



The following Motions and Documents were considered by the Board Finance and Property Committee at its Tuesday, April 29, 2014 meeting:

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Agenda Title: **Capitalization of Unrestricted Funds to Permanent Restricted Endowments Net Assets**

APPROVED MOTION:

THAT the Board Finance and Property Committee recommend that the Board of Governors approve the transfer of \$50,000.00 of unrestricted net assets to permanent restricted endowment net assets.

Final recommended item: 5.

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Agenda Title: **GSA Membership, Health and Dental Plan, and Graduate Student Assistance Program Fees**

APPROVED MOTION:

THAT the Board Finance and Property Committee recommend that the Board of Governors approve the collection of the following Graduate Students' Association (GSA) Fees for the 2014-15 academic year:

GSA Fee for full-time students --- \$157.73 per annum

GSA Fee for part-time students --- \$119.05 per annum

GSA Health Plan Fee for full-time students --- \$226.01 per annum

GSA Dental Plan Fee for full-time students --- \$170.89 per annum

Graduate Student Assistance Program --- \$12.00 per annum

Final recommended item: 7.

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Agenda Title: **University of Alberta Students' Union 2014-2015 Operating/Referendum Fees**

APPROVED MOTION:

THAT the Board Finance and Property Committee recommend that the Board of Governors approve the collection of the University of Alberta Students' Union Fee Schedule 1 for 2014/2015, as set forth in Attachment I of the agenda documentation, to take effect September 1, 2014.

Final recommended item: 8.

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Agenda Title: **Rescission of Strategic Alliance Policy**

APPROVED MOTION:

THAT the Board Finance and Property Committee rescind the Strategic Alliance Policy, originally approved by the Board Finance and Property Committee on April 29, 2005, as found in Attachment 1.

Final recommended item: 9.

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Agenda Title: **Proposed Increase to the Athletics and Recreation Fee**

APPROVED MOTION:

THAT: In order to maintain the integrated model in which the Faculty of Physical Education and Recreation offers Athletics and Recreation services to the broader University of Alberta community; and Consistent with the practices of comparable post-secondary institutions across Canada; The Board Finance and Property Committee recommend to the Board of Governors the approval of an increase to the existing Mandatory Non-Instructional Fee for Athletics and Recreation of \$16.38 per full-time student per term and \$8.19 per part-time student per term, with such increase to take effect for Fall/Winter 2014-15.

Final recommended item: 10.

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**OUTLINE OF ISSUE**

Agenda Title: **Capitalization of Unrestricted Funds to Permanent Restricted Endowments Net Assets**

**Motion:** THAT the Board Finance and Property Committee recommend that the Board of Governors approve the transfer of \$50,000.00 of unrestricted net assets to permanent restricted endowment net assets.

**Item**

Action Requested	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Vice-President (Finance and Administration)
Presenter	Phyllis Clark
Subject	Approval of the transfer of unrestricted funds to permanent restricted endowment net assets.

**Details**

Responsibility	<b>Vice-President (Finance and Administration)</b>
The Purpose of the Proposal is (please be specific)	The Office of the Provost and Vice-President (Academic) has requested the following capitalization: <ul style="list-style-type: none"> <li>\$50,000.00 Source of funds: one-time funding not required. Purpose: To match a donation supporting the Mactaggart endowment, as agreed to with the donor.</li> </ul>
The Impact of the Proposal is	Transfer of \$50,000.00 of unrestricted net assets to permanent restricted endowment net assets.
Replaces/Revises (eg, policies, resolutions)	None
Timeline/Implementation Date	Effective upon approval by the Board of Governors.
Estimated Cost	n/a
Sources of Funding	n/a
Notes	None

**Alignment/Compliance**

Alignment with Guiding Documents	<b>Dare to Discover: A Vision for a Great University</b> <b>Dare to Deliver: The University of Alberta Academic Plan 2011-2015</b>
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	<b>1. Post-Secondary Learning Act</b> Under the <i>Post-Secondary Learning Act</i> , the University's Board of Governors has the <i>capacity, rights, powers and privileges of a natural person</i> (Section 59(1)), and the Board is tasked with <i>managing and operating the University in accordance with its mandate</i> (Section 60). Thus, like any other owner of property, the governors of the University can create a trust by declaration whereby it yields up its ownership interest and becomes a trustee of the subject property, with beneficial ownership of the property residing elsewhere.  This is equally so in terms of the creation of true permanent endowments (charitable purpose trusts) whereby the University can declare a trust that results in its taking on a trustee role for the property (in substitution for its prior ownership role) and whereby the beneficiaries of the trust become the equitable owners of the trust (i.e. in the case of a charitable purpose trust, the objects or purposes to which the endowment is devoted).

	<p><b><u>2. University Policy and Procedure On-Line (UAPPOL)</u></b></p> <p>Board-approved Capitalization of Unrestricted Funds to Endowment Policy and relevant procedure.</p> <p><b><u>3. Board of Governors General Terms of Reference, Section 1.b. states:</u></b></p> <p><i>The Board has delegated to each Committee responsibility and authority to make decisions on behalf of the Board in the Committee's defined area of responsibility except to the extent that such authority has been specifically limited by the Board in the Terms of Reference for the Committee.</i></p> <p><b><u>4. The Board Finance and Property Committee Terms of Reference, Sections 3 and 4 state:</u></b></p> <p><i>Section 3</i> <i>Except as provided in paragraph 4 and in the Board's General Committee Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University. The Committee shall also consider any other matter delegated to the Committee by the Board.</i></p> <p><i>Without limiting the generality of the foregoing, the Committee shall:</i></p> <ul style="list-style-type: none"> <li><i>a) review the sources of and application of financial resources</i></li> <li><i>b) review and recommend to the Board the guiding principles for changes to approved budgets and for transfer or reallocation of monies included in approved budgets.</i></li> <li><i>c) review and recommend to the Board the annual and other budgets and major issues of policy related to budgets</i></li> </ul> <p><b>4. <u>LIMITATIONS ON DELEGATION BY THE BOARD</u></b></p> <p><i>The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:</i></p> <ul style="list-style-type: none"> <li><i>(a) approve the guiding principles, budgets and changes to approved budgets and the transfer or reallocation of monies included in approved budgets;</i></li> </ul>
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**Routing** (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	
Approval Route (Governance) (including meeting dates)	Board Finance and Property Committee – For Recommendation – Board of Governors – For Approval –
Final Approver	Board of Governors

Prepared by: Martin Coutts, Associate Vice-President, Finance and Supply Management Services  
([martin.coutts@ualberta.ca](mailto:martin.coutts@ualberta.ca), 492-3436)  
Michele Pearce, Director, Financial Accounting and Reporting, Financial Services  
([michele.pearce@ualberta.ca](mailto:michele.pearce@ualberta.ca), 492-0877)

**OUTLINE OF ISSUE**

Agenda Title: Graduate Student Association Membership, Health and Dental Plan, and Graduate Student Assistance Program Fees

**Motion:** THAT the Board Finance and Property Committee recommend that the Board of Governors approve the collection of the following Graduate Students' Association (GSA) Fees for the 2014-15 academic year:

- GSA Fee for full-time students --- \$157.73 per annum
- GSA Fee for part-time students --- \$119.05 per annum
- GSA Health Plan Fee for full-time students --- \$226.01 per annum
- GSA Dental Plan Fee for full-time students --- \$170.89 per annum
- Graduate Student Assistance Program --- \$12.00 per annum

**Item**

Action Requested	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Graduate Students' Association
Presenter	Brent Epperson, President, Graduate Students' Association
Subject	GSA Membership, GSA Health and Dental Plan, and Graduate Student Assistance Plan Fees

**Details**

Responsibility	Graduate Students' Association
The Purpose of the Proposal is (please be specific)	To recommend approval of the collection of Graduate Students' Association Fees for the 2014-15 academic year.
The Impact of the Proposal is	Adjusted charge per graduate student for the GSA Membership Fee.
Replaces/Revises (eg, policies, resolutions)	2013-2014 Approval of Collection of Graduate Students' Association Membership, Health and Dental Plan and Graduate Student Assistance Program Fees.
Timeline/Implementation Date	September 1, 2014
Estimated Cost	N/A
Sources of Funding	Fees assessed to graduate students.
Notes	The proposed GSA Membership Fees have been increased by CPI (1%) per annum for both full-time and part-time students as set out in GSA Bylaws (Part II, Section 2.2 " <i>Membership fees shall be indexed annually to inflation as measured by the Alberta Consumer Price Index</i> "). The fee increase was unanimously approved by the GSA Council on 24 February 2014.  There is no change in the GSA Health and Dental Plan Fees.  There is no change in the Graduate Student Assistance Program Fee.

**Alignment/Compliance**

Alignment with Guiding Documents	Dare to Discover, Dare to Deliver, Comprehensive Institutional Plan, Other
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	1. <b>Post-Secondary Learning Act (PSLA)</b> Section 95(2) "The council of a student organization may make bylaws governing f) in the case of a graduate students association, the maintenance of the association by the levy of membership fees on its members."

	<p>2. <b>PSLA</b> Section 95(1) “The business and affairs of a student organization of a public post-secondary institution must be managed by a council [...]”</p> <p>3. <b>PSLA</b> Section 96(1) “The graduate students association of a university has the exclusive authority, on behalf of the graduate students, to negotiate and enter into an agreement with respect to the employment of graduate students with the board of the university.”</p> <p>4. <b>PSLA</b> Section 62: “<b>Delegation of powers</b> “A board may delegate in writing to any person any power, duty or function conferred or imposed on it by this Act, except the power to make bylaws.”</p> <p>5. <b>Board Finance and Property Committee (BFPC) Terms of Reference</b> Section 3.d: “d) review and recommend to the Board tuition and other like fees.”</p> <p>6. <b>BFPC Terms of Reference</b> Section 4: “<b>LIMITATIONS ON DELEGATION BY THE BOARD</b> 4. The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall: 4. (e) approve tuition and other like fees;”</p>
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**Routing** (Include meeting dates)

<p>Consultative Route (parties who have seen the proposal and in what capacity)</p>	<p><b><u>GSA Membership Fee:</u></b> GSA Budget and Finance Committee (January 22, 2014) - Recommends to GSA Council GSA Board (February 5, 2014) - Recommends to GSA Council GSA Council (February 24, 2014) - Approves</p> <p><b><u>GSA Health and Dental Plan Fee:</u></b> GSA Budget and Finance Committee, GSA Board, GSA Council (April 2012) GSA Board (March 26, 2014) - Proposes to GSA Budget and Finance Committee GSA Budget and Finance Committee (April 2, 2014) - Recommends to GSA Council GSA Council (April 14, 2014) - Approves</p> <p><b><u>Graduate Student Assistance Program Fee:</u></b> GSA Labour Relations Committee, GSA Negotiating Committee (August 2013)</p>
<p>Approval Route (Governance) (including meeting dates)</p>	<p>GSA Council - February 24, 2014 (Approval of Fees) Board Finance and Property Committee - April 29, 2014 (to Recommend on Approval of Collection of GSA Fees to the Board of Governors) Board of Governors – May 9, 2014 (for Approval of Collection of GSA Fees)</p>
<p>Final Approver</p>	<p>Board of Governors</p>

Attachment:

1. Letter to Mr. Doug Goss from Brent Epperson, President, Graduate Students' Association, dated April 15, 2014

*Prepared by:* Brent Epperson, President, Graduate Students' Association, [gsa.president@ualberta.ca](mailto:gsa.president@ualberta.ca),  
(780) 492-2175

Revised: 4/17/2014

15 April 2014

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

Dear Mr. Goss,

**Re: GSA Fees 2014-2015**

This letter is to inform you of the GSA Fees for 2014-2015, as recommended to GSA Council by GSA Board and ultimately approved by GSA Council. GSA Fees should be assessed in equal installments in the fall and winter terms. The Health and Dental Plan Fee is assessed in the fall term, and the Graduate Student Assistance Program Fee is assessed at \$4.00 in the fall term and \$8.00 in the winter term.

GSA Base Fee for full-time students: \$154.73 + GSA Dedicated Fees\*: \$3.00 = **\$157.73 (per year)**

GSA Base Fee for part-time students: \$116.05 + GSA Dedicated Fees\*: \$3.00 = **\$119.05 (per year)**

[1% CPI increase in the GSA Base Fee from 2013-2014; No change in the Dedicated Fees from 2013-2014]

\*The GSA Dedicated Fees include a collection from full- and part-time students of \$1/term for CJSR, and a collection from full- and part-time students of \$0.50/term for a new provincial graduate student advocacy group. The prior group, the Alberta Graduate Council, was dissolved in September 2013, and the GSAs from the four CARI institutions have been working to establish a new group. GSA Council has approved the GSA Annual Operating and Capital Budget for 2014-2015, including the continued collection of this Dedicated Fee, which will be set in reserve until such time as the new provincial graduate student advocacy group is formed.

GSA Health Plan Fee for full-time students: **\$226.01 (charged in the fall term)**

GSA Dental Plan Fee for full-time students: **\$170.89 (charged in the fall term)**

The total GSA Health and Dental Plan Fee: \$396.90 per annum

[No change from 2013-2014. The payment of any premium increases to the GSA Health Plan and GSA Dental Plan for 2014-2015, above the current Fee contribution collected from graduate students, will be paid from the GSA Health and Dental Plan Reserve Fund.]



Graduate Student Assistance Plan: **\$12.00 (per year; \$4.00 in the fall term, \$8.00 in the winter term)**  
[No change from 2013-2014]

The GSA asks that the Board of Governors approve the collection of GSA Fees, as approved by GSA Council.

Should you have any questions or concerns about this fee structure, please feel free to contact me at [gsa.president@ualberta.ca](mailto:gsa.president@ualberta.ca) or (780) 492-2175.

Sincerely,



Brent Epperson, GSA President 2013-2014

Cc: Carl Amrhein, Provost and Vice-President (Academic)  
Olive Yonge, Deputy Provost and Vice-President (Academic)  
Tom Hidson, Assistant Registrar  
Deborah Holloway, Board Secretary and Manager of Board Services  
Geeta Sehgal, Acting Assistant Secretary to the Board of Governors



**OUTLINE OF ISSUE**

Agenda Title: **University of Alberta Students' Union 2014/2015 Operating/Referendum Fees**

**Motion:** THAT the Board Finance and Property Committee recommend that the Board of Governors approve the collection of the University of Alberta Students' Union Fee Schedule 1 for 2014/2015, as set forth in Attachment I of the agenda documentation, to take effect September 1, 2013.

**Item**

Action Requested	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	University of Alberta Students' Union
Presenter	Petros Kusmu, President
Subject	University of Alberta Students' Union 2014/2015 Operating/Referendum Fees

**Details**

Responsibility	<b>University of Alberta Students' Union</b>
The Purpose of the Proposal is (please be specific)	<p>The Purpose of this Proposal is to recommend an increase to all Students' Union Operating/Referendum fees by CPI (1.55%), with the exception of the Access Fund, which is indexed on an average cost for budgeted administrative costs for the following fiscal year and the average of the total monies dispersed and net transfers to the fund over the previous three (3) fiscal years, pro-rated on a per-student basis.</p> <p>The Access Fund fee will remain the same at \$14.08/term.</p> <p>A new referendum fee called SUB Renovation, shall be assessed at a rate of \$9.00/term (from \$0.00/term) for all Full and Part-Time undergraduate students. A rate of \$4.50 (from \$0.00) shall be assessed for all intersession students.</p> <p>A new referendum fee called Physical Activity and Wellness (PAW), shall be assessed at a rate of \$26.00/term (from \$0.00/term) for all Full and Part-Time undergraduate students. A rate of \$13.00 (from \$0.00) shall be assessed for all intersession students.</p> <p>The proposal also includes the Faculty Association Fees, which are not indexed at all.</p> <p>The Faculty of Engineering Students' Society Membership Fee shall be suspended until further notice, and therefore the fee (from \$4.00/term) will no longer be collected.</p> <p>The Faculty of Law Students' Association Membership Fee shall now be assessed at a rate of \$50.00 (from \$0.00/term) to all Full-Time, Fall Term, on-campus undergraduate Law students at the University of Alberta.</p> <p>The Health Plan has increased to \$118.00/annum (from \$110.27/annum) and the Dental Plan Fee increased to \$116.50/annum (from \$111.69/annum).</p>



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<p>The Impact of the Proposal is</p>	<p>Increase all Students' Union Operating/Referendum fees by CPI (1.55%), with the exception of the Access Fund, which is indexed on an average cost index.</p> <p>The Access Fund fee will remain static, on an average cost index at \$14.08/term.</p> <p>A SUB Renovation Fee shall now be assessed at a rate of \$9.00/term to all Full and Part-Time undergraduate students. A rate of \$4.50 shall be assessed to all intersession students.</p> <p>A Physical Activity and Wellness Fee shall now be assessed at a rate of \$26.00/term to all Full and Part-Time undergraduate students. A rate of \$13.00 shall be assessed to all intersession students.</p> <p>The Faculty of Engineering Students' Society Membership Fee will no longer be assessed starting in September for all undergraduate Full and Part Time Students.</p> <p>The Faculty of Law Students' Association Membership Fee shall now be assessed at a rate of \$50.00 to all Full-time, Fall Term, on-campus undergraduate Law students at the University of Alberta.</p> <p>Health and Dental Plan Fee will be assessed on an annual basis to be assessed in full in September for all undergraduate Full and Part Time Students at a rate of \$118.00/annum for Health Plan Fees and \$116.50/annum for Dental Plan Fees.</p>
<p>Replaces/Revises (eg, policies, resolutions)</p>	<p>University of Alberta Students' Union 2013/2014 Operating/Referendum Fees</p>
<p>Timeline/Implementation Date</p>	<p>September 1, 2014</p>
<p>Estimated Cost</p>	<p>None</p>
<p>Sources of Funding</p>	<p></p>
<p>Notes</p>	<p>Background: All fees are indexed to CPI with the exception of the Access Fund and Faculty Association Fees. The Students' Union Fees are comprised of two classifications; the SU Operating Fee, and the SU Referendum Fees. Faculty Association Fees are included in the Referendum Fees on a term basis and the Health and Dental Plan Fee is included in the Referendum Fee on an annual basis.</p> <p>There are no other changes to the fee structure or the administration of Students' Union Fees.</p>

**Alignment/Compliance**

<p>Alignment with Guiding Documents</p>	<p></p>
<p>Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)</p>	<ol style="list-style-type: none"> <li><b>Post-Secondary Learning Act (PSLA)</b> (Section 95(2)): "The council of a student organization may make bylaws governing (e) in the case of a students association, the maintenance of the association by the levy membership fees on its members;"</li> <li><b>PSLA</b> Section 60(1)(b): " The board of a public post-secondary institution shall ... (b) develop, manage and operate, alone or in co-operation with any person or organization, programs, services and facilities for the</li> </ol>



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	<p>educational or cultural advancement of the people of Alberta,”</p> <p>3. <b>PSLA</b> Section 62: “<b>Delegation of powers</b> “A board may delegate in writing to any person any power, duty or function conferred or imposed on it by this Act, except the power to make bylaws.”</p> <p>4. <b>Board Finance and Property Committee (BFPC) Terms of Reference</b> Section 3.d: “d) review and recommend to the Board tuition and other like fees.”</p> <p>5. <b>BFPC Terms of Reference</b> Section 4: “<b>LIMITATIONS ON DELEGATION BY THE BOARD</b> 4. The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall: 4. (e) approve tuition and other like fees;”</p>
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**Routing** (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	Budget & Finance Committee, March 26, 2014 (for approval) Executive Committee, March 27, 2014 (for approval) Josh Le, VP-Operations & Finance, April 1, 2014 (for approval)
Approval Route (Governance) (including meeting dates)	Board Finance and Property Committee, April 29, 2014 (for recommendation) Board of Governors(for approval)
Final Approver	Board of Governors

Attachments:

- Attachment 1 (page 1): University of Alberta Students’ Union Fee 2014-15 (for approval)
- Attachment 2 (page 1): University of Alberta Students’ Union Assessment of Undergraduate Student Union Referendum/Dedicated Fees – Allocation 2014-15 (for information)

Prepared by: Peter Ta <peter.ta@su.ualberta.ca>

Senior Manager of Finance and Administration

University of Alberta Students' Union (with the assistance of University Governance)

Undergraduate students are assessed fees from both Schedule 1, 2 and 3:

Schedule 1:						Schedule 2:		
Students' Union Undergraduate Fees - TERM						Students' Union Undergraduate Fees - ANNUAL/TERM		
Effective: September 1, 2014						Effective: September 1, 2014		
Undergraduate Student Fee Types								
	1. Basic Fee	2. Engineering	3. Augustana	4. Business	5. Science	6. Nursing	7. Law	
<b>Fall or Winter Term Full Time Fees:</b>						<b>Fall Term Full Time Fees:</b>		
Students' Union Fee	\$38.08	\$38.08	\$38.08	\$38.08	\$38.08	\$38.08	\$38.08	
Referendum Fees	\$67.00	\$67.00	79.54	\$74.50	\$72.00	\$79.50	\$117.00	
<b>Total Fall or Winter Term Full Time Fees</b>	<b>\$105.08</b>	<b>\$105.08</b>	<b>\$117.62</b>	<b>\$112.58</b>	<b>\$110.08</b>	<b>\$117.58</b>	<b>\$155.08</b>	
<b>Fall or Winter Term Part Time Fees:</b>						<b>Winter Term Full Time Fees:</b>		
Students' Union Fee	\$18.56	\$18.56	\$18.56	\$18.56	\$18.56	\$38.08	\$38.08	
Referendum Fees	\$64.00	\$64.00	\$79.54	\$71.50	\$69.00	\$67.00	\$67.00	
<b>Total Fall or Winter Term Part Time Fees</b>	<b>\$82.56</b>	<b>\$82.56</b>	<b>\$98.10</b>	<b>\$90.06</b>	<b>\$87.56</b>	<b>\$105.08</b>	<b>\$105.08</b>	
<b>Fall or Winter Term Off Campus Student Fees:</b>						<b>Fall Term Part Time Fees:</b>		
Students' Union Fee	\$18.56	\$18.56		\$18.56	\$18.56	\$18.56	\$18.56	
Referendum Fees	\$64.00	\$64.00		\$64.00	\$64.00	\$72.50	\$64.00	
<b>Total Fall or Winter Term Off Campus Fees</b>	<b>\$82.56</b>	<b>\$82.56</b>	<b>\$0.00</b>	<b>\$82.56</b>	<b>\$82.56</b>	<b>\$91.06</b>	<b>\$82.56</b>	
<b>Spring or Summer Term Fees:</b>						<b>Winter Term Part Time Fees:</b>		
Students' Union Fee	\$24.11	\$24.11		\$24.11	\$24.11	\$18.56	\$18.56	
Referendum Fees	\$27.99	\$27.99		\$27.99	\$27.99	\$64.00	\$64.00	
<b>Total Spring or Summer Term Fees</b>	<b>\$52.10</b>	<b>\$52.10</b>	<b>\$0.00</b>	<b>\$52.10</b>	<b>\$52.10</b>	<b>\$82.56</b>	<b>\$82.56</b>	
<b>Spring or Summer Term Off Campus Fees:</b>						<b>Fall or Winter Term Off Campus Student Fees:</b>		
Students' Union Fee	\$24.11	\$24.11		\$24.11	\$24.11	\$18.56	\$18.56	
Referendum Fees	\$27.99	\$27.99		\$27.99	\$27.99	\$64.00	\$64.00	
<b>Total Spring or Summer Term Off Campus Fee</b>	<b>\$52.10</b>	<b>\$52.10</b>	<b>\$0.00</b>	<b>\$52.10</b>	<b>\$52.10</b>	<b>\$82.56</b>	<b>\$82.56</b>	
<b>Spring or Summer Term Fees:</b>						<b>Spring or Summer Term Fees:</b>		
Students' Union Fee						\$24.11	\$24.11	
Referendum Fees						\$27.99	\$27.99	
<b>Total Spring or Summer Term Fees</b>						<b>\$52.10</b>	<b>\$52.10</b>	
<b>Spring or Summer Term Off Campus Fees:</b>						<b>Spring or Summer Term Off Campus Fees:</b>		
Students' Union Fee						\$24.11	\$24.11	
Referendum Fees						\$27.99	\$27.99	
<b>Total Spring or Summer Term Off Campus</b>						<b>\$52.10</b>	<b>\$52.10</b>	

Schedule 3:		
Students' Union Undergraduate Fees - ANNUAL		
Effective: September 1, 2014		
8. Health and Dental Plan		
	Health Plan Fee	Dental Plan Fee
<b>Fall and Winter Full Time Fees:</b>		
Referendum Fee	\$118.00	\$116.50
<b>Fall and Winter Part Time Fees:</b>		
Referendum Fee	\$118.00	\$116.50
<b>Fall and Winter Off Campus Fees:</b>		
Referendum Fee	\$118.00	\$116.50
<b>See Note #7 below for explanation</b>		

- The Basic Fee (Column 1) applies to all students except those in the Faculty of Engineering, Augustana, Faculty of Business, Faculty of Nursing - Note: Other than the Faculty of Nursing & Health Fee, all fees are per Term.
- Engineering students are assessed the Basic Fee for all terms (which is included in Column 2).
- Augustana students are assessed the amount in Column 3 for Fall/Winter Terms. Council has decided not to assess Augustana Off-Campus or Intersession students at this time. The Referendum portion of the Augustana Fee in Column 3 includes a \$65.00/term Faculty Association Fee.
- Business students are assessed the Basic Fee for all terms (which is included in Column 4) , plus a \$7.50/term Faculty Association Fee which is included in the Referendum portion of the fee in Column 4. This Faculty Association Fee is only being assessed in the Fall and Winter Full Time and Part Time terms, not Intersession or Off-Campus.
- Science students are assessed the Basic Fee for all terms (which is included in Column 5) , plus a \$5.00/term Faculty Association Fee (called SCI-5) which is included in the Referendum portion of the fee in Column 5. Association Fee is only being assessed in the Fall and Winter Full Time and Part Time terms, but not including Intersession or Off-Campus Students.
- Nursing students are assessed the Basic Fee for all terms (which is included in Column 6) , plus a \$12.50 Faculty Association Fee for Full Time Fall Term Students, and a \$8.50 Faculty Association Fee for Part Time Fall Term Students, which is included in the Referendum portion of the fee in Column 6. This Faculty Association Fee is only being assessed in the Fall Term, and does not include Intersession or Off-Campus students.
- Law students are assessed the Basic Fee for all terms (which is included in Column 7) , plus a \$50.00 Faculty Association Fee for Full Time Fall Term Students, which is included in the Referendum portion of the fee in Column 7. This Faculty Association Fee is only being assessed in the Fall Term, and does not include Intersession or Off-Campus students.
- HEALTH AND DENTAL PLAN FEE: This fee is assessed to all full and part time undergraduate students on an annual basis effective September 1, 2009. It is to be assessed on all undergraduate students enrolled in the Fal Term for the full amount. It is assessed IN ADDITION to the term fees outlined in Schedule 1 above.

All Students' Union fees (including Referendum fees) are subject to the Alberta CPI (1.55%) except for the Access Fund fee which is calculated on an Average Cost Index, or Faculty Association Fees (which have no increase). All applicable increases are already built into the above figures.

UNIVERSITY OF ALBERTA STUDENTS' UNION ASSESSMENT OF UNDERGRADUATE STUDENT UNION REFERENDUM/DEDICATED FEES - ALLOCATION 2014-15																	
NAME OF DEDICATED FUND	YEAR IMPLEMENTED	CPI Tuition															
		2000/01 FEE PER TERM	2001/02 FEE PER TERM	2002/03 FEE PER TERM	2003/04 FEE PER TERM	2004/05 FEE PER TERM	2005/06 FEE PER TERM	2006/07 FEE PER TERM	2007/08 FEE PER TERM	2008/09 FEE PER TERM	2009/10 FEE PER TERM	2010/11 FEE PER TERM	2011/12 FEE PER TERM	2012/13 FEE PER TERM	2013/14 FEE PER TERM	2014/15 FEE PER TERM	
				3.60%	1.30%	6.90%	0.70%	1.40%	2.10%	3.90%	4.10%	1.90%	0.70%	1.00%	2.90%	1.11%	1.55%
				3.20%	3.65%	7.50%	5.30%	5.75%	0.00%	3.30%	4.60%	4.10%	1.50%	0.35%	1.45%	1.45%	1.00%
<b>WUSK(WORLD REFUGEE STUDENTS)</b>	1988																
Full-time assessment		0.30	0.312	0.359	0.38	0.38	0.39	0.40	0.41	0.43	0.44	0.44	0.44	0.45	0.45	0.45	0.46
Part-time assessment		0.30	0.312	0.359	0.38	0.38	0.39	0.40	0.41	0.43	0.44	0.44	0.44	0.45	0.45	0.45	0.46
<b>EUGENE BRODY BOARD</b>	1990																
Full-time assessment		0.30	0.312	0.316	0.34	0.34	0.34	0.35	0.36	0.37							
Part-time assessment		0.30	0.312	0.316	0.34	0.34	0.34	0.35	0.36	0.37							
<b>STUDENTS INVOLVEMENT ENDOWMENT</b>	1990																
Full-time assessment		0.60	0.619	0.627	0.67	0.67	0.68	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Part-time assessment		0.60	0.619	0.627	0.67	0.67	0.68	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>CJSR</b>	1989																
Full-time assessment		1.50	1.55	1.57	1.68	1.69	1.71	1.75	1.82	1.89	1.93	1.94	1.96	2.02	2.04	2.07	2.07
Part-time assessment		0.54	0.56	0.57	0.61	0.61	0.62	0.63	0.65	0.68	0.69	0.69	0.70	0.72	0.73	0.74	0.74
<b>STUDENT FINANCIAL AID AND INFO. CENTER</b>	1991																
Full-time assessment		1.51	1.56	1.58 General operations													
Part-time assessment		1.51	1.56	1.58													
Interession assessment		1.51	1.56	1.58													
<b>GOLDEN BEAR AND PANDA LEGACY FUND</b>	1991																
Full-time assessment		2.99	3.10	3.14	3.36	3.38	3.43	3.50	3.64	3.79	3.86	3.89	3.93	4.04	4.08	4.14	4.14
Part-time assessment		2.99	3.10	3.14	3.36	3.38	3.43	3.50	3.64	3.79	3.86	3.89	3.93	4.04	4.08	4.08	4.14
<b>CAPITAL FUND</b>																	
Full-time assessment		2.16	2.24	2.27	2.42	2.44	2.47	2.52	2.62	2.73							
<b>CAMPUS RECREATION</b>	1994																
Full-time assessment		2.79	2.89	2.93	3.13	3.15	3.19	3.26	3.39	3.53	3.60	3.63	3.67	3.78	3.82	3.88	3.88
Part-time assessment		2.79	2.89	2.93	3.13	3.15	3.19	3.26	3.39	3.53	3.60	3.63	3.67	3.78	3.82	3.88	3.88
Interession assessment		2.79	2.891	2.93	3.13	3.15	3.19	3.26	3.39	3.53	3.60	3.63	3.67	3.78	3.82	3.88	3.88
<b>ACCESS FUND</b>	1995																
Full-time assessment		14.92	12.69	13.15	14.14	14.89	15.75	15.75	16.27	17.02	17.72	17.99	14.37	14.68	14.08	14.08	14.08
Part-time assessment		14.92	12.69	13.15	14.14	14.89	15.75	15.75	16.27	17.02	17.72	17.99	14.37	14.68	14.08	14.08	14.08
Interession assessment		6.45	5.60	5.78	6.21	6.54	6.92	6.92	7.15	7.48	7.79	7.91	6.32	6.46	6.19	6.19	6.19
<b>STUDENT LEGAL SERVICES</b>	1998																
Full-time assessment		0.52	0.54	0.55	0.58	0.58	0.59	0.60	0.62	0.65	0.66	0.66	0.67	0.69	0.70	0.71	0.71
Part-time assessment		0.52	0.54	0.55	0.58	0.58	0.59	0.60	0.62	0.65	0.66	0.66	0.67	0.69	0.70	0.71	0.71
<b>APIRG</b>	2001																
Full-time assessment			2.5	2.53	2.71	2.73	2.77	2.83	2.94	3.06	3.12	3.14	3.17	3.26	3.30	3.35	3.35
Part-time assessment			1.25	1.27	1.35	1.36	1.38	1.41	1.46	1.52	1.55	1.56	1.58	1.63	1.65	1.68	1.68
<b>GATEWAY FUND</b>																	
Full-time assessment				2.50	2.67	2.69	2.73	2.79	2.90	3.02	3.08	3.10	3.13	3.22	3.26	3.31	3.31
Part-time assessment				1.25	1.34	1.35	1.37	2.79	2.90	3.02	3.08	3.10	3.13	3.22	3.26	3.31	3.31
Interession assessment								0.36	0.37	0.39	0.40	0.40	0.40	0.41	0.41	0.42	0.42
<b>SUB RENOVATION FUND</b>	2014																
Full-time assessment																	9.00
Part-time assessment																	9.00
Interession assessment																	4.50
<b>PHYSICAL ACTIVITY AND WELLNESS FUND</b>	2014																
Full-time assessment																	26.00
Part-time assessment																	26.00
Interession assessment																	13.00
<b>Total Fees Allocated to Referendum/(Dedicated Fee)- Full Time Term</b>		27.59	28.31	31.52	32.08	32.94	34.05	33.75	34.97	36.49	34.41	34.79	31.34	32.14	31.73	67.00	67.00
<b>Total Fees Allocated to Students' Union Services/Operations - Full Time Term</b>		23.39	24.67	24.99	28.41	28.61	29.01	29.62	30.78	32.04	35.43	35.68	36.04	37.09	37.50	38.08	38.08
<b>Total Fall or Winter Term Full Time Fees</b>		50.98	52.98	56.51	60.49	61.55	63.06	63.37	65.75	68.53	69.84	70.47	67.38	69.23	69.23	105.08	105.08
<b>Total Fees Allocated to Referendum/(Dedicated Fee)- Part Time Term</b>		24.48	23.84	25.74	25.90	26.71	27.74	28.69	29.70	31.01	31.60	31.96	28.49	29.21	28.77	64.00	64.00
<b>Total Fees Allocated to Students' Union Services/Operations - Part Time Term</b>		11.69	12.33	12.49	15.04	15.15	15.36	15.68	16.29	16.96	17.28	17.40	17.57	18.08	18.28	18.56	18.56
<b>Total Fall or Winter Term Part Time Fees</b>		36.17	36.17	38.23	40.94	41.86	43.10	44.37	45.99	47.97	48.88	49.36	46.06	47.29	47.05	82.56	82.56
<b>Total Fees Allocated to Referendum/(Dedicated Fee)- Interession</b>		10.75	10.05	10.29	9.34	9.69	10.11	10.54	10.91	11.40	11.79	11.94	10.39	10.65	10.42	27.99	27.99
<b>Total Fees Allocated to Students' Union Services/Operations - Interession</b>		15.60	16.46	16.67	19.51	19.65	19.93	20.35	21.14	22.01	22.43	22.59	22.82	23.48	23.74	24.11	24.11
<b>Total Spring or Summer Term Fees</b>		26.343	26.51	26.96	28.85	29.34	30.04	30.89	32.05	33.41	34.22	34.53	33.21	34.13	34.16	52.10	52.10
<b>Engineering Students</b>																	
<b>FACULTY ASSOCIATION FEE</b>	\$4.00																
<b>Total Fees Allocated to Referendum/(Dedicated Fee)- Full Time Term</b>		14.26			35.81	36.67	37.78	37.75	38.97	40.49	38.41	38.79	35.34	36.14	35.73	67.00	67.00
<b>Total Fees Allocated to Students' Union Services/Operations - Full Time Term</b>		23.39			28.41	28.61	29.01	29.62	30.78	32.04	35.43	35.68	36.04	37.09	37.50	38.08	38.08
<b>Total Fall or Winter Term Full Time Fees</b>		37.65			64.22	65.28	66.79	67.37	69.75	72.53	73.84	74.47	71.38	73.23	73.23	105.08	105.08
<b>Total Fees Allocated to Referendum/(Dedicated Fee)- Part Time Term</b>		24.48			29.63	30.44	31.47	32.69	33.70	35.01	35.60	35.96	32.49	33.21	32.77	64.00	64.00
<b>Total Fees Allocated to Students' Union Services/Operations - Part Time Term</b>		11.69			15.04	15.15	15.36	15.68	16.29	16.96	17.28	17.40	17.57	18.08	18.28	18.56	18.56
<b>Total Fall or Winter Term Part Time Fees</b>		36.17			44.67	45.59	46.83	48.37	49.99	51.97	52.88	53.36	50.06	51.29	51.05	82.56	82.56
<b>Total Fees Allocated to Referendum/(Dedicated Fee)- Interession</b>		27.59			9.34	9.69	10.11	10.54	10.91	11.40	11.79	11.94	10.39	10.65	10.42	27.99	27.99
<b>Total Fees Allocated to Students' Union Services/Operations - Interession</b>		15.60			19.51	19.65	19.93	20.35	21.14	22.01	22.43	22.59	22.82	23.48	23.74	24.11	24.11
<b>Total Spring or Summer Term Fees</b>		43.19			28.85	29.34	30.04	30.89	32.05	33.41	34.22	34.53	33.21	34.13	34.16	52.10	52.10

NAME OF DEDICATED FUND	YEAR IMPLEMENTED	CPI Tuition	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
			FEE	FEE	FEE	FEE	FEE	FEE	FEE	FEE	FEE	FEE	FEE	FEE	FEE	FEE	FEE
<b>Augustana Students</b>	2007																
FACULTY ASSOCIATION FEE	\$65.00																
Assessment for Dedicated fees of ELB, Access, Wusc and Faculty Fee of \$65.00/term**								17.16	79.00	79.54	80.32	83.16	83.43	79.81	80.13	79.53	79.54
Total Fees Allocated to Students' Union Services/Operations - Part Time Equivalent*								7.68	15.68	16.29	16.96	17.28	35.68	36.04	37.09	37.50	38.08
*change to ft equivalent in 2009/10											97.28	100.44	119.11	115.85	117.22	117.03	117.62
**Change Faculty Fee to \$65.00/term from \$62.50/term effective Sept 1, 2009																	
<b>Business Students</b>	2008																
FACULTY ASSOCIATION FEE	\$7.50																
Total Fees Allocated to Referendum/(Dedicated Fee)- Full Time Term										42.47	43.99	41.91	42.29	38.84	39.64	39.23	74.50
Total Fees Allocated to Students' Union Services/Operations - Full Time Term										30.78	32.04	35.43	35.68	36.04	37.09	37.50	38.08
Total Fall or Winter Term Full Time Fees										73.25	76.03	77.34	77.97	74.88	76.73	76.73	112.58
Total Fees Allocated to Referendum/(Dedicated Fee)- Part Time Term										37.20	38.51	39.10	39.46	35.99	36.71	36.27	71.50
Total Fees Allocated to Students' Union Services/Operations - Part Time Term										16.29	16.96	17.28	17.40	17.57	18.08	18.28	18.56
Total Fall or Winter Term Part Time Fees										53.49	55.47	56.38	56.86	53.56	54.79	54.55	90.06
Total Fees Allocated to Referendum/(Dedicated Fee)- Intersession										10.91	11.40	11.79	11.94	10.39	10.65	10.42	27.99
Total Fees Allocated to Students' Union Services/Operations - Intersession										21.14	22.01	22.43	22.59	23.48	23.74	23.74	24.11
Total Spring or Summer Term Fees										32.05	33.41	34.22	34.53	33.21	34.13	34.16	52.10
<b>Faculty of Science Students</b>	2013																
FACULTY ASSOCIATION FEE	\$5.00																
Total Fees Allocated to Referendum/(Dedicated Fee)- Full Time Term																36.73	72.00
Total Fees Allocated to Students' Union Services/Operations - Full Time Term																37.50	38.08
Total Fall or Winter Term Full Time Fees																74.23	110.08
Total Fees Allocated to Referendum/(Dedicated Fee)- Part Time Term																33.77	69.00
Total Fees Allocated to Students' Union Services/Operations - Part Time Term																18.28	18.56
Total Fall or Winter Term Part Time Fees																52.05	87.56
Total Fees Allocated to Referendum/(Dedicated Fee)- Intersession																10.42	27.99
Total Fees Allocated to Students' Union Services/Operations - Intersession																23.74	24.11
Total Spring or Summer Term Fees																34.16	52.10
<b>Faculty of Nursing Students</b>	2009																
(FULL-TIME - FALL ONLY) FACULTY ASSOCIATION FEE	\$12.50																
(PART-TIME - FALL ONLY) FACULTY ASSOCIATION FEE	\$8.50																
Total Fees Allocated to Referendum/(Dedicated Fee)- Full Time Term											40.24	38.16	38.54	35.09	32.14		
Total Fees Allocated to Students' Union Services/Operations - Full Time Term											32.04	35.43	35.68	36.04	37.09		
Total Fall or Winter Term Full Time Fees											72.28	73.59	74.22	71.13	69.23		
Total Fees Allocated to Referendum/(Dedicated Fee)- Full Time FALL Term	2013															44.23	79.50
Total Fees Allocated to Students' Union Services/Operations - Full Time Term																37.50	38.08
Total Fall or Winter Term Full Time Fees																81.73	117.58
Total Fees Allocated to Referendum/(Dedicated Fee)- Full Time WINTER Term	2013															31.73	67.00
Total Fees Allocated to Students' Union Services/Operations - Full Time Term																37.50	38.08
Total Fall or Winter Term Full Time Fees																69.23	105.08
Total Fees Allocated to Referendum/(Dedicated Fee)- Part Time Term											34.76	35.35	35.71	32.24	29.21		
Total Fees Allocated to Students' Union Services/Operations - Part Time Term											16.96	17.28	17.40	17.57	18.08		
Total Fall or Winter Term Part Time Fees											51.72	52.63	53.11	49.81	47.29		
Total Fees Allocated to Referendum/(Dedicated Fee)- FALL Part Time Term	2013															37.27	72.50
Total Fees Allocated to Students' Union Services/Operations - Part Time Term																18.28	18.56
Total Fall or Winter Term Part Time Fees																55.55	91.06
Total Fees Allocated to Referendum/(Dedicated Fee)- WINTER Part Time Term	2013															28.77	64.00
Total Fees Allocated to Students' Union Services/Operations - Part Time Term																18.28	18.56
Total Fall or Winter Term Part Time Fees																47.05	82.56
Total Fees Allocated to Referendum/(Dedicated Fee)- Intersession											11.40	11.79	11.94	10.39	10.65	10.42	27.99
Total Fees Allocated to Students' Union Services/Operations - Intersession											22.01	22.43	22.59	22.82	23.48	23.74	24.11
Total Spring or Summer Term Fees											33.41	34.22	34.53	33.21	34.13	34.16	52.10
<b>Faculty of Law Students</b>	2014																
(FULL-TIME - FALL ONLY) FACULTY ASSOCIATION FEE	\$50.00																
Total Fees Allocated to Referendum/(Dedicated Fee)- Full Time FALL Term																	117.00
Total Fees Allocated to Students' Union Services/Operations - Full Time Term																	38.08
Total Fall or Winter Term Full Time Fees																	155.08
Total Fees Allocated to Referendum/(Dedicated Fee)- Full Time WINTER Term																	67.00
Total Fees Allocated to Students' Union Services/Operations - Full Time Term																	38.08
Total Fall or Winter Term Full Time Fees																	105.08
Total Fees Allocated to Referendum/(Dedicated Fee)- FALL Part Time Term																	64.00
Total Fees Allocated to Students' Union Services/Operations - Part Time Term																	18.56
Total Fall or Winter Term Part Time Fees																	82.56
Total Fees Allocated to Referendum/(Dedicated Fee)- WINTER Part Time Term																	64.00
Total Fees Allocated to Students' Union Services/Operations - Part Time Term																	18.56
Total Fall or Winter Term Part Time Fees																	82.56
Total Fees Allocated to Referendum/(Dedicated Fee)- Intersession																	27.99
Total Fees Allocated to Students' Union Services/Operations - Intersession																	24.11
Total Spring or Summer Term Fees																	52.10
<b>HEALTH AND DENTAL PLAN</b>																	
Full and Part Time Annual Fee - Health												109.34	109.34	105.99	109.06	110.27	118.00
Full and Part Time Annual Fee - Dental												83.00	83.00	107.34	110.46	111.69	116.50

**OUTLINE OF ISSUE**

Agenda Title: **Rescission of Strategic Alliance Policy**

**Motion:** THAT the Board Finance and Property Committee rescind the Strategic Alliance Policy, originally approved by the Board Finance and Property Committee on April 29, 2005, as found in Attachment 1.

**Item**

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Carl Amrhein, Provost and Vice-President (Academic) and Phyllis Clark, Vice-President (Finance and Administration)
Presenter	Carl Amrhein, Provost and Vice-President (Academic) and Phyllis Clark, Vice-President (Finance and Administration)
Subject	Rescission of the Strategic Alliance Policy

**Details**

Responsibility	Provost and Vice-President (Academic), Vice-President (Finance and Administration)
The Purpose of the Proposal is (please be specific)	To rescind the Strategic Alliance Policy. After careful review, administration has determined that this policy does not add value to our current processes and that the ambiguity of the strategic alliance definition risks confusion. The University's existing policies on procurement and contract review and signing authority ensure sufficient and comprehensive due diligence and review.
The Impact of the Proposal is	Minimal. Existing policies as described above ensure appropriate review and due diligence in the development of partnerships with other organizations.
Replaces/Revises (eg, policies, resolutions)	Strategic Alliance Policy
Timeline/Implementation Date	Upon approval
Estimated Cost	N/A
Sources of Funding	N/A
Notes	

**Alignment/Compliance**

Alignment with Guiding Documents	Dare to Discover: Transformative Organization and Support
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	<p><b>Post-Secondary Learning Act (PSLA):</b> The PSLA gives the Board of Governors the authority to “develop, manage and operate, alone or in co-operation with any person or organization, programs, services and facilities for the educational or cultural advancement of the people of Alberta” (Section 60(1)).</p> <p><b>Board Finance and Property Committee Terms of Reference: MANDATE OF THE COMMITTEE</b> Except as provided in paragraph 4 and in the Board's General Committee Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University. The Committee shall also consider any other matter delegated to the Committee by the Board.</p>



**Routing** (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	General Counsel Supply Management Services Association of Academic Staff University of Alberta (AASUA) President's Executive Committee – Operational (April 10, 2014)
Approval Route (Governance) (including meeting dates)	Board Finance and Property Committee (April 29, 2014) Board of Governors (May 9, 2014)
Final Approver	Board of Governors (May 9, 2014)

Attachments

1. Strategic Alliance Policy (page(s) 1 - 3)

*Prepared by:* Kathleen Brough, Portfolio Initiatives Manager, Office of the Provost and Vice-President (Academic)

Revised: 4/17/2014

**Approval Date: April 29, 2005**

**Most Recent Editorial Date: January 24, 2014**

## **Strategic Alliance Policy**

<b>Office of Accountability:</b>	Office of the Provost and Vice President (Academic) and Office of the Vice-President (Finance and Administration)
<b>Office of Administrative Responsibility:</b>	Office of the Provost and Vice President (Academic)
<b>Approver:</b>	Board of Governors (Board Finance and Property Committee)
<b>Scope:</b>	Compliance with this University-wide policy is extended to all members of the University community.

### Purpose

To ensure that the development and, where appropriate, the implementation of **Strategic Alliances** are carried out in a rigorous, transparent, consultative manner that ensures the University's best interests are served.

### POLICY

The University reserves the right to enter into Strategic Alliances with third parties where the following principles are met:

#### 1. JUSTIFICATION AND APPROVALS

a. The University will consider Strategic Alliances with third parties where there is a measurable and mutual benefit to both parties. Benefits may be both tangible and intangible, flowing to and from the University. A Strategic Alliance must:

- i. be aligned with the mandate of the University as established by the Board of Governors;
- ii. be evidenced to serve the best interests of the University; and
- iii. be of a strategic nature having relevance to the University's mission of teaching, research and community service.

b. Strategic Alliances may involve the provision by the third party of a good or service that is of particular importance to the University. A Strategic Alliance may involve a **Preferred Supplier Agreement (PSA)** with the third party.

c. Strategic Alliances will comply with all applicable legislation, regulations and University policies and procedures.

d. The University will approach Strategic Alliances with care and due diligence. Proposals for Strategic Alliances will include a rigorous cost benefit analysis.

e. Final decisions relating to Strategic Alliances will be made by the President's executive committee.

#### 2. ACADEMIC FREEDOM

The University attaches the utmost value to academic freedom and scholarly integrity. Accordingly, Strategic Alliances shall not place any limits on these accepted principles of academic freedom and scholarly integrity.

### 3. CONFLICT OF INTEREST

The University is a forum for critical discussion and debate and a locus of unbiased inquiry. It is responsible for advancing and disseminating knowledge. It is important to retain the public's trust and confidence in order to play such a role. The University expects each of its faculty and staff to act ethically and with integrity. Among these obligations, members acting on the University's behalf must avoid ethical, legal, financial or other conflicts of interest. Accordingly, the University's *Conflict Policy* applies to all Strategic Alliances.

### 4. CONSUMER CHOICE ON CAMPUS

While Strategic Alliances may, by their nature, limit certain purchasing choices, they must not unreasonably constrain the ability of faculty, staff, students and other members to fulfill their roles in the academic mission of the University.

### 5. VISUAL IDENTITY AND TRADEMARKS

The University is committed to controlling the use of its name and reputation, and to protecting the aesthetic integrity and scholarly ambience of its main campus and other sites. Accordingly, firms engaged in Strategic Alliances are expected to adhere strictly to University policies governing advertising and publicity, including, but not limited to the Visual Identity and Trademark Policy. In addition, any direct transmission of information about firms' products or services to members of the University community must be approved by University authorities.

### 6. EXCLUSIVITY

Some Strategic Alliances will necessarily create a degree of exclusivity for suppliers of certain products and services. For this reason, the University must ensure that a Strategic Alliance does not create a financial disadvantage to the University through increased pricing or lower quality or service standards. Representatives of the University must routinely and early in their discussions with third parties explain the University's expectations in this regard. Further, the University must incorporate into all Strategic Alliances clauses requiring periodic evaluations to ensure that market-competitive pricing and service standards are maintained throughout the term of the agreement.

### 7. CHARITABLE CONTRIBUTIONS

All Revenue Canada requirements regarding charitable contributions will be respected and complied with in all Strategic Alliances. Strategic Alliance partner contributions will not be eligible for charitable tax receipts from the University if the contribution results in a benefit of any kind being provided to that partner from the University or if the partner makes the contribution with an expectation of return from the University. The University's policy on gift acceptance must also be complied with.

### 8. FACULTY LEVEL STRATEGIC ALLIANCES

In most cases, a Strategic Alliance should be entered into at an institutional level, benefiting the entire University. However, in certain circumstances, it may be determined that a Strategic Alliance may be entered into which directly benefits one or more, but not necessarily all, Faculties/Schools at the University. Such Faculty level alliances will be considered Strategic Alliances for the purposes of this policy and must fully satisfy the principles outlined in this policy and related procedures, including the need for final approval by EPC.

### 9. COMPLIANCE WITH UNIVERSITY OF ALBERTA POLICY AND PROCEDURES

In addition to this Policy and any related Procedures, there are other University Policies and Procedures that may impact on Strategic Alliances. Examples are the Policies relating to the naming of buildings and facilities and the acceptance of gifts for scholarships and the naming of such scholarships.

### 10. REVIEW OF POLICY AND PROCEDURES

This Policy and all related Procedures shall be reviewed by EPC within two years of the date of approval and periodically thereafter as determined necessary by EPC.

## **DEFINITIONS**

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

<b>Strategic Alliance</b>	A contractual agreement between the University and a third party which involves a mutual benefit to both parties and which complies with this Policy and all related Procedures. The benefit to the University must be of a strategic nature with relevance to the University's mission of teaching, research and community service. The benefit may include a reduced price in goods or services from the third party.
<b>Preferred Supplier Agreements (PSAs)</b>	Preferred Supplier Agreements (PSAs) are multi-year contracts between the University and outside firms in which the firms agree to supply goods and services and value-added support to the University in return for preferred status within the University's markets. This value-added support to the University may take the form of extraordinary discounts, goods and/or services and/or direct financial support. The components of a PSA will vary depending on the business category and the needs of the University. There usually is a preferential agreement offering exclusivity, preferred supplier status or other benefit. A PSA is mutually beneficial to both the University and the outside firm.
<b>President's executive committee</b>	A committee comprised of the president, the vice-presidents of each portfolio, and General Counsel.

## **RELATED LINKS**

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

[Donation Acceptance Policy](#) (UAPPOL)

## **PUBLISHED PROCEDURES OF THIS POLICY**

[Strategic Alliance Assessment & Implementation Procedure](#)

**OUTLINE OF ISSUE**

Agenda Title: **Proposed Athletics and Recreation Mandatory Non-Instructional Fee Increase for Fall/Winter 2014-2015**

**Motion:** THAT:

In order to maintain the integrated model in which the Faculty of Physical Education and Recreation offers Athletics and Recreation services to the broader University of Alberta community; and

Consistent with the practices of comparable post-secondary institutions across Canada;

The Board Finance and Property Committee recommend to the Board of Governors the approval of an increase to the existing Mandatory Non-Instructional Fee for Athletics and Recreation of \$16.38 per full-time student per term and \$8.19 per part-time student per term, with such increase to take effect for Fall/Winter 2014-15.

**Item**

Action Requested	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Kerry Mummery, Dean, Faculty of Physical Education and Recreation
Presenters	Kerry Mummery, Dean, Faculty of Physical Education and Recreation (FPER)
Subject	Athletics and Recreation Fee increase, starting in the Fall/Winter 2014-2015

**Details**

Responsibility	Provost and Vice-President (Academic)												
The Purpose of the Proposal is (please be specific)	To increase the Athletics and Recreation Mandatory Non-Instructional Fee by \$16.38 <i>per</i> full-time student <i>per</i> term and by \$8.19 <i>per</i> part-time student <i>per</i> term, effective Fall/Winter 2014-2015. The current approved fee, as well as the new proposed increase, are noted below: <table border="1" data-bbox="565 1291 1481 1423"> <thead> <tr> <th>2014-15 Athletics and Recreation Fee (Current)</th> <th>Proposed Increase</th> <th>New 2014-15 Athletics and Recreation Fee</th> </tr> </thead> <tbody> <tr> <td>Fall/Winter Full-time: \$65.62 per term</td> <td>\$16.38 per term</td> <td>\$82.00 per term</td> </tr> <tr> <td>Fall/Winter Part-time: \$32.81 per term</td> <td>\$8.19 per term</td> <td>\$41.00 per term</td> </tr> <tr> <td>Spring/Summer: \$32.81 per term</td> <td>\$8.19 per term</td> <td>\$41.00 per term</td> </tr> </tbody> </table>	2014-15 Athletics and Recreation Fee (Current)	Proposed Increase	New 2014-15 Athletics and Recreation Fee	Fall/Winter Full-time: \$65.62 per term	\$16.38 per term	\$82.00 per term	Fall/Winter Part-time: \$32.81 per term	\$8.19 per term	\$41.00 per term	Spring/Summer: \$32.81 per term	\$8.19 per term	\$41.00 per term
2014-15 Athletics and Recreation Fee (Current)	Proposed Increase	New 2014-15 Athletics and Recreation Fee											
Fall/Winter Full-time: \$65.62 per term	\$16.38 per term	\$82.00 per term											
Fall/Winter Part-time: \$32.81 per term	\$8.19 per term	\$41.00 per term											
Spring/Summer: \$32.81 per term	\$8.19 per term	\$41.00 per term											
The Impact of the Proposal is	The increase in the Athletics and Recreation Mandatory Non-Instructional Fee revenue contribution to the Operations, Recreation Services, and Athletics Units in the Faculty of Physical Education and Recreation will enable each unit to continue to provide services to the students. These units in return will be able to successfully meet their mandates to serve students and enhance student life.												
Replaces/Revises (eg, policies, resolutions)	See 'Purpose'.												
Timeline/Implementation Date	Fall/Winter 2014-2015.												
Estimated Cost	See attached proposal for details.												
Sources of Funding	See attached proposal for details.												
Notes	The Faculty of Physical Education and Recreation has been working closely with the Students' Union (SU) and Graduate Students' Association (GSA) on the consultation process for an increase in Athletics and Recreation Fee. Consultations took place during the following dates:												

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	<ul style="list-style-type: none"> <li>• Athletics and Recreation Fee Advisory Committee on September 26, 2013, November 27, 2013, and December 19, 2013;</li> <li>• Students' Council on November 19, 2013, January 21, 2014, and April 8, 2014;</li> <li>• SU Executive on January 9, 2014;</li> <li>• GSA Executive on January 14, 2014;</li> <li>• GSA Council on January 20, 2014.</li> </ul> <p>The fee increase is the first increase, beyond the annual Consumer Price Index (CPI), since 1996 (18 years).</p> <p>The GSA has provided a letter of support for the proposed increase dated February 28, 2014 (see Attachment 3).</p> <p>At the Students' Council meeting of April 8, 2014, the Council voted in favor of the proposed increase. A letter confirming SU support has been requested by the proposers.</p>
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**Alignment/Compliance**

Alignment with Guiding Documents	<p><i>Dare to Discover</i> Learning, Discovery and Citizenship (1 - 3 and 7): "1. Create an exceptional and life-changing university experience for students through curricular and extra-curricular offerings that integrate learning, discovery, and citizenship to develop the intellect and the imagination, education leaders, and enhance a global perspective; 2. Engage students through mentorship and peer-based activities such as clubs, athletics, and social events to inspire high achievement, improvement retention, and enhance graduation rates; 3. Foster scholarship and discoveries that are transformative and at the cutting edge by rewarding quality and impact over quantity and by enhancing cross-disciplinary initiatives; [...] 7. Inspire students, faculty, and staff alike to engage in activities that develop leadership, foster social and moral responsibility, and contribute to the further development of our society and its institutions." <i>Dare to Discover</i> Connecting Communities (6): "Promote community pride and participation in the University through its physical and intellectual openness and opportunities for ongoing dialogue and discussion." <i>Dare to Discover</i> Transformative Organization and Support (4): "Build, enhance, and maintain classrooms, laboratories, libraries, and museums, as well as athletic, social, and residential facilities to provide a transformative university experience [.]"</p>
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	<p>1. <b>Post-Secondary Learning Act (PSLA)</b>: The <i>PSLA</i> gives GFC responsibility, subject to the authority of the Board of Governors, over academic affairs (Section 26(1)). Section 26(1)(o) provides that GFC may make recommendations to the Board of Governors on a number of matters including the budget and academic planning. GFC has thus established an Academic Planning Committee (GFC APC), as set out in Section 3 of the GFC Policy Manual. GFC delegates its power to recommend to the Board on the budget to the GFC APC.</p> <p>2. <b>Board of Governors General Terms of Reference, Section 1 (b)</b>: "The Board has delegated to each Committee responsibility and authority to make decisions on behalf of the Board in the Committee's defined area of responsibility except to the extent that such authority has been specifically limited by the Board in the Terms of Reference for the</p>

	<p>Committee.”</p> <p><b>3. Board Finance and Property (BFPC) Terms of Reference, Section 3(d):</b>  “3. Without limiting the generality of the foregoing, the Committee shall:  [. . .]  d) review and recommend to the Board tuition and other like fees[.]”</p> <p><b>4. GFC Academic Planning Committee (APC) Terms of Reference, Section 3.4.b:</b> GFC APC is “[t]o recommend to the Board of Governors on the annual budget [which includes fees-related matters], excluding budgets for ancillary units.”</p> <p>5. At its meeting of February 10, 2012, the <b>Board of Governors</b> approved the following Motion:</p> <p style="padding-left: 40px;">“THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, rescind the “Church/Minsos” Board-approved Motion of May 5, 2000 regarding the Indexing of Mandatory Non-Instructional Fees; and</p> <p style="padding-left: 40px;">THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the annual adjustment of all Mandatory Non-Instructional Fees (MNIF), as determined by Administration, up to and including the Annual Alberta Consumer Price Index and that the MNIF be reported for information to the GFC Academic Planning Committee, the Board Finance and Property Committee, and the Board of Governors on an annual basis.”</p>
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**Routing (Include meeting dates)**

Consultative Route (parties who have seen the proposal and in what capacity)	Athletics and Recreation Fee Advisory Committee on September 26, 2013, November 27, 2013, and December 19, 2013; Students’ Council on November 19, 2013, January 21, 2014, and April 8, 2014; Students’ Union Executive on January 9, 2014; Graduate Students’ Association Executive on January 14, 2014; Graduate Students’ Association Council on January 20, 2014; Tuition Budget Advisory Committee (TBAC) and Mandatory Non-Instructional Fees Budget Advisory Committee (MBAC) on December 10, 2013 and January 22, 2014
Approval Route (Governance) (including meeting dates)	GFC Academic Planning Committee (April 23, 2014) – for recommendation; Board Finance and Property Committee (April 29, 2014) – for recommendation; Board of Governors (May 9, 2014) – for final approval
Final Approver	Board of Governors

**Attachments:**

- Attachment 1 (pages 1 – 49) - The Athletics and Recreation Fee – A Background Report (Prepared by the Faculty of Physical Education and Recreation (November 2013))
- Attachment 2 (pages 1 – 4) - *Dare to Discover* (Final Version, November 2009), University of Alberta



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3. Attachment 3 (pages 1 – 2) - Graduate Students' Association (GSA) Position on the Proposed Increase to the Athletics and Recreation Fee (ARF), February 28, 2014
4. Attachment 4 (pages 1-2) – Students' Union Response to Proposed Increase to the Athletics and Recreation Fee (ARF), April 23, 2014

*Prepared by:* Kerry Mummery, Dean, Faculty of Physical Education and Recreation (FPER), [kerry.mummery@ualberta.ca](mailto:kerry.mummery@ualberta.ca); Ian Reade, Director of Athletics, FPER, [ian.reade@ualberta.ca](mailto:ian.reade@ualberta.ca); Leah Hall Dorothy, Director of Recreation Services, FPER, [leah.halldorothy@ualberta.ca](mailto:leah.halldorothy@ualberta.ca); Cheryl Harwardt, Director of Operations, FPER, [cheryl.harwardt@ualberta.ca](mailto:cheryl.harwardt@ualberta.ca)



# **THE ATHLETIC AND RECREATION FEE**

## **A Background Report**

Prepared by the Faculty of Physical Education and Recreation

November 2013

**Contents**

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## SECTION 1: INTRODUCTION

The present document provides an historical background and context to drive consultation, consideration and review by the Mandatory Non-Instructional Fee Budget Advisory Committee (MBAC) for an increase the Athletic and Recreation fee (A&R fee) at a level expected to exceed the Alberta Consumer Price Index (CPI).

To begin, the Faculty of Physical Education and Recreation is an 'integrated' faculty, which refers to the fact that academics, athletics, recreation services and operations are all housed within an academic faculty and are under the oversight of an academic dean. This model, while common in some of the major universities in Western Canada (Universities of Calgary, Saskatchewan, Manitoba), is not a model followed by the majority of universities throughout Canada. The Faculty considers this model to be a superior approach, as it allows for integration of the various community service components of the faculty within an overarching scholarly mission/mandate consistent with the vision of a great university encompassed by the Dare to Discover and Dare to Deliver visioning document and academic plans respectively. This structure is integral to the Faculty's mission "*to create and share the best understandings and applications of physical activity, sport and leisure to inspire the human spirit*".

The Faculty has approximately 1,000 undergraduate and 150 graduate students and serves the broader university and general community through its operations and programs on both the main and south campuses of the University of Alberta. Upon completion of the Physical Activity and Wellness (PAW) Centre in 2014, the Faculty will oversee approximately \$250 million dollars in facilities, service over 30,000 students in over 500 programs through recreation services and support 24 varsity teams and over 500 inter-university athletes in the most successful Canadian Inter-University Sport (CIS) program in Canada. Overall the Faculty operates on an annual budget of \$34.4M with base funding from the University of Alberta totaling \$15.6M.

The Faculty supports the health and well-being of the University student population through its fitness and recreation programs and facilities and adds to the overall student experience and national reputation of the University through its varsity sports programs. A committed staff works to ensure top quality service and respond to needs and demands of the student population. Growth in facilities, programs and demand over the past two decades has outstripped the support provided by the growth in existing Athletic and Recreation fees as dictated by the consumer price index (CPI). This background document has been developed to inform discussion and drive the consultative process behind a request to increase existing fees beyond the established CPI. The Faculty is committed to working with the University of Alberta's Student Union (SU) and Graduate Student Associate (GSA) in preparation of our submission to MBAC for a fee.

## SECTION 2: HISTORICAL BACKGROUND

**2.1.** In 1999, a task force report (see Appendix 1) was produced outlining agreement of principles by which the Athletics and Recreation (A&R) fees should be allocated. The 1999 Task force identified issues and recommendations regarding the allocation of A&R fee

**2.2.** Issues identified include:

- There is no mechanism to provide revenue for increases to personnel costs
- There is no Capital Equipment Budget allocation.
- There is no long-term plan for changes to the Athletics & Recreation Fee.
- Student enrolments fluctuate from year-to-year.
- There is no policy relative to the expenses the Fees should cover, nor how the fee should be calculated.
- The Faculty does not receive a share of revenue from the sale of merchandise which incorporates the Golden Bears and Pandas logos, nor from parking or concessions for Athletic events
- The Faculty of Physical Education and Recreation and Athletics and Recreation support a development program that benefits students in all Faculties. It is argued that at least one-half of these costs should be provided centrally.
- Athletics and Recreation programs provide significant profile for the University and in order to better coordinate University public relations and recognize the contribution of this profile; Public Affairs should contribute financially to the sports information position.
- Athletics and Recreation maintains a very active role in alumni contact to former students in all Faculties. It is argued that financial support for this activity should be provided centrally.
- Championship travel is an extremely variable expense; if Athletics and Recreation is to include this in its budget, then a reserve account will be required to meet the exigencies of very successful years.
- Athletics and Recreation has incurred a significant debt over the period 1995/96 to 1998/99. Part of this debt is attributed to inaccurate data in budget development, failure to get the correct information into the calendar and therefore to collect the appropriate fees. In addition, unanticipated championship travel costs for 1998/99 were not budgeted for. Other components of the debt are appropriately attributed to Athletics and Recreation over-expenditures. This debt must be repaid and it is argued that the portion of the debt attributed to circumstances beyond the control of Athletics and Recreation should be covered centrally.

**2.3** In response to these issues, the 1999 Task Force identified eight recommended principles that should guide A&R fee allocation. Although some of the information within the 1999 taskforce report is outdated, much of the problems and principles still remain as relevant today as they were then. As such, it is recommended that the developments of this initial task force should be recognized and incorporated into any discussion regarding setting the A&R fee in the future.

The 1999 task force recommendations included:

**PRINCIPLE 1**

All students who pay the Athletics & Recreation Fee should be entitled to the following:

- fee-free access to the Fitness and Lifestyle Centre
- subsidized admission to interuniversity athletic events
- participation in organized Campus Recreation programs, with nominal fees for intramural programs and subsidized fees for programs which require instruction or officiating
- fee-free access to recreation and sport facilities on a drop-in basis, when the facilities are available
- potential for participation in interuniversity athletics

**PRINCIPLE 2**

The Athletics & Recreation Fee should cover the "basic operating costs" of an excellent interuniversity athletic and recreation program. These costs include:

- Salaries: for coaching, administrative, program, and support staff
- Travel: including Canada West, CIAU, and international travel for all inter-university program
- Capital and Protective Equipment:
- Printing and Publications
- Long Term Planning Reserve

**PRINCIPLE 3**

Non-fee revenue sources include the following:

- Donations: would normally cover exhibition travel in the pre-season or post season, but may also fund enhancements to the basic program in areas such as meals, clothing, equipment or financial awards
- Fundraising Activities: (including casinos, bingos, 50/50's, dinners, golf tournaments, etc.) should normally assist in the same way as donations
- Program Revenues: (i.e. CFLP, CR, NCI, events) will offset the cost of staffing (many of whom are students) the programs which generate those revenues, with any profits turned back into program enhancements. These revenues will also fund Computer Support staff costs.
- Sponsor Revenues: are normally used to cover the costs of program promotion in areas such as advertising, player cards, posters, newsletters, and promotions staff.

**PRINCIPLE 4**

A reasonable fee for access to the Fitness and Lifestyle Centre should be charged to Academic and Non-academic staff or supplied under agreement with their respective associations.

**PRINCIPLE 5**

The university has a fundamental responsibility to provide central budget support for central services. These would include:

- Salaries:
- Facility Operating Costs
- Capital Budget Items

**PRINCIPLE 6**

Effective April 01, 2000 there will be a regular adjustment to the Athletics & Recreation Fee. This increase will be equal to 0% or to the Alberta Consumer Price Index (Alberta - CPI), whichever is greater.

**PRINCIPLE 7**

Any request for an increase in the Athletics & Recreation Fee, beyond the Alberta CPI, will be presented to the Council of the Students Union by the Director of Athletics and Recreation. Should the request be successful, the new fee will be incorporated into the normal budget process outlined in Principle 6 above. Should the request for an extraordinary fee increase be defeated by Students Union Council, the matter may go forward on a Referendum during the annual Students Union election process.

**PRINCIPLE 8**

The annual budget process for Athletics & Recreation will involve the submission of a proposed budget and updated, detailed Business Plan. These documents will initially be submitted to the Dean, Faculty of Physical Education for review and discussion. The next step in the annual budget process will involve a meeting of the Director, Athletics & Recreation; Dean, Faculty of Physical Education; and the Vice-President (Academic).

**2.4.** The 1999 Task force report was a significant step for the establishment of an A&R fee for two keys reasons. First, it articulates eight key principles by which A&R fees should be used within the Faculty. These principles are as relevant and appropriate today as they were in 1999. Second, and crucially, both the Faculty and the University mutually agreed upon these principles. As such, they should be drawn upon during any negotiation regarding a change to the A&R fee.

## SECTION 3: BACKGROUND INFORMATION

This section outlines the key findings from two key documents: The annual report produced by the M-BAC committee last year (2011-2012), and the Recreation Service cross-comparative study into A&R fees across Canada that was updated this year (i.e., 2013).

### 3.1. M-BAC Annual Report 2011-2012: Implications for the Faculty

According to the M-BAC annual report (see Appendix 2), during the fiscal year 2011-2012:

- The university generated a total of **\$27.4 million** in Mandatory Non-Instructional Fees (MNIF) revenue across its five areas (Common Student Space, Sustainability and Service fee (CoSSS); Health Services; Registration and Transcript fee; Student Services fee; Athletics and Recreation fee)
- **\$4.4 million** of MNIF revenue is generated through the A&R fee.
- MNIF services generated a deficit of **\$13.7 million**
- **\$6 million (60%)** of that deficit is accounted for by the A&R fee deficit

A&R Fee Summary of Revenue, Expenses and Deficiency (\$0,000)

Revenue	\$4,482
Expenses	\$10,565
Deficiency	<b>(\$6,083)</b>

(Source: MNIF Annual Report 2011-212)

- Athletics & Recreation spends in excess of **\$10.5 million** dollars per year on recreation and athletic programs. The Athletic Services Fee generates revenues of approximately **\$4.4M**. This allocation provides access to facilities for students and staff, for programs and casual use.
- The A&R fee in 2012-2013 was set as **\$63.70 per term** for a full-time student. The fee is the same for both Fall and Winter terms. Part-time students pay half of this amount. Students enrolled in Intersession also pay this fee.
- Thus the total A&R fee per during the 2012-2013 year was **\$127.40**

### 3.2. Recreation Services Cross-Comparative Study

According to a comparative study (see Appendix 3) conducted by Recreation Services in 2007, and was subsequently updated in 2013:

- A&R fee per during the 2012-2013 year was **set at \$127.40**
- The average fee across all major Canadian universities is **\$192.21**
- U of A's A&R fee is therefore **THE LOWEST (18/18)** of all major Canadian universities. See Table below:

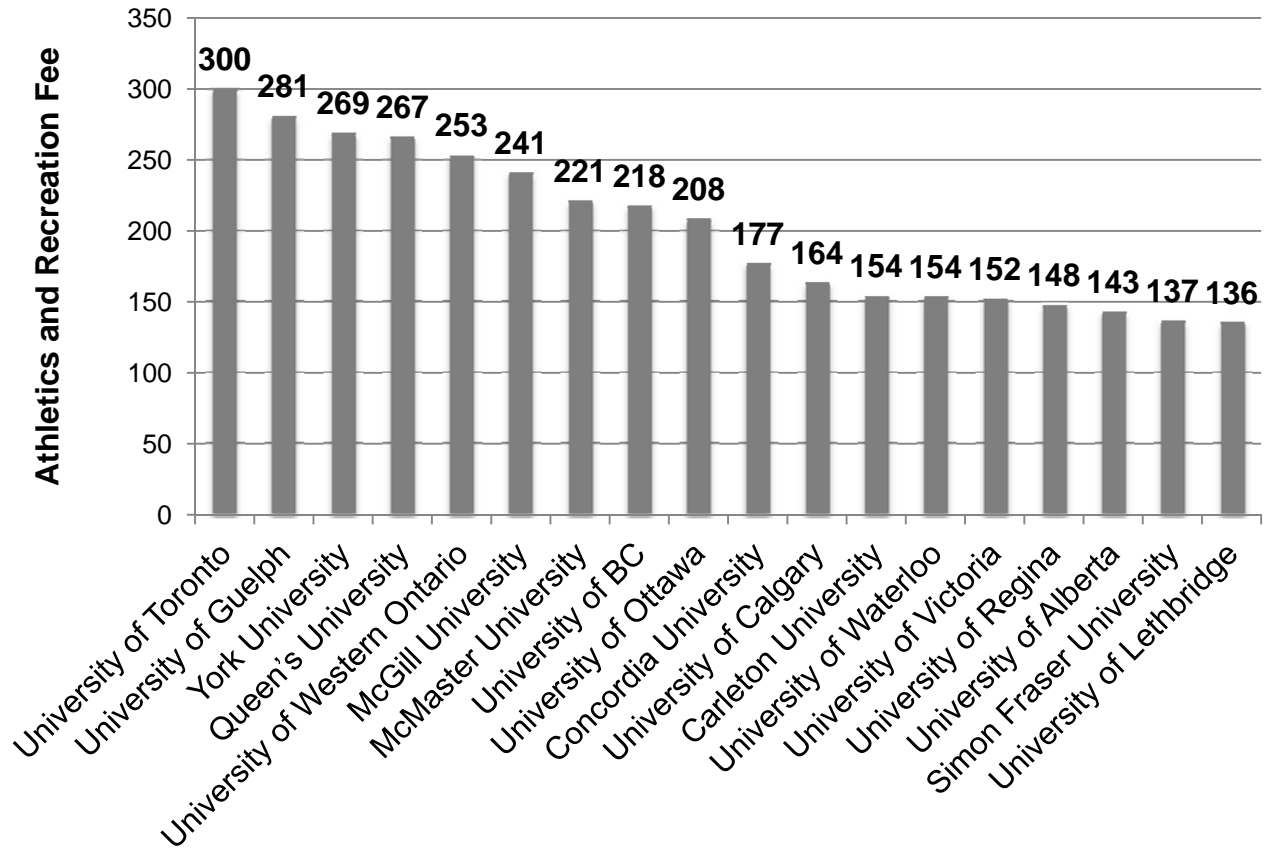
	<b>A&amp;R fee</b>	<b>Total MNIF</b>
University of Toronto	300.02	1158.00
University of Guelph	281.10	478.36
York University	268.80	830.10
Queen's University	266.56	550.25
University of Western Ontario	253.36	1175.20
McGill University	241.00	742.20
McMaster University	221.40	607.18
University of BC	218.00	900.00
University of Ottawa	208.48	676.82
Concordia University	177.00	625.75
University of Calgary	163.56	510.78
Carleton University	154.14	964.40
University of Waterloo	153.60	391.20
University of Victoria	152.00	296.82
University of Regina	147.80	673.90
<b>University of Alberta**</b>	<b>143.04**</b>	<b>773.42</b>
Simon Fraser University	136.60	351.86
University of Lethbridge	135.60	498.90
<b>University of Alberta</b>	<b>127.40</b>	<b>773.42</b>

Source: Table reproduced from Recreation Services (2013)

\*Even accounting for the additional two fees provided through the Students Union dedicated fees (these fees are NOT a part of the A&R fee), i.e., the Golden Bear and Panda Legacy Fund (set at \$4.08 per term in 2013-2014) and the Campus Recreation Enhancement Fund (set at \$3.82 per term in 2013-2014) the U of A still only **ranks 3rd LOWEST** of all top Canadian universities.

Even with the cost of the PAW center (approximately an additional \$20), which will only be generated as and when the center is open, U of A's A&R fee still remains one of the lowest in Canada (11/18). The discrepancy between U of A's A&R fee compared to other universities is displayed graphically below:





## **SECTION 4. THE ATHLETICS AND RECREATION FEE: WHAT IT SUPPORTS; HOW STUDENTS BENEFIT**

As part of this data gathering exercise, it was agreed that the document "*The Athletics and Recreation Fee: How it Benefits Students*" should be updated as a necessary baseline to demonstrate the present service offering within the Faculty. It should be noted at this stage, that the initial purpose of this document was not to highlight the contribution of the A&R fee specifically, but rather simply show the benefits students received from the Faculty's service offering. For example, much of the service and provision offered by the Athletics unit is paid for by alternative sources of income (i.e., casinos, adopt and athlete, sponsorship etc.). Nonetheless, the student fee contribution provides a necessary and integral proportion of the all of the service units budgets, and therefore it is important to recognize specifically what the A&R fee contributes towards, but also the additional service offering of the Faculty, which would not be possible within the support of the A&R fee. Thus, it is argued that although some of these services are not directly linked to the A&R fee, they would not be possible without it.

In light of this recognition of its original intended purpose, two additional changes have been made to the document. First as well as updating this 'shopping list' of service offerings, an attempt was also made to identify more precisely which of these services is or is not covered by the A&R fee. This goes some way to clarify to the reader precisely what the A&R fee does and does not contribute towards. Second, additional figures have been added to give the reader a broad overview of the relative costs within each of the three service units.

**FACULTY OF PHYSICAL EDUCATION & RECREATION**

**UNIVERSITY OF ALBERTA**

**The Athletic and Recreation Fee**

**What it supports and how students benefit**

**Presentation to the Mandatory Non-Instructional Fee  
Budget Advisory Committee (M-BAC)**

**September 2013**

## **Principles for the Distribution of Athletic and Recreation Fee**

- 1.** The Athletic and Recreation (A&R) fee is at all times dedicated to the budgets of the services components of the Faculty of Physical Education (Athletics, Campus Recreation, Operations). These services components are separate and distinct from the academic component of the Faculty, and the Faculty holds to the principle that there is never any flex of surplus or deficit between the academic and services budget
- 2.** There is an allocation of no more than four percent of the A&R fee dedicated to the Faculty Development Office to ensure the continued generation of funds in support of the services units' programs and commitments
- 3.** The A&R fee is allocated in support of student-centered activities, such as campus recreation programs, sports clubs, varsity teams and games, facility access, operation and recreational use times.
- 4.** The A&R fee is divided among the three service units in the manner that will provide optimum use of the fee, taking into account the priorities of the services units and the needs of the students. Since 2004, all new monies have been allocated equally on the basis of one-third to each of the services units.
- 5.** The allocation of the A&R fee is done at all times in a transparent manner so that the Faculty of Physical Education and Recreation can show clearly and consistently how the fee has been allocated and the benefits that accrue to the students.
- 6.** It is the Faculty's principle to provide opportunities for student consultation and input relative to the use of the A&R fee.

## GOLDEN BEARS AND PANDAS ATHLETICS- BENEFITS TO STUDENTS

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### **Golden Bears and Pandas and the Alberta Model**

Sport is a results based environment. In the U of A Athletics sport environment, expectations for wins to exceed losses are high, and results are public. However, the traditional focus on wins and losses oversimplifies the expectations for our competitive sport programs. Our programs are expected to positively influence youth in sport through the development and delivery of youth sport programs, and through a partnership with KidSport. Community coaches improve their coaching competency through work with university sport programs. Graduating members from U of A sport programs become sport leaders in schools and clubs in their sport, and other sports. Academic staff, PhD students, Masters students and undergraduate students collaborate with the coaches and athletes in the sport programs. The sport programs attract undergraduate and graduate students from throughout the world to both train and study. The ability for Athletics to achieve these results is contingent upon the respect the community has for the competitive sport programs that win championships, and for the athletes and coaches that graduate to national teams. Respect leads to community support, and without it no Athletics program can succeed.

### **Golden Bears and Pandas Teams**

The University of Alberta Athletics program presently has **24** varsity teams – **12** Pandas teams and **12** Golden Bears teams.

The A&R fee funds the **coaching and management required to compete in Canada West – CIS**. The total cost of this staff in 2013 is about **\$2.5M**, which is virtually the same as the allocation to Athletics from the A&R Fee.

### **Student-Athletes**

- Athletics supports **500+** student-athletes from all faculties across campus.

### **Facilities**

- All varsity student-athletes have full access to training, practice and competition facilities.

### **Medical Services**

- Athletics provides athlete medical services to student-athletes, including: athletic therapy access to doctors, medical support during practice games and travel at cost of roughly 300K/year.

### **Athlete Health**

- Athlete Health services provided include: nutrition counseling, strength and conditioning programs, sport psychology and academic support services.

### **Travel**

- Athletics provides team and individual sports travel to Canada West, CIS and non – Conference events at a cost of about **\$1M annually**.

### **Equipment**

- Uniforms and equipment are provided to all student-athletes.
- Protective equipment must be maintained at the highest standards to ensure the ultimate safety of our varsity student-athletes.

### **Scholarships/Awards**

- Athletics manages approximately **960** annual scholarships and awards (valued at approximately \$977,000) that are distributed to students from all faculties. **The A&R Fee does not contribute any funds to scholarships or awards.**

### **Academic Recognition**

- Through the CIS Academic All-Canadian program, many of our student-athletes (100+ annually) receive national recognition for achieving first-class academic standing while competing for the University of Alberta.

### **Employment**

- Close to **300** students annually receive about **\$600K** per year through part-time employment opportunities with the Golden Bears and Pandas Athletic program.

### **Events**

- Athletics organizes approximately **120 events** on campus every year.
- Athletics hosts in excess of **76,000 people** at events annually; on average **25 percent** of these spectators are University of Alberta students.
- University of Alberta students receive a discount on regular event ticket prices.

### **Media Exposure/Public Relations**

- Through the Athletics' Sports Information Office, the accomplishments of our student-athletes are conveyed to the local and national media on a daily basis throughout the athletic season.
- Webcasts of Golden Bears and Pandas events occur regularly throughout the season.

### **Alumni**

- Athletics is supported by **16 alumni** associations that support the Athletic programs through donations, sponsorships, casinos and fundraising events.
- Alumni contributions exceed \$1M annually.

### **Practicum and Research Opportunities**

- The Golden Bears and Pandas Athletic program provides practicum/internship opportunities for
- University of Alberta students (undergraduate and graduate) in coaching, athletic therapy, and sports management.
- Athletics provides a living laboratory for various research opportunities for undergraduate and graduate students across campus.

### **Teaching**

- Golden Bears and Pandas full-time head coaches are academic appointments and teach courses for the Faculty of Physical Education and Recreation.

**University Athletic Board**

- The University Athletic Board (UAB) is comprised of student-athletes from a variety of faculties on campus.
- This advisory group provides feedback to athletic administrators on key issues affecting student-
- Athletes.
- The UAB also provides opportunities for Golden Bears and Pandas to link with the local community as University of Alberta ambassadors with such programs as Tobacco Free (in schools), Read In Week (in schools) and Bear Hugs (at the Stollery Children's Hospital and in the community)

## RECREATION SERVICES - BENEFITS TO STUDENTS

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Recreation Services provides the university community diverse programs to be active for life. We serve over **30,000** participants annually in more than **500** programs. Our programs cater to a wide range of interest and skill levels to engage students, staff and community in positive and healthy activity. The number of participants in our programs has **increased by more than 8,900 since 2005 - 2006**.

### Recreation Services Mission Statement

To create a sense of community through quality recreation programs at the University of Alberta and in the community beyond the University.

### Our Vision

- We are leaders in recreational programming focused on the development of a healthy and active University of Alberta community, as well as for the community beyond the boundaries of the University.
- We create and organize valuable recreation experiences that enhance the lives of the university community and the community at large
- We believe in the positive impact recreation can have in one's life

### Recreation Services Programs (2012 - 2013)

Recreation Services offered the following programs during 2012 - 2013. The A&R Fee **subsidized University of Alberta student's participation** in these programs to make recreation affordable and accessible. The current level of A&R Fee support has not kept pace with the increase in participation, therefore, limiting the ability to offer students reduced fees. The A&R Fee also funds a portion of the **program coordinators and student positions required to deliver a recreation program** of this magnitude.

### Intramural Sports Program

- **55** sports and multi-sport events were offered; **13,394** participants
- Intramural Sports Program is comprised of **74%** undergraduates, **14%** graduate, **4%** staff and **8%** alumni/community.
- The Intramural Sports Program is structured for team and individual competition which offers levels suitable for everyone, from the highly skilled to the beginner player.

### Group Exercise

- **279** classes were offered; **5016** participants (70% UA Students)
- Types of classes are offered included: mind/body fitness, overall fitness development, muscular strength and endurance, yoga and indoor cycling.

### Instructional Programs

- **193** classes were offered; **2880** participants (70% UA Students)



- The goal of this program is to learn new skills that provide an opportunity to be active for life, including Dance, Martial Arts, Sport & Skills Development and Safety Programs.

### South Campus Programs

- **143** classes were offered; **876** participants (35% UA Students)
- With the expansion of recreational space and facilities on South Campus, Recreation Services has been offering a wide range of Instructional and Group Exercise programs in that location. Although the Saville Community Sport Centre currently has a community focus, a subsidized fee was offered for UA Students. Programs offered on South Campus include, Dance, Indoor Cycling, TRX, Yoga and Zumba classes.

### Sport Clubs

- **20** Sport Clubs with a membership of over **2085** (85% UA Students)
- Sport Clubs are student led, student delivered, and student focused. Each Sport Club is unique and includes recreational activities and competitive competition. Student interest and dedication will lead to the development of sport clubs that will further students' extra-curricular and leadership experiences.

### Special Events & Philanthropic Events

- **16** events with over **6000** participants (75% UA Students)
 

Turkey Trot (United Way)	Cabane a Sucre Festival (UA Alumni Assoc.)
Hot Shot Challenge (Campus Food Bank)	Old Tyme Skating Party
Sunday Night Recreation Drop-in	I Heart Zumba (Heart & Stroke Foundation)
Big Pink Volleyball (Alberta Cancer Society)	Pond Hockey Tournament (KidsSport)
Ski & Snowboard	Edmonton River Valley Canoe Trips

### Recreational Drop-In Opportunities

- Recreation Services stewards the schedule of drop-in recreational spaces available in the Van Vliet Centre for the University of Alberta community. Sports such as badminton, basketball, volleyball, soccer and skating are offered weekly.

### Cooperative Programming

- Recreation Services delivers recreational programs and services in collaboration with other areas the University of Alberta, including the Students' Union, Campus St. Jean, Residence Halls, Dean of Student's Office, Health Promotion and Work life Services and University Wellness Services.

### Recreation Advisory Council

- The Recreation Advisory Council provides feedback on the convenience, affordability and high quality opportunities of Recreation Services and administers the Campus Recreation Enhancement Fund.

### **Facilities**

- Recreation Services provides access via rental and bookings to the Faculty of Physical Education and Recreation Facilities through the multitude of programs.

### **Equipment**

- Recreation Services provides and maintains equipment to ensure safety and quality for all participants.

### **Employment**

- Recreation Services provides over **200** student part-time employment positions through \$200,000 A&R Fee funds. We also provide over **150** volunteer and student leadership opportunities annually.

### **Practicum and Research Opportunities**

- Recreation Services provides over **200** practicum opportunities for UA Students.
- Research opportunities for undergraduate and graduate students are available in conjunction with Recreation Services programs.

### **Recruiting and Retention of Students**

- Recreation Services plays a vital role in the recruitment and retention of students at the University of Alberta. Recreation Services programs create dynamic communities that enhance the university experience. The Faculty of Physical Education and Recreation's extracurricular programs offer physical, psychological, and social benefits for University of Alberta students. Based on the research that indicates participation in the university recreational sports may lead to greater satisfaction with the collegiate experience, University of Alberta Recreation Services strives to enhance the student experience and be a leader of campus recreation program delivery in North America.

## OPERATIONS - BENEFITS TO STUDENTS

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### **Operations has five key functions within the Faculty;**

- Facility Management – the basic operational functions of the Faculty’s specialized facilities including the Fitness Centre, Climbing Wall, Aquatics Centre, Curling rink, Tennis Centre, Artificial Turf fields, Track, Gymnasiums and multi-use area (Pavilion).
- Facility Planning and Management – the future development of new facilities and upgrades of current facilities.
- Facility Use Maximization – the allocation of space for all academic, research, athletic and recreational use.
- Community Program Delivery – delivery of sport development and recreational programming to the broader community.
- Partnership/Relationship Fulfillment – put the words into action of the many facility related partnerships developed by the Faculty.

### **Operations Mission Statement**

“Operations develops and manages facilities and programs to build a world-class experience for faculty, staff, students and the broader community in spaces operated and managed by the Faculty.”

### **Aquatics Centre**

- **31** hours per week for Recreational student drop-in use at no additional fee, approximately **30,400** student visits.
- CREF funding allows for a further **12.5** hours per week of student drop-in use at no additional fee.
- The Aquatics Centre offers programs to University students ranging from swim lessons (novice to advanced); all lifesaving/lifeguarding courses; instructor courses, kayaking and SCUBA. All programs are available at a reduced rate for students. Approximately **600** students take part in these programs annually.
- Student groups hosting events in the Aquatics Centre receive discounted rates on their rental fees.
- The Varsity Swim Team utilizes the facilities at no charge.
- The Aquatics Centre employees approximately **20** students annually.

### **Climbing Wall**

- **4** hours per week for Recreational student drop-in use at no additional fee, approximately **1900** students drop-in annually
- **30** hours per week for climbing access at a reduced rate additional fee, approximately 6830 students visit occur annually
- The Climbing Wall offers programs to University students ranging from novice instructional level classes to advanced level classes. Classes include a variety of styles of “technical rope” instruction courses. All classes geared to University students offer a reduced registration fee.
- Over **160** students registered in these programs in 2012/13.

- The Climbing Wall hosts six intramural events annually. A reduced registration fee is provided for these events.
- The Climbing Wall employees approximately **16** U of A students annually.

### **Curling Centre**

- Students may practice at the Saville Community Sports Centre curling rink for a reduced fee during specified practice hours.
- The Curling Centre hosts Physical Activity Courses and offers free practice ice for students registered in those courses, approximately **48** students participate in these courses.
- The Varsity Curling teams and Team Canada Athletes who are U of A students (total of 23 students) utilize the facilities at no charge.
- The Curling Centre hosts one University League with **70** participants. The fees for this league are highly subsidized.
- The Recreation Services intramural bonspiel is held at the Saville Centre annually.
- The Curling Centre employees approximately 3 students per year.

### **Fitness and Lifestyle Centre (North Campus)**

- **98** hours per week for student drop-in use at no additional fee, approximately **290,000** student drop-in uses annually
- The Fitness and Lifestyle Centre offers programs to University students in the categories of Personal Training, Group Training, Nutrition and “learn-to” instructional level classes. All classes offer a reduced registration fee to University students.
- Over **250** students registered in these programs in 2012/13.
- The Fitness and Lifestyle Centre offers employment to approximately 50 students annually.

### **Tennis Centre**

- The Tennis Centre offers a highly subsidized rate for student monthly memberships.
- The Varsity Tennis teams (approximately 16 students) utilize the facilities at no charge.
- The Green & Gold Invitational tennis tournament provides free access to students.
- The Tennis Centre employs **6 – 10** students annually.

**General Information**

- Operations employs approximately **75** students annually in general customer service and maintenance roles in addition to the program specific areas mentioned above.
- All north campus facilities offer a range of drop-in recreational use times for such activities as basketball, badminton, tennis, track, ice skating, stick/skate skating, soccer and ultimate frisbee at no additional charge to students.
- South campus facilities offer a variety of reduced rate memberships for students including programs and drop-in gymnasium use.

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**Appendix 1: 1999 Athletics and Recreation Task Force Report**

**Appendix 2: M-BAC Report 2012**

**Appendix 3: Athletic & Recreation Fee Comparison**



**FUNDING PRINCIPLES**  
**for**  
**ATHLETICS AND RECREATION**  
**AT THE**  
**UNIVERSITY OF ALBERTA**

**A REPORT**  
**prepared for the**  
**Vice-President (Academic) and Provost,**  
**Vice-President (Research and External Affairs),**  
**and Vice-President (Finance and Administration)**

**BY**  
**The Task Force on Athletics and Recreation**

I:\Admin\Director\FINANCE\A & R Task Force - Funding Principles - FINAL Version.doc

John Barry  
Michael Chalk  
Martin Coutts  
Terry Flanagan  
Susan Green  
Dean Hengel  
Ian Reade  
Bruce Dancik (Co-chair)  
Art Quinney (Co-chair)

## **1. HISTORY**

In March of 1994 the following statements were endorsed by both the Planning and Priorities Committee and the Academic Development Committee:

**To restructure the current Department of Athletics into a program delivery unit with leadership provided through an administrative appointment without term (APO) reporting directly to the Dean of the Faculty of Physical Education & Recreation.**

**To reorganize the funding for the programs delivered by this unit so that it is based on a combination of:**

- **student athletic fee (Athletic Services Fee),**
- **self-generated revenue (gate receipts, fee-based programming), and**
- **fund development (sponsorships, donations).**

## **2. BACKGROUND INFORMATION**

- 2.1 **Athletics & Recreation spends in excess of 4 million dollars per year on recreation and athletic programs. The Athletic Services Fee generates revenues of approximately \$2.5M, of which \$2.1M is available to Athletics and Recreation and \$410,000 is allocated to the Operations Division of the Faculty. This allocation provides access to facilities for students and staff, for programs and casual use.**
- 2.2 **The Athletics & Recreation Fee does not increase annually, but costs typically do.**
- 2.3 **The current Athletics & Recreation Fee is \$ 44 per term (\$ 88 per Winter Session) for a Full-time student. Part-time students pay 50% of this amount. Students enrolled in Intersession also pay this fee.**
- 2.4 **Fees for access to the Van Vliet Centre are paid to the Faculty of Physical Education and Recreation by NASA on behalf of Support Staff and by AASUA on behalf of Academic staff, as part of the overall benefit package. Currently NASA pays \$ 68, 000 and ASS:UA provides \$ 91, 000.**

**September 30, 1999**

**2**

### **3. ISSUES ADDRESSED BY THE TASK FORCE**

- 3.1 There is no mechanism to provide revenue for increases to personnel costs e.g.: increments, benefits, and scale increases.
- 3.2 There is no Capital Equipment Budget allocation.
- 3.3 There is no long-term plan for changes to the Athletics & Recreation Fee.
- 3.4 Student enrolments fluctuate from year-to-year.
- 3.5 There is no policy relative to the expenses the Fees should cover, nor how the fee should be calculated.
- 3.6 The Faculty does not receive a share of revenue from the sale of merchandise which incorporates the Golden Bears and Pandas logos, nor from parking or concessions for Athletic events
- 3.7 The Faculty of Physical Education and Recreation and Athletics and Recreation support a development program that benefits students in all Faculties. It is argued that at least one-half of these costs should be provided centrally.
- 3.8 Athletics and Recreation programs provide significant profile for the University and in order to better coordinate University public relations and recognize the contribution of this profile; Public Affairs should contribute financially to the sports information position.
- 3.9 Athletics and Recreation maintains a very active role in alumni contact to former students in all Faculties. It is argued that financial support for this activity should be provided centrally.
- 3.10 Championship travel is an extremely variable expense; if Athletics and Recreation is to include this in its budget, then a reserve account will be required to meet the exigencies of very successful years.
- 3.11 Athletics and Recreation has incurred a significant debt over the period 1995/96 to 1998/99. Part of this debt is attributed to inaccurate data in budget development, failure to get the correct information into the calendar and therefore to collect the appropriate fees. In addition, unanticipated championship travel costs for 1998/99 were not budgeted for. Other components of the debt are appropriately attributed to Athletics and Recreation over-expenditures. This debt must be repaid and it is argued that the portion of the debt attributed to circumstances beyond the control of Athletics and Recreation should be covered centrally.

## **4. RECOMMENDED PRINCIPLES**

### **PRINCIPLE 1**

**All students who pay the Athletics & Recreation Fee should be entitled to the following:**

- fee-free access to the Fitness and Lifestyle Centre
- subsidized admission to interuniversity athletic events
- participation in organized Campus Recreation programs, with nominal fees for intramural programs and subsidized fees for programs which require instruction or officiating
- fee-free access to recreation and sport facilities on a drop-in basis, when the facilities are available
- potential for participation in interuniversity athletics

### **PRINCIPLE 2**

**The Athletics & Recreation Fee should cover the "basic operating costs" of an excellent interuniversity athletic and recreation program. These costs include:**

#### **2.1 Salaries<sup>1</sup>: for coaching, administrative, program, and support staff**

- Full-time Head Coaches and part-time assistant coaches for each interuniversity program
- Full-time Administrative support for sports information, marketing, finance, program coordination, event coordination, administration of eligibility and awards, etc.
- Athletic Trainers and Physiotherapists for interuniversity teams
- Program staff for Campus Recreation
- Fitness and Lifestyle Centre staff

**Note 1:** Salaries exclude increments, benefits, and Collective Bargaining Agreement increases, as these should be paid centrally.

#### **2.2 Travel<sup>2</sup>: including Canada West, CIAU, and international travel for all inter-university programs**

- two pre-Canada West tournaments for tournament sports (swimming, wrestling, track and field)
- Regular league schedules for all sports
- Canada West playoffs
- CIAU championships
- FISU-sanctioned events (to a maximum of 25% of net cost)

**Note 2:** Non-Conference travel for each program is an important part of each interuniversity program. As long as Legacy Funding is maintained, non-conference expenses can be covered with a combination of these funds and self-generated revenue.

#### **2.3 Capital and Protective Equipment**

- appropriate computer hardware and software
- protective and playing equipment for interuniversity teams
- game and warm-up uniforms for all interuniversity teams
- Fitness and Lifestyle Centre equipment;
- Campus Recreation equipment

**September 30, 1999**

**4**

## **PRINCIPLE 2 (CONTINUED)**

**The Athletics & Recreation Fee should cover the "basic operating costs" of an excellent interuniversity athletic and recreation program. These costs include:**

### **2.4 Printing and Publications**

- Campus Recreation catalogue
- on-campus advertising costs

### **2.5 Long Term Planning Reserve**

- to cover contingencies and/or enrolment fluctuations

## **PRINCIPLE 3**

**Non-fee revenue sources include the following:**

- **Donations:** would normally cover exhibition travel in the pre-season or post season, but may also fund enhancements to the basic program in areas such as meals, clothing, equipment or financial awards
- **Fundraising Activities:** (including casinos, bingos, 50/50's, dinners, golf tournaments, etc.) should normally assist in the same way as donations
- **Program Revenues:** (i.e. CFLP, CR, NCI, events) will offset the cost of staffing (many of whom are students) the programs which generate those revenues, with any profits turned back into program enhancements. These revenues will also fund Computer Support staff costs.
- **Sponsor Revenues:** are normally used to cover the costs of program promotion in areas such as advertising, player cards, posters, newsletters, and promotions staff.

## **PRINCIPLE 4**

**A reasonable fee for access to the Fitness and Lifestyle Centre should be charged to Academic and Non-academic staff or supplied under agreement with their respective associations.**

## **PRINCIPLE 5**

**The university has a fundamental responsibility to provide central budget support for central services. These would include:**

### **5.1 Salaries**

- A collaborative working arrangement between Athletics & Recreation and the Office of the Registrar and Student Awards for the purpose of a jointly-funded staff position in Recruitment
- A collaborative working arrangement between Athletics & Recreation and the Office of Public Affairs for the purpose of jointly-funded staff position in Public Relations which would highlight athletic and recreation activities
- Development and Alumni Affairs staff (0.5 for Development, 0.5 for Alumni, and 1.0 for clerical support)
- Benefits, Increments, and Collective Bargaining Agreement increases for all eligible staff, as required by AASUA and NASA agreements (see also Principle 2.1).
- Reimbursement for the teaching of academic classes by Coaching staff

### **5.2 Facility Operating Costs**

- heat, light, water, maintenance, cleaning
- regular facility staffing
- an annual allocation is recommended to ensure facility maintenance, renovation, and development is ongoing

### **5.3 Capital Budget Items**

- need to ensure there is an appropriate forum for input to decisions
- need to consider A & R requests separately from academic priorities

#### **PRINCIPLE 6**

**Effective April 01, 2000 there will be a regular adjustment to the Athletics & Recreation Fee. This increase will be equal to 0% or to the Alberta Consumer Price Index (Alberta - CPI), whichever is greater.**

#### **PRINCIPLE 7**

**Any request for an increase in the Athletics & Recreation Fee, beyond the Alberta CPI, will be presented to the Council of the Students Union by the Director of Athletics and Recreation. Should the request be successful, the new fee will be incorporated into the normal budget process outlined in Principle 6 above. Should the request for an extraordinary fee increase be defeated by Students Union Council, the matter may go forward on a Referendum during the annual Students Union election process.**

#### **PRINCIPLE 8**

**The annual budget process for Athletics & Recreation will involve the submission of a proposed budget and updated, detailed Business Plan. These documents will initially be submitted to the Dean, Faculty of Physical Education for review and discussion. The next step in the annual budget process will involve a meeting of the Director, Athletics & Recreation; Dean, Faculty of Physical Education; and the Vice-President (Academic).**

**Should the Business Plan submitted by Athletics & Recreation impact areas controlled by the V.P. (Finance and Administration) and/or the V.P. (Research and External Affairs), the Director and the Dean will meet with each Vice-President separately. This particular budget planning process will ensure not only that resources are allocated in the most efficient manner but also that common goals and objectives are identified and agreed upon.**

**Budget recommendations that arise from these meetings will go forward for approval to the Academic Planning Committee, the Board of Governor's Finance Committee, and finally to the Board of Governors.**

**Note: the Students Union will have an opportunity for input into the Budget planning process at the Academic Planning Committee level.**

**Table 1**  
**Mandatory Non-Instructional Fees Summary**  
**Year Ended March 31<sup>st</sup>, 2012 (\$,000)**

Fee	Actuals
CoSSS	\$ 11,085
Registration and Transcripts	5,754
Athletics and Recreation Fee	4,482
Student Services	4,288
Health Services	1,832
<b>Total</b>	<b>\$ 27,441</b>
<b>Related Expenses</b>	<b>\$ (41,188)</b>
<b>(Deficiency)</b>	<b>\$ (13,747)</b>

*13 million deficit*

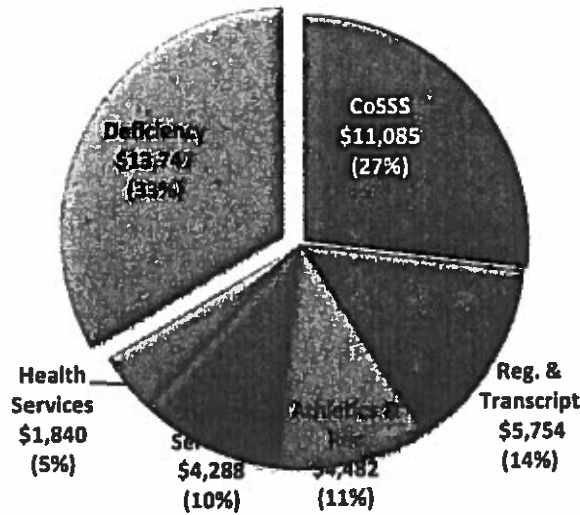
For the fiscal year 2011-12 the University generated a total of \$27.4 million in MNIF revenue and incurred related unit expenses of \$41.2 million in the delivery and provision of those services of direct benefit to students. This resulted in a deficiency of just over \$13.7 million. The deficiency was offset by transfers to the units through the allocation of that unit's operating budget.

Figure 1 provides a breakdown of the fee by both dollar amount and percentage. The figure illustrates related MNIF expenses of \$41.2 million, the dollar amount and percentage derived from the specific fee and the dollar amount and percentage of the deficiency between related expenses and total MNIF revenue.

Table 2 provides a breakdown by MNIF of the revenue generated through the fee and the related expenses for that unit or group of units supported by the fee. When the CoSSS fee was introduced it was designed to sustain services in a broad range of areas including the Registrar's Office and Student Services. To ensure transparency and reconciliation back to the audited financial statements all expenses have been reported within the primary unit in which the expenses were incurred. Although the CoSSS fee supports services that are provided within the RO and Student Services those expenses are shown within those units and not under the CoSSS fee. The related expenses associated with the CoSSS fee are services such as Protective Services and student health and safety initiatives, resulting in a deficiency of \$329,000. The deficiencies associated with the RO and student services are shown below the line within the CoSSS Fee Summary as "Other Fees Deficiencies" resulting in an adjusted CoSSS fee deficiency of \$7.1 million.



**Figure 1**  
**Mandatory Non-Instructional Fees Summary**  
**Year Ended March 31<sup>st</sup>, 2012**  
**Percentage of Fee and Dollar Amount Relative to Total MNIF Expenses of \$41.2 Million**



**Table 2**  
**Mandatory Non-Instructional Fees Summary**  
**Year Ended March 31<sup>st</sup>, 2012 (\$,000)**  
**Summary of Revenue, Expenses and Deficiency by Fee Type**

<b>CoSSS Fee Summary</b>	
CoSSS Revenue	\$11,085
CoSSS Related Expenses:	<u>(11,414)</u>
<b>(Deficiency)</b>	<u><b>(329)</b></u>
Other Fees Deficiencies (RO and Student Services)	<u>(6,760)</u>
<b>Adjusted CoSSS Deficiency</b>	<u><b>(\$7,089)</b></u>
<b>Registration and Transcripts Fee Summary</b>	
Registration and Transcripts Fees Revenue	\$5,754
Registrar's Office Related Expenses	<u>(9,594)</u>
<b>(Deficiency)</b>	<u><b>(\$3,839)</b></u>

**Health Services Fee Summary**

Health Services Fees Revenue	\$1,832
Health Services Related Expenses	<u>(2,407)</u>

**(Deficiency)**

(\$575)

**Athletic and Recreation Fee Summary**

Athletics and Recreation Fee Revenue	\$4,482
Athletics and Recreation Related Expenses	<u>(10,565)</u>

**(Deficiency)**

(\$6,083)

*\$6 million  
rec + Athl fees  
deficit.*

**Student Services Fees**

Student Services Fee Revenue	\$4,288
Student Services Related Expenses	<u>(7,209)</u>

**(Deficiency)**

(\$2,921)

**Summary of Services Provided and Benefit to Students**

**Athletics and Recreation Services**

Recreation Services and Facility Operations provides recreation, sport, exercise, instructional and wellness programs for students. The programs offer team and individual competition, group exercise classes, aquatics, climbing, personal training, nutrition, instructional classes, sport clubs, and special events. The fee ensures additional and extended hours of recreational use spaces available to students, the provision of additional upgrades and enhancements to facilities and required staff support for recreation services and facility operations.

Athletics provides students an opportunity to experience high performance sport as participants and spectators. There are also volunteer, employment, and practicum opportunities for students. Golden Bears and Pandas Athletics are also a great sense of pride for many students.

Enhancements to programs and services in 2011-2012 included increased recreation use times and new group exercise classes and intramural sports. There has also been the establishment of several "Legacy" games, to which all students gained free admission.

The benefits of services to the students are extensive. Physical activity, wellness and health have been found to be integral to managing stress and promoting overall well-being. The recreation centre also provides demonstrated social benefits: a safe place to engage with other students; the chance to develop a sense of belonging; a key to building a sense of community; and overall improvement in the quality of student life. These attributes have been found to have a direct impact academically, resulting in a higher grade point average.

The Faculty of Physical Education and Recreation will continue to face challenges in attempting to meet the needs of students for recreational facilities, time/space availability and sports opportunities. The University of Alberta has one of the lowest levels of Athletics and Recreation fees in the country, and there has been no significant increase in the A & R fee for nearly a decade. As student numbers have grown there has been a commensurate demand for recreational use,

programs and opportunities, but funding challenges make it difficult to extend recreation services and facility hours.

### Common Student Space, Sustainability and Services (CoSSS)

The CoSSS fee provides funding for a broad range of services provided to students in the areas of student service and safety and security. In the area of student services the cost fee supports activities in the RO's office, Academic Information and Communications Technology, the Dean of Students, Faculty of Graduate Studies and Research, and Administrative Information Systems - Bear Tracks. In terms of safety and security, the CoSSS fee helps support services in the areas of Protective Services, Environment, Health and Safety, safe disclosure, emergency notification and office of emergency management. As some of these services also benefit the broader University community, in each case analysis was undertaken and calculations made to only allocate those expenses that were of direct support and benefit to the students. A breakdown on the methodologies used for each area can be found in Appendix III.

These services offer substantial benefits to the students some of which have already been identified in the sections describing the ROs office and the Dean of Student services. Additional examples include programs through Protective Services such as the personal safety and security handbook, escort services 24 hours a day, the lone worker program, server intervention training, verbal judo and the Don't Feed the Thieves campaign. Enhancements to Bear Tracks are ongoing as are continuous upgrades to the University's information technology systems such as the wireless network across campus. Finally, the University works continuously at updating and upgrading its emergency notification and safety systems to enhance student safety on our campuses.

Some of the enhancements over the last year include the placement of a full-time Peace Officer in HUB Mall to provide greater access to Protective Services and offer higher levels of security to the students who work, study, shop and live in HUB Mall. Plans are underway to add additional resources enabling a dedicated Peace Officer to be assigned to Lister Hall and to the Student's Union Building. In the last two years, extensive planning has taken place to add additional emergency phone across the University's campuses. There are now 19 emergency phones in place for easier access and improved security. The continuing efforts by Protective Services to develop more proactive programs and services and increase the number of Peace Officers on patrol through changes in shift design resulted in a 40% drop in crime activities across the University in 2011-12 from the previous year. These are just a few examples of enhancements to the services that benefit students.

Challenges faced by the University include increasing student demands for many of these services within an environment of constrained resources.

### Health Services

The health services fee supports a broad range of health and wellness services provided by a comprehensive team of caring and professional staff. Collectively identified as University Wellness Services, health and support services are provided through the University Health Centre, Sexual Assault Centre, Mental Health Centre and the University Health Centre Pharmacy. In addition there are a number of specialty programs offered such as the health and wellness team and the community wellness program. Examples of specific services provided by these units include, family physician services including subsidized de-insured medical services, an on-site pharmacy including subsidized pricing on some pharmacy products and prescription medications, services in support of sexual assault, and services to promote and improve the mental health of students.

In the last year a number of significant enhancements have been made in the delivery of student health services. In response to an identified need for increased mental health support resources, a two-year soft-funded psychiatric nurse position, one soft-funded psychologist position and three

soft-funded student intern positions were created. This initiative has nearly doubled the number of mental health resources available to the student community.

A new Community Wellness Program was introduced to campus during 2011-12. The program provides direct social wellness support to international students, students living in residence and the general campus community via on-the-ground counselling and a community helpers program. The Community Helpers Program is a provincially developed program that identifies natural *helpers* within the campus community and provides them with training and resources with which to assist students in distress.

Further enhancements to service were the creation of the Health & Wellness Volunteer Coordinator position and the restructuring of the Health & Wellness Team program. This team is tasked with promoting prevention and health resiliency on campus. The addition of the coordinator position in conjunction with the restructuring has allowed the program to more effectively promote wellness on campus while building stronger collaborative ties with other wellness stakeholders on campus.

The primary challenge for Wellness Services is the provision of adequate mental health services. Although the University has invested one-time funding to address service needs a long-term base funding solution must be found for the continuing provision of these services.

### Student Services

The Dean of Students is the contact point of the University as an engaged and responsive voice to concerns from students, parents, alumni, and community members. It provides services to all students (undergraduate, graduate, domestic, international, Aboriginal, students with disabilities, full- and part-time) by co-ordinating, managing, developing and implementing a wide array of programs and services to help students succeed. Services within the Dean of Students' portfolio include CAPS: Your U of A Career Centre, University Wellness Services (including the University Health Centre, Mental Health Centre, Sexual Assault Centre), Student Success Centre (including Specialized Support and Disability Services, Math and Applied Sciences Centre), University Bursaries and Emergency Funding, Aboriginal Student Services Centre, Ombud Service, and the Office of Student Judicial Affairs.

Over the last year a series of substantial enhancements were made in the delivery of programs and services to students. The Student Success Centre has implemented two positions (social worker, student advisor) to provide services to support student learning and provide alternative delivery, which play a critical role in enhancing student development and success. Take Back the Term conferences were held in October 2011 and February 2012 targeted at undergraduate and graduate students facing difficulties following their first midterm exams. This will be an ongoing event.

Student services have directed a great deal of time and energy into new programs or enhancements that provide leadership, development and engagement opportunities. These include the Undergraduate Research Initiative that organizes successful events focusing on student involvement and providing funding through grant competitions. The Green and Gold Student Leadership and Professional Development Grant is designed to encourage and assist students to develop professional and leadership skills. The Emerging Leaders Program, organized by the Office of the Dean of Students in conjunction with Residence Services and the Students' Union is designed to develop and enhance leadership and citizenship skills and knowledge among student leaders. There is the Heroes for Health Program which saw more than 100 students and staff participate in the annual healthy campus challenge and symposium. Finally the Office of the Dean of Students assumed a leadership role in supporting the SU in engaging 4,979 students, staff, and faculty in retaking the record of the world's largest dodgeball game.

The mental health of our students remains a high priority in the University and is a key contributor to students' success. While significant attention has been directed towards this issue, we are still

unable to adequately serve our students in a timely and appropriate manner. We are working towards securing increased resources (counselors) to improve the mental health of students, focusing on prevention, education, early intervention timely diagnosis and treatment, and follow-up. Provost Fellow Dr. Robin Everall has been identifying best practices across North America post-secondary institutions and is working to develop a campus-wide strategy to improve mental health services and augment student wellness.

#### Registration and Transcript (Registrar's Office)

The Office of the Registrar and Student Awards (RO) at the University of Alberta is often the first and on-going point of contact for University of Alberta students. The RO directs its attention to the core areas of attracting students to the University, engaging and retaining students and running the convocation ceremonies for students and their families. The registration and transcript fee funds a large array of services including recruitment, admissions and registration services, student records management, academic certification including the provision of official transcripts, and convocation.

In 2010-11, the RO received over 42,000 undergraduate applications for admission and readmission, managed approximately 300,000 grades and graduated more than 8,600 students.

While the RO continues to fulfill its traditional role, it is evolving into an integrated *Student First* enrolment services office with the planned launch of Student Connect, a transformative, one-stop centre for student services which will greatly reduce the need for students to visit several units within the university. Services to students and clarity as to where to find the services they need, is the primary focus. The RO is working to ensure students have a clear understanding of where respective services are delivered across the university campus and ensuring a smooth transition for students requiring services elsewhere.

The project will be a catalyst for the entire University community to come together and transform the nature of service delivery for our students. Already, much has been accomplished in relation to this project such as articulation of a new service delivery model and significant progress on a supportive organizational structure for the RO.

Staff work continuously to improve the delivery of services in ways that encourage and promote student engagement and improve services to students. The RO has led the review of internal domestic and international admissions processes developed new recruitment and award strategies, redeveloped its website and eliminated sick notes required for student absences from course work.

The RO has been a leader in Campus Alberta with both the provincial online application system (ApplyAlberta) and the Alberta Council on Admissions and Transfer (ACAT). After several years of development, ApplyAlberta was launched for the 2010-11 application cycle. The RO now receives most applications through this provincial process. With respect to ACAT, the University receives the most transfer students and supports the largest number of course and block exchange agreements. These are all managed by the RO to facilitate and make easier the transfer of students to the University.

#### **Conclusion**

The University provides to students an extensive range of non-instructional services vital to meeting student needs, essential to enhancing the student experience while providing a safe and secure environment for all students. The University strives to provide the highest quality in the delivery of these services and continues to respond to new and growing demands within the limited resources available. The revenue from the University's Mandatory Non-Instructional Fees is essential if the University is to continue to provide these services and respond to the changing and increasing demands of the students.

## Appendix I

### Office of the Provost and Vice-President (Academic)

#### Student/University Administration – Mandatory Non-Instructional Fee Budget Advisory Committee (M-BAC) Terms Of Reference

##### 1. Purpose

The Student/University Administration – Mandatory Non-Instructional Fee Budget Advisory Committee (M-BAC) is the student and senior administrative committee that ensures open and effective communication between the students and senior administration, in relation to the establishment of new Mandatory Non-Instructional Fees (MNIF), any increase in existing MNIF above Alberta Consumer Price Index (CPI), and the annual reporting associated with existing MNIF.

MNIF decisions will be fed into the University's budget process which follows the University of Alberta Integrated Planning and Budgeting Policy, found in UAPPOL.

##### 2. Committee Mandate

The Student/University Administration – M-BAC will:

- Consult, review, consider and discuss issues concerning a University proposal to establish a new MNIF at either the institutional or Faculty level
- Consult, review, consider and discuss issues concerning a University proposal to implement an increase to any existing MNIF above the Alberta CPI.
- Review and accept for information the MNIF annual report as prepared by administration that will include total annual revenue collected by MNIF type, the published budgets of the unit(s), as per the University Data Book, that are supported in part by MNIF, and outline the benefits to students of the services provided by those units.
- Ensure the effective communication between the organizations and offices represented on the Committee.
- The MNIF annual report will be brought forward to the Board of Governors on an annual basis.

##### 3. Committee Composition

The committee shall consist of the following standing and resource members:

Standing Members

Provost as delegated to the Vice-Provost and Associate Vice-President (Academic), *Chair*

Dean of Students or Designate

Vice President (Finance and Administration) as delegated to the Associate Vice President (RMS)

Director Academic Budget Planning Office of the Provost

President, Graduate Students' Association (GSA), plus one additional executive member of the GSA

President, Students' Union (SU), plus one additional executive member of the SU

Resource Personnel

As required

#### **4. Committee Meetings**

The Student/University Administration – M-BAC will meet at least two times annually, at the call of the Chair, with meetings to coincide with the budget planning cycle of the University. At one of those meetings, the MNIF will review the annual report as prepared by University administration. Any additional meetings required to fulfill the committee's mandate will be at the call of the Chair.

Meetings of M-BAC may be supplemented by meetings of the Provost with stakeholders.

#### **5. Secretariat**

The Office of the Provost and Vice-President (Academic) will provide secretariat support to the committee.

Official records of the committee's deliberations will be held by the Office of the Provost and Vice-President (Academic). The records of the Committee will be subject to the provincial FOIPP legislation and comply with the records retention schedule of the Office of the Provost and Vice-President (Academic).

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**Appendix II  
Unit Operating Budgets Supported In Part by MNIF**

<b>Fee</b>	<b>Department ID</b>	<b>Department ID Description</b>	<b>Operating Budget \$</b>
<b>1. Unit Budgets Supported by CoSSS Fee</b>			
<b>A. Non-Instructional Student Services</b>			
<b>Registrar's Office (see # 2 Registrar's Office)</b>			
<b>Dean of Students (see # 5 Dean of Students)</b>			
<b>Information and Privacy Office</b>			
	210 500149	Information and Privacy Office	<b>\$264,550</b>
<b>Academic Information and Communications Technology</b>			
	210 730210 73201	AICT Administration	<b>\$1,516,713</b>
<b>Administrative Information Systems (AIS)</b>			
	210 730900	Administrative Information Systems	8,107,083
	210 730900 73901	AIS Development	2,300,000
	210 730900 73902	AIS Upgrades	1,983,000
	210 730900 73906	Research Ethics (HERO)	327,716
	210 730900 73907	Financials	727,608
	210 730900 73909	AIS HCM CS	111,702
		<b>Total</b>	<b>\$13,557,109</b>
<b>Faculty of Graduate Studies and Research</b>			
	210 220100	Faculty of Graduate Studies and Research	2,235,274
	210 220100 22004	Research Assistants	115,363
	210 220100 22009	External Examinations	67,840
		<b>Total</b>	<b>\$2,418,477</b>
		<b>Total Non-Instructional Student Services</b>	<b>\$17,756,849</b>
<b>B. Safety and Security</b>			
	210 700201	Safe Disclosure & Human Rights Office	<b>\$221,944</b>
	210 710601	Integrated Emergency Management Program	<b>\$298,952</b>
	210 710602	University of Alberta Protective Services	3,361,856
	210 710602 71062	UofA Protective Services Augustana	201,812
		<b>Total</b>	<b>\$3,563,668</b>
	210 710603	Environment Health and Safety	2,355,572



210 710603 71064	EHS Hazardous Waste Facility	598,020
	<b>Total Safety and Security</b>	<b>\$7,038,176</b>
	<b>Total A &amp; B Operating Budgets</b>	<b>\$24,795,025</b>

**2. Registrar's Office Budget (supported by reg and transcript fee)**

210 510000	Registrar and Student Awards	2,172,615
210 510000 51002	Graduand Survey	11,150
210 510000 51027	Budget and Future Initiatives	
210 510001	RO Augustana Faculty	58,431
210 510011	RO Student Awards	631,069
210 510012	RO National Recruitment	509,316
210 510012 51091	Open House Preview Days	2,600
210 510012 51092	Aboriginal Recruitment	89,675
210 510013	RO Admissions/Records	3,098,274
210 510014	RO Academic Awards and Ceremonies	259,036
210 510014 51074	Awards Facilitation	10,865
210 510014 51075	Celebration Teaching Learning	45,975
210 510014 51076	Convocation	307,030
210 510015	RO Communications	391,708
210 510018	RO International Recruitment	354,433
210 510021	RO Records	10,000
210 510021 51125	Registration	22,000
210 510021 51126	Grade Transcripts	50,370
210 510022	RO Exams and Timetabling	756,622
210 510022 51121	Special Events	(3,000)
210 510022 51122	External Exams Program	(3,000)
210 510030	RO Information Systems	861,265
210 510050	RO Special Registrations	500
210 510060	RO Office Services	779,139
	<b>Total</b>	<b>\$10,416,073</b>

**3. Health Services Operating Budget (supported by health services fee)**

310 550500	University Health Center <sup>1</sup>	\$ 5,707,765
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Note: Represents Revenue Budget. For Ancillary Operations the expense budget equals revenue budget

**4. Athletics and Recreation Operating Budget (supported by athletics and rec fee)**

210 324050	PER A & R Central Administration	1,013,316
210 324100	PER Interuniversity Athletics	100,000
210 324300	PER Campus Recreation	374,977

210 326000	PER Facilities Operations	753,246
	<b>Total</b>	<b>\$2,241,539</b>

**5. Dean of Students and Student Services Operating Budget (supported by student services fee)**

210 550100	Dean of Students	1,098,728
210 550100 55108	Academic Guidance Centre	100,000
210 550100 55109	Orientation	75,000
210 550100 55113	Student Engagement	210,000
210 550100 55114	Elder's Council	50,000
210 550170	Augustana Student Services	466,366
210 550190	Student Judicial Affairs	246,272
210 550200	Specialized Support and Disability	705,960
210 550300	Sexual Assault Centre	141,218
210 550400	Student Counselling Services	1,159,985
210 550600	Aboriginian Student Services Centre	357,615
210 550700	Career and Placement Services	1,098,770
210 550800	University Bursary and Emergency Funding	178,665
210 550900	Academic Support Centre	333,726
210 550900 55092	Learning Resources	30,950
	<b>Total</b>	<b>\$6,253,255</b>
	<b>GRAND TOTAL ALL UNIT BUDGETS</b>	<b>\$49,413,657<sup>1</sup></b>

Note! Total all unit base budgets are net of budgeted revenues

**Appendix III  
MNIF Expense Allocation Methodology**

**1. Common Student Space, Sustainability and Services (COSSS) Fee**

**Allocation Methodology**

Expenditures supported by the CoSSS fee we allocated using several different methodologies including student vs. staff ratio, net budgets of units or calculations from the unit to determine what percentage of their activity is in direct support of students.

**2011-12 Student vs. Staff FTE Ratio**

		Ratio	Data Book
Staff @ 85% Sab/Holiday /Mat Leave	8,562	24.5%	Table 4.1
Students On Campus <sup>1</sup>	26,361	75.5%	
<b>Total</b>	<b>34,923</b>	<b>100%</b>	

	Total	On Campus Average	Adjusted FTE	Data Book
UG	31,300	67%	20,867	Tables 2.1.2, 2.2
Grad less PGME	6,593	83%	5,494	Table 2.1.3
	37,893	70%	26,361	

**Notes**

1. Does not capture costs of graduate studies in Faculties and departments
2. Indirect cost ratio of 27% applied to all CoSSS related expenditures to reflect support of central services

**2. Registration and Transcripts Fee**

**Allocation Methodology**

Non-direct student related expenditures are determined using the following ratios as identified annual by the RO. For 2011-12 there was a weighted average of 10.8% of expenses non-direct student related. All other expenditures are associated with student services.

	Ratio
<b>Salaries</b>	
RO Operating	33%
Administrative Systems	33%
Records	20%
Benefits	11%
<b>Revenue</b>	
Office Services - Revenue	100%
Student Awards - Revenue	100%
International Adm - Revenue	100%
<b>Program and Operating Funding</b>	
General Operating	20%
Information Systems	33%

Academic Awards	
Awards Facilitation	100%
Celebration of Teaching and Learning	100%

**Notes**

1. Does not capture costs of graduate studies in Faculties and departments

**3. Health Services Fee**

University Health Services, in addition to the health services fee, collects revenue from physician billings and pharmacy operations. These revenues are used to pay for these services and offset resources used by Physicians. All revenue collected from the health services fee is transferred directly to the University Health Centre.

Revenues		\$	%
Pharmacy <sup>1</sup>		2,096,381	
Donations & Other		45,474	
Physician Billings Revenue		2,003,100	100%
Physician Expenses		-1,338,466	67%
Net Revenue <sup>2</sup>		664,634	33%

**Notes**

1. Pharmacy operations expected to be self-sustaining
2. An average of 25% of physician billings is retained by the UHC as overhead to cover expenses associated with operating the centre.

**4. Athletics and Recreation Fee**

Allocation Methodology

Expenditures directly related to students based on one card usage staff (20%) and students (80%). All revenue collected from the athletics and recreation fee is transferred directly to the Athletics and Recreation.

**5. Student Services Fee**

Allocation Methodology

All expenditures within the Dean of Students and Student Services are identified.

**A Summary: Athletic and Recreation Fees Across Canadian Institutions**  
Revised Sep 2012

**A Cross Country Comparison**

This project examines compulsory Athletic and Recreation fees and associated benefits at 18 Canadian schools. Included in this research were the following institutions:

University of Saskatchewan  
University of Toronto  
University of Western Ontario  
University of Lethbridge  
University of Alberta  
University of Calgary  
University of Waterloo

Simon Fraser University  
University of Regina  
University of Manitoba  
McMaster University  
Carleton University  
University of Guelph

University of Ottawa  
York University  
Concordia University  
McGill University  
Queen's University  
University of Victoria

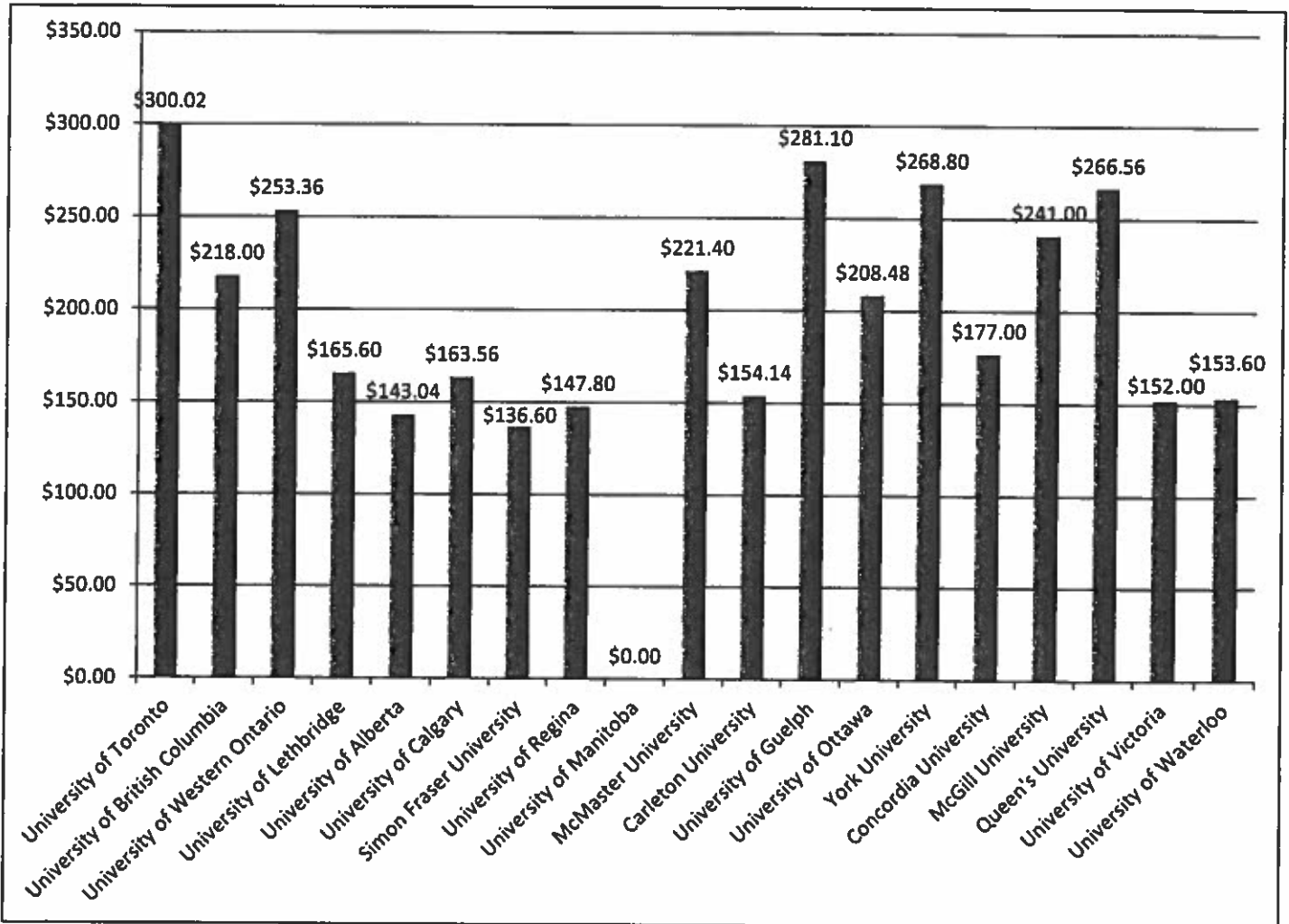
**Methodology**

10 schools' websites were referenced

9 schools were contacted directly (Recreation Directors, Associate Directors and Managers)

**Key Findings**

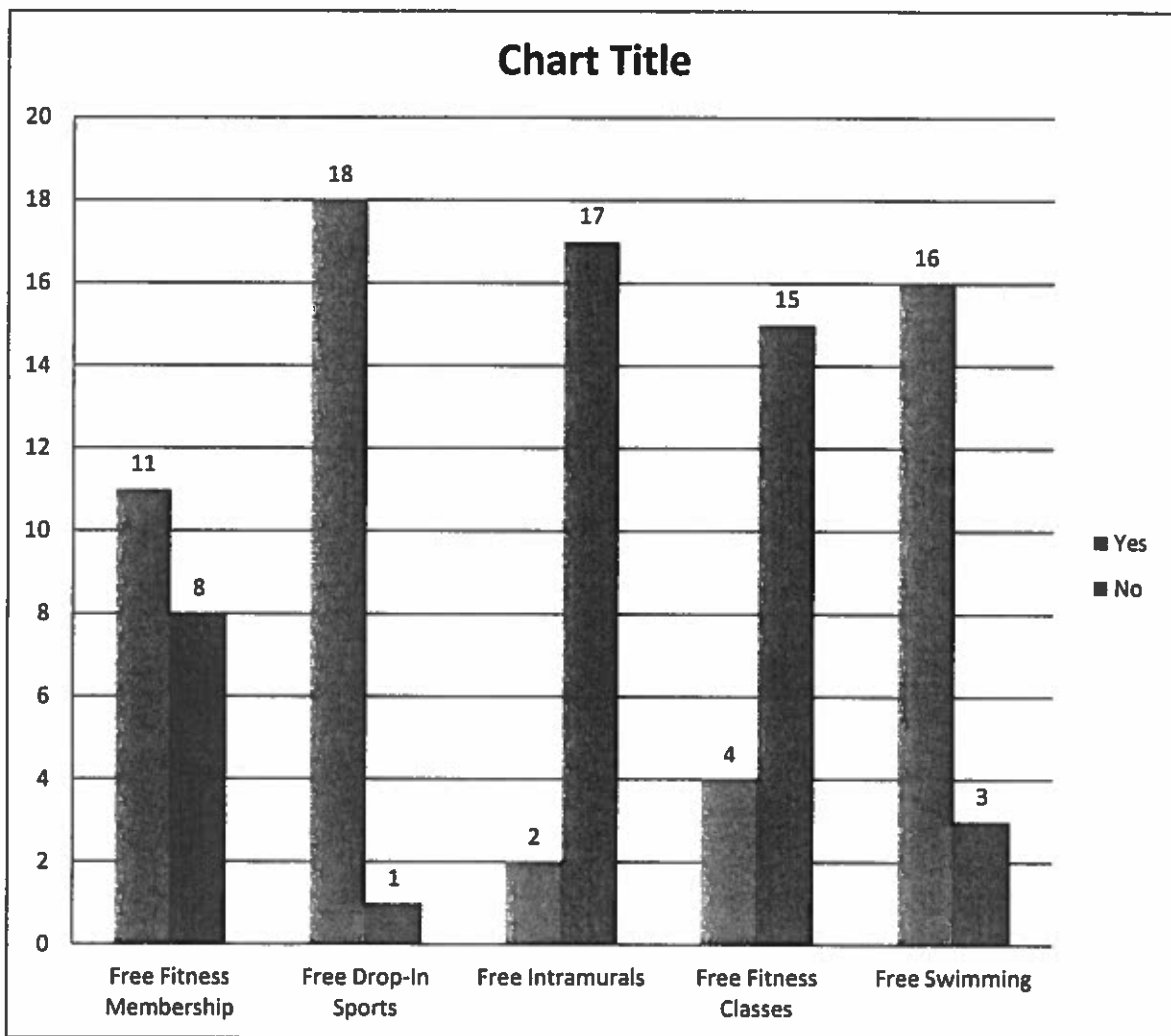
**Total Athletics and Recreation Fee (Full Time Student)**



For comparative purposes, total fees were determined assuming full-time students in the fall and winter semesters taking a full course load (30 credits).

- Range of athletics and recreation fees being charge: \$0 – \$300.02. The University of Manitoba is the only institution currently not charging an athletics and recreation fee, although there are plans to institute one in 2013.
- The average athletic and recreation fee being charged is \$192.21.
- 15 of 19 schools charging fees collected a single fee. 2 of 19 schools had a separate recreation fee from the athletics fee. 1 school also had separate small recreation enhancement and athletic legacy fees. 1 school had a separate facility fee from its athletic and recreation fee.

## Benefits Associated with Athletics and Recreation Fee



- Of the two schools that are identified as providing intramurals for free, this does not apply to the entire intramural program. In one case, certain leagues require fees for cost recovery of outside officials and every team must submit a refundable bond. In the other case, all recreational leagues are free while all competitive options require a registration fee.
- Free skating is also available at 4 of the schools.
- Free access to a climbing wall is also available at 3 of the schools.

## RegistrarsOffice

# Noninstructional Fees

### 2012-2013 Noninstructional Fees and Faculty Student Funds

Students are assessed noninstructional fees per term as shown below. For fee purposes, a full-time student must be registered for credit in courses totaling nine or more units of course weight in a term (★ 9).

Auditing students who are not taking courses for credit do not pay noninstructional fees and are not granted the corresponding privileges.

- [Noninstructional Fee Rates](#)
- [Augustana Noninstructional Fee Rates](#)
- [Faculty Student Funds](#)

#### Noninstructional Fee Rates

	ON-Campus		OFF-Campus	
	Full-Time	Part-Time	Full-Time	Part-Time
<u>Registration &amp; Transcripts</u>	74.04	37.02	74.04	37.02
<u>Student Services</u>	55.40	27.07	55.40	27.07
<u>Students' Union Dedicated Fees</u> <sup>1</sup>	32.14	29.21	29.21	29.21
<u>Students' Union Membership Fees</u>	37.09	18.08	18.08	18.08
<u>Students' Union Health Plan</u>	109.06	109.06	109.06	109.06
<u>Students' Union Dental Plan</u>	110.46	110.46	110.46	110.46
<u>CoSSS</u>	148.58	74.29	74.29	74.29
<u>U-Pass</u>	116.67	116.67	variable	variable
<u>Athletics and Recreation</u>	63.70	31.85	optional	optional
<u>Health Services</u>	26.28	13.14	optional	optional
<b>TOTAL</b>	<b>\$773.42</b>	<b>\$566.85</b>	<b>\$470.54</b>	<b>\$405.19</b>

#### Notes:

<sup>1</sup> An additional Faculty Association Fee is assessed in the Fall/Winter terms to all degree program students in the following faculties:

- Engineering - 4.00
- Business - 7.50

#### Augustana Noninstructional Fee Rates

	ON-Campus		OFF-Campus	
	Full-Time	Part-Time	Full-Time	Part-Time



<u>Registration &amp; Transcripts</u>	74.04	37.02	74.04	37.02
<u>Student Services</u>	55.40	27.07	55.40	27.07
<u>Students' Union Dedicated Fees</u> <sup>1</sup>	80.13	80.13	N/A	N/A
<u>Students' Union Membership Fees</u>	37.09	18.08	N/A	N/A
<u>Students' Union Health Plan</u>	109.06	110.46	109.06	110.46
<u>Students' Union Dental Plan</u>	109.06	110.46	109.06	110.46
<u>CoSSS</u>	148.58	74.29	74.29	74.29
<u>Athletics and Recreation</u>	63.70	31.85	<u>optional</u>	<u>optional</u>
<u>Augustana Student Insurance</u>	\$8	N/A	\$8	N/A
<b>TOTAL</b>	<b>\$685.06</b>	<b>\$489.36</b>	<b>\$429.85</b>	<b>\$359.30</b>

**Notes:**

<sup>1</sup> The SU Dedicated Fees include a \$65.00/term Augustana Faculty Association Fee.

**Faculty Student Funds \***

	<b>Per Term</b>
Engineering	25.00
Law	50.00

\*Students in certain Faculties have voted to be assessed an additional Faculty Student Fund fee in accordance with the Students' Union bylaws. For further information on these fees, contact the Vice-President (Operations and Finance) of the Students' Union at (780) 492-4236.

**Description of Noninstructional fees:**

**Athletics and Recreation Fee**

This fee supports the provision of recreation, sport and wellness services, access to recreation and sport facilities and the administrative support for these services that benefit students, including varsity athletics, recreation facility access, group exercise, intramural sports, aquatics, instructional recreation, special events, sport clubs, personal training, and sport development. This fee is assessed to all on-campus graduate and undergraduate students, full-time and part-time. See §24.5 of the University Calendar.

Opt-out: No

Opt-in: Yes (Off-campus students must opt in)

**Common Student Space, Sustainability and Services (CoSSS) Fee**

This fee sustains and supports the provision of an extensive range of non-instructional services of direct



## **DARE TO DISCOVER: A VISION FOR A GREAT UNIVERSITY**

*Quaecumque vera—  
Whatsoever things are true*

*“The people demand that knowledge shall not be the concern of scholars alone. The uplifting of the whole people shall be its final goal.” Henry Marshall Tory, September, 1908*

### **VALUES**

To achieve our vision of a great university, we rely on shared, deeply-held values that are a bedrock for our behaviour and guide our actions. These values are drawn from the principles on which the University of Alberta was founded in 1908 and reflect a dynamic, modern institution of higher learning, leading change nationally and internationally.

We value

1. excellence in teaching that promotes learning, outstanding research and creative activity that fuel discovery and advance knowledge, and enlightened service that builds citizenship;
2. the centrality of our students and our responsibility to provide an intellectually superior educational environment;
3. integrity, fairness, and principles of ethical conduct built on the foundation of academic freedom, open inquiry, and the pursuit of truth;
4. a diverse, yet inclusive, dynamic collegial community that welcomes change and seizes opportunity with passion and creativity;
5. pride in our history and traditions, including contributions from Aboriginal people and other groups, that enriches and distinguishes the University.

### **VISION**

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

### **MISSION**

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

## **CORNERSTONES**

We have anchored our vision on four cornerstones that provide the foundation for a great university.

### **TALENTED PEOPLE**

1. Attract outstanding students from Alberta, Canada, and the world.
2. Create a dynamic, discovery-based learning environment by aiming for a mix of undergraduate and graduate students typical of leading public research universities.
3. Attract post-doctoral fellows, researchers, and visiting faculty from around the world to join the academic community already in place.
4. Improve access for rural, Aboriginal, and non-traditional students through partnerships with colleges and by linkages with high schools across the province and improve affordability by enhancing bursaries and scholarships.
5. Recruit and retain outstanding and diverse academic staff through endowed professorships, competitive start-up funding, attractive career support, and by providing a vibrant intellectual climate that celebrates and rewards achievement.
6. Recruit and retain the best staff by fostering a culture of excellence within a healthy and safe workplace, providing progressive career opportunities and rewarding leadership and outstanding accomplishments.
7. Enhance the global perspective and intercultural climate at the University by celebrating and drawing upon the diversity within it.

### **LEARNING, DISCOVERY, AND CITIZENSHIP**

1. Create an exceptional and life-changing university experience for students through curricular and extra-curricular offerings that integrate learning, discovery, and citizenship to develop the intellect and the imagination, educate leaders, and enhance a global perspective.
2. Engage students through mentorship and peer-based activities such as clubs, athletics, and social events to inspire high achievement, improve retention, and enhance graduation rates.
3. Foster scholarship and discoveries that are transformative and at the cutting edge by rewarding quality and impact over quantity and by enhancing cross-disciplinary initiatives.

4. Demonstrate the contribution of university discovery and scholarship to public policy and enhance these social, cultural, and economic dividends by celebrating and rewarding achievements in knowledge translation and dissemination.
5. Foster national and international research collaborations that advance understanding and generate knowledge to address global challenges.
6. Reward and recognize the excellence of individuals in teaching, ground-breaking scholarship, and contributions to community and nation building as public intellectuals and professionals.
7. Inspire students, faculty, and staff alike to engage in activities that develop leadership, foster social and moral responsibility, and contribute to the further development of our society and its institutions.

## **CONNECTING COMMUNITIES**

1. Engage alumni in a mutually beneficial life-long relationship with the University of Alberta, enlisting their support to achieve the University's vision and to assist us in connecting to communities around the world.
2. Build strong partnerships with the capital region, the cities of Edmonton and Camrose, other urban and rural Alberta communities, and all orders of government to fulfill our responsibility as Alberta's university, a leader on the national stage with global connections.
3. Foster partnerships with business and industry to advance mutual goals for supporting talented people through employment and internship opportunities for our students and access to life-long learning, identifying research challenges, and translating and disseminating our research outcomes.
4. Foster excellent relationships with Alberta Health Services and other provincial health organizations, the post-secondary sector, the public sector, and non-governmental organizations to further enhance the quality of life in our society.
5. Enhance relationships with other nations to create learning opportunities for students and research collaborations to address global challenges and initiatives that foster mutual understanding, global peace, and prosperity.
6. Promote community pride and participation in the University through its physical and intellectual openness and opportunities for ongoing dialogue and discussion.
7. Engage with, serve, and draw strength from the diversity of our external communities, in particular Aboriginal, Franco-Albertan, multicultural, rural, and northern communities.

## **TRANSFORMATIVE ORGANIZATION AND SUPPORT**

1. Develop an endowment comparable to the best public research universities in the world.
2. Secure resources to provide the best education for our students, to support world-class research and creative activity and its dissemination and translation, and to foster citizenship.
3. Provide needs-based and merit-based financial assistance to increase affordability for all students and offer competitive fellowships to attract outstanding graduate students.
4. Build, enhance, and maintain classrooms, laboratories, libraries, and museums, as well as athletic, social, and residential facilities to provide a transformative university experience.
5. Continue to set priorities and invest in world-class teaching and research infrastructure.
6. Establish high standards of service based on best practices to achieve and maintain good stewardship of financial resources and capital assets.
7. Promote administrative effectiveness and good governance by improving communication among units, enhancing collaboration, implementing transformative ideas, and revising organizational structures.



February 28, 2014

Dear Dean Mummery and Dr. Reade,

I am writing today to let you know the GSA Board's position on the proposed increase to the Athletics and Recreation Fee (ARF).

On behalf of the GSA Board, which unanimously agrees on this point, I would like to commend FPER for their truly consultative process around the proposed increase to the ARF. We see the consultation that you have engaged in as a potential model for future consultation processes on MNIFs.

I now write to report on all the consultations that the GSA has undertaken with graduate students at the University of Alberta in regards to the proposed increase to the ARF. Our consultation process (which includes your visits to council, a forum held January 27, 2014, a request for written feedback, a consultative, non-binding referendum held February 10-12, 2014, and discussion and a vote at the February 24, 2014 meeting of GSA Council), and the feedback gathered during the process from graduate students from across campus, are summarized in the attached document (*Graduate Student Feedback on Proposed ARF Increase*).

In the course of our consultations with graduate students, we heard from students both in support of and opposed to the proposed ARF increase. Feedback from graduate students during the forum and in writing was split between those who oppose the proposed increase, and those who support the increase, either fully or conditionally. This feedback is included in the attached document. The result of the consultative, non-binding referendum showed a strong majority in opposition to the proposed increase (full results are detailed in the attached document). Voter turnout, however, was low, and the GSA Board did not feel they had yet received a clear mandate to either support or oppose the proposed ARF increase. Therefore, in order to ensure the GSA Board's final position was as representative as possible, at the February 19, 2014 meeting of the GSA Board, members decided to request that the GSA Council hold a vote that would bind the GSA Board to a position either in support of or opposition to the proposed ARF increase.

At the February 24, 2014 meeting of the GSA Council, members of Council, who had previously held two straw polls regarding the matter, decided after lengthy debate in closed session, that they should not hold a vote that would bind the GSA Board to a position on the proposed increase to ARF. Instead, the GSA Council decided that they would vote, using the same question posed to graduate students during the consultative, non-binding referendum, to provide an additional item for the GSA Board to consider in its decision on whether or not to support the proposed ARF increase. The result of the vote at GSA Council was in support of the proposed increase to the ARF, and is detailed in the attached document.

As the summation of all of our consultation, I now present the GSA Board's official position decided by a majority agreement of the GSA Board voting members. It is important to note that there were strong dissenting opinions from some members of the GSA Board.

[www.gsa.ualberta.ca](http://www.gsa.ualberta.ca)

Graduate Students' Association  
Room 1-37, Killam Centre for Advanced Studies  
Triffo Hall, University of Alberta  
Edmonton, Alberta, T6G 2E1  
Tel: 780.492.2175 | Fax: 780.492.2999

The Graduate Students' Association at the University of Alberta (GSA), after careful consideration of materials presented by the Faculty of Physical Education and Recreation, Athletics, and Recreation Services, and thorough consultation with graduate students at the University of Alberta, supports the proposed increase to the Athletics and Recreation Fee. Although many members of the graduate community have expressed opposition to the proposed increase to the Athletics and Recreation Fee, the GSA Board supports the increase because we believe that athletics and recreation are integral to a robust university community. As well, the GSA Board feels that the Faculty of Physical Education and Recreation has shown a need for the increase through extensive consultation with students. We thank and commend the Faculty of Physical Education and Recreation, along with the Athletics and Recreation Fee Advisory Committee, for their transparent, extensive, and collegial consultation process on this issue.

Once again, I would like to thank you for the transparency and willingness to engage and consult meaningfully with graduate students on the proposed increase. We appreciate the opportunities you have provided, not only for the GSA Board to discuss the proposed increase with you, but also your level of engagement with the larger graduate student community through your visits to the GSA Council meetings in November and January. I believe that your quality of consultation in this process has set a new standard to which central administration and all faculties should be held in future mandatory non-instructional fee discussions.

I look forward to hearing from you regarding the GSA's position and the feedback document soon.

Sincerely,



Brent Epperson  
GSA President 2013-2014

April 23, 2014

**RE: Proposed Increase to the Athletics and Recreation Fee (ARF)**

Dear Dean Mummery and Dr. Reade,

I am writing today to inform you of the University of Alberta Students' Council's position on the proposed increase to the Athletics and Recreation Fee (ARF).

On behalf of the Students' Union Executive and Students' Council, I would like to commend the work you and your colleagues from the Faculty of Physical Education and Recreation engaged in to consult with students on the proposed increase to the ARF. We truly believe that your conduct with students during this entire process is a model for others to follow within the University of Alberta community.

As a result of this, Students' Council was willing to reconsider the proposed increase to the ARF after a non-binding plebiscite to increase the fee failed with 56 percent of votes against the increase and 41 percent of votes in favour of it. The plebiscite question stated the following:

The Athletics and Recreation Fee (ARF) is a Mandatory Non-Instructional Fee (MNIF) levied by the University of Alberta and paid by every on-campus undergraduate and graduate student. In addition to funding from the university, donors, sponsors and program revenues, the ARF provides revenue that enables the university to provide recreational and interuniversity sport programs and facility access to students. In general, the fee revenues are designated to cover the costs of professional staff that manage the aforementioned programs. The ARF is currently \$64.92 per semester for full-time students and \$32.46 per semester for part-time students.

In consultation with the Students' Union (SU) and the Graduate Students' Association (GSA), it has been agreed that an increase to the ARF would be accompanied by the following stipulations:

- no increases to student user fees for existing intramural programs for a three (3) year period and existing fitness programs or services for a one (1) year period;
- free admission to all regularly scheduled Golden Bears and Pandas events excluding Canada West and CIS playoffs and special events;
- 10% student discounts on merchandise from the Golden Bears and Pandas store;
- facility access at no charge for two special events per semester sponsored by the SU and/or GSA (subject to SU and GSA participation in the required facility scheduling timeline and process); and
- one (1) presentation in each of the Spring or Summer and Fall semesters, respectively, by the Faculty of Physical Education and Recreation to Students' Council on the status of the ARF, the Golden Bears and Pandas Legacy Fund, the Campus Recreation Enhancement Fund, and the Physical Activity and Wellness Centre fee.

Given the explanation and the stipulations described above, do you support an increase in the Athletics and Recreation Fee of \$16.38 per semester for full-time students and \$8.19 per semester for part-time students?

*business owner | service provider | student advocate | building operator*



Due to your willingness to renegotiate the terms of a proposed increase to the ARF in order to provide students a “better deal,” Students’ Council voted in favour of the proposed increase (fourteen votes in favour, six votes against, and seven abstentions) at its April 8, 2014 meeting with the following stipulations you provided to Vice-President Student Life, William Lau, on April 7, 2014 via email:

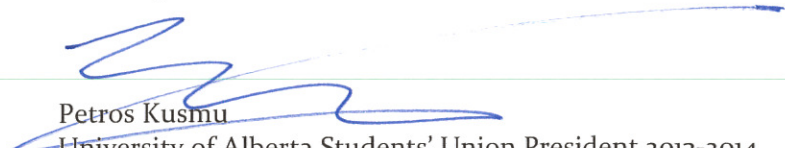
Original Proposal	Revised Proposal
No increases to student user fees for existing intramural programs for a three (3) year period and existing fitness programs or services for a one (1) year period;	A 10% Reduction in Recreation Service fees for activities designated as part of the ‘Student Well-Being Initiative’ (based on Spring/Summer 2014 published fees)
Free admission to all regularly scheduled Golden Bears and Pandas events excluding Canada West and CIS playoffs and special events;	Remains unchanged
10% student discounts on merchandise from the Golden Bears and Pandas store;	Remains unchanged
Facility access at no charge for two special events per semester sponsored by the SU and/or GSA (subject to SU and GSA participation in the required facility scheduling timeline and process); and	SU/GSA partnership with the Faculty of Physical Education and Recreation on a minimum of two (2) special events per year aimed at shared revenue generation
One (1) presentation in each of the Spring or Summer and Fall semesters, respectively, by the Faculty of Physical Education and Recreation to Students’ Council on the status of the ARF, the Golden Bears and Pandas Legacy Fund, the Campus Recreation Enhancement Fund, and the Physical Activity and Wellness Centre fee.	Remains unchanged

In conclusion, Students’ Council supports the proposed increase to the ARF with the aforementioned stipulations. Without the aforementioned stipulations, Students’ Council does not support the proposed increase.

It is, however, important to note that there were strong dissenting opinions from other members of Students’ Council. This underscores the importance for the Students’ Union, Athletics and Recreation, and Faculty of Physical Education and Recreation to continue working closely and collaboratively with one another.

As our colleagues from the Graduate Students’ Association have mentioned to you with the consultation process you pursued is exemplary and should be the bar for others at the University of Alberta.

Sincerely,

  
 Petros Kusmu  
 University of Alberta Students’ Union President 2013-2014

cc. Members of the General Faculties Council Academic Planning Committee