — all of which will also be guided by other institutional strategies, including *Braiding Past, Present and Future: Indigenous Strategic Plan*, the *Institutional Strategic Plan for Research and Innovation* and the *Strategic Plan for Equity, Diversity and Inclusivity*.

In *Shape*, the U of A recognizes that one of the hallmarks of its success will be the quality of our relationships and their productivity in realizing goals that benefit society. We want to expand our economic impact on the province and help bring higher employment, wealth generation and technological advancement to all Albertans. That's why we're enhancing relationships and partnerships with First Nations and Métis communities within Alberta, increasing Indigenous

community-engaged research and strengthening the integration between our university and the business community, resulting in further growth and diversity for Alberta.

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Accountability Acknowledgements

Accountability Statement

The institution's Annual Report for the year ended was prepared under the Board's direction in accordance with the *Sustainable Fiscal Planning and Reporting Act* and ministerial requirements established pursuant to the *Post-Secondary Learning Act*. All material economic, environmental, or fiscal implications of which we are aware have been considered in the preparation of this report.

[SIGNATURE NEEDED HERE]

Management's Responsibility for Reporting

The institution's management is responsible for the preparation, accuracy, objectivity, and integrity of the information contained in the Annual Report. Systems of internal control are designed and maintained by management to produce reliable information to meet reporting requirements. The system is designed to provide management with reasonable assurance that transactions are properly authorized, are executed in accordance with all relevant legislation, regulations and policies, reliable financial records are maintained, and assets are properly accounted for and safeguarded.

The Annual Report has been developed under the oversight of the institution audit committee, as well as approved by the Board of Governors and is prepared in accordance with the *Sustainable Fiscal Planning and Reporting Act* and the *Post-Secondary Learning Act*.

The Auditor General of Alberta, the institution's external auditor appointed under the *Post-Secondary Learning Act*, performs an annual independent audit of the consolidated financial statements which are prepared in accordance with Canadian public sector accounting standards.

[SIGNATURE NEEDED HERE]

Public Interest Disclosure (Whistleblower Protection) Act

There were no disclosures reported this past fiscal year.

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Goals and Performance Measures

Student Supports and Services

The University of Alberta is a beacon of higher education and research, attracting the best and brightest students from throughout Alberta, across Canada and around the world. We believe that our students are our most valuable resource, and a key goal of the institution's University of Alberta for Tomorrow (UAT) transformation is to ensure our students receive a high-quality education that prepares them to lead with purpose as part of the future-ready workforce.

Student Experience Action Plan

On January 31, 2024, the U of A launched *Igniting Purpose: The Student Experience Action Plan*. Developed through a unique co-creative process involving more than 8,500 students, more than 100 engagement sessions, a student survey and instructor feedback, the three-year plan defines the university's vision for and commitment to an exceptional student experience.

Built on principles of connection, exploration and challenge, the action plan identifies seven thematic areas of importance:

- Creating Safe, Accessible and Connected Campuses
- Demonstrating Transparency and Affordability
- Enabling Academic Agency and Flexibility
- Fostering a Student-Centred Learning Environment
- Prioritizing Student Success
- Relationships, Connection and Belonging Matter
- Supporting Transitions Into and Out of Study

The plan also establishes accountability measures with set completion dates for actions and key indicators to track progress on each thematic area of importance.

Student Support Highlights
- **Shaping a modern teaching and learning experience:** In Fall 2023, the U of A embarked on a two-year project to replace its learning management system (LMS) to support innovative, inclusive and flexible approaches to teaching and learning. The vendor for the LMS was selected in February 2024 following a broad evaluation and consultation process. The next steps will include onboarding and migration for faculty and staff, with complete implementation expected by Fall 2025.

- **PhD program at Campus Saint-Jean:** In February 2024, the U of A's French-language campus began accepting registrations for a new doctoral program in preparation for a first intake in September 2024. The new program will allow students to complete an entire education in French in Alberta, from kindergarten to doctorate.
- **Maintaining a healthy and safe campus community:** To ensure that students, faculty and staff feel safe on U of A campuses, the Office of the Provost provided an additional 27 per cent investment in U of A Protective Services resources and doubled the capacity of the Community Assistance Team. These investments will enhance U of A Protective Services' ability to respond to incidents and concerns, conduct outreach and offer assistance to people facing systemic barriers.
- **Partnership for dual-credit courses:** In September 2023, the U of A and Treaty 8 First Nations of Alberta signed a memorandum of relational understanding that will allow Indigenous students to take courses that provide high school credits and credits applicable toward a post-secondary degree. The partnership's aims include improving high school graduation rates, promoting post-secondary education among young adults and facilitating a strong connection between students and the job market.
- **Leading the U of A's response to sexual violence:** In February 2024, the U of A appointed **Deborah Eerkes** to lead the university's ongoing efforts to prevent and respond to sexual violence within the campus community. She will continue to engage experts and service units in policy development and implementation, communications, education and training. Under her leadership over the last two years, the university has developed its Sexual and Gender-Based Violence Policy, launched an online training course and created an Options Navigation Network to support survivors.
- **Review of Sexual Assault Centre services**: Following the replacement of the Sexual Assault Centre's director in November 2023, the U of A is conducting a review of the centre's services. The ongoing review will inform a renewed structure for the centre, with a focus on prevention, education, support for survivors, and community wellness.

Enrolment, Completion and Employability

At the U of A, students learn the skills, knowledge and competencies needed by businesses and industry within an inclusive, vibrant and supportive environment. The U of A is known for its high-quality learning experience, which is driving an increasing number of undergraduate and graduate students to seek admission to the university, and more students are completing their degrees and finding employment relevant to their education.

Enrolment Growth

Total enrolment rose to 44,782 students, including 36,445 (or 81.4 per cent) domestic students and 8,337 (or 18.6 per cent) international students. Self-identified Indigenous enrolment reached a historical high of 2,008 for 2023-24.

Table 01: Student enrolment growth
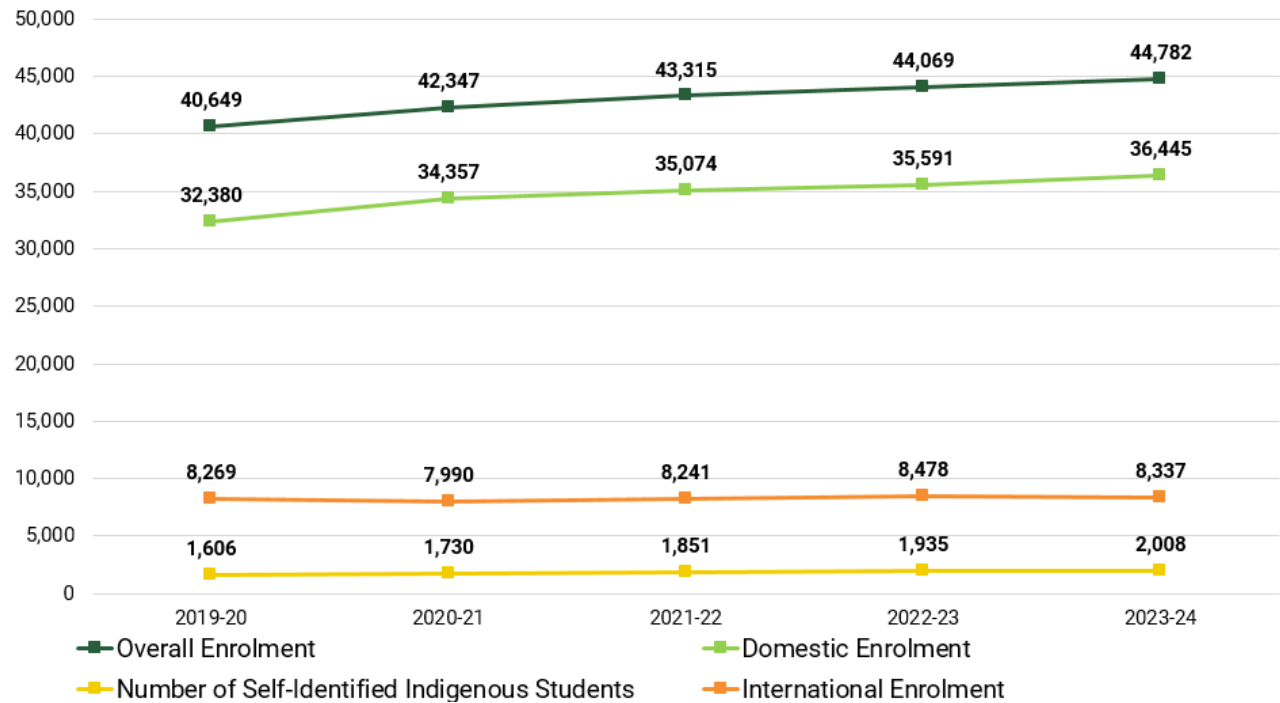
Source: Acorn Institutional Data Warehouse, Student Headcount and FLE, prepared on Sept. 24, 2024.
Notes: All counts are as of Dec. 1 of the reported year. Overall Enrollment, Overall Domestic Enrollment, Indigenous and International data are reported in fall headcount and include Medical/ Dental Residents and all academic careers. Numbers of Indigenous students include those who have ever self-identified as Indigenous. Domestic is defined as Canadian Citizenship, Permanent Residency and students with a National Status of Not Reported.

Completion

Completion rates increased slightly to 81.9 per cent in 2022-23, following a slight one-time decrease in the previous year.

Table 02: Student completion rates
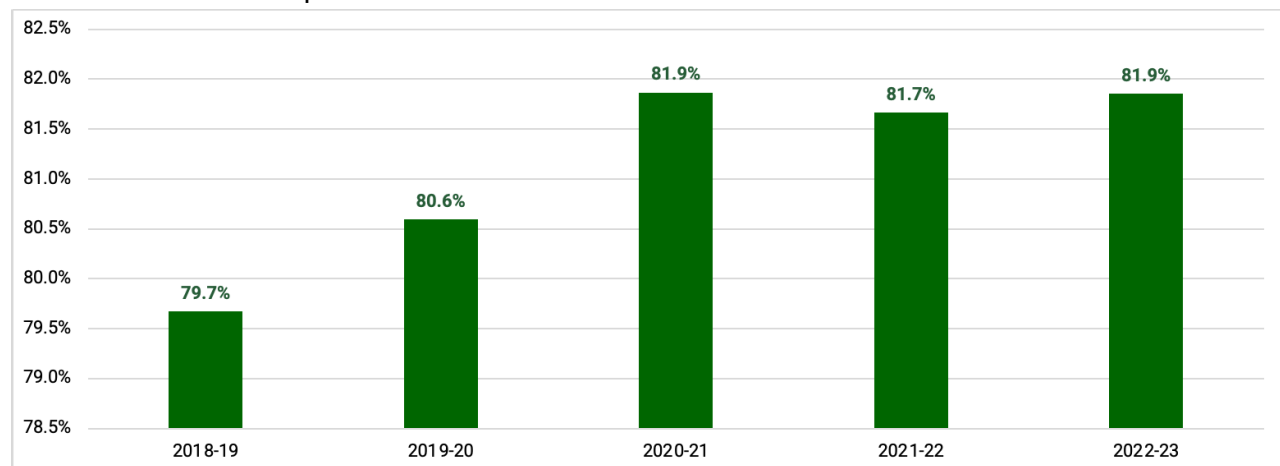
Source: Acorn Data Warehouse, Student Completion Rates, as of May 7, 2024
Notes: On-time is six years for direct entry high school admits, five years for post-secondary transfers, secondary programs, Master's and nine years for PhDs. Includes only Full-time Students.

International Students

Overall, the university's proportion of international students fell slightly when compared to the previous year. As of 2023-24, 18.9 per cent of the U ofA's total student population is comprised of international students; this percentage is slightly below the U15 average.

Table 03: Proportion of International Students

Institution	Academic Year				
	2019-20	2020-21	2021-22	2022-23	2023-24
University of Alberta	20.2%	18.8%	18.9%	19.1%	18.9%
U15 Average (excluding U of A)	18.7%	18.3%	19.2%	19.8%	19.7%

Source: Acorn Institutional Data Warehouse, U15 Data Exchange.
Note: Includes PGME students. Data is as of November 1 for each Reporting Year. Including all academic careers.

Employability

The vast majority of U of A graduates – nearly 85 per cent – stay in the province and find employment in every sector. One in five Albertans work for businesses and organizations founded by U of A alums. Highlights include:

- 96 per cent of U of A students are employed two years post-graduation, according to the Alberta Graduate Outcomes Survey (GOS) 2022
- 95.2 per cent of U of A graduates are working in a field related to general skills and abilities acquired through their education, according to the same survey
- 80 per cent of PhD students find employment before graduation
- The U of A is fifth among Canadian universities for employability, according to the 2022 QS Graduate Employability Rankings

Work-Integrated Learning and Other Forms of Experiential Learning

Students and graduates must have the skills and experiences to succeed in a rapidly changing labour market. To ensure students build these skills and have experiences that increase their employability, the U of A offers a range of experiential learning opportunities, including work-integrated learning (WIL), community service learning, co-ops and internships. These innovative learning opportunities are available in every U of A faculty.

World Rankings

The U of A is rising in several prominent global rankings, and students benefit from studying at one of the very few universities in the world with the excellence and breadth to play a lead role in solving the full range of global challenges and helping to create a more sustainable, just and equitable world.

For example, the university's ranking of 91st in the world and fourth in Canada in the 2023 Academic Ranking of World Universities was its best showing in the influential rankings' 20-year history. It also climbed in the 2024 Times Higher Education World University Rankings, ranking 109th in the world—an increase of nine places from its 2023 performance and 27 places since 2020.

The U of A had solid showings in two sustainability-related rankings, rising four places to rank seventh worldwide in the 2023 Times Higher Education Impact Rankings and moving up 90 places to finish at 28th in the world in the 2024 QS Sustainability Rankings.

At the national level, the U of A's nursing and education programs were ranked first and third in Canada, respectively, in Maclean's 2024 Canadian University Rankings. Computer science, engineering, and business also ranked among the top six in the country.

Strategic Research Priorities

The U of A is one of Canada's top five research-intensive universities, ranking among the very best in the world in broad and diverse areas ranging from energy, engineering, and nursing to Indigenous studies and education. The university has a renowned reputation for bringing innovative and world-changing ideas to life and creating new economic, environmental, and social benefits for the good of Albertans and people around the world.

In 2023-24, the university strengthened its leadership in areas of global excellence, such as energy solutions, health and well-being, and artificial intelligence—where we have been ranked third in the world over the last twenty years. Our excellence also includes Indigenous research, agriculture and food, and social transformations.

Across all faculties and areas of research, the U of A attracted more than $575 million in external research funding.

Launch of *Forward with Purpose: A Strategic Plan for Research and Innovation 2023-2028*

In October, we officially launched *Forward with Purpose*, our first pan-institutional strategic plan for research and innovation. This plan is the next step in a journey to enhance our university's position as a leader in knowledge generation and translation, inspiring solutions to grand challenges of local, provincial, national and global importance through creativity, research, and innovation.

Forward with Purpose identifies four goals–each with objectives, actions and key indicators–and reiterates the six areas of research identified in *Shape*, including three in which we have broad, long-term and deep institutional strengths and three areas of leadership that are primed for further growth. Together, these areas of global excellence and growth, alongside our strategic goals for research and innovation, will help further position the U of A as a global leader addressing the grand challenges of our time.

Through *Forward with Purpose,* the U of A will:
- Focus on people and nurturing talented researchers.
- Support researchers with tools and infrastructure.
- Strengthen our research culture and broaden our impacts.
- Enhance the University of Alberta's global research and innovation leadership.

Research Funding

The U of A receives federal funding through the Canadian Institutes of Health Research, the Natural Sciences and Engineering Research Council, and the Social Sciences and Humanities Research Council (collectively termed Tri-Council funding) to support basic and applied research and research infrastructure.

The university attracts substantial research funding support from other international, regional, and private sector partners. 2023-24 research funding results show that U of A's capacity to attract major grants in partnership with various funding sources remains substantial. However, sponsored research revenue decreased by $45.1 million (or 7.3 per cent) compared to 2022-23.

Table 04: Sponsored Research Revenue (FY 2023-24)

Research Revenue	2023-24
*Tri-Council	$140,807,602
Government of Alberta and Other Governments	$182,222,098
Donations and Non-Government Grants and Contracts	$149,314,475
Investments Earnings	$56,518,209
**Research Revenue from Affiliates	$46,964,470
TOTAL	$575,826,854

*Tri-Council grants include Research Support Funds from the federal government.

**Revenue from affiliates for 2024 is estimated using the 2023 income as it is not available at the time when the report is prepared.

Table 05: Sponsored Research Income

Sponsored Research Income
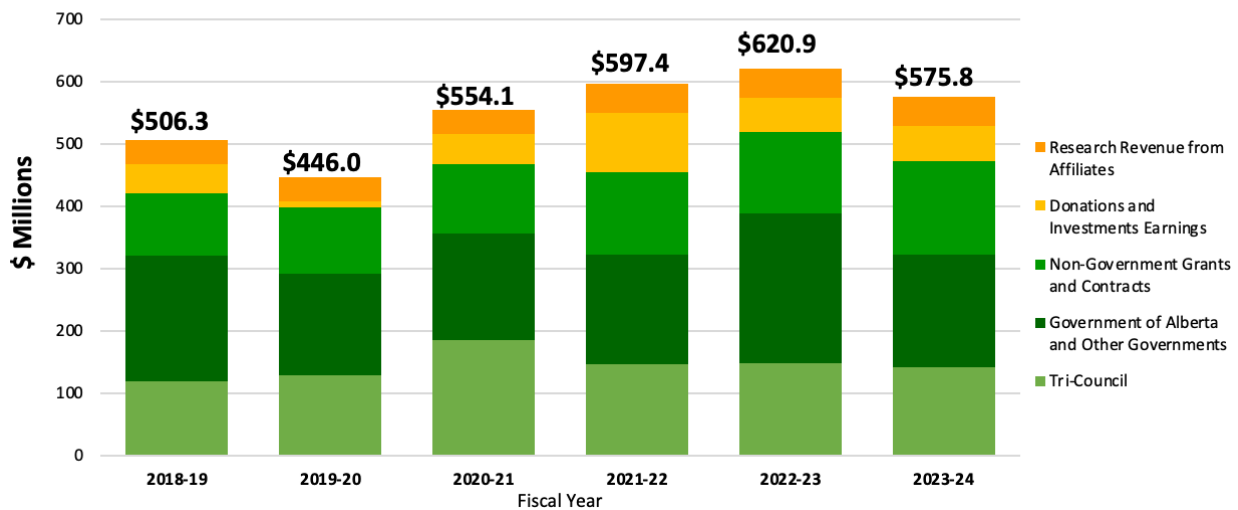
From lab bench to marketplace: the commercialization of knowledge

Transforming research ideas and discoveries into viable products, services, and companies that produce social and economic impacts is a core strategic goal for the U of A. From nurturing and developing students' ideas and entrepreneurial ambitions to providing technology transfer services to faculty members ready to patent and spin-off discoveries into companies, the U of A's innovation ecosystem continues to grow and produce results. With global leadership in areas such as artificial intelligence and machine learning, alternative energies, biotechnology, and precision medicine, the university is responding to the needs of government, industry and communities in generating new products, treatments, companies and jobs that will diversify and expand Alberta's future economy.

In 2023-24, U of A researchers and students reported:
- 6 new spinoffs and startups;
  - Companies created based on UAlberta patentable intellectual property (IP): Egeiro Pharmaceuticals, ZAFA Biorefinery, Augment That
  - Researcher-founded startups based on non-patentable technology/expertise, self-reported by researchers in the fiscal year 2023-24 (may have been founded in previous years): Sonance AI, Software for Multiscale Modeling, Inc., Thoth Biosimulations
- 83 new inventions
- 79 patent applications filed (all countries)
- 36 patents granted (including 14 U.S. patents)
- 56 revenue agreements executed (e.g., licences, royalties, options)

Innovation Fund

We launched the University of Alberta Innovation Fund in October to help grow the entrepreneurial ecosystem in Alberta and ensure that great ideas get the critical funding they need. This venture capital fund invests in startup ventures working to solve some of society's most pressing challenges. Thanks to the generous support of our visionary donors – including the Government of Alberta – the University of Alberta Innovation Fund will be a game-changer for our community and our university, offering entrepreneurs the critical funding they need to move ideas from the lab bench to the marketplace.

The fund launched with almost $5 million in donations. We aim to grow the fund to more than $50 million over the next five years to empower innovative startups to unlock their potential. In addition to financial help, the fund offers mentorship and advice to entrepreneurs and also helps connect them to the larger innovation ecosystem in Alberta. The fund will support innovative ventures in artificial intelligence, health, energy, and agriculture, all areas highlighted in our new strategic plan, *Shape.*

The fund made its first investment in RLCore Technologies, an ambitious Edmonton-based AI startup.

Collaborations

Our strength as a research and teaching institution and our ability to innovate and drive change to deepen education and learning, depends on a vast network of partnerships and collaborations with communities near and far. Working with post-secondary and industry partners, communities, non-profit organizations and all levels of government, we create symbiotic collaborations that promote joint solutions to shared problems. Together, we facilitate knowledge translation and magnify the reach and impact of U of A research, education and scholarship.

Highlights of Community-Engaged Teaching and Research

- Theme: People and Culture
  - **Virtual visits create connections for people with dementia:** Nursing professor Hannah O'Rourke is tapping into technology to combat loneliness for people living with dementia in care homes. Connecting Today, the program she developed, is built around regular video calls between residents and loved ones. Care workers, who manage the technology and are trained in engagement techniques to guide conversation or other non-verbal activity, facilitate the calls. A study found the calls improved residents' quality of life, with more than 90 per cent being alert and happy during the visits, and family members appreciated the effective approach to augment in-person visits. O'Rourke's next step is a multi-province clinical trial, with the ultimate goal of having facilitated video calls become a standard offering in

long-term care. "Social connectedness is just a human need," she says, "and people living with dementia are no different."

- **Dental program gives kids and their families a reason to smile:** Nagging dental pain makes it hard for kids to smile, much less learn. But a School of Dentistry program provides dental care and education — at no cost — for hundreds of children from low-income, Indigenous and new-immigrant families. Through the School Visit Program, children learn about dental hygiene, get a dental exam and have tooth issues fixed by U of A pediatric dentistry students.

- Theme: Research and Innovation
  - **AI-powered ultrasound could shorten emergency department visits:** One in five people in an emergency department is waiting — sometimes for hours — to find out whether they've fractured a bone in their wrist, elbow or shoulder. But an AI-powered portable ultrasound system could reduce waits and save money by quickly ruling out arm injuries that aren't fractures. The Ultrasound Arm Injury Detection tool, developed by assistant professor Abhilash Hareendranathan, uses artificial intelligence to ensure "lightly trained" front-line health care workers can capture an accurate scan. This means a patient doesn't need to wait for a sonographer or radiologist to become available. "The novice user often gets a good scan, but they don't know at what point to freeze the image, whereas in our system we automate that process," he says. Thanks to a $748,500 grant from Alberta Innovates, the tool will be tested in the Stollery Children's Hospital emergency room and at an Edmonton medical imaging clinic.

  - **U of A alumni honoured for scientific breakthroughs:** Two U of A graduates are among the winners of the 2024 Breakthrough Prize in Life Sciences, the world's richest award for scientific achievement. Michel Sadelain (1989 PhD, immunology) was recognized for his discovery of cancer-fighting immunotherapy based on genetic engineering of a patient's own T cells, and Fredrick Van Goor (1996 PhD, biological sciences) won for developing the first effective medications to treat the underlying cause of cystic fibrosis.

- Theme: Sustainability
  - **Helping communities prepare for wildfire:** Communities in Western Canada will test a new U of A-developed tool that maps vegetation and landscape patterns to show potential wildfire pathways into communities. Once vulnerabilities are known, community leaders can take action, like clearing out fire fuel and planning evacuation routes. "It's giving the decision-makers one more piece of information they can use to plan for fire," says wildland fire professor Jen Beverly.

  - **Producing hydrogen while purifying water:** A new catalyst could revolutionize water and energy by making dirty water drinkable while producing hydrogen fuel. The chemical reaction caused by the catalyst — a combination of non-toxic, readily available powders — is a major advance in hydrogen production, says U of A researcher Robin Hamilton. "We take something dirty ... and generate hydrogen and electricity in a fuel cell. And it spits out water you can drink."

- Theme: Student Community and Outreach
  - **New master's programs will tackle rural health care needs:** Three Rehabilitation Medicine programs will be offered at Augustana to let rural students stay close to home while pursuing a career in rehabilitation medicine. Alberta government funding created satellite master's programs at the Camrose campus in speech-language pathology, occupational therapy and physical therapy. Rehabilitation Medicine dean Tammy Hopper says the option will appeal to students who want to work in rural Alberta, where there's a shortage of physical, occupational and speech therapists.
  - **Business students step up for Edmonton's economy:** Business students are being challenged to make a real-world impact with a program that challenges them to solve current problems. The Axford Impact Series, devised two years ago by alumni Eric Axford and associate dean Leo Wong, is a community-based program that teaches students about the complexities of the business environment. This year, some 1,200 students were asked to develop ideas for restoring vibrancy to Edmonton's downtown core. "Understanding the complexities of the community you're a part of is central to being a strong leader," says Axford, who attributes his success to realizing the power of collaboration in the U of A's business school more than 30 years ago.
- Theme: Community Engagement
  - **Revolutionizing research with cloud computing:** A new U of A centre will enable innovators to explore opportunities in artificial intelligence, thanks to a new partnership with Amazon Web Services. The powerful cloud computing technology means researchers, faculty and students at the Artificial Intelligence Discovery Place in downtown Edmonton "can innovate and do interesting things at the pace of the idea," says associate dean of research Lawrence Richer.
  - **Leading a national effort to include Indigenous people in clinical trials:** U of A Indigenous researchers are leading a national initiative to bring First Nations, Métis and Inuit people into clinical trials, which evaluate the safety and effectiveness of new treatments. Historically, these trials have either excluded Indigenous people or selected them for unethical experiments. Over three years, the Accelerating Clinical Trials (ACT) Canada Consortium will meet with Indigenous leaders to develop best practices while dispelling a legacy of distrust.

Indigenous Initiatives and Equity, Diversity and Inclusivity

The University of Alberta is focused on building an accessible, equitable, and inclusive community of students, faculty, and staff that supports a learning environment shaped by curiosity, rigorous inquiry, evidence-based decision-making, respect for diversity and expression of ideas, and human rights. This deep commitment is reflected in the *Shape* strategic plan, which envisions a university where everyone feels included and valued and where Indigenous identities, languages, cultures and worldviews are honoured and incorporated. The following are highlights from the 2023-24 academic year:

- In September 2023, the U of A released a [report outlining](link) its progress on the Calls to Action issued by the Truth and Reconciliation Commission of Canada (TRC). The **TRC Report to Community Dashboard** tracks the university's response to calls issued specifically to post-secondary institutions along with aligned work. The dashboard followed two years of broad dialogues with representatives from across the university as well as First Nations, Métis and Inuit faculty and staff, nations and organizations. Progress includes support for Indigenous student recruitment and retention, and increased numbers of Indigenous faculty and staff. In addition, all courses now require Indigenous content, remediating existing curricular gaps related to Indigenous histories and cultures.
- In September 2023, the U of A [launched an online micro-course](link) called **Indigenous Peoples and Canada.** Created and offered through the Faculty of Native Studies, the six-module course allows learners worldwide to explore Indigenous peoples' historical and contemporary experiences as they are guided in understanding the legacy of settler colonialism and learning about Indigenous self-determination.
- In July 2023, the U of A appointed **Dr. Danielle Peers** as [Academic Lead on Equity Praxis and Systemic Ableism](link). Drawing on their extensive experience in anti-ableism and disability justice work at the U of A and across Canada, Dr. Peers collaborates with the Vice-President (Equity, Diversity and Inclusion), members of the EDI team, and EDI and Indigenous leaders, knowledge holders, and partners across the university to support the development of relational and sustainable EDI infrastructures. Dr. Peers also co-leads a new advisory and decision-making council to address systemic ableism and systemic access.
- In January 2024, the U of A [launched](link) an **EDI in Research video series** to inspire and support researchers as they integrate EDI principles and practices into the university's research ecosystem. Created by the Office of the Vice-President (Research and Innovation) and the Office of the Vice-Provost (Equity, Diversity and Inclusion), the series aims to foster a culture in which diverse perspectives are valued and integrated into the fabric of academic inquiry.
- In March 2024, the U of A [launched an online, on-demand micro-course](link) celebrating Black history and accomplishments spanning from Canada's founding to its future. **Black Canadians: History, Presence and Anti-Racist Futures** also explores the legacy of systemic racism and unconscious racial bias in Canadian institutions.
- In March 2024, the Supporting Indigenous Language Revitalization (SILR) initiative released *Towards Indigenous Language Revitalization: An Informative Resource* to support the work of Indigenous people, communities and organizations in tailoring strategies for language learning and revitalization. The [resource](link), which offers a foundation for creating or improving educational programs at every level, from preschool to post-secondary, was shared with more than 400 attendees from across Canada and the United States at the 2024 SILR Gathering in March, highlighting the diversity of Indigenous languages in Canada.

<u>Alumni Engagement</u>

A wide range of in-person and online programs and various large-scale community events such as U of A Days, Science FUNDay, and the Canadian Business Leader Award engaged nearly 48,000 alums and friends. Programming featured 228 U of A experts and leaders as well as 257 alumni guest speakers, showcasing U of A research and offering graduates personal and professional development opportunities. Topics aligned with the *Shape* strategic plan by featuring purpose-driven research and the global excellence of speakers while elevating the university's reputation through the impact and knowledge of alumni.

Engagement highlights for the year include the following:

- More than 63,200 people experienced events and programs.
- Online engagement and communications outreach created more than 110,700 touchpoints with alumni, resulting in greater giving, volunteerism and advocacy.
- Over 12,000 total volunteer hours were provided by 2,055 volunteers.
- The ThresholdImpact Venture Mentoring Service actively recruited entrepreneurs, ending the year with 51 ventures and 105 mentors in the program. This successful program celebrated its 10th anniversary in the fall of 2023 and continues to amplify the economic impact of alumni-owned businesses and entrepreneurs.
- Career and professional development programming saw a 24 per cent increase over last year.

To understand the influence of the more than 300,000 U of A alumni worldwide, the university engaged Ernst & Young LLP (EY) to develop a web-based alumni survey and to report on the economic, social, and cultural impact of our graduates. The survey questions focused on three key themes:

- <u>Employment and investment</u>: labour market dynamics and business investment outcomes
- <u>Entrepreneurship and innovation</u>: impact of alumni-founded companies
- <u>Social and cultural impact:</u> broader impacts of alumni's activities and social contributions

The survey was distributed to all living alumni with a known email address, and the results will be released during the 2024-25 fiscal year.

Financial Information

A full disclosure of the University of Alberta's audited financial statements can be found in Appendix 1, at the end of this report.

A fulsome discussion and analysis of the university's financial statements can be found in Appendix 2.

(Note: [Appendix 1](#))
(Note: [Appendix 2](#))

Self-Generated Revenue

A full disclosure of the University of Alberta's self-generated revenue for the 2023-24 fiscal year has been fulfilled in other reporting to government.

Capital Report

The University of Alberta competes in a global market for the best and brightest students, researchers, and faculty. Providing and maintaining buildings and spaces that meet 21st-century needs and expectations is integral to our competitive advantage.

To meet today's needs, as well as the future needs of the university, we must think differently about space – optimizing our existing infrastructure while continuing efforts to reduce operating costs, deferred maintenance, and minimizing our environmental impact. We must focus on renewing existing spaces to accommodate growth, ensure a better student and teaching experience, and facilitate more impactful research.

Currently, the U of A maintains nearly 1.7 million square metres of complex facilities across five campuses, one of the largest inventories among Canadian post-secondary institutions. This immense size is accompanied by operational and maintenance costs that continue to rise due to inflation, carbon tax increases, and growing utility costs. While these factors make right-sizing as well as maintaining and upgrading infrastructure a priority, the university must ensure its efforts do not hamper its enrollment and research opportunities, which is a challenging balance.

To help meet this institutional balance, in 2023, we updated the Integrated Asset Management Strategy (IAMS) to create more vibrant, sustainable, collaborative and cost-effective spaces. It contains space optimization initiatives essential to realizing the massive potential of our 10-year strategic plan and delivering on our institutional priorities. The IAMS is a guiding document that has helped us craft a Capital Plan that uses our resources effectively and in a way that is forward focused.

As we move forward, the U of A will prioritize capital investments that:
- Create spaces that lead to an outstanding student experience within an inclusive environment and lend themselves to greater partnerships with the community.
- Focus on shared and/or flexible spaces that allow for multi-disciplinary research, greater experiential learning, and community spaces.
- Change how we think about student study spaces to ensure adequate space for students to experience both online course delivery and in-person classes.

- Increase accessibility to state-of-the-art spaces where students, faculty, staff and researchers can do their best learning, teaching, and discoveries.
- Continue to optimize existing spaces (better spaces) while reducing operating costs and the deferred maintenance liability (better spaces for less).

The following tables outline the University of Alberta's 2024-27 Capital Plan priorities for provincial funding for the Government of Alberta.

Table 06: Top Capital Priorities Identified to the Government of Alberta

Biological Sciences: Redevelopment into a collaborative, high-service research, teaching and innovation centre - Phase 1
Total request: $100 million (Phase 1) over five years, beginning in 2025-26
Immediate need: In addition to the $18.7 million already approved by the University of Alberta for planning and design of Phase 1, the university plans to commit up to $100 million of additional funds in support for the redevelopment of Biological Sciences into a collaborative, high-service research, teaching and innovation centre in the event that the Government of Alberta matches the additional funds from the University.
The complete redevelopment of the aging Biological Sciences Building will create Canada's preeminent home for world-leading, life sciences education, research, discovery, and experiential learning. We have the opportunity to create meaningful impact. For Alberta. For Canada. For the world. To help solve challenges once considered unsolvable. Imagine ground-breaking life sciences solutions coming out of Alberta that might include using stem cell treatments to regenerate damaged spinal cords. Or the development of water purification technology for rural, remote and Indigenous communities. Even bringing together microbiologists, geneticists, biochemists and clinicians in this innovative facility to solve resistance in pathogenic bacteria so existing and affordable antibiotics can once again be effective. Issues that are affecting the quality of life for millions around the globe and whose quality of life would improve significantly while offsetting billions in health-related spending. That's precisely what's on the table with the University of Alberta's plans to transform the old Biological Science Building into an unprecedented, world-leading centre enabling discovery and inspiring innovation, helping tackle some of society's most critical health and science-based challenges. At the core of it all is the creation of a high-service, experiment-focused laboratory hub accessible to the whole university, designed in a way that breaks down walls (literally and figuratively) and barriers to innovation and discovery. Bringing together life sciences researchers, professors and students from across the institution into a shared space that inspires innovation, leads to discoveries and creates global impact.

The facility will be designed with collaboration and collisions in mind. The opportunity for groups from across disciplines, at the interface of life sciences, to interact in a way they historically would never have the chance to – shared meeting and gathering spaces, intentional lab assignments that mix disciplines creating proximity and increasing the likelihood of sharing and sparking new ideas and approaches, outside groups and partners walking the halls and sharing perspective and experiences.

The space itself will be fully agile, creating versatile, flexible lab and learning spaces that can be rearranged to fit specific requirements. This is what sets this new facility apart. The ability of the space to transform itself to the needs of the research and teaching. Adaptable spaces that can flex up or down in size, adjustable bench arrangements, ventilation and other critical lab requirements to accommodate a vast range of use-cases and needs. The space will adjust to the teaching and research needs, not the other way around.

This transformation is not about creating something that already exists in Alberta. Its goal is to set a new standard. To raise the bar on how teaching and research is approached, how teams engage and how collaboration and transparency can inspire discovery and innovation. Create the innovative spaces that allow our very brightest students and researchers to remain in Alberta to complete their work. Rather than shipping our talent out to the world, we will keep it thriving locally.

Creating a leading-edge, state of the art facility will not only allow us to retain talent but attract it to Alberta from afar. We will attract the best and the brightest to Alberta. This is a bold, new approach that, when supported by an innovative facility, can attract global talent searching for ways to inspire innovation and reimagine how they work. Teaching excellence follows research excellence. Researchers bring students. These students become our workforce. And it's a cycle that's in our control with a made-in-Alberta solution. A solution that would also bring academic leaders from around the world to see how much can be accomplished when governments and universities work together.

Phasing of the project would see the redevelopment of Biological Sciences into a high service lab and teaching space over five phases (total project cost = $500 million). Planning and Phase 1 design is fully funded by the University of Alberta. Phase 1 construction, which is envisioned as being cost-shared between the University and the Government of Alberta, could begin as early as 2025/26 and continue over the following four years. The university will be working on a formal business case for submission to the Government of Alberta for this project as our top capital priority.

Integrated Health Sciences Innovation Complex (ECHA 2.0): New Development
Total request: $463 million over multiple years, beginning as early as 2024-25
Immediate need: $30 million in provincial support for demolition of the existing Research Transition Facility and for functional programming of Edmonton Clinical Health Academy (ECHA) 2.0 as early as 2024/25, with funding for the subsequent design and construction

stages required over multiple years beginning in 2025/26.

Under the Alberta Health Services' (AHS) 2030 Master Plan, there is a need to reclaim space for beds within the Walter C MacKenzie Health Sciences Centre to address infection control protocols and AHS' need for growth. This is compelling the University of Alberta to relocate research labs, teaching labs, and lecture theatres from the Clinical Sciences Building into this new development, as well as move administrative offices from the Walter C MacKenzie Centre into the Medical Sciences Building.

This project requires collaboration between the University of Alberta, Alberta Infrastructure, and Alberta Health Services, and could build on the successful development and operation of the existing Edmonton Clinic Health Academy (ECHA).

The strategic location of the building on campus positions researchers close to potential research subjects and gives clinicians access to the latest technology, cultivating an environment ideal for advancing research, academics, and patient care. This continued integrative approach better positions the university to first attract, then address, expanded student intake across all health science faculties. The proposed spin off incubation space fosters the commercialization of the university's leading research thereby further advancing research and bolstering investment in both the university and the province.

Overall, this new infrastructure would create care capacity, interdisciplinary innovation and health-care training in a state-of-the-art facility with specialized medical systems and technologies.

While in early ideation discussions, it would consolidate high service medical laboratory space in one location and enable the consolidation of academic offices into a repurposed Medical Sciences Building, which has aging infrastructure that is too costly and challenging to refurbish in its current state. In time, and with focused investment, the long-term benefit would allow the university to further work towards vacating aging assets.

Education Complex: Redevelopment
Total request: $359 million over multiple years, beginning as early as 2024-25
Immediate need: $2 million in provincial support for early planning activities as early as 2024/25, with funding for the subsequent design and construction stages required over multiple years beginning in 2025/26.
The redeveloped Education Complex will allow the university to gain efficiencies in space, while

improving the student, faculty and staff experience.

Using space optimization, the Faculty of Education itself could potentially be consolidated into one of the towers, which would free up the other building tower for the needs of the College of Social Sciences and Humanities. The Education Complex would enable consideration for the potential decant or repurposing of the Humanities Centre.

The redevelopment scope is expected to include complete building infrastructure renewal of architectural, electrical and mechanical infrastructure systems and the aging building envelope. As part of the project scope, solar would be considered on the Education Car Park and Education Centre North to improve energy efficiency.

Table 07: Current and Exploratory Initiatives

Athabasca Hall: Renewal
Total request: $15.1 million over three years, beginning in 2024/25
Athabasca Hall is one of the key hallmark buildings that flank the open green space called the Quad. The hall served as a student residence in the early 1900s and was built using wood frame construction with a lighter structural capacity, which best serves an academic office environment. This renewal would modernize the building's infrastructure systems and allow for a more optimized footprint with improved functionality in the heart of North Campus. This renewal project will relocate a suitable academic department from the Faculty of Arts and/or Faculty of Science that does not require high service lab/teaching space into Athabasca Hall, thereby making better use of its infrastructure and enabling the renewal of the Biological Sciences as a high service STEM Centre. Current residents of Athabasca Hall are moving into the new University Commons space in 2024/25, which means that renewal of Athabasca Hall would ideally occur at that time.

Cameron Library: Building Envelope Renewal

Total request: $30.2 million over four years, beginning in 2024/25

Cameron Library provides collections and services for all University of Alberta students and supports research and teaching in the Faculty of Engineering, the Faculty of Science, and the Faculty of Agricultural, Life and Environmental Sciences. It is also home to the 3D printing program.

At present, sections of the Cameron Library perimeter are fenced to guard pedestrians against dislodging exteriors. Not only will replacement of the aging and failing building envelope provide a safer campus environment, it will reduce utility costs by making the building envelope more energy efficient. Building envelopes for aging assets must be replaced to extend the life and functionality of the asset.

Animal Research Labs: Renewal (CCAC Compliance)

Total request: $11.5 million over three years, beginning in 2024/25

This renewal project will ensure that key animal research lab spaces are modernized, which is critical for Canadian Council on Animal Care (CCAC) compliance, to improve infrastructure, and prevent any detrimental impacts to research integrity at the university.

The research undertaken in these labs is highly sensitive in nature and requires special conditions. Consolidating and renewing lab spaces where possible creates operational and infrastructure efficiencies, while improving the reliability of world class cutting edge research activities.

Central Academic Building: Renewal

Total request: $14 million over three years, beginning in 2024/25

The Central Academic Building (CAB) serves as a primary hub and connection point for students along various internal pedestrian pathways. Given its proximity to the main Quad, South Academic Building, Cameron Library, and Chemistry Complex, it is a natural location for students to congregate, rest, study, and socialize. Renewal of CAB supports improved student experience and positions the university for growth.

This renewal project will revitalize levels four to six of CAB and, strategically, will support future phases of the redevelopment of Biological Sciences into a STEM Centre. Primarily, the project

will facilitate the relocation of an entire academic department from Biological Sciences to CAB. The space in CAB will become available in 2025 after existing occupants relocate to University Commons, which makes timing ideal for this renewal to proceed.

Chemistry East Instruction Labs: Renewal
Total request: $28.2 million over four years, beginning in 2024/25
This project will renew the original to the building (1973) undergraduate teaching labs of Chemistry East by revitalizing and optimizing laboratory space and will complete the full renewal of the Chemistry Complex that brings the older spaces up to date by renewing obsolete ventilation and mechanical systems. By redesigning the floor layout, we aim to use space more efficiently, ultimately expanding the number of teaching labs available to accommodate a growing student population. The upgraded labs will contribute to the University's growth objectives while providing an enhanced student experience and improving teaching outcomes simultaneously.

South Academic Building: Renewal
Total request: $19.5 million over three years, beginning in 2024/25
The South Academic Building (SAB) is connected to the Central Academic Building (CAB), and similarly serves as a primary hub and connection point along various internal pedestrian pathways. With the opening of University Commons, it will be a main connection for students from University Commons, CAB, Cameron Library, and the main Quad. When University Commons opens in 2024 some offices within the SAB will be relocated creating opportunities for space optimization and for improving the overall student experience. This project would focus on renovations to levels one, two and three of SAB, consolidating the remaining offices and renewing the vacated space for student success functions such as the Exam Centre, Learning Assessment Centre and other student service priorities that could benefit from a direct adjacency to University Commons. This creates a better student experience, and improves accessibility and operational efficiencies, while optimizing vacated space.

During the 2023-24 fiscal year, the University of Alberta invested in the effective and responsible development of our campus infrastructure—building campuses that reflect our excellence in academics, research and teaching.

From small renovations or sustainability projects, to constructing an entire facility from the ground up, our work to modernize our facilities reflects the institution's overall vision, mission and mandate and are guided by the university's Long Range Development Plan and Integrated Asset Management Strategy.

A number of important infrastructure projects were completed during the 2023-24 fiscal year, including (but not limited to):

- Campus St. Jean renewal. This project included two separate but critical items to support the facilities existing as well as expanded program requirements at the University of Alberta, Campus St. Jean. The first is the replacement of critical base infrastructure including the replacement of the existing electrical service vault to the entire campus as well as replacement of the existing chiller system. The second portion of this project involved the renewal and conversion of existing library space including the creation of two new classrooms in support of the updated digital learning programming for the facility.
- South Campus Tennis Centre. The new South Campus Tennis Centre is a series of outdoor tennis facilities which replaced the recently decommissioned tennis courts formerly located in Michener Park. The new facilities provide year-round recreation and sport opportunities for our university community, neighbours, as well as significantly support the university's tennis program. The centre include:
    - Six outdoor hard courts
    - An inflated dome to cover the hard courts over the winter
    - A clubhouse for site facilities and recreation
    - A plaza space to support tennis tournament events and other activities
- Geoffrey and Robyn Sperber Health Sciences Library. The University of Alberta Health Sciences Library facility relocated to a new location in the Edmonton Clinic Health Academy (ECHA) building. The Geoffrey and Robyn Sperber Health Sciences library project involved selective demolition along with substantial reconfiguration and internal renovation within the north end of the ECHA building at both the main and lower levels.On top of enclosing several offices, classrooms, lecture halls, seminar spaces, support desks, quiet or group study spaces and more, the new library includes an Indigenous gathering space, a multicultural traditional medicine collection and a historical dental collection including dental instruments, documents and other artifacts.
- Completed Capital Maintenance & Renewal Projects. A number of infrastructure projects to improve safety, reduce deferred maintenance, and reduce operational risk to facilities were completed, including:
    - Replacement of the Education Complex - Electrical Service Vault
    - Renewal of central HVAC equipment for Chemistry Complex
    - Renewal of the HVAC system for Tory 2nd Floor
    - Replacement of the fire alarm system in Agriculture Forestry
    - Critical elevator replacements in Biological Sciences, Cameron Library, and Chemical Materials Engineering Building

Free Speech Reporting

Free Speech Policy Information

The mission and mandate of the University of Alberta is to discover, disseminate, and apply knowledge for the benefit of society through teaching and learning, research, innovation and creative activity, community involvement, and partnerships. To achieve our mission and mandate, we must cultivate an equitable and inclusive environment that fosters respect for human dignity and supports the ability and skills of all members of our diverse community to learn and to discover.

The university's full statement on freedom of expression has been in place since it was approved by the Board of Governors on December 13, 2019. **The policy was not changed during the 2023-24 fiscal year.**

The Statement on Freedom of Expression at the University of Alberta articulates our commitment to freedom of expression. Inquiries from the public and the media regarding certain events are often resolved when those inquiring are directed to the statement. In addition, the statement works in concert with the university's full suite of policies, procedures, statements, agreements and codes of conduct.

General sources of university-wide regulations and standards include the University of Alberta Policies and Procedures Online (UAPPOL), the University Calendar, staff agreements, university governance policies, standards and codes of conduct.

Below are direct links to the policies, procedures and agreements more closely related to freedom of expression:
Canvassing and Solicitation Policy
Code of Student Behaviour
Collective Agreements & Handbooks
Discrimination, Harassment and Duty to Accommodate Policy
Ethical Conduct and Safe Disclosure Policy
Signage Policy
Space Management Policy
Student Groups Procedure

Cancelled Events

The University of Alberta actively fosters an inclusive culture committed to the expression of, exposure to, and debate of diverse points of view. Our campuses are forums for rigorous debate. Our work and study excel through exchange and collaboration. Our discourses and discoveries are enriched by the diversity of individuals, groups, disciplines, perspectives, approaches, and

questions that characterize our community. However, any activity taking place within university space -- whether hosted by a group affiliated with the university or not -- must comply with applicable laws and university policies.

Likewise, ideas and opinions presented on our campuses are neither a reflection of, nor an endorsement from, the university, unless otherwise stated.

We have a time-honoured tradition of providing the space – literally and metaphorically – for open dialogue and diverse ideas. We do this even when the topics discussed are uncomfortable and/or divisive. On January 18, 2024, Frances Widdowson spoke on the university's North Campus. Her talk, "Truth Before Reconciliation: How to Identify and Confront Residential School Denialism," was met with complaints from various campus groups. However, the talk proceeded as planned, because it did not violate any of the university's policies or procedures related to freedom of expression.

During the 2023-24 fiscal year, **no events** at the University of Alberta were cancelled due to reasons related to free speech.

Free-Speech Related Complaints

During the 2023-24 fiscal year, the University of Alberta **did not receive any formal complaints** related to issues of free speech.

Table 08: Free speech-related complaints submitted in accordance with the university's free speech policy

Total number of complaints	0
Total number of complaints that did not progress through the institution's resolution process as determined by institutional policy	0
Total number of complaints where it was determined that the free-speech policy was not followed.	0

Additional Information

As previously stated, the University of Alberta did not cancel any events during the 2023-24 fiscal year because of issues surrounding freedom of speech.

Board of Governors' Training on For-Profit Ventures

In the usual course, the University of Alberta does not arrange for or facilitate training opportunities for members of the board of governors on for-profit ventures as the composition of the board typically includes a number of individuals with substantial experience in the private

sector. Such members have extensive expertise in business, governance, and leadership, which equips them to provide oversight and strategic guidance without requiring additional for-profit venture training. Please also note that the board, in its capacity as a corporation, has two for-profit subsidiaries, being University of Alberta Properties Trust Inc. ("**UAPTI**") and University of Alberta Innovation Fund Ltd. ("**UAIF**"). Both UAPTI and UAIF, as separate legal entities from the board, have their own boards of directors.

Have all current board members completed for-profit ventures training?

The University of Alberta has not arranged for or facilitated any such training.

When did current board members last complete for-profit ventures training?

Please see above.

ITEM NO. 6c

Decision ☒ **Discussion** ☐ **Information** ☐

ITEM OBJECTIVE: To delegate the authority to approve non-substantial academic programs to General Faculties Council.

DATE	**October 11, 2024**
TO	Board of Governors
RESPONSIBLE PORTFOLIO	**University Governance**

MOTION: THAT the Board of Governors, on the recommendation of the Board Learning, Research and Student Experience Committee, delegate to General Faculties Council ("**GFC**") the approval of non-substantial Academic Programs, as defined within Sections 7.1(a) and 7.2b of the GFC Programs Committee Terms of Reference.

Executive Summary

The Board of Governors (the "**Board**") is asked to delegate authority to approve non-substantial academic programs ("**Academic Programs**"[1]) to ensure timely and efficient decision-making and to ensure the Board can focus on substantive and strategic issues of broad relevance to the university community. To ensure the Board meets its obligations under the *Post-secondary Learning Act* ("**PSLA**"), any substantial programs, or those which contemplate significant[2] financial or reputational risks, shall still be brought to the attention of the Board and require approval as appropriate.

Background

In accordance with its obligations under the *PSLA*, the Board is the ultimate authority for the approval of programs of study or Academic Programs. Notwithstanding the foregoing, the PSLA provides for General Faculties Council ("**GFC**") to determine programs of study that are to be offered by the university, subject to the Board. In light of these statutory obligations, both the Board and GFC have articulated specific duties for themselves and delegated other responsibilities for program approvals to their respective standing committees.

The Board has retained the responsibility to approve proposals involving the creation or suspension of a degree program ("**Degree Program**") and delegated approval of new specialisations within existing degree programs to the Board Learning, Research and Student Experience Committee's ("**BLRSEC**")[3].

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[1] As set out in Section 7.1(a) of the GFC Approved PC ToR, "Academic Program" means a group of credit Courses that, on completion, leads to the granting of a Credential, along with their associated Course Designators;

[2] As per Section 7.2 (b) of the GFC Programs Committee (PC) Terms of Reference (ToR), proposals for the creation, modification, suspension, or termination of an academic program are characterized as substantial, major or minor. A substantial proposal contemplates a significant financial investment in one or more Facilities and or technology or requires an assessment of reputational or academic risks to the University. If there is any dispute or question as to which of the above categories a proposal falls under, the Provost and Vice-President (Academic) (or delegate) will decide.

[3] BLRSEC Terms of Reference, at s. 3.b.

ITEM NO. 6c

The interpretation of "degree program" has typically aligned with the creation of a credential not previously offered by the University. The most recent example was the Master of Management Analytics approved by the Board in June. The interpretation of specialisations within existing degree programs has typically aligned with the creation of majors within existing programs.

Analysis / Discussion
The creation of new degree programs or new specialisations within existing degree programs does not usually involve significant financial investment or an assessment of reputational or academic risks. GFC has statutory responsibility for the academic affairs of the university including the authority to consider decisions made by Faculty and School Councils ("**Faculty Councils**"). GFC already holds delegated authority to make all related decisions for academic programming including modifications to existing programs and all academic regulation for admission, academic standing, and graduation. Where approval of programs does not involve financial or academic risks, delegation to GFC is appropriate and will ensure timely and efficient decision-making.

Risk Discussion / Mitigation of the Risk
Risk is mitigated through the accountability of GFC to the Board through timely reporting of actions taken under delegated authority.

Legislation (where applicable, list the legislation that is being relied upon)
Post-Secondary Learning Act Section 19(e), 26 (1)(c)
BLRSEC Terms of Reference Section 2d
GFC Programs Committee Terms of Reference
Principles for Board of Governors Delegation of Authority

Next Steps
When the BLRSEC Terms of Reference is updated, the delegation of authority shall be clearly stated along with the characteristics of programs which require Board approval.

SUPPORTING MATERIALS: none

ITEM NO. 6d

Decision ☒ **Discussion** ☐ **Information** ☐

ITEM OBJECTIVE: To obtain Board of Governors approval of the University Fund Policy and provide the Operating Revenue Planning and Budgeting Policy and Financial Management and Practices Policy for information.

DATE	October 11, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Vice-President (University Services, Operations and Finance)

MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the University Fund Policy, as outlined in Attachment 1.

EXECUTIVE SUMMARY:
A set of principles to guide the design of Budget Model 2.0 was recommended by the Academic Planning Committee (APC), General Faculties Council (GFC), and the Board Finance and Property Committee, and then approved by the Board of Governors in March 2023. These principles supported the establishment of five expert working groups led by the Provost and Vice-President (Academic) and Vice-President (University Services, Operations and Finance) to design the new budget model. The new model was implemented in fiscal year 2024-25. To further operationalize the new model, a Policy Working Group was established in late 2023, and tasked to review, update and create new policies, procedures and guidance where necessary to align with the new model.

The working group identified that the following would be required:
- A new policy, the **University Fund Policy** (Supporting Materials 1), to ensure that the University Fund (a single consolidated fund allocated separately from the operating fund) is awarded to faculties and university-wide service units in support of priority initiatives and for strategic purposes consistent with the university's mission.
- A revised **Operating Fund Planning and Budgeting Policy** (Supporting Materials 2) to ensure effective stewardship, and state the principles of managing and allocating the university's operating funds revenue.
- A revised **Financial Management and Practices Policy** (Supporting Materials 3) to ensure financial management activities and practices that promote the appropriate and effective stewardship of all university funds, including unrestricted and restricted revenue.

Background and Analysis / Discussion
Following the implementation of its new operating model and strategic plan, the university implemented a new budget model to better support the institution's operational and strategic priorities. The principles of the budget model were approved by the Board of Governors on March 24, 2023. Based on those principles, the model was designed, implemented in fiscal year 2024-25, and a full transition is expected to occur incrementally over a five-year period.

Alongside the implementation and iteration of the model, both the Board of Governors and General Faculties Council were advised in 2023 that Resource Planning will **identify and update** relevant university policies and processes as required.

GOVERNANCE OUTLINE

As such, the Vice-President (University Services, Operations, and Finance) and the Provost and Vice-President (Academic) established a Policy Working Group consisting of subject matter experts to review, update and draft policies, procedures, and guidance that would <u>formalize</u> and document key features of the budget model.

This group determined that the following policies and procedures are needed by virtue of the adoption of the new budget model:

- A new University Fund Policy and a new associated University Sub-Funds Procedure to manage and maintain the University Fund and distribute sub-funds which are new features in the budget model.
- A revised Operating Fund Planning and Budgeting policy and new associated procedures that set out mechanisms and processes for budget accountability, unit planning and the allocation of revenue.
- A revised Financial Management and Practice Policy that promotes the appropriate and effective stewardship of all university funds.

As such, the following are drafted:

The University Fund Policy (for approval)
This new policy will ensure that the University Fund, which is a single consolidated fund and allocated separately from the operating fund, is maintained and distributed to relevant faculties and units in support of priority initiatives and for strategic purposes consistent with the university's mission.

It sets out that the funding amount available to the University Fund will be established as a percentage of all relevant unrestricted revenue to be determined by the Provost and Vice-President (Academic) and the Vice-President (University Services, Operations and Finance), and that Sub-Funds will be established and maintained to administer the allocation of these funds.

Operating Fund Planning and Budgeting Policy (for information)
This revised policy will ensure the effective stewardship, and state the principles of managing and allocating the university's operating fund revenue to units in a way that is consistent with the University's mission. It establishes that the Provost and Vice-President (Academic) and the Vice President (University Services, Operations and Finance) are accountable for the annual planning, budgeting and allocation process and can create or further define procedures that set out detailed requirements for any part of this process. This policy establishes the principles under which the budget accountability and planning will occur.

The Financial Management and Practices Policy (for information)
This revised policy will ensure the practices and activities that promote appropriate and effective stewardship of all university funds including unrestricted and restricted revenue by stating the guiding principles under which this should occur.

As indicated to the Board and GFC, the Office of Resource Planning will continue to **identify and update** policies and procedures to ensure continuous alignment with budget model iterations.

GOVERNANCE OUTLINE

Risk Discussion / Mitigation of the Risk

The policies and associated procedures have been drafted to operationalize the budget model implemented in the fiscal year 2024-25. Therefore, any risk is minimal.

The transition to the new budget model is anticipated to take place over five years to allow faculties and units adequate time to adapt, and the model will be reviewed after three years of operation to identify opportunities for improvement or refinement.

As part of this review, the associated policies should also be reviewed and updated where necessary to ensure they are accurate and reflect any potential changes in the internal and external operating environment.

Supplemental Information

Finance, Procurement and Planning has reviewed and confirmed that procedures referenced to the aforementioned policies are updated, as needed, and approved by administration. The policies and associated procedures will be reviewed when the budget model is next reviewed, scheduled for 3 years from now. This aligns with the best practice review of every five years.

Supporting Materials:
1. University Fund Policy (Draft) (3 pages) - *for approval*
2. Operating Fund Planning and Budgeting Policy (3 pages) - *for information*
3. Financial Management and Practices Policy (3 pages) - *for information*

Original Approval Date:	**N/A**
Most Recent Approval:	**N/A**
Most Recent Editorial Date:	**September 20, 2024**

The University Fund Policy

Office of Accountability:	Vice President (University Services, Operations and Finance) Provost and Vice-President (Academic)
Office of Administrative Responsibility:	Vice President (University Services, Operations and Finance) Provost and Vice-President (Academic)
Approver:	Board of Governors
Scope:	Compliance with this university-wide policy extends to all members of the University Community.

OVERVIEW

The University Fund is a single consolidated fund, allocated separately from the operating fund, to advance the university's mission. The majority of the University Fund is awarded to **units** in support of priority initiatives, faculties and research growth.

PURPOSE

This policy will ensure that the University Fund is maintained and distributed for strategic purposes consistent with the university's mission.

POLICY

1. The University of Alberta will establish and maintain a University Fund to support strategic initiatives, faculties, and research growth.

2. The funding amount available to the University Fund will be established as a percentage of all relevant **unrestricted revenue.** The exact percentage will be determined each year by the

Provost and Vice-President (Academic) and Vice President (University Services, Operations and Finance).

3. Other unrestricted revenues can be included for distribution in the University Fund, from time to time and at the discretion of the Provost and Vice-President (Academic) and the Vice President (University Services, Operations and Finance).

4. The Provost and Vice-President (Academic) and the Vice President (University Services, Operations and Finance) will establish and maintain **Sub-Funds** to administer the allocation of funds each year. A related procedure to this Policy will set out requirements for the distribution of these.

5. The Provost and Vice-President (Academic) and Vice President (University Services, Operations and Finance) can determine whether any unused amounts in Sub-Funds carry over at the end of a fiscal year or become available for redistribution to other Sub-Funds.

6. The Provost and Vice-President (Academic) and the Vice President (University Services, Operations and Finance) can decide to close a Sub-Fund through rescission of the related procedure. Any remaining funds will become available for redistribution to other Sub-Funds.

7. A report on the activities of the University Fund and the projects supported will be made to the Statutory Deans' Council and PEC-O each year as a part of year-end reporting.

DEFINITIONS

Any definitions listed in the following table apply to this document only with no implied or intended institution-wide use.	[▲Top]
Unrestricted Revenue	Includes government grants, student tuition fees, revenues from ancillary services and other fee for service activities and investment income available for general spending.
Sub-Fund	A fund established for the purposes of distributing funds to the university through the University Fund.
Units	An university-wide service portfolio, or faculty at the University of Alberta.

RELATED POLICIES, FRAMEWORKS, AND PROCEDURES

If any links are broken, please contact uappol@ualberta.ca	[▲ Top]
The University Sub-Fund Procedure Tuition Revenue Allocation Procedure Operating Program Support Grant Revenue Allocation Procedure Budgeted Investment Revenue Allocation Procedure Research Support Fund Revenue Allocation Procedure	

RELATED LINKS

If any links are broken, please contact uappol@ualberta.ca	[▲ Top]
Not applicable	

UNIVERSITY OF ALBERTA

Original Approval Date: **May 4, 2001**

Most Recent Approval: **September 20, 2024**

Most Recent Editorial Date: **September 19, 2024**

Operating Fund Planning and Budgeting Policy

Office of Accountability:	Vice President (University Services, Operations and Finance) Provost and Vice President (Academic)
Office of Administrative Responsibility:	Vice President (University Services, Operations and Finance) Provost and Vice President (Academic)
Approver:	Board of Governors
Scope:	Compliance with this university-wide policy extends to all members of the University Community.

OVERVIEW

The University of Alberta uses an annual **planning** and **budgeting** process to determine the inputs, allocation, and management of the university's **operating revenue available for institutional budgeting** and other relevant **unrestricted revenue** to **units.** The purpose of this process is to achieve a balanced budget at an institutional level while maximizing the allocation of resources to align with key university goals.

PURPOSE

This policy will ensure effective stewardship, and state the principles of managing and allocating the university's operating revenue in a way that is consistent with the university's mission.

Policy

1. The Provost and Vice President (Academic) and the Vice President (University Services, Operations and Finance) are accountable for the annual planning, budgeting and allocation process. This is to be done in a way that:

- Is open and transparent, encouraging comprehensive input and consultation with students, academic and support staff.
- Is driven by the Institution's vision and the academic priorities of teaching and research.
- Facilitates long-term planning and ensures a structurally balanced budget at an institutional level for the budget planning cycle.
- Enables the provision of the necessary financial information, institutional data, budget projections and other documentation.
- Encourages the effective stewardship and explicit allocation and reallocation of resources.
- Supports resource accountability.
- To the extent practical, delegates budget responsibilities to the level in which operational decisions are made.
- Results in an institutional budget and forecast that represents all aspects of the University's operations and is consistent in format with the Institution's financial statements.

2. The Provost and Vice President (Academic) and the Vice President (University Services, Operations and Finance) can create or further define procedures that set out detailed requirements for any part of this process, including but not limited to: unit planning, revenue allocation, the budget cycle and budget accountability.

DEFINITIONS

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

Budgeting	The process that the University follows annually to prepare its fiscal estimates that are approved by the Board of Governors and then implemented throughout the University.
Operating revenue available for institutional budgeting	The University of Alberta's revenues includes: Government of Alberta grants, federal and other government grants, donations and other grants, tuition and other fees, investment incomes and revenue from sales of services and products.
Planning	Is the process whereby all planning and budgeting activities throughout every level of the organization are effectively linked and coordinated and driven by the institution's vision, mission and academic priorities.
Unit/Units	A university-wide service portfolio or faculty at the University of Alberta.

Unrestricted revenue	Includes government grants, student tuition, revenues from ancillary services and other fee for service activities and investment income available for general spending.

RELATED POLICIES, FRAMEWORKS, AND PROCEDURES

If any links are broken, please contact uappol@ualberta.ca	[▲Top]
Tuition Revenue Allocation Procedure Operating Program Support Grant Revenue Allocation Procedure Research Support Fund Revenue Allocation Procedure Budgeted Investment Revenue Allocation Procedure Unit Planning Procedure Budget Monitoring Procedure	

RELATED LINKS

If any links are broken, please contact uappol@ualberta.ca	[▲Top]
Not applicable	

**UNIVERSITY
OF ALBERTA**

Original Approval Date:	**December 9, 2008**
Most Recent Approval:	**September 20, 2024**
Most Recent Editorial Date:	**September 16, 2024**

Financial Management and Practices Policy

Office of Accountability:	Vice President (University Services, Operations and Finance)
Office of Administrative Responsibility:	Associate Vice President (Finance, Procurement and Planning)
Approver:	Vice President (University Services, Operations and Finance)
Scope:	Compliance with this university-wide policy extends to all members of the University Community.

OVERVIEW

The Board of Governors of the University of Alberta is accountable for the effective and efficient stewardship of University funds. As well as legislative related compliances, a large component of the funding received by the University is restricted in use by the terms and conditions attached by sponsors and donors. These and other requirements compel the University to have an effective system of internal financial controls.

The University's system of internal financial controls consists of policies, procedures, and financial systems that provide for financial transaction processing as well as financial reporting for control, planning, budgeting and decision making purposes.

PURPOSE

To ensure financial management activities and practices that promote appropriate and effective stewardship of all University funds.

POLICY

The University of Alberta will conduct its financial operations within the following guiding principles:

- Complying with applicable legislation, University of Alberta policies and procedures, sponsor and donor terms and conditions

- Reporting in accordance with Canadian generally accepted accounting principles (GAAP) and public sector accounting standards (PSAS),

- Maintaining appropriate and effective systems of internal controls with the emphasis on relevant institutional policy and procedures, data integrity and clearly defined roles and accountabilities,

- Maximizing utilization of available resources,

- Not paying interest, except in specific situations (refer to *Interest Procedure – Restricted Accounts*),

- Disallowing over expenditures, except in specific situations (refer to *Budget Variance Accountability Procedure*, *Research Over Expenditure (Authorized) Procedure*),

- Using a best practices approach, and

- Leveraging technology.

DEFINITIONS

Not applicable

RELATED POLICIES, FRAMEWORKS, AND PROCEDURES

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Application for Indirect Costs Recovery Rates Procedure (UAPPOL)
Cash Depositing Procedure (UAPPOL)
Electronic Funds Transfer (EFT) Incoming Payment Procedure (UAPPOL)
External Billing Procedure (UAPPOL)
Financial Controls Self-Assessment Procedure (UAPPOL)
General Ledger Journal Entry (GLJE) Requests Procedure (UAPPOL)

Gift Expenditure Procedure (UAPPOL)
Hospitality, Working Sessions/Meetings and University Employee Functions Procedure (UAPPOL)
Indirect Costs of Research Procedure (UAPPOL)
Interest Procedure - Restricted Accounts (UAPPOL)
In-Year Fund Transfer Procedure
Payment by Electronic Banking/Direct Deposit Procedure (UAPPOL)
Petty Cash Procedure (UAPPOL)
Research – Over Expenditure (Authorized) Procedure (UAPPOL)
Research – Over Expenditure (Unauthorized) Procedure (UAPPOL)
University Contingency Procedure (UAPPOL)

RELATED LINKS

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There are no related links for this policy.	