

The following Motions and Documents were considered by the Board of Governors during the Open Session of its Friday, March 22, 2024 meeting:

Agenda Title: **Tuition Proposals**

APPROVED MOTION 1: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the General Faculties Council Academic Planning Committee, approve a 2% increase to domestic tuition for undergraduate and graduate students for Fall 2024, and that 15% of tuition revenue from this tuition increase be set aside for student financial support.

APPROVED MOTION 2: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the General Faculties Council Academic Planning Committee, approve tuition fees for new international students for all programs to take effect for the Fall 2025 intake, as set forth in attachment 1.

APPROVED MOTION 3: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the General Faculties Council Academic Planning Committee, approve an increase to the student financial offset for international students from 7.55% to 8.55% of total international tuition revenue, beginning in Fall 2025.

APPROVED MOTION 4: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the General Faculties Council Academic Planning Committee, approve an increase to the current \$4000 price adjustment for international graduate students in thesis-based programs to \$5000, understanding that this amount will continue to be offset by an equal amount of financial support and will continue to be revenue and cost neutral, effective Fall Term, 2025.

Final Item: 3a.

Agenda Title: **University of Alberta's 2024-2025 Consolidated Budget**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the General Faculties Council Academic Planning Committee, approve the University of Alberta 2024-25 Consolidated Budget, as set forth in Attachment 1.

Final Item: 3b.

Agenda Title: **Capital Plan 2024/25 - 2026/27**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the Capital Plan 2024/25 - 2026/27, as set out in Attachment 1, with revisions to be made as follows:

- removal of reference to the Universiade Pavilion (Butterdome): Building Envelope Renewal (page 12)

and empower the Vice-President (Facilities and Operations) to make any additional editorial changes to the Plan, as needed, as long as the changes do not have the force of policy.

Final Item: 5c.

Agenda Title: **Athletics and Recreation Mandatory Non-Instructional Fee New Fee Allocation Structure**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the General Faculties Council Academic Planning Committee, approve a new fee assessment structure for the Athletics and Recreation Mandatory Non-Instructional Fee (“MNIF”), as described in the following table, to be effective Fall 2024.

Student Type	% of Full-Time, On-Campus Athletics and Rec Fee	For reference: MNIF amount (API¹ Adjusted for Fall 2024)
Full-time On-Campus	100%	\$98.36
Part-time On-Campus	50%	\$49.18
Full-time Off-Campus	50%	\$49.18
Part-time Off-Campus	25%	\$24.59

¹Academic Price Index, as approved by the Board of Governors on March 18, 2016

Final Item: 5d.

Agenda Title: **University of Alberta Properties Trust Inc.: Amendments to Articles and changes to Terms of Office for directors**

APPROVED MOTION: THAT the Board of Governors (the “**Board**”), on the recommendation of the Board Finance and Property Committee and the Board Governance Committee:

- (a) approve amendments to the Articles for the University of Alberta Properties Trust Inc. (“**UAPT**”) as detailed in the form of resolution in writing of the Board attached hereto as Attachment 1 (the “**Amendment Resolution**”);
- (b) approve the resetting of the terms of office for the directors of UAPT as set out in the form of resolution in writing of the Board attached hereto as Attachment 2 (the “**March Resolution**”);
- (c) establish revised terms of office for the directors of UAPT as set out at paragraph 3 in the form of resolution in writing of the Board attached hereto as Attachment 3 (the “**May Resolution**”); and
- (d) authorize the Board Chair, for and on behalf of the Board, to execute the Amendment Resolution and the March Resolution and to do all such acts and things and execute or cause to be executed all such further documents as in the Board Chair’s opinion may be necessary or desirable to give effect the Amendment Resolution or the March Resolution.

Final Item: 5e.

Agenda Title: **School of Business Master of Management Analytics (MMA)**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Learning, Research and Student Experience Committee and General Faculties Council, approve the new Master of Management Analytics (MMA) program in the Alberta School of Business for implementation upon final approval.

Final Item: 5f.

Agenda Title: **Student Misconduct Policy Suite: Delegation of Authority**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Learning, Research and Student Experience Committee:

- (a) delegate to General Faculties Council its powers, duties and functions related to student misconduct appeals arising out of student discipline decisions made under and pursuant to section 31 of the *Post-Secondary Learning Act* and:
 - i) the *Student Conduct Policy*, and
 - ii) the proposed student academic integrity policy,all as detailed in Attachment 1;
- (b) authorize the university's Institutional Policy Lead to make all consequential amendments and changes to existing university documents, instruments and policies necessitated by virtue of the approval of:
 - i) the *Student Conduct Policy* and its associated procedures,
 - ii) the proposed student academic integrity policy and its associated procedures, and
 - iii) the foregoing delegation; and
- (c) direct the university's Institutional Policy Lead to report to the Board of Governors in writing confirming the completion of the aforementioned consequential amendments and changes.

Final Item: 5g.

Agenda Title: **University Funds Investment Policy**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Investment Committee, approve the revised University Funds Investment Policy, as set forth in Attachment 1.

Final Item: 5h.

Agenda Title: **University Endowment Pool Spending Policy**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Investment Committee, approve the revised University Endowment Pool Spending Policy, as set forth in Attachment 1.

Final Item: 5i.

ITEM NO. 3aDecision Discussion Information **ITEM OBJECTIVE:** To approve the following tuition proposals:

- Fall 2024 Domestic Tuition for undergraduate and graduate students
- Fall 2025 International Tuition (cohort-based), new students only

DATE	March 22, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Provost and Vice-President (Academic) University Services and Finance

MOTION 1: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the General Faculties Council Academic Planning Committee, approve a 2% increase to domestic tuition for undergraduate and graduate students for Fall 2024, and that 15% of tuition revenue from this tuition increase be set aside for student financial support.

MOTION 2: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the General Faculties Council Academic Planning Committee, approve tuition fees for new international students for all programs to take effect for the Fall 2025 intake, as set forth in attachment 1.

MOTION 3: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the General Faculties Council Academic Planning Committee, approve an increase to the student financial offset for international students from 7.55% to 8.55% of total international tuition revenue, beginning in Fall 2025.

MOTION 4: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the General Faculties Council Academic Planning Committee, approve an increase to the current \$4000 price adjustment for international graduate students in thesis-based programs to \$5000, understanding that this amount will continue to be offset by an equal amount of financial support and will continue to be revenue and cost neutral, effective Fall Term, 2025.

EXECUTIVE SUMMARY:BackgroundDomestic Tuition - Fall 2024

In Fall 2024, domestic tuition increases are restricted by provincial legislation to a maximum increase equivalent to 2% across the institution. The University's Fall 2024 proposal aligns with this cap, and includes a 15% incremental offset dedicated to student financial support, in alignment with our practices over the last 4 years.

GOVERNANCE OUTLINE

ITEM NO. 3a

Unlike Fall 2023, the 2% increase will be proposed to apply to all domestic tuition, including the exceptional tuition increase (ETI) portion of tuition in those programs with approved ETIs. This change comes about as a result of evolving advice from the Government of Alberta about their expectations with regards to ETI increases. Increases to ETI tuition amounts will continue to be applied towards improvements in program quality, as per the approved ETI proposals.

Examples

Domestic Tuition Fees	2023-24	2024-25	Change		
			Tuition(\$)	Exception Tuition Increase(\$)	(%)
Undergraduate, Arts and Science	\$6,874.80	\$7,011.60	\$136.80	N/A	2.00%
Undergraduate, Business*	\$10,062.16	\$10,262.64	\$180.16	\$20.32	2.00%
Undergraduate, Engineering*	\$9,102.24	\$9,283.68	\$164.40	\$17.04	2.00%
Graduate Thesis (entry prior to 2021)	\$4,068.96	\$4,150.20	\$81.24	N/A	2.00%
Graduate Thesis (2021 or later entry)	\$4,732.80	\$4,827.36	\$94.56	N/A	2.00%
Grad Course Based (per *3 course)	\$806.40	\$822.48	\$16.08	N/A	2.00%
<i>Financial Support Offset Model: Incremental based on increases</i>	15% of increase	15% of increase			

*Programs with ETI

Prior to instituting the 2% cap, provincial legislation capped domestic tuition at the consumer price index (CPI) which is estimated to be 4.97% for the upcoming year. The difference between a 2% increase and 4.97% creates a \$6.7M revenue gap for the University. The gap also reduces the amount of funding available for student financial support by \$1.1M under the current 15% incremental offset model.

Projections

The Alberta Tuition Fee Regulation requires the University to provide a statement of anticipated increases to tuition fees and mandatory non-instructional fees for a 4-year period. The following table represents our projected domestic tuition increases.

ITEM NO. 3a

Category of Student	Approved Tuition Increase	Proposed Tuition Increase	Tuition increase projections		
			Fall 2023	Fall 2024	Fall 2025
Domestic, undergraduate	5.5%	2%	2% as per the Alberta Post-Secondary learning Act	2% as per the Alberta Post-Secondary learning Act	2% as per the Alberta Post-Secondary learning Act
Domestic, graduate (thesis-based) Admitted in 2020 and Incoming	5.5%	2%	2% as per the Alberta Post-Secondary learning Act	2% as per the Alberta Post-Secondary learning Act	2% as per the Alberta Post-Secondary learning Act
Domestic, graduate (thesis-based) Admitted prior to Fall 2020	5.5% with rebate to reduce the increase to 2.67%	2%	2% as per the Alberta Post-Secondary learning Act	2% as per the Alberta Post-Secondary learning Act	2% as per the Alberta Post-Secondary learning Act
Domestic, graduate (course-based) Incoming and Continuing Students	5.5%	2%	2% as per the Alberta Post-Secondary learning Act	2% as per the Alberta Post-Secondary learning Act	2% as per the Alberta Post-Secondary learning Act
<i>Financial Support Offset Model: Incremental based on increases¹</i>	15% of increase	15% of increase	15% of increase	15% of increase	15% of increase

International Tuition - Fall 2025

Tuition for international graduate and undergraduate students admitted in Fall 2020 or later (under the cohort-based model) has already been approved for Fall 2024.

The university has researched our current cohort-based tuition levels, including how our current tuition levels and model impact recruitment, opportunities for student financial aid and scholarships.

The outcome of that research has led to the International proposal for Fall 2025 as follows:

¹ To be confirmed annually by the Board of Governors. This is true for all references in the document to domestic tuition financial support offset model.

ITEM NO. 3a*Undergraduate:*

- All programs, except Faculty of Science, increase by 5% (Alberta CPI)
- Science to increase by 6.5%, driven by market analysis
- International tuition offset increase to 8.55% in order to generate more funding for financial support

Graduate:

- All programs increase by 5% (Alberta CPI) - thesis and course-based
- MBA: Proposal is undergoing consultation and will be forthcoming in June 2024.
- International tuition offset increase to 8.55% in order to generate more funding for financial support
- Thesis programs currently with the \$4,000 price adjustment will change to a price adjustment of \$5,000.00, and include a \$5,000 rebate at time of financial assessment. The price adjustment was first approved by the Board in December 2016 as a mechanism to boost demand for programs in contexts where perceptions of quality are linked to price.

International Tuition - End of Grandparenting Period

The final year of the grandparenting period for international students admitted prior to Fall 2020 under the former registration-based tuition model was 2023/24. Our commitment to date has been that students in this situation who have not yet graduated will move to the cohort-based model in Fall 2024 based on the rate for Fall 2024 cohort students. The university continues to work with students in this situation to communicate impact and ensure support and resources.

Consultation

These proposals have been informed and enriched by a robust consultation process, developed in partnership with, and approved by, student leaders from the Students' Union and the Graduate Students' Association. The process is designed to increase engagement with a broad and diverse population of students. Key outcomes of that process with students include the proposed increase to the international student financial support offset for Fall 2025. The consultation process is summarized in Attachment 3.

Risk Discussion / Mitigation of the Risk

Tuition is the University's largest single source of revenue, representing ~44% of the institution's operating revenue. Given cuts to the Government of Alberta's funding to Universities, tuition has become increasingly important to ensuring that the University can cover rising costs while maintaining a high quality learning environment. This year's tuition cap represents a cut for the University, as a 2% increase will not cover rising costs. A tuition increase of CPI would have resulted in \$6.7M more revenue, and \$1.1M more funding for student financial support.

Supporting Materials:

1. Fall 2025 Proposed Tuition Rates for Incoming International Students (5 pages) – **for approval (Motion 2)**
2. U15 Fall 2023 Domestic and International Tuition Comparators (2 pages)
3. 2023-2024 Tuition Consultation Summary (4 pages)

SCHEDULE A:**Engagement and Routing**

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

Those who are actively participating:

- Provost and Vice-President (Academic)
- Vice-President (University Services and Finance)
- Office of the Registrar
- Faculty of Graduate and Postdoctoral Studies
- University of Alberta International
- Office of Resource Planning

Those who have been consulted:

- Tuition Budget Advisory Committee (September 13, 2023, October 17, 2023, November 17, 2023, November 28, 2023, January 19, 2024)
- Council on Student Affairs (November 2, 2023, January 26, 2024)
- Students' Union Council (November 21, 2023)
- Graduate Students' Association (November 20, 2023)
- International Students' Association (November 23, 2023)
- Deans' Council (regular updates)
- Student Townhalls (December 8, 2023, January 19, 2024)

Approval Route:

- GFC Academic Planning Committee (March 6, 2024)
- Board Finance and Property Committee (March 7, 2024)
- Board of Governors (approval) (March 22, 2024)

Fall 2025: Proposed Tuition Rates for Incoming International Student (Cohort Model)**1. Undergraduate Program Based Tuition Bands**

International Undergraduate Cohort	2024 -25 Program Total	2025 -26 Program Total	Percent change	Credits
Faculty of Engineering Degree Programs*	Program Total \$181,929.60 Annual Rate \$45,482.40	Program Total \$191,025.60 Annual Rate \$47,756.40	5.0%	Varies*
Faculty of Business Degree Programs (As of Fall 2022, this is a 4 year program)	Program Total \$161,203.20 Annual Rate \$40,300.80	Program Total \$169,262.40 Annual Rate \$42,315.60	5.0%	120
Degree Programs in: Faculty of Arts, Faculty of Agricultural Life and Environmental Sciences, Faculty of Kinesiology Sport and Recreation, Faculty of Open Studies	Program Total \$135,873.60 Annual Rate \$33,968.40	Program Total \$142,665.60 Annual Rate \$35,666.40	5.0%	120
Degree Programs in: Augustana Faculty, Faculte Saint Jean, Faculty of Education, Faculty of Native Studies, Faculty of Nursing	Program Total \$124,358.40 Annual Rate \$31,089.60	Program Total \$130,574.40 Annual Rate \$32,643.60	5.0%	120
Degree Programs in: Faculty of Science	Program Total \$135,873.60 Annual Rate \$33,968.40	Program Total \$144,700.80 Annual Rate \$36,175.20	6.5%	120
BSc in Radiation Therapy	Program Total \$169,842.40 Annual Rate \$42,460.60	Program Total \$178,334.48 Annual Rate \$44,583.62	5.0%	150
BSc in Medical Laboratory Science	Program Total \$106,430.40 Annual Rate \$35,476.80	Program Total \$111,751.92 Annual Rate \$37,250.64	5.0%	94

Doctor of Pharmacy (Pharm D) (4 yrs)	Program Total \$230,295.36 Annual Rate \$57,573.84	Program Total \$241,810.08 Annual Rate \$60,452.52	5.0%	141
Juris Doctors (JD) Program (3 yrs)	Program Total \$163,443.84 Annual Rate \$54,481.28	Program Total \$171,616.02 Annual Rate \$57,205.34	5.0%	92
Doctor of Dental Surgery (4 yrs)	Program Total \$411,129.60 Annual Rate \$102,782.40	Program Total \$431,686.08 Annual Rate \$107,921.52	5.0%	214
Bachelor of Science in Dental Hygiene (3 yrs)	Program Total \$117,414.72 Annual Rate \$39,138.24	Program Total \$123,285.42 Annual Rate \$41,095.14	5.0%	99.5

Notes:

*Engineering programs vary slightly in credits pending students' choice in registrations.

**Undergraduate Certificate rates, unless otherwise stated, will be prorated based on the Undergraduate Faculty rate

***Course loads may change and Tuition Rates will always be prorated based on the approved rate.

2. Tuition for Specific Undergraduate Programs or courses not covered by the standard Undergraduate grid.

International Undergraduate Cohort	2024-25 Payment Per Course(Indexed to 3 units of course weight)	2025-26 Payment Per Course(Indexed to 3 units of course weight)	Percent change
English Language School – All courses taken by Undergraduate or Graduate Students (includes Bridging Program)	\$3,396.84	\$3,566.64	5.0%
Rehabilitation Medicine – Undergraduate Special and Visiting Students only	\$3,396.84	\$3,566.64	5.0%
Medicine and Dentistry – Undergraduate Special and Visiting Students only	\$3,396.84	\$3,566.64	5.0%

3. Centre collégial de l'Alberta

International College	2024 -25 Program Total	2025 -26 Program Total	Percent change	Credit
Centre collégial de l'Alberta – Diploma (2 yrs)	Program Total \$28,786.80 Annual Rate \$14,393.40	Program Total \$30,225.60 Annual Rate \$15,112.80	5.0%	60
Centre collégial de l'Alberta – Certificate (1 yrs)	Program Total \$14,393.40 Annual Rate \$14,393.40	Program Total \$15,112.80 Annual Rate \$15,112.80	5.0%	30

4. Thesis based tuition for PhD and Masters Programs

International Graduate Cohort	2024-25	2025-26	Percent change
Thesis Based Masters (All Specializations) - 4 Years	Program Total \$40,071.36 Annual Rate \$10,017.84	Program Total \$42,074.88 Annual Rate \$10,518.72	5.0%
PhD (All Specializations) - 6 Years	Program Total \$60,107.04 Annual Rate \$10,017.86	Program Total \$63,112.32 Annual Rate \$10,518.72	5.0%
International Graduate Tuition Price Adjustment (thesis-based programs) (offset by equivalent financial support)	\$4,000	\$5,000	25.0%

5. Standard International Graduate Course Based rates

International Graduate Cohort	2024-25 Per 3 Credits	2025-26 Per 3 Credits	Percent change
Standard Course Based Master's or Graduate Certificates	\$2,146.44	\$2,253.72	5.0%
All Course Based Master Programs – International Graduate Tuition Increase (offset by equivalent financial support)	\$4,000	\$4,000	0%

Notes:

* Includes most Master and Certificate programs and excludes non-standard rates described below.

6. Non-Standard International Graduate Course Based Rates (includes Master and Certificate Programs)

Per Course Rate	2024-25 Per 3 credit Course Rate	2025-26 Per 3 credit Course Rate	Percent change
Master of Science – Integrated Petroleum Geosciences (Course Based)	\$3,568.68	\$3,747.06	5.0%
Master of Science in Internetworking	\$2,533.20	\$2,659.86	5.0%
Master of Science Specialization Program in Multimedia, Post-Baccalaureate Certificate in Indigenous Sport and Recreation, Post-Baccalaureate in Sports and Recreation Management	\$2,302.92	\$2,418.06	5.0%
Master of Accounting	\$4,836.12	\$5,077.92	5.0%

Non-Standard International Graduate Program Rates

International Graduate Cohort	2024-25 Program Total	2025-26 Program Total	Percent change
Master's in Engineering (All Specializations)	\$45,483.38	\$47,757.52	5.0%
Master's in Business Administration	\$65,131.20	<i>Proposal is undergoing consultation and will be forthcoming in June 2024.</i>	
Executive Master of Business Administration	\$89,239.54	\$93,701.50	5.0%
Master of Science in Orthodontics, Master of Science in Periodontology	\$18,614.18	\$19,544.88	5.0%
Doctor of Philosophy in Orthodontics, Doctor of Philosophy in Periodontology	\$12,853.24	\$13,495.90	5.0%

U15 International and Domestic Tuition, 2023-24

As shown in Table 1, U of A's international undergraduate tuition is \$31,895 for the Fall 2023 intake, which is lower than the U15 average (excluding U of A).

U of A's international tuition for the M.A. program is only higher than two institutions in the program: Calgary and Manitoba.

Approximately half of the U15 institutions are now charging international doctoral fees that are the same rate as domestic doctoral fees, making the U of A's rates higher than eight institutions.

Overall, the U of A's international tuition at the M.A. level is considerably lower than the U15 average.

However, at the PhD level, the U of A's tuition is lower than the "Average (excluding U of A)" but higher than the "Average (excluding U of A & Quebec Institutions)".

U of A's international graduate tuition figures for thesis based programs do not include the automatic \$4K waiver, which is provided to all students.

Table 1. International Tuition for BA, MA, & PhD, 2023-2024

2023-24 Tuition	International								
	Arts & Social Science Undergraduate			MA			PhD		
	Tuition	MNIFs retained by Institution	Total (Tuition & MNIFs)	Tuition	MNIFs retained by Institution	Total (Tuition & MNIFs)	Tuition	MNIFs retained by Institution	Total (Tuition & MNIFs)
University of Alberta	\$31,895 (10)	\$857 (7)	\$32,753 (10)	\$9,406 (13)	\$1,056 (5)	\$10,462 (12)	\$9,406 (7)	\$1,056 (5)	\$10,462 (6)
Dalhousie University	\$ 31,900	\$ 1,488	\$ 33,388	\$ 16,986	\$ 1,483	\$ 18,469	\$ 8,936	\$ 1,483	\$ 10,419
McMaster University	\$ 43,008	\$ 848	\$ 43,856	\$ 17,096	\$ 297	\$ 17,393	\$ 6,307	\$ 297	\$ 6,604
Queen's University	\$ 54,808	\$ 588	\$ 55,396	\$ 12,927	\$ 414	\$ 13,341	\$ 5,773	\$ 414	\$ 6,187
University of British Columbia	\$ 44,942	\$ 1,397	\$ 46,340	\$ 9,500	\$ 245	\$ 9,745	\$ 9,500	\$ 245	\$ 9,745
University of Calgary	\$ 26,849	\$ 2,918	\$ 29,767	\$ 8,408	\$ 560	\$ 8,968	\$ 8,408	\$ 560	\$ 8,968
University of Manitoba	\$ 17,693	\$ 579	\$ 18,272	\$ 7,604	\$ 693	\$ 8,297	\$ 4,059	\$ 693	\$ 4,752
University of Ottawa	\$ 43,335	\$ 177	\$ 43,512	\$ 29,163	\$ 111	\$ 29,273	\$ 17,477	\$ 111	\$ 17,587
University of Saskatchewan	\$ 30,482	\$ 327	\$ 30,809	\$ 11,097	\$ 397	\$ 11,494	\$ 4,932	\$ 397	\$ 5,329
University of Toronto	\$ 60,510	\$ 1,122	\$ 61,632	\$ 28,900	\$ 1,122	\$ 30,022	\$ 6,210	\$ 1,122	\$ 7,332
University of Waterloo	\$ 51,448	\$ 504	\$ 51,952	\$ 23,088	\$ 648	\$ 23,736	\$ 22,188	\$ 648	\$ 22,836
Western University	\$ 42,233	\$ 529	\$ 42,762	\$ 19,751	\$ 558	\$ 20,309	\$ 6,360	\$ 558	\$ 6,918
McGill University	\$ 39,000	\$ 1,437	\$ 40,437	\$ 19,728	\$ 1,355	\$ 21,083	\$ 17,708	\$ 1,355	\$ 19,063
Universite de Montreal	\$ 27,102	\$ 1,141	\$ 28,243	\$ 19,728	\$ 1,719	\$ 21,447	\$ 17,708	\$ 1,715	\$ 19,423
Universite Laval	\$ 22,699	\$ 759	\$ 23,458	\$ 18,159	\$ 759	\$ 18,918	\$ 21,250	\$ 925	\$ 22,175
AVERAGE (Excluding U of A)	\$ 38,286	\$ 987	\$ 39,273	\$ 17,295	\$ 740	\$ 18,035	\$ 11,201	\$ 752	\$ 11,953
AVERAGE (Excluding U of A & Quebec institutions)	\$ 40,655	\$ 953	\$ 41,608	\$ 16,774	\$ 593	\$ 17,368	\$ 9,104	\$ 593	\$ 9,698

Sources: U15 2023-2024 Tuition & Fees results.

Institutions' tuition & fees websites.

See notes after table 2.

As shown in Table 2, domestic undergraduate tuition at the U of A is slightly below the U15 average (i.e. Average excluding U of A); however, it is higher than the average excluding the Quebec institutions, with eight institutions showing lower tuition.

Domestic graduate tuition is lower than the U15 average. Approximately 28% below the U15 average (i.e. Excluding U of A) at the Masters level (with only 2 institutions showing lower tuition)

, and 8% below the U15 average (i.e. Excluding U of A) at the PhD level (with 5 institutions showing lower tuition, three of which are in Quebec).

Table 2. Domestic Tuition for BA, MA, & PhD, 2023-2024

2023-24 Tuition	Domestic								
	Arts & Social Science Undergraduate			MA			PhD		
	Tuition	MNIFs retained by Institution	Total (Tuition & MNIFs)	Tuition	MNIFs retained by Institution	Total (Tuition & MNIFs)	Tuition	MNIFs retained by Institution	Total (Tuition & MNIFs)
University of Alberta	\$6,875 (7)	\$857 (6)	\$7,732 (6)	\$4,733 (13)	\$1,056 (4)	\$5,789 (11)	\$4,733 (10)	\$1,056 (4)	\$5,789 (8)
Dalhousie University	\$ 8,854	\$ 747	\$ 9,601	\$ 9,372	\$ 787	\$ 10,159	\$ 6,915	\$ 787	\$ 7,702
McMaster University	\$ 6,862	\$ 848	\$ 7,710	\$ 6,307	\$ 297	\$ 6,604	\$ 6,307	\$ 297	\$ 6,604
Queen's University	\$ 6,706	\$ 588	\$ 7,294	\$ 5,773	\$ 414	\$ 6,187	\$ 5,773	\$ 414	\$ 6,187
University of British Columbia	\$ 5,843	\$ 1,397	\$ 7,241	\$ 5,408	\$ 245	\$ 5,653	\$ 5,408	\$ 245	\$ 5,653
University of Calgary	\$ 6,961	\$ 814	\$ 7,774	\$ 3,604	\$ 560	\$ 4,164	\$ 3,604	\$ 560	\$ 4,164

University of Manitoba	\$ 4,640	\$ 579	\$ 5,219	\$ 4,059	\$ 693	\$ 4,752	\$ 4,059	\$ 693	\$ 4,752
University of Ottawa	\$ 6,712	\$ 997	\$ 7,710	\$ 8,126	\$ 111	\$ 8,236	\$ 6,685	\$ 111	\$ 6,796
University of Saskatchewan	\$ 7,258	\$ 327	\$ 7,585	\$ 4,932	\$ 397	\$ 5,329	\$ 4,932	\$ 397	\$ 5,329
University of Toronto	\$ 6,590	\$ 1,122	\$ 7,712	\$ 6,390	\$ 1,122	\$ 7,512	\$ 6,210	\$ 1,122	\$ 7,332
University of Waterloo	\$ 6,434	\$ 504	\$ 6,938	\$ 6,762	\$ 648	\$ 7,410	\$ 6,762	\$ 648	\$ 7,410
Western University	\$ 6,669	\$ 529	\$ 7,198	\$ 6,360	\$ 558	\$ 6,918	\$ 6,360	\$ 558	\$ 6,918
McGill University	\$ 8,992	\$ 1,437	\$ 10,429	\$ 8,992	\$ 1,355	\$ 10,347	\$ 2,881	\$ 1,355	\$ 4,236
Universite de Montreal	\$ 8,992	\$ 1,141	\$ 10,133	\$ 8,992	\$ 1,719	\$ 10,711	\$ 2,881	\$ 1,715	\$ 4,596
Universite Laval	\$ 8,992	\$ 759	\$ 9,751	\$ 7,194	\$ 759	\$ 7,952	\$ 3,457	\$ 925	\$ 4,382
AVERAGE (Excluding U of A)	\$ 7,179	\$ 842	\$ 8,021	\$ 6,591	\$ 690	\$ 7,281	\$ 5,160	\$ 702	\$ 5,861
AVERAGE (Excluding U of A & Quebec institutions)	\$ 6,684	\$ 769	\$ 7,453	\$ 6,099	\$ 530	\$ 6,630	\$ 5,729	\$ 530	\$ 6,259

Sources: U15 2023-2024 Tuition & Fees results.

Institutions' tuition & fees websites.

NOTES:

- 1) Undergraduate domestic tuition for Dalhousie, McMaster, Queen's, Ottawa, Toronto, Waterloo, Western, McGill, Laval, and Montreal is for out-of-province students.
- 2) Undergraduate data are for an Arts & Social Science program, except for UBC, which is for an Arts program.
- 3) Graduate tuition is for the first year of an MA/PhD program (i.e. two or three semesters depending on the institution).
- 4) Domestic MA tuition for Dalhousie, Ottawa, Waterloo, McGill, Laval, and Montreal is for out-of-province students. However, Waterloo's out-of-province MA tuition is the same amount as in-province tuition.
- 5) Domestic PhD tuition for Dalhousie, Ottawa, Waterloo, McGill, Laval, and Montreal is for out-of-province students. However, the out-of-province PhD tuition for Waterloo, McGill, Laval, and Montreal is the same amount as in-province tuition.
- 6) International PhD tuition is the same rate as domestic PhD tuition at McMaster, Queen's, Manitoba, Saskatchewan, Toronto, and Western.
- 7) Undergraduate BA tuition for Queen's University and all tuition for the Universite de Montreal (i.e. BA, MA, PhD) was sourced from the institution's website because the data is missing from the 2023-24 U15 report.
- 8) At UBC, domestic graduate students are only placed on the declining tuition schedule if they have not finished their programs within a defined period of time.
- 9) At U of Ottawa, international students are subject to a declining tuition schedule, after a set number of courses (undergraduate) or terms (graduate).
- 10) U of Manitoba has a declining graduate tuition structure for both domestic and international M.A. and PhD students.
- 11) McGill has a declining tuition structure for undergraduate and graduate international students.
- 12) McMaster lists Arts & Social Science (B.A.) for international students is \$43,116 on their website.
- 13) U of Manitoba has different tuition rates for each teaching unit; tuition fees are calculated based on the number of credit hours in each teaching unit.
- 14) Dalhousie lists domestic PhD tuition as \$6,764.68 and international PhD tuition as \$7,520.42 on their website.
- 15) U of Toronto lists domestic MA tuition (i.e. entering in 2023-24) as \$6,390 on their website. We have updated the value in Table 2 with the amount shown on the institution's website.
- 16) Laval Universite offers research-based and course-based international graduate programs. Tuition fees in Table 1 are based on the course-based program.
- 17) The MNIFs for Queen's University (BA only) and Universite de Montreal (BA, MA, and PhD) are the 2022-23 values because the data is missing from the 2023-24 U15 report.
- 18) UBC included optional Co-op Education Fees in their 2023-24 undergraduate Arts MNIFs.
- 19) U of Calgary included optional Co-op Education Fees in their 2023-24 international undergraduate Arts & Social Sciences MNIFs.

2023-2024 Tuition Consultation Summary

Background: The Tuition Budget Advisory Committee is the University's official mechanism for consultation with students on tuition. With the agreement of student leaders on TBAC, this year's consultation process included discussions at the Council on Student Affairs, the Students' Union (SU) Council, the Graduate Student Association (GSA) Council, and the International Students' Association Council. The consultation process also included two townhalls organized by the SU and the GSA and open to all students. This document summarizes areas of student question and concern during that consultation process. Readers interested in knowing more about the outcomes of the discussions at each of these consultations should review the linked meeting records, which have been provided where available.

Event/Meeting and Date	Meeting Purpose	Questions/Comments
TBAC Meeting 1 (September 13, 2023)	To share the general landscape that will inform tuition proposal planning for Fall 2024 (domestic) and Fall 2025 (international).	What we heard: <ul style="list-style-type: none"> ● Desire to review international tuition to provide flexibility (for students who withdraw, eg) ● Need for supports for students who were grandparented and will be entering the cohort model in Fall 2024. ● Need to understand how minimum funding proposal for PhD students will intersect with tuition. Link to Minutes
TBAC Meeting 2 (October 17, 2023)	To provide details on the draft domestic tuition proposal for Fall 2024; to update TBAC on the impacts of tuition increases on students in programs with exceptional tuition increases, and to provide an update on the end of the grandparenting period for international students under the former tuition model.	What we heard: <ul style="list-style-type: none"> ● Requests for clarification on the 15% tuition offset, and the impact on revenue for student financial support caused by the 2% cap. ● An indication that students will push for increases to student financial support. ● Requests for clarity on the impact of a 2% tuition increase when compared to a CPI increase, and questions about what other sources of revenue the University is exploring. Link to Minutes
CoSA (November 2, 2023)	To share thinking with CoSA on approach to tuition planning for Fall 2024 (domestic)	What we heard: <ul style="list-style-type: none"> ● Questions about how exceptional tuition increase (ETI) funds are being directed

	<p>and Fall 2025 (international).</p>	<p>to program quality initiatives in specific programs.</p> <ul style="list-style-type: none"> ● Concerns about the compounding impact of tuition increases on students in programs with ETIs. ● Questions about the University’s strategy to meet the funding gap. ● Whether the tuition increases will cover costs for increased teaching staff required to meet growth needs. ● Whether the college model is resulting in savings, and how the model is impacting distribution of tuition revenue. ● Concerns about how increases to class sizes impact the quality of the student experience, and how tuition increases negatively impact perceived value for students. ● Questions about who student financial support funding is coming from, tuition revenue rather than directly from the University. <p>Link to Minutes</p>
<p>TBAC Meeting 3 (November 17, 2023)</p>	<p>To provide details on the draft international tuition proposal for Fall 2025.</p>	<p>What we heard:</p> <ul style="list-style-type: none"> ● Support for increase to international offset %, and general support for using CPI to calculate increases, because of the predictability that such increases offer to students. ● Support for ongoing work to revise the tuition framework, including greater consideration for flexibility for students in thesis-based programs. ● Discussion about the appropriate amount for the PhD Minimum Funding proposal, and whether the international differential could be removed for PhD students who may be receiving a funding guarantee. ● Questions about how true costs for programs are determined, and questions about how graduate students pay their tuition under the cohort model. ● Questions about opportunities for flexibility if students cannot pay their instalments. <p>Link to Minutes</p>
<p>GSA Council (November 20, 2023)</p>	<p>To review draft tuition proposals for Fall 2024 (domestic) and Fall 2025 (international) and to share background information on development of the proposal, and use of tuition funds, to build understanding.</p>	<p>What we heard:</p> <ul style="list-style-type: none"> ● Questions about how the University will achieve its growth goals without government funding. ● Questions for clarification and exceptional tuition increases (ETIs), and which programs have ETIs. ● Questions about differences in treatment for Master’s students and PhD

		<ul style="list-style-type: none"> ● students ● Questions about what improvements are planned for University infrastructure.
<p>SU Council (November 21, 2023)</p>	<p>To review draft tuition proposals for Fall 2024 (domestic) and Fall 2025 (international) and to share background information on development of the proposal, and use of tuition funds, to build understanding.</p>	<p>What we heard:</p> <ul style="list-style-type: none"> ● Questions about the rationale for the 6.5% increase to international tuition in the Faculty of Science, and concerns that the increase is unfair. ● Expressions of support for the increase in student financial supports for international students and questions about opportunities for the domestic tuition offset to grow as well. <p>Link to Minutes</p>
<p>International Students' Association Council (November 23, 2023)</p>	<p>To review draft tuition proposals for Fall 2024 (domestic) and Fall 2025 (international) and to share background information on development of the proposal, and use of tuition funds, to build understanding.</p>	<p>What we heard:</p> <ul style="list-style-type: none"> ● Advice about how to communicate information more clearly for prospective students, including more accurate calculators to help prospective students determine cost of living in Canada. ● Discussion about the University's approach to reacting to the consultant's advice about room for growth on international tuition.
<p>TBAC Meeting 4 (November 28, 2023)</p>	<p>To share outcomes of consultation process to date, and engage in further discussion about the Fall 2025 international tuition proposal.</p>	<p>What we heard:</p> <ul style="list-style-type: none"> ● Overall support for our consultation approach and desire to continue to build on our approach to consultation in the years to come. ● Questions about how the 8.55% offset for student financial support revenue is allocated. ● Questions about whether the U15 rankings demonstrate a need to review our PhD tuition levels. <p>Link to Minutes</p>
<p>Tuition Townhall (December 8, 2023)</p>	<p>Open opportunity for students to hear about the tuition proposal and ask questions.</p>	<p>What we heard:</p> <ul style="list-style-type: none"> ● Questions and comments about the affordability of programs at the University of Alberta, and the impact of affordability on financial strain experienced by students.
<p>TBAC Meeting 5 (January 19, 2024)</p>	<p>Final proposal review and discussion</p>	<p>What we heard:</p> <ul style="list-style-type: none"> ● Final questions for clarification about the tuition proposal.

		Link to Minutes (draft)
Tuition Townhall (January 19, 2024)	Open opportunity for students to hear about the tuition proposal and ask questions.	<p>What we heard:</p> <ul style="list-style-type: none"> ● Questions about the affordability of University programs, and the impact of affordability on the student experience. ● Questions about where tuition revenue is allocated. ● Questions about government advocacy strategies ● Questions about what the University will cut to address the gap in revenue created by increasing costs. ● Comments about the impact of tuition on financial stress for students, including through increasing use of the campus food bank. ● Concerns about different rates of increase between tuition and graduate student pay. ● Questions about differences between domestic and international tuition. ● Questions about how student supports are communicated so that students know they are available. ● Questions about funding source for senior leaders' expenses (ie from tuition or not). ● Questions about building maintenance, particularly for buildings housing academic activities in the Faculty of Arts. ● Recommendations for promotion of financial aid opportunities.
CoSA (January 26, 2024)	Final proposals for Fall 2024 (domestic) and Fall 2025 (international) shared for discussion	<p>What we heard:</p> <ul style="list-style-type: none"> ● Questions about the impact of increases to exceptional tuition increases (ETIs), and about how the ETIs were calculated. ● Concerns about the barriers to access for students in programs with ETIs.



Decision X Discussion **Information**

ITEM OBJECTIVE: To propose the University of Alberta 2024-25 Consolidated Budget for approval by the Board of Governors.

DATE	March 22, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Vice-President (University Services and Finance) Office of the Provost and Vice-President (Academic) Vice-President (Facilities and Operations)

MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the General Faculties Council Academic Planning Committee, approve the University of Alberta 2024-25 Consolidated Budget, as set forth in Attachment 1.

EXECUTIVE SUMMARY:

The University of Alberta Budget 2024-25 (Attachment 1) provides a comprehensive overview of the university’s budget, including all its component parts. The supporting slide deck (Attachment 2) also provides an overview of the budget components and includes supporting documentation as presented during the February 15, 2024, budget briefing.

The province announced Budget 2024 on February 29. The university received the Operating and Program Support Grant funding of \$436.6 million for the 2024-25 fiscal year, which is consistent with the grant funding from the prior year.

The annual Capital Maintenance and Renewal (CMR) grant was reduced by \$1.8 million (4.9%) to \$34.9 million. Also, Budget 2024 included \$27 million in CMR funding for the Universiade Pavilion (Butterdome), over three years (\$7 million in 2024-25). The capital budget represents projects to be funded in fiscal year 2024-25. The projects are fully aligned with the principles within the Integrated Asset Management Strategy because the focus is almost exclusively on space optimization and asset renewal.

Targeted Enrolment Expansion (TEE 1) Phase 1 is in its third year and the university will receive \$23.868 million. TEE Phase 2 is in its second year and the university will receive \$2.104 million. The university continues to advocate to the government for TEE funding to be incorporated into the ongoing Operating and Program Support Grant.

In addition to the Operating and Program Support Grant, CMR, and TEE Grants, the University of Alberta receives the following grants totalling an additional \$17.0 million:

- Post-Secondary Mental Health (\$1.123 million),
- Students with Disabilities (\$0.756 million),
- Medical Faculty Grant (\$11.283 million), and
- Health Workforce Action Plan (\$3.866 million).

GOVERNANCE OUTLINE



ITEM NO. 3b

The Government of Alberta has given the University of Alberta permission to request to spend up to 15% of its total reserves, which means that up to \$46.4 million could be accessed in the 2024-25 fiscal year.

Risks and Opportunities

As acknowledged in the budget document (Attachment 1), the University of Alberta is forecasting to use the \$46.4 million in reserves for the continuation of strategic initiatives started in the fiscal year 2023-24 and some new initiatives and projects in support of the university's core missions or teaching, research, and community engagement. The university will also continue focusing on operating efficiency, cost control, and revenue generation.

Attachments:

1. University of Alberta Budget 2024-25 (24 pages) - **for approval**
2. Consolidated Budget Fiscal Year 2024-25 (66 slides)



University of Alberta

Budget 2024-25

March 2024

Prepared by:
Resource Planning
Finance, Procurement and Planning

Date:
March 2024



Table of Contents

1 Introduction	2
2 Consolidated Budget	3
2.1 Operating Budget	5
2.1.1.1 Government of Alberta Grants	6
2.1.1.2 Federal and Other Government Grants	6
2.1.1.3 Student Tuition and Fees	6
2.1.1.4 Investment Income	7
2.1.1.5 All Other Sources of Revenues	8
2.1.2 Operating Expenditures	8
2.1.2.1 Compensation	8
2.1.3 Overall Budget Planning Assumptions	8
2.2 Ancillary Enterprises	11
2.3 Research	13
2.4 Capital Budget	14
2.4.1 Capital Investments	14
2.4.2 Capital Budget	14
2.5 Special Purpose	18
3 Concluding Comments	19
Appendix A: Supplemental Financial Information	20



1 Introduction

The University of Alberta's 2024–25 budget has been developed in alignment with the University Strategic Plan enabling the university to plan for long-term growth. The model also provides an opportunity to ensure we're using our budget to move the university forward and focus on strategic priorities, including growing our reputation and global impact.

The release this past year of Shape, the University Strategic Plan; as well as Forward with Purpose, the strategic plan for research and innovation; and the Student Experience Action Plan outline our bold path forward and establish ambitious goals for the university which are reflected in this budget. For example, we are receiving \$25.9M in Targeted Enrolment Expansion (TEE) funding in the upcoming year. This funding will allow us to address areas of student interest and labour market need as we move towards our enrolment goal of 60,000 students by 2033. The proposed budget also includes funding to support and grow our research capacity, which is vital for our continued success.

Budget Model 2.0 ensures that our limited resources are directed in a way that achieves our strategic goals. This model enables us to plan ahead and reduces vulnerability to year-over-year fluctuations while creating incentives with respect to our growth and research targets, and rewards for faculty efficiencies.

We will continue to look at operating efficiencies, while allocating the maximum available dollars to our core missions of teaching, research, and community engagement. This budget supports our innovation and growth, keeping the university on track to achieve our strategic goals.



2 Consolidated Budget

The consolidated budget for the upcoming year, as well as projections for the following two years, are presented below and include all university activities.

Table 1: Consolidated Budget (2024-25, 2025-26, 2026-27)

(\$000's)	2022-23		2023-24		2024-25	2025-26	2026-27
	Actual	Budget	Forecast	Budget	Budget	Projection	Projection
Revenue (including deferrals)							
Government of Alberta grants	756,203	711,848	728,466	738,280	767,869	731,388	
Federal and other government grants	206,457	224,579	225,923	242,597	251,097	261,736	
Student tuition and fees	458,523	489,800	468,103	500,365	520,425	529,189	
Sales of services and products	214,973	219,295	219,061	226,041	233,441	239,712	
Donations and other grants	136,423	147,101	160,848	155,917	157,828	160,806	
Investment income	141,021	111,375	144,981	128,870	116,045	118,745	
Investment gain (loss) from government business enterprise	(530)	(3,870)	(1,000)	(934)	(934)	(934)	
Gain on sale of tangible capital assets	-	-	-	-	-	-	
Total revenue	1,913,070	1,900,128	1,946,382	1,991,136	2,045,771	2,040,642	
Expense							
Salaries	889,317	924,637	938,011	963,446	986,844	1,005,414	
Employee benefits	176,611	186,730	178,921	193,513	200,483	217,832	
Materials, supplies and services	327,202	334,613	326,240	372,773	333,828	342,799	
Scholarships and bursaries	165,992	175,871	186,384	194,134	198,371	202,709	
Maintenance and repairs	91,042	84,857	91,113	75,617	60,006	53,273	
Utilities	71,371	68,496	61,751	67,017	69,872	72,824	
Amortization of tangible capital assets	156,621	163,766	162,551	170,829	174,588	177,537	
Total expense	1,878,156	1,938,970	1,944,971	2,037,329	2,023,992	2,072,388	
Annual operating surplus (deficit)	34,914	(38,842)	1,411	(46,193)	21,779	(31,746)	
Endowment contributions	17,771	-	27,444	15,000	15,000	15,000	
Endowment capitalized investment income	19,589	-	-	-	-	-	
Annual surplus (deficit)	72,274	(38,842)	28,855	(31,193)	36,779	(16,746)	

The Government requires that the university has a balanced budget on a consolidated basis for all fiscal years. This requirement is found in legislation. (Post-Secondary Learning Act, Subsection 78(6): "The board of a public post-secondary institution shall not submit a budget in which consolidated operating expense exceeds consolidated operating revenue unless the board has the written approval of the Minister to do so.").

The Government of Alberta has permitted institutions to request access to reserves up to 15 per cent of the institution's reserve balance leading to a deficit budget. The university intends to request access to the full 15 per cent and thus is submitting a deficit budget.

Public Sector Accounting Standards (PSAS) require a budgeted Statement of Change in Net Financial Assets and a consolidated budget with expenses by function (the above representation is by object). Additionally, the government requires a consolidated Statement of Cash Flows. All of these statements are derived from the figures included in the consolidated budget. All these statements will appear as comparatives in the institution's annual audited financial statements. Please refer to Appendix A for this information.

The consolidated budget for the institution includes the Operating, Ancillary, Research, Capital and Special Purpose funds.

- **Operating** relates to funds within the university's budget that represent the general operations of the institution. The revenue sources support the core teaching activities and the indirect costs of research. The university's budget process focuses on the allocation of these funds.
- **Ancillary** relates to cost recovery operations where revenues are generated entirely through the sale of goods and/or services and all costs born by those who benefit. Major operations include residence and hospitality services, parking services, and utilities and are, in some instances, required to generate excess revenue to return to the university's operating budget.
- **Research** includes the annual spending allocation for research-related endowments and other research funding used in the direct pursuit of research endeavors. These are generally subject to restrictions and can only be used for the purposes for which the funds were provided.
- **Capital** includes both restricted and unrestricted funding invested in capital and renewal infrastructure projects, with an emphasis on addressing deferred maintenance.
- **Special Purpose** relates primarily to the Academic Medicine and Health Services Program (AMHSP), and the annual spending allocation for undergraduate student awards and non-research-related endowment funds held by the university. The AMHSP encompasses various specializations including medicine, pediatrics, family medicine and psychiatry.



The following is the 2024-25 consolidated budget segregated into the various funds identified above.

Table 2: Consolidated Budget by Fund (2024-25)

(\$000's)	Ancillary				Special Purpose	Total
	Operating	Operations	Research	Capital		
Revenue (including deferrals)						
Government of Alberta grants	483,888	-	90,240	71,500	92,652	738,280
Federal and other government grants	25,854	-	200,219	16,524	-	242,597
Student tuition and fees	499,865	500	-	-	-	500,365
Sales of services and products	86,355	115,133	24,553	-	-	226,041
Donations and other grants	6,081	-	130,934	13,335	5,567	155,917
Investment income	45,000	30	55,870	2,400	25,570	128,870
Investment gain (loss) from government business enterprise	(934)	-	-	-	-	(934)
Gain on sale of tangible capital assets	-	-	-	-	-	-
Total revenue	1,146,109	115,663	501,816	103,759	123,789	1,991,136
Expense						
Salaries	687,127	23,427	191,342	-	61,550	963,446
Employee benefits	138,276	6,254	33,947	-	15,036	193,513
Materials, supplies and services	154,231	31,030	167,097	2,705	17,710	372,773
Scholarships and bursaries	71,467	-	99,950	-	22,717	194,134
Maintenance and repairs	23,930	20,076	3,524	28,044	43	75,617
Utilities	61,233	5,762	1	-	21	67,017
Amortization of tangible capital assets	58,895	15,300	-	96,634	-	170,829
Total expense	1,195,159	101,849	495,861	127,383	117,077	2,037,329
Annual operating surplus (deficit)	(49,050)	13,814	5,955	(23,624)	6,712	(46,193)

An overview for each individual fund follows, including the key assumptions used in the development of the budget and the projections for the following two years.

2.1 Operating Budget

The Government of Alberta released the 2024 provincial budget on February 29, 2024. The operating grant has remained unchanged at \$436.6M, however access to reserves of up to \$46.4M for this fiscal year has been granted.

The operating budget conservatively showed growth in its revenues and expenditures to reflect the economic realities the university operates in. Through initiatives such as the new budget model, implementation of functional planning for university-wide services and fiscal accountability reporting, the university continues to evolve and enhance its approach to budgeting.

2.1.1 Operating Revenues

2.1.1.1 Government of Alberta Grants

The institution received Operating Grant Funding of \$436.6M for the 2024-25 fiscal year. The University is utilizing two Targeted Enrolment Expansion grants that it received in 2023 and 2024. The first iteration received in 2023 was for three years and \$48.4M and the second grant received in 2024 for three years was \$65.8M. The University is continuing to work with the Government of Alberta to make those previous grants perpetual as well as looking for new opportunities to get new envelope funding to support enrolment growth.

2.1.1.2 Federal and Other Government Grants

The largest component of this category relates to the federal Research Support Fund, with a budget of \$17.3M, provided to the institution in order to support research grants provided by the Tri-Council agencies. New funding of \$1.5M for Research Security is also included. The 2024-25 fiscal year budget of \$25.9M is consistent with the amount forecasted for the 2023-24 fiscal year.

2.1.1.3 Student Tuition and Fees

Further details on the tuition increases are presented below for both undergraduate and graduate students for the 2024-25 fiscal year.

Undergraduate

Domestic student tuition rates will increase by 2.0% in the 2024-25 academic year, with 15% of this increase dedicated to student financial support. Domestic rates are projected to increase by 2.0% in 2025-26 and beyond.

International students are assessed a fixed program fee averaged over the nominal duration of their academic programs (“program-based” tuition). This is consistent with the government’s Tuition and Fees Regulation, which requires the university to provide international students with greater certainty regarding the cost of their education at the time of admission. International program-based tuition rates will increase by 6.5% in the 2024-25 academic year. International program-based rates are projected to increase by an amount commensurate with the university’s expected inflationary cost increases in 2025-26 and beyond.

The current financial support set aside for international students will remain at 7.55% of total international student tuition for 2024-25. This model has been in place since the inception of international tuition differentials at the institution.

Continuing international students admitted prior to Fall 2020 had been excluded from the program-based tuition model. Starting in Fall 2024, any international students in this situation will be transitioned to the program-based tuition model at the rate for Fall 2024 cohort students.

Graduate

Domestic student tuition rates (both thesis-based and course-based) will increase by 2.0% in the 2024-25 academic year, with 15% of this increase dedicated to student financial support. Domestic rates are projected to increase by 2.0% in 2025-26 and beyond.

International students (both thesis-based and course-based) are assessed a fixed program fee averaged over the nominal duration of their academic programs ("program-based" tuition). This is consistent with the government's Tuition and Fees Regulation, which requires the university to provide international students with greater certainty regarding the cost of their education at time of admission. International program-based tuition rates will increase by 6.5% in the 2024-25 academic year. International program-based rates are projected to increase by an amount commensurate with the university's expected inflationary cost increases in 2025-26 and beyond.

The current financial support set aside for international students will remain at 7.55% of total international student tuition for 2024-25. This model has been in place since the inception of international tuition differentials at the institution.

Continuing international students admitted prior to Fall 2020 had been excluded from the program-based tuition model. Starting in Fall 2024, any international students in this situation will be transitioned to the program-based tuition model at the rate for Fall 2024 cohort students.

Mandatory Non-Instructional Fees

Mandatory non-instructional fees (Student Health and Wellness fee, Student Academic Support fee and the Athletics and Recreation fee) will be increased by 1.82% for fiscal year 2024-25 .

2.1.1.4 Investment Income

The investment income budget for fiscal 2024-25 has been set at \$45M and then returns to \$30M in the 2025-26 and 2026-27 projection years. The increase in the upcoming fiscal year is only intended to be temporary as the university will need to continue to manage its reliance on highly variable investment income to fund ongoing and substantially less variable expenditures on an annual basis. Although short-term interest rates have fallen slightly they remain substantially



higher than prior years which supports the increase in the investment income budget for 2024-25. Markets are anticipating more declines in interest rates in the coming years which leads the investment income projections for 2025-26 and 2026-27 downwards.

2.1.1.5 All Other Sources of Revenues

The largest component of this category relates to sales of services and products, with a budget of \$86.4M in 2024-25 fiscal year. This budget broadly reflects a new normal, post-pandemic level of sales activity.

2.1.2 Operating Expenditures

Operating expenditures are developed with the consideration of the increase in inflationary pressures that the university is expected to experience.

2.1.2.1 Compensation

Overall salaries are expected to change year over year reflecting two significant factors:

- Merit pay increase in salaries for existing staff.
- Across-the-board increases.

As the university is currently in collective bargaining no across-the-board increases related to any prospective settlement have been included.

Benefits rates are expected to increase by 2.4% in 2024-25, driven by increased government and self-insured plan costs, and partly offset by reduced pension contribution costs. Staffing levels have normalized and there are no further anticipated significant reductions.

2.1.3 Overall Budget Planning Assumptions

The above discussion provides insights into the assumptions and planning parameters used to develop the operating budget for the 2024-25 fiscal year. The table below provides a summary of these, along with the figures used for the following two years.



Table 3. Assumptions and Planning Parameters

Revenue	2024-25	2025-26	2026-27
Operating and Program Support Grant (OPS)	0.0%	0.0%	0.0%
Capital Maintenance and Renewal Grant (CMR)	\$34.9M	\$34.9M	\$34.9M
Tuition - Undergraduate Domestic	2.0%	2.0%	2.0%
Tuition Rates - Undergraduate International, Program-Based	6.5%	5.0% ¹	2.0%
Tuition Rates - Undergraduate International, Legacy	2.0%	2.0%	2.0%
Mandatory Non-Instructional Fees	1.8%	2.0%	2.0%
Investment Income	\$45M	\$30M	\$30M

Note 1: Proposed 2025-26 rate increase is 5.0%, with Science program rate increase of 6.5%.

Expenditures	2024-25	2025-26	2026-27
AASUA - ATB ¹	1.0%	TBN	TBN
AASUA - Merit	1.8%	1.8%	1.8%
NASA - ATB ¹	0.6%	TBN	TBN
NASA - Merit	1.1%	1.1%	1.1%
Graduate Students Association - ATB ¹	1.0%	TBN	TBN
Graduate Students Association - Merit	N/A	N/A	N/A
Post-Doctoral Fellows Association - ATB ¹	1.0%	TBN	TBN
Post- Doctoral Fellows Association - Merit	N/A	N/A	N/A
Excluded Management - ATB ¹	0.6%	TBN	TBN
Excluded Management - Merit	0.0%	0.0%	0.0%
Benefits	2.4%	1.9%	2.2%

Note 1: The percentage reflects the impact of previously negotiated salary settlements on the 2024-25 *fiscal year*. This does not reflect the nominal value of any salary adjustments based on 2024 collective bargaining.

Other key considerations in developing the institutional budget are the underlying sensitivities concerning major revenue sources and expenditure types. The following represent the key sensitivities.

Table 4. Key Budget Sensitivities

Sensitivity of a 1% change in:	2024-25 (\$millions)
Government OPS Grant (Base)	4.4
Undergraduate Enrolment	3.2
Tuition Rates - Domestic	2.4
Tuition Rates - International, Program-based	0.6
Tuition Rates - Mandatory Non-Instructional Fees	0.4
Investment Income - 1.00% change in short-term interest rates	3.0
Salaries - AASUA	4.1
Salaries - NASA	2.0
Salaries - Excluded	0.6
Benefits - 1% change in Operating staff salaries	0.7
Utilities - \$1 / GJ increase in natural gas prices	2.3

Note: The above sensitivities pertain only to Operating Funds (100 & 210), except for Investment Income (all funds).

Note: This is provided for informational purposes only on an annual basis.

Table 5 provides an overall outline of the following in relation to the operating budget:

- Actual results for the year ending March 31, 2023
- Budget and forecast for the year ending March 31, 2024
- Budget for the year ending March 31, 2025
- Projections for the years ending March 31, 2026 and March 31, 2027

Table 5. Operating Budget

(\$000's)	2022-23	2023-24		2024-25	2025-26	2026-27
	Actual	Budget	Forecast	Budget	Projection	Projection
Revenue (including deferrals)						
Government of Alberta grants	468,251	472,804	480,697	483,888	499,510	457,916
Federal and other government grants	24,993	23,504	24,958	25,854	26,371	26,899
Student tuition and fees	458,081	489,300	467,403	499,865	519,925	528,689
Sales of services and products	85,770	86,438	88,358	86,355	88,083	89,845
Donations and other grants	14,536	6,750	5,550	6,081	6,202	6,326
Investment income	61,760	30,000	65,000	45,000	30,000	30,000
Investment gain (loss) from government business enterprise	(530)	(3,870)	(1,000)	(934)	(934)	(934)
Gain on sale of tangible capital assets	-	-	-	-	-	-
Total revenue	1,112,861	1,104,926	1,130,966	1,146,109	1,169,157	1,138,741
Expense						
Salaries	641,098	668,387	678,825	687,127	696,026	705,071
Employee benefits	129,097	136,512	129,192	138,276	141,677	157,125
Materials, supplies and services	112,341	133,623	124,090	154,231	109,844	111,895
Scholarships and bursaries	54,255	60,072	65,155	71,467	72,896	74,353
Maintenance and repairs	21,085	27,078	23,217	23,930	24,408	24,896
Utilities	66,074	63,475	56,289	61,233	63,826	66,658
Amortization of tangible capital assets	55,363	57,037	56,504	58,895	60,263	60,998
Total expense	1,079,313	1,146,184	1,133,272	1,195,159	1,168,940	1,200,996
Annual operating surplus (deficit)	33,548	(41,258)	(2,306)	(49,050)	217	(62,255)

2.2 Ancillary Enterprises

It is common for an institution as large and expansive as the University of Alberta to own and operate a number of ancillary enterprises operating as stand-alone units funded by self-generated revenues. Each of these enterprises must be financially self-sustaining and is expected to generate revenue sufficient to cover all operating costs (including central services purchased from the university such as human resources, financial, and technological support) as well as maintain reserves necessary for operational and (where appropriate) capital purposes.

Included in this system is the university's district energy system, which provides utility services to all university properties plus several others in the vicinity of North Campus. It also includes a 5,200-bed student residence system, parking capacity for 9,500 vehicles, commercial leasing and real estate, and an array of business across our campuses including food and retail outlets, the University Pharmacy, and the Glen Sather Sports Medicine Clinic.

While most of these entities do not consider excess profit as a driver and are more appropriately akin to a not-for-profit entity, some are required to generate excess revenue in order to provide a financial return to the university. On an aggregate basis, in fiscal year 2024-25, \$3.4M will be made available to support the teaching and research objectives of the institution. This is a reduction from fiscal year 2023-24 (\$5.6M), however, maintaining that level of return in a time of markedly

higher input costs (inflation), would see rates charged to users (residences, meal plans, etc.) increase by an unacceptable amount.

Table 6. Ancillary Budget

(\$000's)	2022-23	2023-24		2024-25	2025-26	2026-27
	Actual	Budget	Forecast	Budget	Projection	Projection
Revenue (including deferrals)						
Government of Alberta grants	-	-	-	-	-	-
Federal and other government grants	-	-	-	-	-	-
Student tuition and fees	440	500	700	500	500	500
Sales of services and products	105,341	112,771	108,653	115,133	120,314	124,322
Donations and other grants	-	-	-	-	-	-
Investment income	97	10	50	30	15	15
Investment gain (loss) from government business enterprise	-	-	-	-	-	-
Gain on sale of tangible capital assets	-	-	-	-	-	-
Total revenue	105,878	113,281	109,403	115,663	120,829	124,837
Expense						
Salaries	20,971	21,606	21,343	23,427	23,965	24,461
Employee benefits	4,891	5,469	4,904	6,254	6,496	6,727
Materials, supplies and services	31,541	35,349	23,472	31,030	31,892	32,667
Scholarships and bursaries	6	-	5	-	-	-
Maintenance and repairs	16,919	20,330	19,821	20,076	20,852	20,491
Utilities	5,296	4,798	5,462	5,762	6,024	6,144
Amortization of tangible capital assets	13,273	13,447	15,952	15,300	11,234	11,150
Total expense	92,897	100,999	90,959	101,849	100,463	101,640
Annual operating surplus (deficit)	12,981	12,282	18,444	13,814	20,366	23,197



2.3 Research

Research revenues at the University of Alberta come from five major sources:

- Government of Alberta grants from a number of Ministries
- Federal government grants including those provided by the Tri-Council Agencies
- Fee-for-service research activities for outside entities
- Donations and non-governmental grants
- The endowment spending allocation resulting from research-related endowments

Table 7. Research Budget

(\$000's)	2022-23	2023-24		2024-25	2025-26	2026-27
	Actual	Budget	Forecast	Budget	Projection	Projection
Revenue (including deferrals)						
Government of Alberta grants	118,083	83,879	82,640	90,240	90,673	93,121
Federal and other government grants	167,271	182,464	184,598	200,219	207,097	216,815
Student tuition and fees	2	-	-	-	-	-
Sales of services and products	23,852	20,086	22,044	24,553	25,044	25,545
Donations and other grants	103,579	120,060	137,606	130,934	131,599	133,845
Investment income	52,241	56,189	56,221	55,870	57,921	60,047
Investment gain (loss) from government business enterprise	-	-	-	-	-	-
Gain on sale of tangible capital assets	-	-	-	-	-	-
Total revenue	465,028	462,678	483,109	501,816	512,334	529,373
Expense						
Salaries	173,953	177,852	185,817	191,342	195,168	202,974
Employee benefits	30,862	30,589	33,074	33,947	34,626	36,010
Materials, supplies and services	154,249	147,242	157,857	167,097	171,174	178,007
Scholarships and bursaries	93,306	95,375	100,119	99,950	101,949	103,988
Maintenance and repairs	3,138	2,137	3,256	3,524	3,595	3,667
Utilities	1	204	-	1	1	1
Amortization of tangible capital assets	-	-	-	-	-	-
Total expense	455,509	453,399	480,123	495,861	506,513	524,647
Annual operating surplus (deficit)	9,519	9,279	2,986	5,955	5,821	4,726



2.4 Capital Budget

2.4.1 Capital Investments

While there are capital items purchased or funded with operating and other funds (such as learning materials, IT equipment, and certain research focused and renovation projects), the capital budget largely consists of restricted and unrestricted funding invested in capital and infrastructure renewal projects.

The capital budget is developed with an understanding that what is anticipated may unfold differently throughout the year. Due to the unpredictable nature with which capital construction and maintenance activities occur (e.g. unpredictability in government grants and approvals or unexpected philanthropic gifts), capital projects may be added or changed in scope throughout the year. All material changes, regardless of when they occur, remain subject to the institution's normal governance and approval processes.

2.4.2 Capital Budget

Table 8. Capital Budget

(\$000's)	2022-23	2023-24		2024-25	2025-26	2026-27
	Actual	Budget	Forecast	Budget	Projection	Projection
Revenue (including deferrals)						
Government of Alberta grants	92,006	75,180	84,016	71,500	71,161	72,349
Federal and other government grants	14,193	18,611	16,367	16,524	17,629	18,022
Student tuition and fees	-	-	-	-	-	-
Sales of services and products	-	-	-	-	-	-
Donations and other grants	13,767	15,112	13,344	13,335	14,227	14,544
Investment income	2,788	-	800	2,400	1,600	1,200
Investment gain (loss) from government business enterprise	-	-	-	-	-	-
Gain on sale of tangible capital assets	-	-	-	-	-	-
Total revenue	122,754	108,903	114,527	103,759	104,617	106,115
Expense						
Salaries	-	-	-	-	-	-
Employee benefits	-	-	-	-	-	-
Materials, supplies and services	10,627	4,408	1,957	2,705	1,880	928
Scholarships and bursaries	-	-	5	-	-	-
Maintenance and repairs	49,869	35,238	44,787	28,044	11,105	4,172
Utilities	-	-	-	-	-	-
Amortization of tangible capital assets	87,985	93,282	90,095	96,634	103,091	105,389
Total expense	148,481	132,928	136,844	127,383	116,076	110,489
Annual operating surplus (deficit)	(25,727)	(24,025)	(22,317)	(23,624)	(11,459)	(4,374)



As part of the University of Alberta's consolidated budget, the capital budget is subject to Public Sector Accounting Standards (PSAS). Under these standards, restricted revenues received for capital projects cannot be recognized in the year received or spent, but rather the revenue must be recognized over the useful life of the capital project. In other words, capital revenue is recognized to match the in-year amortization expense of capital projects funded by restricted revenues in previous years.

To demonstrate this impact, table 9 provides a breakdown of the budgeted capital revenues expected to be received and the capital revenues recognizable per PSAS.

Capital Budget: Revenues

Although seldom in nature, Government of Alberta grants have provided targeted funding for multi-year capital projects (e.g. University Commons renewal). Additionally, the university typically receives an annual Capital Maintenance and Renewal grant, which is provided to address capital renewal activities with a view to addressing our significant deferred maintenance liability, which is currently at \$364M with a five-year projection of nearly \$1.12 billion.

Note that the following table shows when the revenue will be received and recognized by the institution whereas subsequent tables outline when the funds will be either spent (tables 10 and 11) or the resulting asset is capitalized (table 12).

Table 9. Capital Budget: Revenues

(\$000's)	2024-25	2025-26	2026-27
	Budget	Projection	Projection
Government of Alberta grants			
Capital Maintenance and Renewal (CMR)	34,914	34,914	34,914
CMR- Universiade Pavillion Building Envelope	7,000	10,000	10,000
Total Government of Alberta grants	41,914	44,914	44,914
Investment income	2,400	1,600	1,200
Deferred revenue	(37,189)	(44,988)	(45,388)
Expended capital recognized as revenue	96,634	103,091	105,389
Total revenue	103,759	104,617	106,115

Capital Budget: Expenditures

Although shown collectively within our consolidated budget, capital expenditures are categorized based on the impact the particular expenditure has on the infrastructure in play.

Capital Budget: Expenditures- Materials, Supplies, and Services

These expenditures advance and enable future projects and, as such, are expensed as they do not extend the useful life of a capital asset.

Table 10. Capital Budget: Materials, Supplies, and Services

(\$000's)

Project	2024-25	2025-26	2026-27
	Budget	Projection	Projection
Strategic Space Planning	1,565	1,390	505
Augustana Residences	650	-	-
Other materials, supplies and services	490	490	423
Total materials, supplies and services	2,705	1,880	928

Capital Budget: Expenditures (Maintenance and Repairs)

These expenditures address major maintenance and renewal activities- principally to address deferred maintenance- and, as such, are expensed as they do not extend the useful life of a capital asset.

Table 11. Capital Budget: Maintenance and Repairs

(\$000's)

Project	2024-25	2025-26	2026-27
	Budget	Projection	Projection
Education South - First Peoples' House	15,248	6,993	1,000
Tory Business Atrium Interior Finishes	4,000	800	-
ECERF Nano Fab Lab Ventilation Upgrade & Renewal	1,479	-	-
Li-Ka Shing Alberta Cell Therapy Manufacturing Fill/Finish System	1,295	-	-
Other maintenance and repairs	6,022	3,312	3,172
Total maintenance and repairs	28,044	11,105	4,172

Capital Budget: Expenditures (Tangible Capital Acquisitions)

These expenditures represent capital investments in buildings as defined by accounting standards and, as such, do not appear on the statement of operations. Rather they are captured as investments in tangible assets on the university's statement of financial position.

Table 12. Capital Budget: Tangible Capital Acquisitions

Project	2024-25	2025-26	2026-27
	Budget	Projection	Projection
University Commons (Dentistry Pharmacy) Renewal	38,000	19,900	-
Bio Sciences- Zoology Levels 4, 5, 10, and 11 Renewal	15,000	9,885	-
SUB New Electrical Vault	5,200	-	-
HMRC Electrical Distribution Upgrade	4,200	-	-
Tory Mechanical Upgrades	4,000	750	-
HUB Phase 9 Renovations	3,850	50	-
NINT Energy Efficiency Project	3,500	2,850	-
Turf Replacement- Lister Hall & South Campus	2,400	50	-
CSJ Infrastructure Renewal Phase 2	2,200	552	-
Schaffer Hall Rooftop Unit and Roofing Upgrades	2,100	-	-
Cooling Plant River Water Intake Piping Repair	1,821	-	-
Van Vliet Complex West- Clare Drake Heating System	1,700	-	-
Boiler #4 Burner Management System and Equipment Replacement	1,619	-	-
Education North- Elevators 129, 130, and 131 Renewal	1,121	350	-
SAB- Elevators 6, 7, and 8 renewal	1,091	400	-
District Energy System (DES)	1,000	300	300
Other tangible capital acquisitions	12,194	385	-
Total tangible capital acquisitions	100,996	35,472	300



2.5 Special Purpose

This fund is funded by endowment investment income available for spending, donations and grants. Expenditures include scholarships and bursaries, student loans and other projects involving teaching and public service.

Forward-looking analysis indicates that the university projects growth in its endowment accounts. The university will continue to focus on expediting all of its endowment earnings available.

Table 13. Special Purpose Budget

(\$000's)	2022-23	2023-24		2024-25	2025-26	2026-27
	Actual	Budget	Forecast	Budget	Projection	Projection
Revenue (including deferrals)						
Government of Alberta grants	77,863	79,985	81,113	92,652	106,525	108,002
Federal and other government grants	-	-	-	-	-	-
Student tuition and fees	-	-	-	-	-	-
Sales of services and products	10	-	6	-	-	-
Donations and other grants	4,541	5,179	4,348	5,567	5,800	6,091
Investment income	24,135	25,176	22,910	25,570	26,509	27,483
Investment gain (loss) from government business enterprise	-	-	-	-	-	-
Gain on sale of tangible capital assets	-	-	-	-	-	-
Total revenue	106,549	110,340	108,377	123,789	138,834	141,576
Expense						
Salaries	53,295	56,792	52,026	61,550	71,685	72,908
Employee benefits	11,761	14,160	11,751	15,036	17,684	17,970
Materials, supplies and services	18,444	13,991	18,864	17,710	19,038	19,302
Scholarships and bursaries	18,425	20,424	21,100	22,717	23,526	24,368
Maintenance and repairs	31	74	32	43	46	47
Utilities	-	19	-	21	21	21
Amortization of tangible capital assets	-	-	-	-	-	-
Total expense	101,956	105,460	103,773	117,077	132,000	134,616
Annual operating surplus (deficit)	4,593	4,880	4,604	6,712	6,834	6,960

3 Concluding Comments

The fiscal year 2024-25 budget, alongside the new budget model, supports the university in advancing our strategic goals. This model allows us to plan ahead, incentivizing growth and research while continuing to support our core missions of teaching, research, and community engagement.

Appendix A: Supplemental Financial Information

Table 14. Budgeted Consolidated Statement of Operations with Expenses by Function

(\$000's)	2022-23		2023-24		2024-25
	Actual	Budget	Forecast	Budget	Budget
Operating Transactions					
Annual surplus (deficit)	72,274	(38,842)	28,855	(31,193)	
Add (deduct) non-cash items:					
Amortization of tangible capital assets	156,621	163,766	162,551	170,829	
Expended capital recognized as revenue	(87,985)	(93,282)	(90,095)	(96,634)	
Investment loss from government business enterprise	530	3,870	1,000	934	
(Gain) loss on sale of portfolio investments	(103,339)	(111,336)	(144,931)	(126,470)	
(Gain) loss on disposal of tangible capital assets	18,040	-	-	-	
Increase (decrease) in employee future benefit liabilities	(23,150)	(11,136)	(20,331)	(22,222)	
Increase (decrease) in asset retirement obligations	21	22	11	11	
Change in non-cash items	(39,262)	(48,096)	(91,795)	(73,552)	
(Increase) decrease in accounts receivable	(44,873)	(3,321)	(4,152)	(3,858)	
(Increase) decrease in inventories held for sale	967	(70)	(43)	(40)	
Increase (decrease) in accounts payable and accrued liabilities	(21,884)	4,925	3,802	3,532	
Increase (decrease) in deferred revenue	113,262	(58,340)	(60,274)	(29,736)	
(Increase) decrease in prepaid expenses	521	(289)	(256)	(238)	
Asset retirement obligations abatement	(537)	-	-	-	
Cash provided by (applied to) operating transactions	80,468	(144,033)	(123,863)	(135,085)	
Capital Transactions					
Acquisition of tangible capital assets	(138,100)	(162,763)	(168,086)	(182,652)	
Cash applied to capital transactions	(138,100)	(162,763)	(168,086)	(182,652)	
Investing Transactions					
(Purchases) of portfolio investments, net of sales	3,562	200,420	206,312	189,200	
Cash provided by (applied to) investing transactions	3,562	200,420	206,312	189,200	
Financing Transactions					
Debt - new financing, net of (debt repayment)	(16,556)	(17,180)	(6,568)	(17,831)	
Increase in spent deferred capital contributions	69,025	112,381	116,055	105,983	
Cash provided by financing transactions	52,469	95,201	109,487	88,152	
Increase (decrease) in cash and cash equivalents	(1,601)	(11,175)	23,850	(40,385)	
Cash and cash equivalents, beginning of year	19,183	23,382	17,582	41,432	
Cash and cash equivalents, end of year	17,582	12,207	41,432	1,047	



Please note that the Special Purpose and Research fund groupings are slightly different from the functions used for the development of the overall budget above. In particular, special purpose includes the attribution of amortization in this presentation where it does not in prior tables. Research in this context also includes costs related to the administration of research and costs related to graduate studies.



Table 15. Budgeted Consolidated Statement of Cash Flows

(\$000's)	2022-23	2023-24		2024-25
	Actual	Budget	Forecast	Budget
Operating Transactions				
Annual surplus (deficit)	72,274	(38,842)	28,855	(31,193)
Add (deduct) non-cash items:				
Amortization of tangible capital assets	156,621	163,766	162,551	170,829
Expended capital recognized as revenue	(87,985)	(93,282)	(90,095)	(96,634)
Investment loss from government business enterprise	530	3,870	1,000	934
(Gain) loss on sale of portfolio investments	(103,339)	(111,336)	(144,931)	(126,470)
(Gain) loss on disposal of tangible capital assets	18,040	-	-	-
Increase (decrease) in employee future benefit liabilities	(23,150)	(11,136)	(20,331)	(22,222)
Increase (decrease) in asset retirement obligations	21	22	11	11
Change in non-cash items	(39,262)	(48,096)	(91,795)	(73,552)
(Increase) decrease in accounts receivable	(44,873)	(3,321)	(4,152)	(3,858)
(Increase) decrease in inventories held for sale	967	(70)	(43)	(40)
Increase (decrease) in accounts payable and accrued liabilities	(21,884)	4,925	3,802	3,532
Increase (decrease) in deferred revenue	113,262	(58,340)	(60,274)	(29,736)
(Increase) decrease in prepaid expenses	521	(289)	(256)	(238)
Asset retirement obligations abatement	(537)	-	-	-
Cash provided by (applied to) operating transactions	80,468	(144,033)	(123,863)	(135,085)
Capital Transactions				
Acquisition of tangible capital assets	(138,100)	(162,763)	(168,086)	(182,652)
Cash applied to capital transactions	(138,100)	(162,763)	(168,086)	(182,652)
Investing Transactions				
(Purchases) of portfolio investments, net of sales	3,562	200,420	206,312	189,200
Cash provided by (applied to) investing transactions	3,562	200,420	206,312	189,200
Financing Transactions				
Debt - new financing, net of (debt repayment)	(16,556)	(17,180)	(6,568)	(17,831)
Increase in spent deferred capital contributions	69,025	112,381	116,055	105,983
Cash provided by financing transactions	52,469	95,201	109,487	88,152
Increase (decrease) in cash and cash equivalents	(1,601)	(11,175)	23,850	(40,385)
Cash and cash equivalents, beginning of year	19,183	23,382	17,582	41,432
Cash and cash equivalents, end of year	17,582	12,207	41,432	1,047



Table 16. Budgeted Consolidated Statement of Change in Net Financial Assets

(\$000's)	2022-23		2023-24		2024-25
	Actual	Budget	Forecast	Budget	Budget
Annual surplus (deficit)	72,274	(38,842)	28,855		(31,193)
Acquisition of tangible capital assets	(148,639)	(162,763)	(168,086)		(182,652)
Proceeds on disposal of tangible capital assets	6,563	-	-		-
Amortization of tangible capital assets	156,621	163,766	162,551		170,829
(Gain) loss on disposal of tangible capital assets	18,040	-	-		-
Change in prepaid expenses	521	(289)	(256)		(238)
Change in spent deferred capital contributions	(15,536)	19,099	25,960		9,349
Change in accumulated remeasurement gains	38,729	96,545	(16,336)		76,020
Increase (decrease) in net financial assets	128,573	77,516	32,688		42,115
Net financial assets, beginning of year	1,517,923	1,615,051	1,646,496		1,679,184
Net financial assets, end of year	1,646,496	1,692,567	1,679,184		1,721,299



Consolidated Budget FY 2024-25

March 2024



UNIVERSITY
OF ALBERTA



Agenda

- ❖ Approval Path
- ❖ University of Alberta Consolidated Budget
- ❖ University of Alberta Operating Budget
- ❖ University of Alberta Research Budget
- ❖ University of Alberta Ancillary Budget
- ❖ University of Alberta Capital Budget
- ❖ University of Alberta Special Purpose Budget
- ❖ Questions

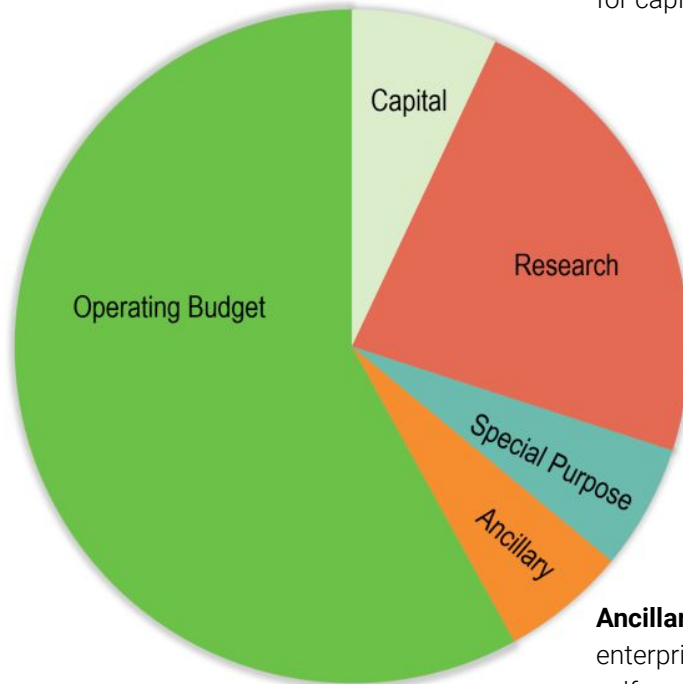
Approval Path

- March 6 Academic Planning Committee
(recommendation on tuition and budget; capital plan for information)
- March 7 Board Finance and Property Committee
(recommendation on tuition, budget; and capital plan)
- March 22 Board of Governors Meeting
(approval of tuition, budget, and capital plan)
- May 31 Institutional Budget and Capital Plan submitted to Advanced Education

University of Alberta Consolidated Budget

Structure of Consolidated Budget FY 2024-25 Breakdown

Operating (58%): represents the institution's general operations. The budget process focuses on the allocation of these funds. The main sources of funding are government grants and tuition.



Capital (5%): includes both restricted and unrestricted funding primarily used for capital infrastructure projects.

Research (25%): subject to external restrictions, and can only be used for the purposes for which the funds were provided.

Special Purpose (6%): primarily related to the Academic Medicine and Health Services Program, and annual endowment spending allocations from non-research related endowments.

Ancillary (6%): stand-alone enterprises fully funded by self-generated revenues.

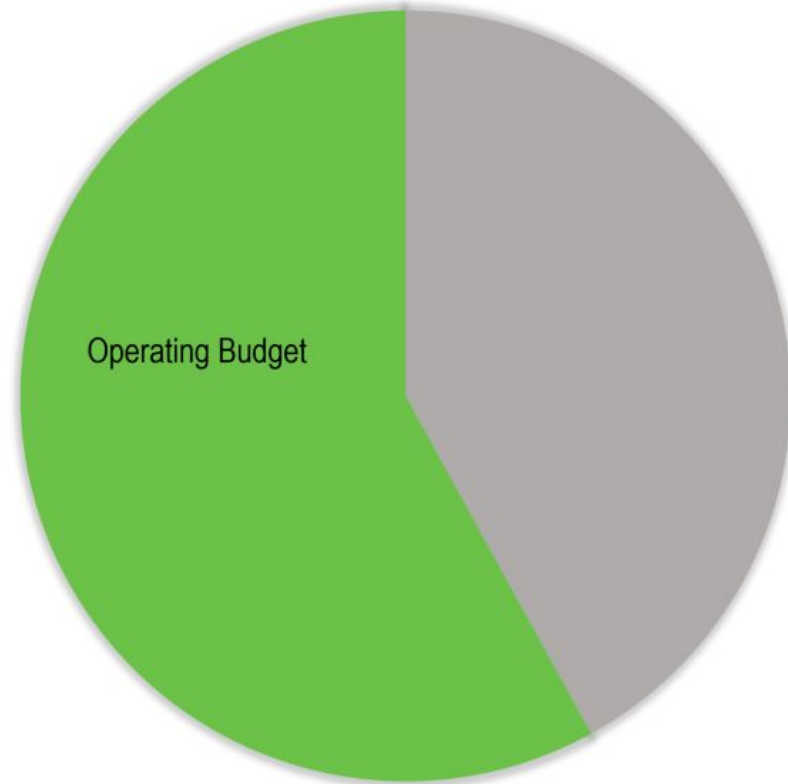
University of Alberta Consolidated Budget - cont'd

(\$000's)	2022-23		2023-24		2024-25	2025-26	2026-27
	Actual	Budget	Forecast	Budget	Budget	Projection	Projection
Revenue (including deferrals)							
Government of Alberta grants	756,203	711,848	728,466	738,280	767,869	731,388	
Federal and other government grants	206,457	224,579	225,923	242,597	251,097	261,736	
Student tuition and fees	458,523	489,800	468,103	500,365	520,425	529,189	
Sales of services and products	214,973	219,295	219,061	226,041	233,441	239,712	
Donations and other grants	136,423	147,101	160,848	155,917	157,828	160,806	
Investment income	141,021	111,375	144,981	128,870	116,045	118,745	
Investment gain (loss) from government business enterprise	(530)	(3,870)	(1,000)	(934)	(934)	(934)	
Gain on sale of tangible capital assets	-	-	-	-	-	-	
Total revenue	1,913,070	1,900,128	1,946,382	1,991,136	2,045,771	2,040,642	
Expense							
Salaries	889,317	924,637	938,011	963,446	986,844	1,005,414	
Employee benefits	176,611	186,730	178,921	193,513	200,483	217,832	
Materials, supplies and services	327,202	334,613	326,240	372,773	333,828	342,799	
Scholarships and bursaries	165,992	175,871	186,384	194,134	198,371	202,709	
Maintenance and repairs	91,042	84,857	91,113	75,617	60,006	53,273	
Utilities	71,371	68,496	61,751	67,017	69,872	72,824	
Amortization of tangible capital assets	156,621	163,766	162,551	170,829	174,588	177,537	
Total expense	1,878,156	1,938,970	1,944,971	2,037,329	2,023,992	2,072,388	
Annual operating surplus (deficit)	34,914	(38,842)	1,411	(46,193)	21,779	(31,746)	
Endowment contributions	17,771	-	27,444	15,000	15,000	15,000	
Endowment capitalized investment income	19,589	-	-	-	-	-	
Annual surplus (deficit)	72,274	(38,842)	28,855	(31,193)	36,779	(16,746)	

University of Alberta Consolidated Budget - *by Fund Type*

(\$000's)	Ancillary				Special	Total
	Operating	Operations	Research	Capital	Purpose	
Revenue (including deferrals)						
Government of Alberta grants	483,888	-	90,240	71,500	92,652	738,280
Federal and other government grants	25,854	-	200,219	16,524	-	242,597
Student tuition and fees	499,865	500	-	-	-	500,365
Sales of services and products	86,355	115,133	24,553	-	-	226,041
Donations and other grants	6,081	-	130,934	13,335	5,567	155,917
Investment income	45,000	30	55,870	2,400	25,570	128,870
Investment gain (loss) from government business enterprise	(934)	-	-	-	-	(934)
Gain on sale of tangible capital assets	-	-	-	-	-	-
Total revenue	1,146,109	115,663	501,816	103,759	123,789	1,991,136
Expense						
Salaries	687,127	23,427	191,342	-	61,550	963,446
Employee benefits	138,276	6,254	33,947	-	15,036	193,513
Materials, supplies and services	154,231	31,030	167,097	2,705	17,710	372,773
Scholarships and bursaries	71,467	-	99,950	-	22,717	194,134
Maintenance and repairs	23,930	20,076	3,524	28,044	43	75,617
Utilities	61,233	5,762	1	-	21	67,017
Amortization of tangible capital assets	58,895	15,300	-	96,634	-	170,829
Total expense	1,195,159	101,849	495,861	127,383	117,077	2,037,329
Annual operating surplus (deficit)	(49,050)	13,814	5,955	(23,624)	6,712	(46,193)

University of Alberta Operating Budget



Operating (58%): represents the institution's general operations. The budget process focuses on the allocation of these funds.

University of Alberta Operating Budget

(\$000's)	2022-23	2023-24		2024-25	2025-26	2026-27
	Actual	Budget	Forecast	Budget	Projection	Projection
Revenue (including deferrals)						
Government of Alberta grants	468,251	472,804	480,697	483,888	499,510	457,916
Federal and other government grants	24,993	23,504	24,958	25,854	26,371	26,899
Student tuition and fees	458,081	489,300	467,403	499,865	519,925	528,689
Sales of services and products	85,770	86,438	88,358	86,355	88,083	89,845
Donations and other grants	14,536	6,750	5,550	6,081	6,202	6,326
Investment income	61,760	30,000	65,000	45,000	30,000	30,000
Investment gain (loss) from government business enterprise	(530)	(3,870)	(1,000)	(934)	(934)	(934)
Gain on sale of tangible capital assets	-	-	-	-	-	-
Total revenue	1,112,861	1,104,926	1,130,966	1,146,109	1,169,157	1,138,741
Expense						
Salaries	641,098	668,387	678,825	687,127	696,026	705,071
Employee benefits	129,097	136,512	129,192	138,276	141,677	157,125
Materials, supplies and services	112,341	133,623	124,090	154,231	109,844	111,895
Scholarships and bursaries	54,255	60,072	65,155	71,467	72,896	74,353
Maintenance and repairs	21,085	27,078	23,217	23,930	24,408	24,896
Utilities	66,074	63,475	56,289	61,233	63,826	66,658
Amortization of tangible capital assets	55,363	57,037	56,504	58,895	60,263	60,998
Total expense	1,079,313	1,146,184	1,133,272	1,195,159	1,168,940	1,200,996
Annual operating surplus (deficit)	33,548	(41,258)	(2,306)	(49,050)	217	(62,255)

Operating Program and Support Grant

- Operating Program and Support Grant Scenarios
- Operating Program and Support Grant History

Provincial Grants

- The Operating and Program Support Grant (OPS) is the main source of operating funding provided by the provincial government.
- The grant has remained the same for fiscal year 2023-24 grant at \$436.6 million.
- The university received the Targeted Enrolment Expansion (TEE) (Alberta at Work grant) of \$25.972 million in fiscal year 2024-25.
 - \$23.868 million TEE 1
 - \$2.104 million TEE 2

Operating and Program Support Grant History



Tuition

- Tuition Proposals
- Tuition Offset
- Tuition Revenue Sensitivities

Tuition Proposals

- **Fall 2024 Domestic**
- **Fall 2025 New International Students (cohort model)**

Proposals and examples provided for each.

Fall 2024 Tuition Proposal - Domestic

Category of Student	Proposed Increase for Fall 2024	Financial Support
Domestic Undergraduate (incoming and continuing students)	2.0%	15% of net increase
Domestic Graduate (incoming and continuing students)	2.0%	15% of net increase

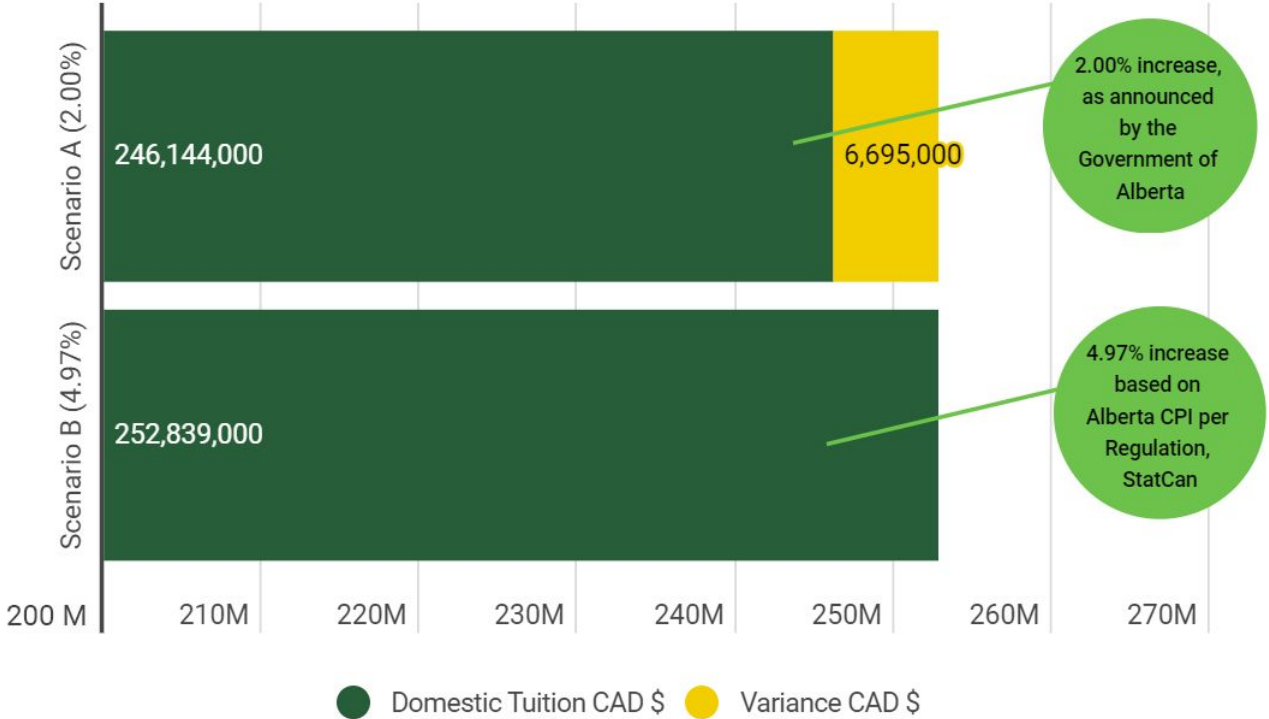
Tuition Fees - Domestic Examples

Domestic Tuition Fees	Fiscal Year 2023-24	Fiscal Year 2024-25	Change		
			Tuition (\$)	Exception Tuition Increase (\$)	(%)
Undergraduate, Arts and Science	\$6,874.80	\$7,011.60	\$136.80	N/A	2.00%
Undergraduate, Business*	\$10,062.16	\$10,262.64	\$180.16	\$20.32	2.00%
Undergraduate, Engineering*	\$9,102.24	\$9,283.68	\$164.40	\$17.04	2.00%
Graduate Thesis (entry prior to 2021)	\$4,068.96	\$4,150.20	\$81.24	N/A	2.00%
Graduate Thesis (2021 or later entry)	\$4,732.80	\$4,827.36	\$94.56	N/A	2.00%
Grad Course Based (per *3 course)	\$806.40	\$822.48	\$16.08	N/A	2.00%
<i>Financial Support Offset</i> Model: Incremental based on increases	15% of increase	15% of increase			

* indicates programs with Exceptional Tuition Increases

Legislated Tuition Cap

Legislated tuition cap creates funding gap



U15 Tuition Comparators - Domestic

2023-24 Tuition	Domestic								
	Arts & Social Science Undergraduate			MA			PhD		
	Tuition	MNIFs retained by Institution	Total (Tuition & MNIFs)	Tuition	MNIFs retained by Institution	Total (Tuition & MNIFs)	Tuition	MNIFs retained by Institution	Total (Tuition & MNIFs)
University of Alberta	\$6,875 (7)	\$857 (6)	\$7,732 (6)	\$4,733 (13)	\$1,056 (4)	\$5,789 (11)	\$4,733 (10)	\$1,056 (4)	\$5,789 (8)
McGill University	\$8,992	\$1,437	\$10,429	\$8,992	\$1,355	\$10,347	\$2,881	\$1,355	\$4,236
Universite de Montreal	\$8,992	\$1,141	\$10,133	\$8,992	\$1,719	\$10,711	\$2,881	\$1,715	\$4,596
Universite Laval	\$8,992	\$759	\$9,751	\$7,194	\$759	\$7,952	\$3,457	\$925	\$4,382
Dalhousie University	\$8,854	\$747	\$9,601	\$9,372	\$787	\$10,159	\$6,915	\$787	\$7,702
University of Saskatchewan	\$7,258	\$327	\$7,585	\$4,932	\$397	\$5,329	\$4,932	\$397	\$5,329
University of Calgary	\$6,961	\$814	\$7,774	\$3,604	\$560	\$4,164	\$3,604	\$560	\$4,164
McMaster University	\$6,862	\$848	\$7,710	\$6,307	\$297	\$6,604	\$6,307	\$297	\$6,604
University of Ottawa	\$6,712	\$997	\$7,710	\$8,126	\$111	\$8,236	\$6,685	\$111	\$6,796
Queen's University	\$6,706	\$588	\$7,294	\$5,773	\$414	\$6,187	\$5,773	\$414	\$6,187
Western University	\$6,669	\$529	\$7,198	\$6,360	\$558	\$6,918	\$6,360	\$558	\$6,918
University of Toronto	\$6,590	\$1,122	\$7,712	\$6,390	\$1,122	\$7,512	\$6,210	\$1,122	\$7,332
University of Waterloo	\$6,434	\$504	\$6,938	\$6,762	\$648	\$7,410	\$6,762	\$648	\$7,410
University of British Columbia	\$5,843	\$1,397	\$7,241	\$5,408	\$245	\$5,653	\$5,408	\$245	\$5,653
University of Manitoba	\$4,640	\$579	\$5,219	\$4,059	\$693	\$4,752	\$4,059	\$693	\$4,752
AVERAGE (Excluding U of A)	\$7,179	\$842	\$8,021	\$6,591	\$690	\$7,281	\$5,160	\$702	\$5,861
AVERAGE (Excluding U of A & Quebec institutions)	\$6,684	\$769	\$7,453	\$6,099	\$530	\$6,630	\$5,729	\$530	\$6,259

*Ranking within U15, based on the highest to lowest tuition costs.

Fall 2025 Tuition Fees - International (Cohort)

Category of Student	Proposed Increase for Fall 2025	Financial Support Offset
International Undergraduate (all programs except Faculty of Science), incoming students only	5% (Alberta CPI)	8.55%
International Undergraduate (Faculty of Science), incoming students only	6.5%	8.55%
International Graduate (all programs except Master's of Business Administration, incoming students only	5% (Alberta CPI)	8.55%
Master's of Business Administration, incoming students only	TBD	8.55%
Thesis-based program price adjustment - increase from \$4000 to \$5000. (Returned to the student as rebate, revenue neutral)		

International Undergraduate Tuition Research

- Survey conducted by Montreal-based firm, Customer Relationship Index Inc. (CRi) between July and September 2023
- Goal to determine optimal international tuition for 6 major undergraduate programs to meet short, mid-, and long- term enrolment goals.
- Prospective international undergraduate students offered a range of options with different combinations of tuition, tuition certainty, scholarships, etc. and asked which options they prefer.
- Responses received from across all major geographic regions and from a diversity of respondents (age, academic achievement, socio-economic profile)
- Collected 2,660 responses (statistically significant w margin of error +/-6%)

International Undergraduate Tuition Research cont.

Based on the survey results and other considerations, CRi provided the following potential tuition scenario for the University of Alberta, using our current model and financial supports.

Science Tuition Scenario: (using current cohort model and financial supports)

Program	Current International Tuition	Potential International Tuition (2025-26)	Percentage Increase
Science	\$31,895	\$44,930	41%

- A 41% increase would not be palatable for the university, given other considerations, but was a factor in our proposal of an increase higher than CPI.

Fall 2025 Tuition Fees - International (Cohort) Examples

International Undergraduate Cohort	2024-25	2025-26	Percent change	Credits
Faculty of Engineering Degree Programs*	Program Total \$181,929.60 Annual Rate \$45,482.40	Program Total \$191,025.60 Annual Rate \$47,756.40	5.0%	Varies*
Faculty of Business Degree Programs (As of Fall 2022, this is a 4 year program)	Program Total \$161,203.20 Annual Rate \$40,300.80	Program Total \$169,262.40 Annual Rate \$42,315.60	5.0%	120
Degree Programs in: Faculty of Arts, Faculty of Agricultural Life and Environmental Sciences, Faculty of Kinesiology Sport and Recreation, Open Studies	Program Total \$135,873.60 Annual Rate \$33,968.40	Program Total \$142,665.60 Annual Rate \$35,666.40	5.0%	120
Degree Programs in: Augustana Faculty, Faculte Saint Jean, Faculty of Education, Faculty of Native Studies, Faculty of Nursing	Program Total \$124,358.40 Annual Rate \$31,089.60	Program Total \$130,574.40 Annual Rate \$32,643.60	5.0%	120
Degree Programs in: Faculty of Science	Program Total \$135,873.60 Annual Rate \$33,968.40	Program Total \$144,700.80 Annual Rate \$36,175.20	6.5%	120

Fall 2025 Tuition Fees - International (Cohort) Examples

Continued

International Graduate Cohort	2024-2025	2025-2026	Change (%)
Thesis Based Masters (All Specializations) - 4 Years	Program Total \$40,071.36 Annual Rate \$10,017.84	Program Total \$42,074.88 Annual Rate \$10,518.72	5.0%
PhD (All Specializations) - 6 Years	Program Total \$60,107.04 Annual Rate \$10,017.86	Program Total \$63,112.32 Annual Rate \$10,518.72	5.0%
Standard Course Based Master's or Graduate Certificates	\$2,146.44	\$2,253.72	5.0%

U15 Tuition Comparators - International

2023-24 Tuition	International								
	Arts & Social Science Undergraduate			MA			PhD		
	Tuition	MNIFs retained by Institution	Total (Tuition & MNIFs)	Tuition	MNIFs retained by Institution	Total (Tuition & MNIFs)	Tuition	MNIFs retained by Institution	Total (Tuition & MNIFs)
University of Alberta	\$31,895 (10)	\$857 (7)	\$32,753 (10)	\$9,406 (13)	\$1,056 (5)	\$10,462 (12)	\$9,406 (7)	\$1,056 (5)	\$10,462 (6)
University of Toronto	\$60,510	\$1,122	\$61,632	\$28,900	\$1,122	\$30,022	\$6,210	\$1,122	\$7,332
Queen's University	\$54,808	\$588	\$55,396	\$12,927	\$414	\$13,341	\$5,773	\$414	\$6,187
University of Waterloo	\$51,448	\$504	\$51,952	\$23,088	\$648	\$23,736	\$22,188	\$648	\$22,836
University of British Columbia	\$44,942	\$1,397	\$46,340	\$9,500	\$245	\$9,745	\$9,500	\$245	\$9,745
University of Ottawa	\$43,335	\$177	\$43,512	\$29,163	\$111	\$29,273	\$17,477	\$111	\$17,587
McMaster University	\$43,008	\$848	\$43,856	\$17,096	\$297	\$17,393	\$6,307	\$297	\$6,604
Western University	\$42,233	\$529	\$42,762	\$19,751	\$558	\$20,309	\$6,360	\$558	\$6,918
McGill University	\$39,000	\$1,437	\$40,437	\$19,728	\$1,355	\$21,083	\$17,708	\$1,355	\$19,063
Dalhousie University	\$31,900	\$1,488	\$33,388	\$16,986	\$1,483	\$18,469	\$8,936	\$1,483	\$10,419
University of Saskatchewan	\$30,482	\$327	\$30,809	\$11,097	\$397	\$11,494	\$4,932	\$397	\$5,329
Universite de Montreal	\$27,102	\$1,141	\$28,243	\$19,728	\$1,719	\$21,447	\$17,708	\$1,715	\$19,423
University of Calgary	\$26,849	\$2,918	\$29,767	\$8,408	\$560	\$8,968	\$8,408	\$560	\$8,968
Universite Laval	\$22,699	\$759	\$23,458	\$18,159	\$759	\$18,918	\$21,250	\$925	\$22,175
University of Manitoba	\$17,693	\$579	\$18,272	\$7,604	\$693	\$8,297	\$4,059	\$693	\$4,752
AVERAGE (Excluding U of A)	\$38,286	\$987	\$39,273	\$17,295	\$740	\$18,035	\$11,201	\$752	\$11,953
AVERAGE (Excluding U of A & Quebec institutions)	\$40,655	\$953	\$41,608	\$16,774	\$593	\$17,368	\$9,104	\$593	\$9,698

*Ranking within U15, based on the highest to lowest tuition costs.

Tuition Revenue Sensitivities

Sensitivity of a 1% change:	2024-25
Tuition Rate - Domestic	\$2.4M
Tuition Rate - International, Program-based ¹	\$0.6M
MNIF Rates	\$0.4M
Total Impact of a 1% Change to Rates²	\$3.4M

Undergrad Enrolment Volume (1% change)	\$3.2M
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Notes:

1. Program-based cohort rates are fixed for the entire program duration.

2. Reflects a 1% change to instructional rates (Domestic, International Program-based (incoming cohort year only)) and MNIF rates.

Tuition Offset

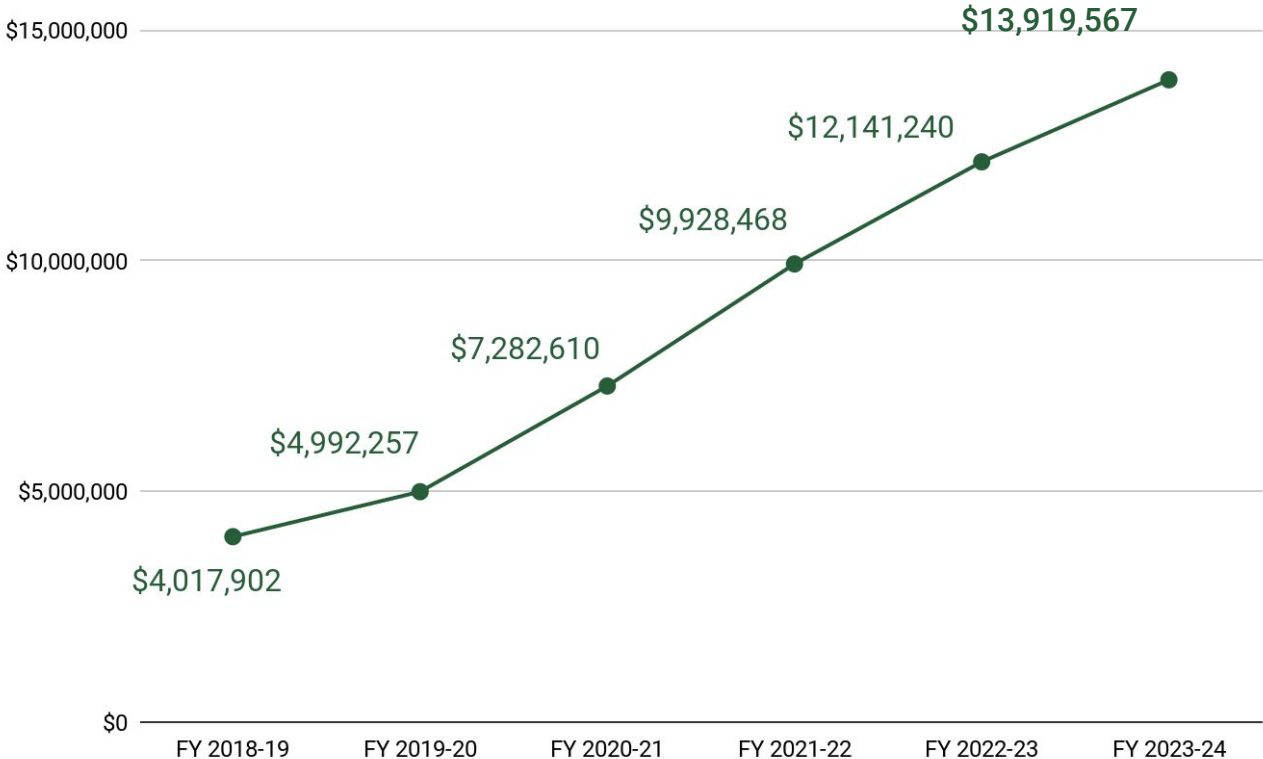
15% of domestic tuition increases and 7.55% of total international tuition are set aside to support student financial supports. In Fall 2025, we are proposing an increase to the international tuition offset to 8.55%.

Tuition offsets serve to:

1. Offset potential negative financial impacts from tuition increases, and
2. Continue to support vulnerable student populations (e.g. students from low-income families, students with dependents, Indigenous students, students with disabilities, and students facing emergent financial challenges).

Spending on Needs-Based Supports

Continued



Tuition & Mandatory Non-Instructional Fees

- Fall 2024 Mandatory Non-Instructional Fees Proposal

Mandatory Non-Instructional Fees (MNIF)

- U of A students pay three MNIFs: Health & Wellness, Academic Supports, and Athletics & Recreation.
- In 2023-24, those three fees total \$428.70/term for full-time on-campus students.
- Fees collected through MNIFs are intended to cover costs for the services to which they are directed.
- MNIFs are overseen by an agreement between the university and student leaders.
- MNIFs normally increase by a board-approved formula (Academic Price Index) based on the university's cost drivers. API for Fall 2024 is currently 1.8%*.

*API will be re-calculated before financial assessments are produced in June/July to ensure we are reflecting the most current cost drivers.

MNIFs - Proposal

Fee	Current Rate	Percentage Increase	Increase per term	New Fee Amount
Athletics and Recreation	\$96.62	1.8%	\$1.74	\$98.36
Health and Wellness	\$64.68	1.8%	\$1.16	\$65.84
Academic Support	\$267.40	1.8%	\$4.81	\$272.21
TOTALS	\$428.70		\$7.72*	\$436.42

*Due to rounding

Athletics and Recreation Fee - New Off Campus Rate

- In 2022-23, the Board eliminated the off-campus rate for the Health and Wellness and Academic Support Fees, to recognize that off-campus students now have access to a full range of services virtually.
- At that time, the Athletics and Recreation fee was optional for off-campus students.
- For Fall 2024, we will propose removing the optional nature for off-campus students for the Athletics and Recreation fee, and propose a new fee structure.

Athletics and Recreation Fee - New Structure

Final Proposal: 100/50/50/25, API Adjusted

Student Type	MNIF Fee	% of Full-Time On-Campus
Full-time On-Campus	\$98.36	100.00%
Part-time On-Campus	\$49.18	50.00%
Full-time Off-Campus	\$49.18	50.00%
Part-time Off-Campus	\$24.59	25.00%

Integrated Enrolment Growth Planning

- Growth: Unlocking Our Ambitions
- The Path To Growth
- Integrated Enrolment Growth Structure
- Update on Key Components

Growth: Unlocking Our Ambitions

Enrolment growth as a cornerstone of *Shape*

Growth is at the centre of our ambitions:

- Meeting the present and future needs of our province
- Accessing resources to invest in academic mission incl. faculty renewal, research excellence
- Achieving the scale and impact of a top 3 / top 50 university
- Total enrolment of 60,000
 - 10,000 additional domestic, 6,000 additional international

Major enrolment growth is one key to delivering on *Shape*

Integrated Enrolment Growth Structure

Oversight

IEGP Steering Committee

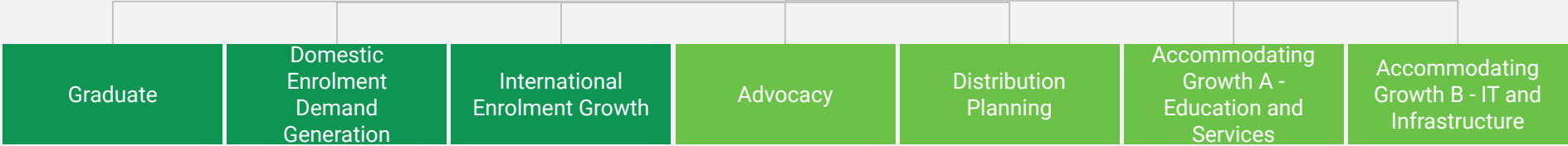
Track Oversight Committee

Areas of Focus Oversight Committee

Areas of Focus Groups

Ready for Action

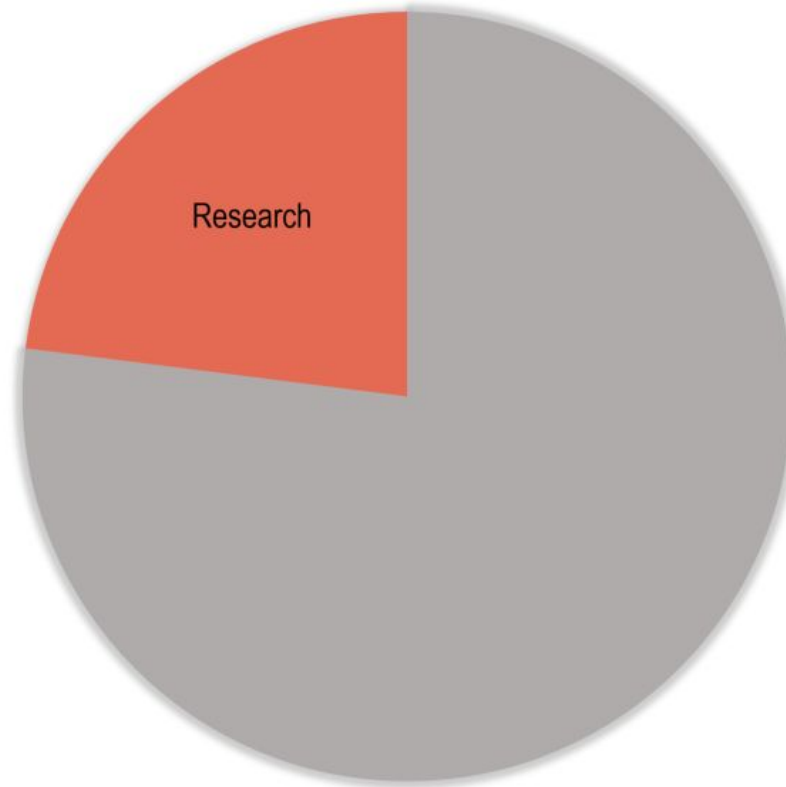
Ready for Opportunity



Update on Key Components

- Funding for Domestic Growth
- Federal Government Policy
- Foundation Program

University of Alberta Research Budget



Research (25%): subject to external restrictions, and can only be used for the purposes for which the funds were provided.

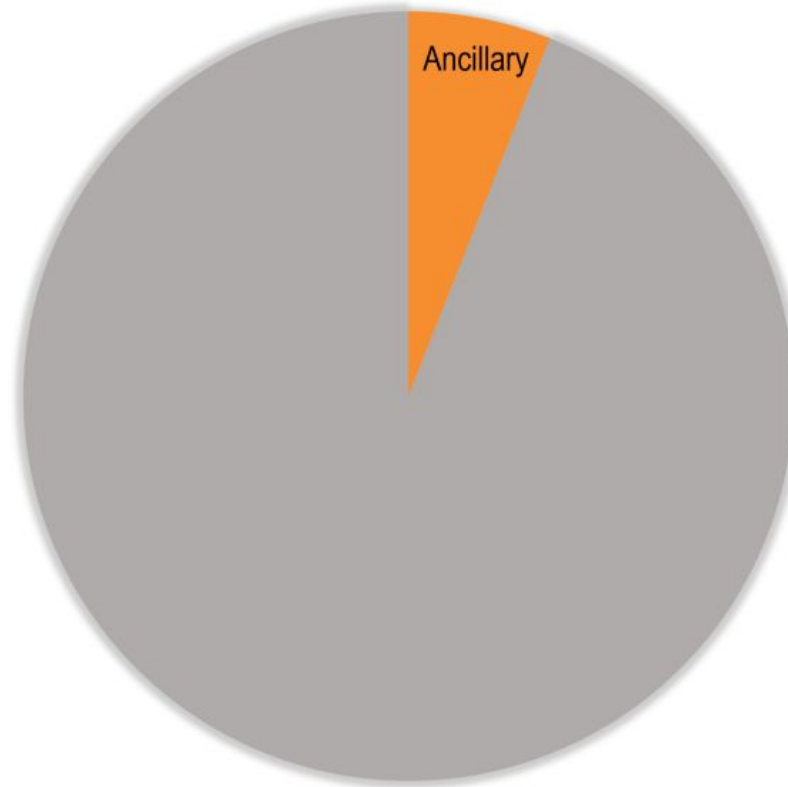
University of Alberta Research Budget

(\$000's)	2022-23		2023-24		2024-25	2025-26	2026-27
	Actual	Budget	Forecast	Budget	Budget	Projection	Projection
Revenue (including deferrals)							
Government of Alberta grants	118,083	83,879	82,640	90,240	90,240	90,673	93,121
Federal and other government grants	167,271	182,464	184,598	200,219	200,219	207,097	216,815
Student tuition and fees	2	-	-	-	-	-	-
Sales of services and products	23,852	20,086	22,044	24,553	24,553	25,044	25,545
Donations and other grants	103,579	120,060	137,606	130,934	130,934	131,599	133,845
Investment income	52,241	56,189	56,221	55,870	55,870	57,921	60,047
Investment gain (loss) from government business enterprise	-	-	-	-	-	-	-
Gain on sale of tangible capital assets	-	-	-	-	-	-	-
Total revenue	465,028	462,678	483,109	501,816	501,816	512,334	529,373
Expense							
Salaries	173,953	177,852	185,817	191,342	191,342	195,168	202,974
Employee benefits	30,862	30,589	33,074	33,947	33,947	34,626	36,010
Materials, supplies and services	154,249	147,242	157,857	167,097	167,097	171,174	178,007
Scholarships and bursaries	93,306	95,375	100,119	99,950	99,950	101,949	103,988
Maintenance and repairs	3,138	2,137	3,256	3,524	3,524	3,595	3,667
Utilities	1	204	-	1	1	1	1
Amortization of tangible capital assets	-	-	-	-	-	-	-
Total expense	455,509	453,399	480,123	495,861	495,861	506,513	524,647
Annual operating surplus (deficit)	9,519	9,279	2,986	5,955	5,955	5,821	4,726

Research Funding

- The research funding is typically subject to external restrictions and can only be used for purposes for which the funds were provided.
- Research revenue comes from several major sources: Government of Alberta grants from a number of ministries, federal government grants including those provided by the Tri-Council Agencies, industry grants, donations, non-governmental grants, and the endowment spending allocation resulting from research-related endowments.
- Research funds cover expenses related to research (e.g. salaries and benefits, materials and supplies, equipment, infrastructure, research travel and field work, scholarships and bursaries)

University of Alberta Ancillary Budget



Ancillary (6%): stand-alone enterprises funded by self-generating their own revenues.

University of Alberta Ancillary Budget

(\$000's)	2022-23	2023-24		2024-25	2025-26	2026-27
	Actual	Budget	Forecast	Budget	Projection	Projection
Revenue (including deferrals)						
Government of Alberta grants	-	-	-	-	-	-
Federal and other government grants	-	-	-	-	-	-
Student tuition and fees	440	500	700	500	500	500
Sales of services and products	105,341	112,771	108,653	115,133	120,314	124,322
Donations and other grants	-	-	-	-	-	-
Investment income	97	10	50	30	15	15
Investment gain (loss) from government business enterprise	-	-	-	-	-	-
Gain on sale of tangible capital assets	-	-	-	-	-	-
Total revenue	105,878	113,281	109,403	115,663	120,829	124,837
Expense						
Salaries	20,971	21,606	21,343	23,427	23,965	24,461
Employee benefits	4,891	5,469	4,904	6,254	6,496	6,727
Materials, supplies and services	31,541	35,349	23,472	31,030	31,892	32,667
Scholarships and bursaries	6	-	5	-	-	-
Maintenance and repairs	16,919	20,330	19,821	20,076	20,852	20,491
Utilities	5,296	4,798	5,462	5,762	6,024	6,144
Amortization of tangible capital assets	13,273	13,447	15,952	15,300	11,234	11,150
Total expense	92,897	100,999	90,959	101,849	100,463	101,640
Annual operating surplus (deficit)	12,981	12,282	18,444	13,814	20,366	23,197

University of Alberta Ancillary Budget

Continued

Self-Funded Units: Principles

- Revenue, which only comes from consumers, must be sufficient to cover all expenses (operating and capital) plus build reserves.
- No funding flows from the Operating and Program Support Grant nor student tuition.*
- Responsible for covering cost of centrally-provided services (e.g. HR, IT, etc.).
- Required to generate operating surplus for transfer to central.

**student fees include a recreation component*

Campus Services Financial Targets

(aggregate profit paid to central)

- FY 2022-23 - **\$2.8 million**
- FY 2023-24 - **\$5.6 million**
- FY 2024-25 - **\$3.4 million**

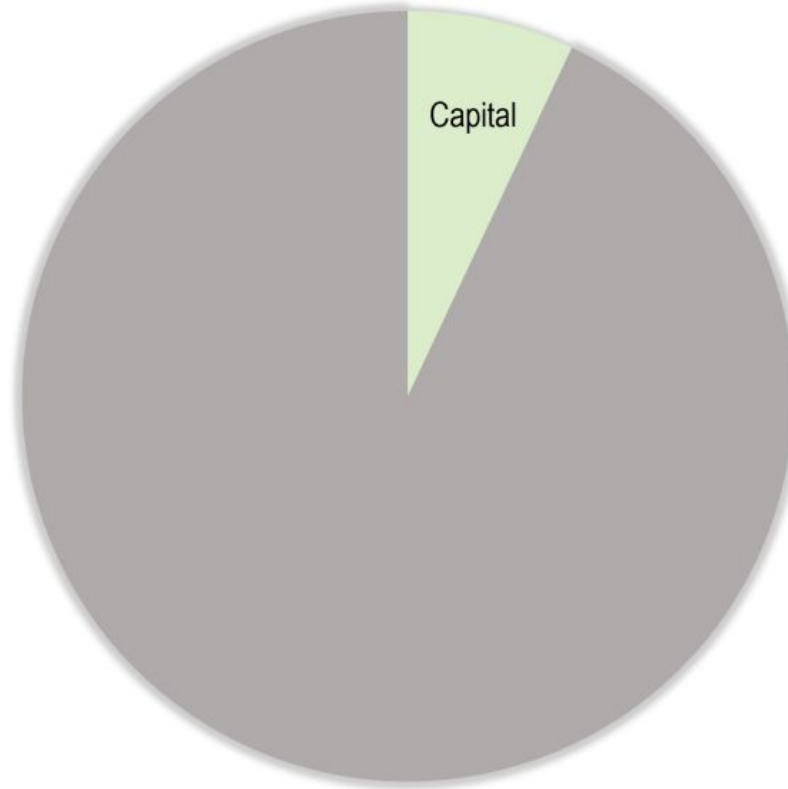
University of Alberta Ancillary Budget

Continued

Fiscal Year 2024-25 Rate Increases

- Residences - 5.5 percent
- Meal plans - 6.0 percent
- Parking permits - 3.9 percent

University of Alberta Capital Budget



Capital (5%): includes both restricted and unrestricted funding primarily used for capital infrastructure projects.

University of Alberta Capital Budget

(\$000's)	2022-23		2023-24		2024-25	2025-26	2026-27
	Actual	Budget	Forecast	Budget	Budget	Projection	Projection
Revenue (including deferrals)							
Government of Alberta grants	92,006	75,180	84,016	71,500	71,161	72,349	
Federal and other government grants	14,193	18,611	16,367	16,524	17,629	18,022	
Student tuition and fees	-	-	-	-	-	-	
Sales of services and products	-	-	-	-	-	-	
Donations and other grants	13,767	15,112	13,344	13,335	14,227	14,544	
Investment income	2,788	-	800	2,400	1,600	1,200	
Investment gain (loss) from government business enterprise	-	-	-	-	-	-	
Gain on sale of tangible capital assets	-	-	-	-	-	-	
Total revenue	122,754	108,903	114,527	103,759	104,617	106,115	
Expense							
Salaries	-	-	-	-	-	-	
Employee benefits	-	-	-	-	-	-	
Materials, supplies and services	10,627	4,408	1,957	2,705	1,880	928	
Scholarships and bursaries	-	-	5	-	-	-	
Maintenance and repairs	49,869	35,238	44,787	28,044	11,105	4,172	
Utilities	-	-	-	-	-	-	
Amortization of tangible capital assets	87,985	93,282	90,095	96,634	103,091	105,389	
Total expense	148,481	132,928	136,844	127,383	116,076	110,489	
Annual operating surplus (deficit)	(25,727)	(24,025)	(22,317)	(23,624)	(11,459)	(4,374)	

University of Alberta Capital Revenue

(\$000's)	2024-25	2025-26	2026-27
	Budget	Projection	Projection
Government of Alberta grants			
Capital Maintenance and Renewal (CMR)	34,914	34,914	34,914
CMR- Universiade Pavillion Building Envelope	7,000	10,000	10,000
Total Government of Alberta grants	41,914	44,914	44,914
Investment income	2,400	1,600	1,200
Deferred revenue	(37,189)	(44,988)	(45,388)
Expended capital recognized as revenue	96,634	103,091	105,389
Total revenue	103,759	104,617	106,115

University of Alberta Materials, Supplies, and Services Budget

(\$000's)

Project

Strategic Space Planning
Augustana Residences
Other materials, supplies and services
Total materials, supplies and services

2024-25	2025-26	2026-27
Budget	Projection	Projection
1,565	1,390	505
650	-	-
490	490	423
2,705	1,880	928

University of Alberta Maintenance and Repairs Budget

(\$000's)

Project

Education South - First Peoples' House
Tory Business Atrium Interior Finishes
ECERF Nano Fab Lab Ventilation Upgrade & Renewal
Li-Ka Shing Alberta Cell Therapy Manufacturing Fill/Finish System
Other maintenance and repairs
Total maintenance and repairs

2024-25	2025-26	2026-27
Budget	Projection	Projection
15,248	6,993	1,000
4,000	800	-
1,479	-	-
1,295	-	-
6,022	3,312	3,172
28,044	11,105	4,172

University of Alberta Tangible Capital Acquisitions Budget

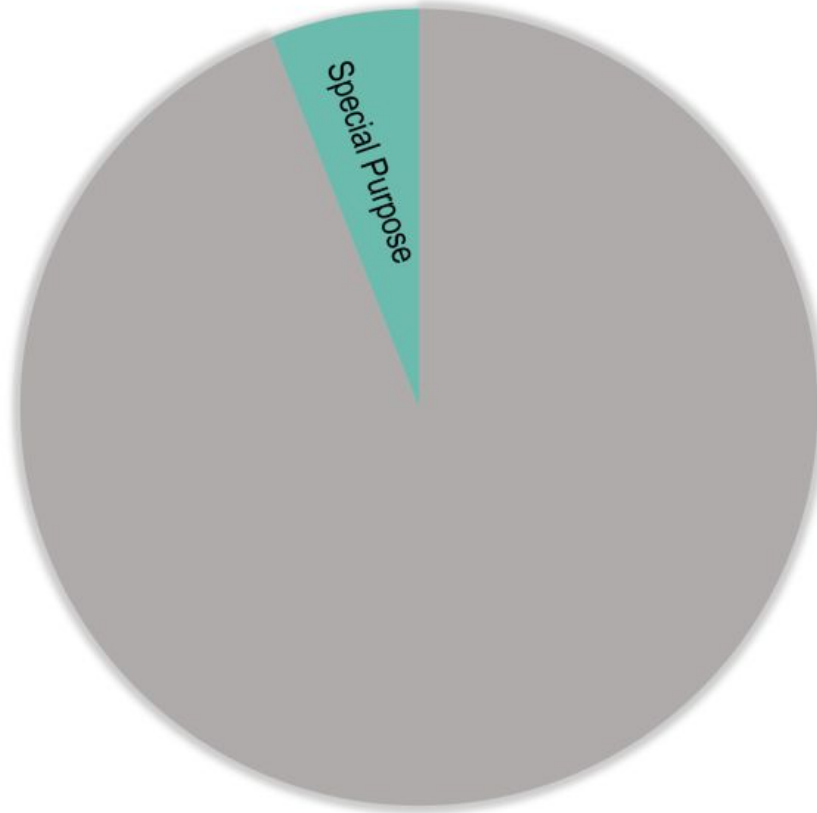
(\$000's)

Project	2024-25	2025-26	2026-27
	Budget	Projection	Projection
University Commons (Dentistry Pharmacy) Renewal	38,000	19,900	-
Bio Sciences- Zoology Levels 4, 5, 10, and 11 Renewal	15,000	9,885	-
SUB New Electrical Vault	5,200	-	-
HMRC Electrical Distribution Upgrade	4,200	-	-
Tory Mechanical Upgrades	4,000	750	-
HUB Phase 9 Renovations	3,850	50	-
NINT Energy Efficiency Project	3,500	2,850	-
Turf Replacement- Lister Hall & South Campus	2,400	50	-
CSJ Infrastructure Renewal Phase 2	2,200	552	-
Schaffer Hall Rooftop Unit and Roofing Upgrades	2,100	-	-
Cooling Plant River Water Intake Piping Repair	1,821	-	-
Van Vliet Complex West- Clare Drake Heating System	1,700	-	-
Boiler #4 Burner Management System and Equipment Replacement	1,619	-	-
Education North- Elevators 129, 130, and 131 Renewal	1,121	350	-
SAB- Elevators 6, 7, and 8 renewal	1,091	400	-
District Energy System (DES)	1,000	300	300
Other tangible capital acquisitions	12,194	385	-
Total tangible capital acquisitions	100,996	35,472	300

Capital Budget

- The university relies almost exclusively on a Government of Alberta grant for capital maintenance and renewal (CMR).
- The CMR grant was reduced in fiscal year 2024-25 by 4.9% or \$1.78 million to a more historic \$34.9 million.
- The University received an incremental \$27 million over 3 years for renewal on the Universiade Pavilion (Butterdome).

University of Alberta Special Purpose Budget



Special Purpose (6%): primarily related to the Academic Medicine and Health Services Program, and annual endowment spending allocations from non-research related endowments.

University of Alberta Special Purpose Budget

(\$000's)	2022-23	2023-24		2024-25	2025-26	2026-27
	Actual	Budget	Forecast	Budget	Projection	Projection
Revenue (including deferrals)						
Government of Alberta grants	77,863	79,985	81,113	92,652	106,525	108,002
Federal and other government grants	-	-	-	-	-	-
Student tuition and fees	-	-	-	-	-	-
Sales of services and products	10	-	6	-	-	-
Donations and other grants	4,541	5,179	4,348	5,567	5,800	6,091
Investment income	24,135	25,176	22,910	25,570	26,509	27,483
Investment gain (loss) from government business enterprise	-	-	-	-	-	-
Gain on sale of tangible capital assets	-	-	-	-	-	-
Total revenue	106,549	110,340	108,377	123,789	138,834	141,576
Expense						
Salaries	53,295	56,792	52,026	61,550	71,685	72,908
Employee benefits	11,761	14,160	11,751	15,036	17,684	17,970
Materials, supplies and services	18,444	13,991	18,864	17,710	19,038	19,302
Scholarships and bursaries	18,425	20,424	21,100	22,717	23,526	24,368
Maintenance and repairs	31	74	32	43	46	47
Utilities	-	19	-	21	21	21
Amortization of tangible capital assets	-	-	-	-	-	-
Total expense	101,956	105,460	103,773	117,077	132,000	134,616
Annual operating surplus (deficit)	4,593	4,880	4,604	6,712	6,834	6,960

University of Alberta Special Purpose Budget

- The special purpose budget includes funds donations, grants, and endowment investment income available for spending.
- This fund also includes provincial government grants (e.g. Academic Medicine and Health Services Program, Physician Education Development).
- Expenses include scholarships and bursaries, student loans, and projects involving teaching and public service.

Questions?



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Supplemental Information

- ❖ Supplemental Financial Information
 - Budgeted Consolidated Statement of Operations
 - Budgeted Consolidated Statement of Cash Flows
 - Budgeted Consolidated Statement of Change in Net Financial Assets
- ❖ Government Funding and Tuition
 - Share of University Operating Income (U15)
 - Share of University of Alberta Operating Income
- ❖ Planning Parameters

Budgeted Consolidated Statement of Operations

(\$000's)	2022-23		2023-24		2024-25	2025-26	2026-27
	Actual	Budget	Forecast	Budget	Budget	Projection	Projection
Revenue (including deferrals)							
Government of Alberta grants	756,203	711,848	728,466	738,280	767,869	731,388	
Federal and other government grants	206,457	224,579	225,923	242,597	251,097	261,736	
Student tuition and fees	458,523	489,800	468,103	500,365	520,425	529,189	
Sales of services and products	214,973	219,295	219,061	226,041	233,441	239,712	
Donations and other grants	136,423	147,101	160,848	155,917	157,828	160,806	
Investment income	141,021	111,375	144,981	128,870	116,045	118,745	
Investment gain (loss) from government business enterprise	(530)	(3,870)	(1,000)	(934)	(934)	(934)	
Gain on sale of tangible capital assets	-	-	-	-	-	-	
Total revenue	1,913,070	1,900,128	1,946,382	1,991,136	2,045,771	2,040,642	
Expense by function							
Academic costs and institutional support	994,254	1,047,640	1,050,211	1,111,361	1,086,360	1,110,224	
Research	507,604	520,820	547,350	566,267	578,766	599,736	
Facility operations and maintenance	180,487	159,811	151,554	139,605	125,194	124,893	
Special purpose	102,914	109,700	104,897	118,247	133,209	135,895	
Ancillary services	92,897	100,999	90,959	101,849	100,463	101,640	
Total expense	1,878,156	1,938,970	1,944,971	2,037,329	2,023,992	2,072,388	
Annual operating surplus (deficit)	34,914	(38,842)	1,411	(46,193)	21,779	(31,746)	
Endowment contributions	17,771	-	27,444	15,000	15,000	15,000	
Endowment capitalized investment income	19,589	-	-	-	-	-	
Annual surplus (deficit)	72,274	(38,842)	28,855	(31,193)	36,779	(16,746)	

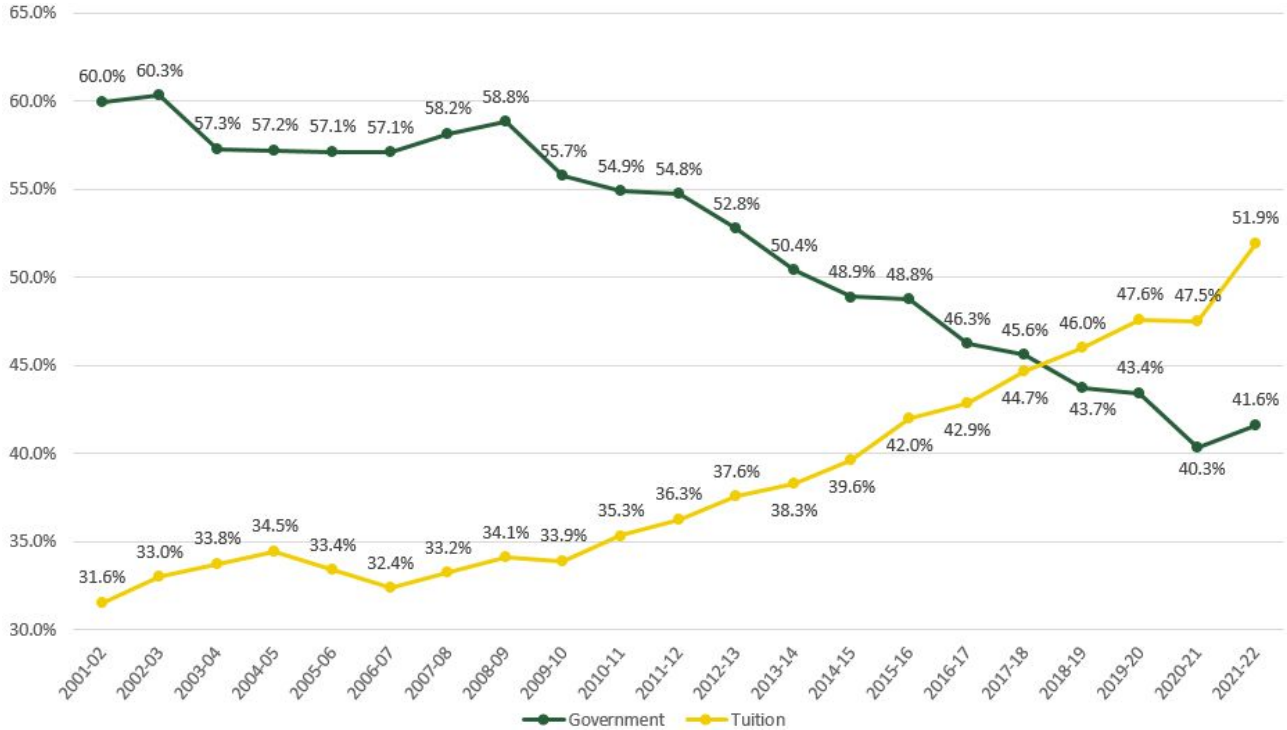
Budgeted Consolidated Statement of Cash Flows

(\$000's)	2022-23		2023-24		2024-25
	Actual	Budget	Forecast	Budget	Budget
Operating Transactions					
Annual surplus (deficit)	72,274	(38,842)	28,855		(31,193)
Add (deduct) non-cash items:					
Amortization of tangible capital assets	156,621	163,766	162,551		170,829
Expended capital recognized as revenue	(87,985)	(93,282)	(90,095)		(96,634)
Investment loss from government business enterprise	530	3,870	1,000		934
(Gain) loss on sale of portfolio investments	(103,339)	(111,336)	(144,931)		(126,470)
(Gain) loss on disposal of tangible capital assets	18,040	-	-		-
Increase (decrease) in employee future benefit liabilities	(23,150)	(11,136)	(20,331)		(22,222)
Increase (decrease) in asset retirement obligations	21	22	11		11
Change in non-cash items	(39,262)	(48,096)	(91,795)		(73,552)
(Increase) decrease in accounts receivable	(44,873)	(3,321)	(4,152)		(3,858)
(Increase) decrease in inventories held for sale	967	(70)	(43)		(40)
Increase (decrease) in accounts payable and accrued liabilities	(21,884)	4,925	3,802		3,532
Increase (decrease) in deferred revenue	113,262	(58,340)	(60,274)		(29,736)
(Increase) decrease in prepaid expenses	521	(289)	(256)		(238)
Asset retirement obligations abatement	(537)	-	-		-
Cash provided by (applied to) operating transactions	80,468	(144,033)	(123,863)		(135,085)
Capital Transactions					
Acquisition of tangible capital assets	(138,100)	(162,763)	(168,086)		(182,652)
Cash applied to capital transactions	(138,100)	(162,763)	(168,086)		(182,652)
Investing Transactions					
(Purchases) of portfolio investments, net of sales	3,562	200,420	206,312		189,200
Cash provided by (applied to) investing transactions	3,562	200,420	206,312		189,200
Financing Transactions					
Debt - new financing, net of (debt repayment)	(16,556)	(17,180)	(6,568)		(17,831)
Increase in spent deferred capital contributions	69,025	112,381	116,055		105,983
Cash provided by financing transactions	52,469	95,201	109,487		88,152
Increase (decrease) in cash and cash equivalents	(1,601)	(11,175)	23,850		(40,385)
Cash and cash equivalents, beginning of year	19,183	23,382	17,582		41,432
Cash and cash equivalents, end of year	17,582	12,207	41,432		1,047

Budgeted Consolidated Statement of Change in Net Financial Assets

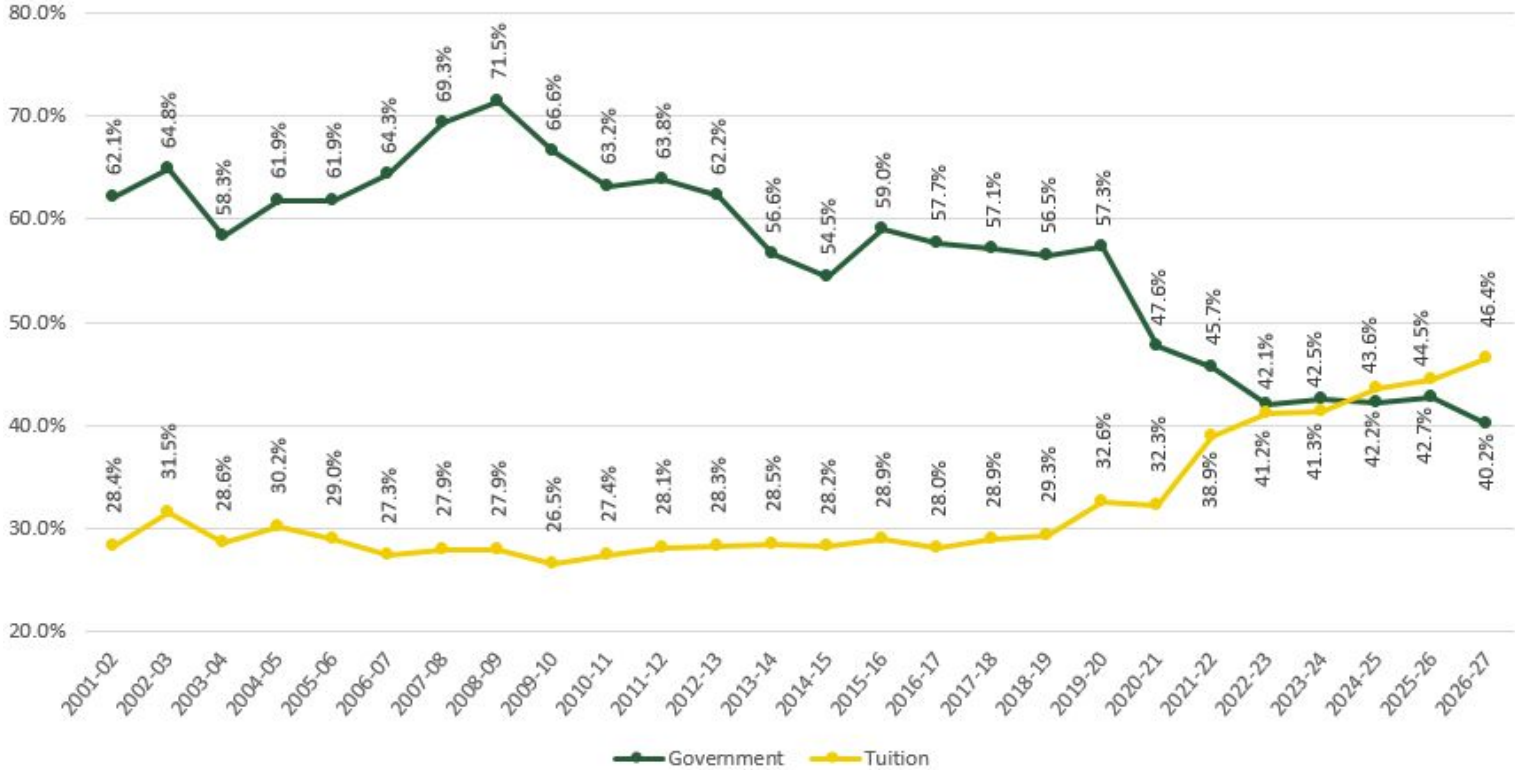
(\$000's)	2022-23	2023-24		2024-25
	Actual	Budget	Forecast	Budget
Annual surplus (deficit)	72,274	(38,842)	28,855	(31,193)
Acquisition of tangible capital assets	(148,639)	(162,763)	(168,086)	(182,652)
Proceeds on disposal of tangible capital assets	6,563	-	-	-
Amortization of tangible capital assets	156,621	163,766	162,551	170,829
(Gain) loss on disposal of tangible capital assets	18,040	-	-	-
Change in prepaid expenses	521	(289)	(256)	(238)
Change in spent deferred capital contributions	(15,536)	19,099	25,960	9,349
Change in accumulated remeasurement gains	38,729	96,545	(16,336)	76,020
Increase (decrease) in net financial assets	128,573	77,516	32,688	42,115
Net financial assets, beginning of year	1,517,923	1,615,051	1,646,496	1,679,184
Net financial assets, end of year	1,646,496	1,692,567	1,679,184	1,721,299

Government Funding and Tuition as Share of University Operating Revenue (U15)



Note: U15 information is a year behind in comparison year. 2021-22 is the latest data available from CAUBO. The increase in proportions in 2021-22 is partially due to the decrease in incomes other than government funds and tuition.

Government Funding and Tuition as Share of University of Alberta Operating Revenue



Planning Parameters

- Operating Revenue / Expense Sensitivities
- Revenue Drivers and Assumptions
- Expenditure Assumptions
- Budget Risks
 - Revenues
 - Expenditures

Operating Revenue / Expense Sensitivities

Sensitivity of a 1% change in:	2024-25 (\$M)
Government OPS Grant (Base)	4.4
Undergraduate Enrolment	3.2
Tuition Rates - Domestic	2.4
Tuition Rates - International, Program-based	0.6
Tuition Rates - MNIF	0.4
Investment Income - 1.00% change in short-term rates	3.0
Salaries - AASUA	4.1
Salaries - NASA	2.0
Salaries - Excluded	0.6
Benefits - 1% change in Operating staff salaries	0.7
Utilities - \$1 / GJ increase in natural gas prices	2.3

Note: The above sensitivities pertain only to Operating Funds (100 & 210), except for Investment Income (all funds).
 Note: This is provided for informational purposes only on an annual basis.

Revenue Drivers and Assumptions

	2024-25	2025-26	2026-27
Operating and Program Support Grant (OPS)	0.0%	0.0%	0.0%
Capital Maintenance and Renewal Grant (CMR)	\$34.9M	\$34.9M	\$34.9M
Tuition - Undergraduate Domestic	2.0%	2.0%	2.0%
Tuition Rates - Undergraduate International, Program-Based	6.5%	5.0% ¹	2.0%
Tuition Rates - Undergraduate International, Legacy	2.0%	2.0%	2.0%
Mandatory Non-Instructional Fees	1.8%	2.0%	2.0%
Investment Income	\$45M	\$30M	\$30M

Note 1: Proposed 2025-26 rate increase is 5.0%, with Science program rate increase of 6.5%.

Budget Risks - Revenues

Operating and Program Support Grant (OPS)

- For the purposes of the budget it is conservatively anticipated the OPS grant will remain at \$436.6 million for fiscal year 2024-25.

Capital Maintenance and Renewal Program (CMR)

- We received a modest increase to the CMR grant of \$1.8 million in fiscal year 2023-24. This was reversed for fiscal year 2024-25, returning the CMR grant to \$34.9M.

Enrolment

- Revenues are predicated on achieving our domestic and international enrolment numbers.
- International tuition revenue remains at risk due to long processing times for international student visas and uncertainty in government policy and practice related to international students.
- Domestic enrolment demand remains strong.

Budget Risks - Revenues

Continued

Investment Management Agreement (IMA)

- The fiscal year 2022-23 IMA results impact the fiscal year 2024-25 Operating and Program Support Grant. The university met all IMA targets so there are no funding implications.

Investment Income

- Inflation has fallen and is expected to continue to decline. Short-term interest rates have fallen slightly but remain substantially higher than in prior years. Markets are anticipating more rapid declines in interest rates in the coming year than what is being signalled by central banks.
- Investment income from the Liquidity Strategy, which invests in money market securities, is expected to increase in dollar terms, and as in the prior year, generate just under half of a larger budgeted investment income.
- The remainder of investment income is expected to be generated from strategies that have varying degrees of market volatility associated with them.

Budget Risks - Expenditures

Compensation

- Negotiated collective agreements in place with AASUA and NASA until the end of fiscal 2023-24.
- The university is in the midst of negotiating future collective agreements for both NASA and AASUA. The impact on fiscal year 2024-25 and future years is unknown at this time.

Employee benefits

- Pension contribution rates (both UAPP and PSPP) did not change during fiscal year 2023-24 and are assumed to remain unchanged in fiscal year 2024-25 and beyond.
- Pension costs are also impacted by fund investment performance, demographic changes to membership, and salary changes.
- Any significant change in staff headcount would influence benefit costs.

Leading with Purpose.



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Decision X **Discussion** **Information**

ITEM OBJECTIVE: To approve the university's Capital Plan 2024/25 - 2026/27 prior to it being submitted to the Government of Alberta (GOA) alongside the 2024/25 Consolidated Budget.

DATE	March 7, 2024
TO	Board Finance and Property Committee
RESPONSIBLE PORTFOLIO	Andrew Sharman, Vice-President (Facilities and Operations)

MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the Capital Plan 2024/25 - 2026/27, as set out in Attachment 1, with revisions to be made as follows:

- removal of reference to the Universiade Pavilion (Butterdome): Building Envelope Renewal (page 12)

and empower the Vice-President (Facilities and Operations) to make any additional editorial changes to the Plan, as needed, as long as the changes do not have the force of policy.

Background

In accordance with the *Post-secondary Learning Act*, the University of Alberta is required to submit to the Minister of Advanced Education a three-year capital plan. It is expected that an institution's capital plan support its mandate and enrolment, research, and program objectives.

As required by the Minister, priority projects are limited to those that are able to proceed in the next three to five years to address critical infrastructure and capacity needs. Further, priority projects may result from an institution's:

- future accessibility and quality goals that support the delivery of high-demand programs;
- infrastructure requirements to support research goals as outlined in the institution's mandate and provincial research targets and outcomes;
- critical health and safety issues; and
- critical information technology infrastructure.

The capital plan telegraphs the university's priorities to the GOA for potential inclusion in the provincial government's capital plan. By design, these priorities are unfunded and inclusion in our capital plan cannot anticipate that additional provincial funds will be available during the three-year planning cycle, however, the possibility of one-time targeted allocations is always present.

The institution's Integrated Asset Management Strategy (IAMS) sets the strategic direction for infrastructure investments and ensures that decisions related to the stewardship of its infrastructure across the five campuses are made holistically and with the university's long-term objectives in mind. Development of the university's capital plan is guided by IAMS principles, goals, and actions.

ITEM NO. 5cAnalysis/Discussion

Capital Plan 2024/25 - 2026/27 presents the same 10 projects for consideration as last year - three top capital investment projects which are significant redevelopment or new construction projects and seven capital renewal projects which are renovations of existing buildings. Identified priorities support growth in teaching and research capacity while enhancing student experience, optimizing space, and reducing deferred maintenance liabilities.

Even though capital plan priorities remain unchanged from last year, the plan has been reworked to include:

- Defined alignment with the objectives articulated in *Shape: The University Strategic Plan 2023-2033* and improved positioning of projects with respect to GOA strategic objectives.
- Streamlining the front narrative and revising the current state to better reflect space optimization and deferred maintenance realities.
- Strengthened project summaries including identifying where the university is making investments or where additional funding partners are being sought.
- Providing more detail on proposed annual cash flows of multi-year projects and phasing where appropriate.

Engagement/Consultation

Capital priorities were re-affirmed through the Capital Plan Advisory Committee in November 2023 and January 2024. The committee meets in fall and spring each year to facilitate engagement and review, consider, and discuss issues of significance related to proposed capital plan priorities. Members include College Deans, Deputy Provosts, College General Managers, AVP (Research & Innovation), Executive Lead (University Initiatives Office), and AVP (Asset Management & Operations).

Risk Discussion/Mitigation

The following risks are mitigated by approval of the capital plan:

- Enrolment management/faculty and staff/research enterprise/student success - Infrastructure priorities that are not aligned with the university's strategic objectives will negatively impact the learning, teaching, and research environment. The capital plan is strongly aligned with institutional goals.
- Funding and resource management - Lack of government funding to support key infrastructure priorities will increase pressure on the university to cover all funding for these projects; it is important that thoughtful requests are aligned with government objectives to increase the likelihood of consideration/approval.
- Physical infrastructure/safety - Not investing in the renewal of buildings or addressing maintenance issues may make campuses unattractive and unsafe for students, faculty, staff and our community; the most pressing maintenance priorities are identified in the capital plan.

Relevant Legislation/Policy

- Post-secondary Learning Act
- Board Finance and Property Committee - Terms of Reference Section 2s

Next Steps

- May 2024 - Final plan submitted to the Minister of Advanced Education.

Supporting Materials:

1. University of Alberta Capital Plan 2024/25 - 2026/27 - **for recommendation**

Supplementary Notes / Context:

1. Included within the provincial government's 2024 budget announcement was the news that the University of Alberta will receive \$27 million over three years in project-specific Capital Maintenance and Repair ("CMR") funding to renew the University of Alberta's Universiade Pavilion, commonly known as the Butterdome. This funding will address significant building envelope and mechanical deficiencies. The building envelope renewal for the Butterdome will be removed from the Capital Plan before submission to the Government of Alberta.
2. Additionally, and without changing any prioritization, the Vice-President (Facilities & Operations) will be adjusting the language associated with the university's top two capital priorities to better align with the Government of Alberta's strategic priorities with a view to increasing the university's chances of success in securing grant funding.

The University of Alberta Capital Plan 2024/25 - 2026/27

Draft

Table of Contents

Message from the President	pg x
Message from the Vice-President, Facilities & Operations	pg x
Current State	pg x
Creating Space for Change-Makers: The University of Alberta Capital Plan	pg x
University of Alberta Capital Priority Projects for Government of Alberta Investment	pg x
Capital Investment Priority Projects - Overviews	pg x
Capital Renewal Priority Projects - Overviews	pg x
Cashflow Table	pg x

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Message from the President

Placeholder

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Message from the Vice-President, Facilities & Operations

Placeholder

Draft

Current State

The University of Alberta is undertaking a bold evolution. With the release of *Shape: The University of Alberta Strategic Plan* in September 2023, we are intently focusing on our shared vision for infrastructure, innovation, enrolment growth, meaningful engagement, and partnership with Indigenous communities, while enacting the university's commitment to equity, diversity, and inclusion. In the coming years, the University of Alberta is poised to grow from 44,000 students to 50,000 students by 2026, and then to 60,000 students by 2033. This ambitious target means we are committed to thinking differently about space - optimizing our existing infrastructure while continuing efforts to reduce operating costs and deferred maintenance as well as minimizing our environmental impact. We are focused on renewing existing spaces to accommodate growth, and to ensure a better student and teaching experience, and to facilitate more impactful research.

The U of A is the oldest and largest post-secondary institution in Alberta, managing nearly 1.7 million square metres of complex facilities across five campuses. What does this mean for capital investment and renewal?

- Targeted capital investments will allow for significant growth in our teaching and research enterprise without a commensurate increase in our infrastructure footprint. This effort to optimize existing space will also reduce infrastructure reducing operating costs.
- Some infrastructure predates World War I, and more than 50 per cent was built in post-war (1951-1975) or modern (1976-1990) periods - both of which are known for lower standard construction practices. A number of these buildings require renewal to ensure we're positioned for greater interdisciplinary research and experiential learning.
- Because these buildings have a projected 50-60 year lifespan their critical mechanical and electrical systems are at or nearing end of life and require renewal. Building system failures that have the potential to interrupt teaching and research are a strong likelihood.
- Historically, the University of Alberta has received a variable grant under the Capital Maintenance Renewal (CMR) program, intended to help manage overall deferred maintenance liability. Outside of CMR, the university will seek to maximize capital grants, including those for capital renewal, to fund specific projects based on eligibility under federal or provincial programs, such as grants that target energy efficiency upgrades, where such programs exist.

Creating Space for Change-Makers: The University of Alberta Capital Plan

Over the next 10 years, the U of A has a unique opportunity to invest in its spaces to attract top talent, researchers, and students from around the world, making a bigger and bolder local and global impact.

Aligned with the Government of Alberta's and the university's strategic direction, and demonstrating a spirit of collaboration and dedication to evidence-informed decision-making using analytics and modeling, this Capital Plan provides a roadmap for a more sustainable, resilient, and effective infrastructure portfolio.

Recognizing the University of Alberta's role in contributing to the provincial government's mandate, the institution's investments in infrastructure are prioritized to ensure alignment with key government actions and outcomes.

- Government of Alberta Strategic Plan 2023-26
 - Priority Two, Objective 5:
 - Action: Implementing initiatives under the Alberta 2030: Building Skills for Jobs strategy to transform the adult learning system, providing high-quality education, skills, and training needed for Alberta's future, and drive innovation to make Alberta competitive in the global economy.
- Alberta Advanced Education Business Plan 2023-26
 - Key Objectives:
 - 1.1 Implement initiatives under the Alberta 2030: Building Skills for Jobs strategy to transform the adult learning system and focus on providing the high-quality education, skills and training needed for Alberta's future.
 - 1.2 Strengthen the alignment of post-secondary programs to employment and expand innovative learning opportunities, such as work integrated learning to meet Albertans' skills development needs and support labour market demand.
 - 1.4 Implement targeted strategies to strengthen the participation of learners from diverse, under-represented, and vulnerable populations in educational programs.
 - 2.2 Work with other ministries and partners to grow and align post-secondary research commercialization opportunities with economic priorities to develop and attract research talent and investment to Alberta.
- Alberta Technology and Innovation Business Plan 2023-26
 - Key Objectives:
 - 3.1 Lead the government's implementation of the Alberta Technology and Innovation Strategy to ensure that Alberta is the destination of choice for

- innovators, entrepreneurs and investors resulting in more jobs, investment and companies in the technology sector supporting Alberta's economic diversification.
- 3.2 Incent investment in research and development to build the province's innovation capacity.
- Alberta Infrastructure Business Plan 2023-26
 - Key Objectives:
 - 1.1 Deliver new construction and major modernization projects for health, school and government-owned facilities, including the use of alternative financing and federal funding programs, to create jobs and strengthen the economy.
 - 2.1 Manage government assets through effective decision-making related to facilities, land and leasing to aid in cost effective delivery of public services.
 - 2.2 Maximize the efficiency of government-owned and operated infrastructure to support vital public services through effective long-term investments in core assets that support the economy and through the disposition of inefficient or obsolete assets.

The U of A strategic plan *Shape* calls for action across three core aspects of our mandate: education, research, and community engagement. Each aspect is pursued purposefully to generate more transformational impacts for students, communities, alumni, and partners.

- Education – Delivering innovative, flexible learning and experiences that prepare students as global citizens who make impacts on the world.
- Research – Reinforcing and enhancing our research, innovation and creative activities to make impacts that solve the complex challenges facing the world.
- Engagement – Fulfilling our responsibility as a leader and convenor to help shape and positively impact communities in Alberta, in Canada and worldwide

Other key strategic documents that inform the University of Alberta's Capital Plan include:

- The institution's [Integrated Asset Management Strategy \(IAMS\)](#), which sets the strategic direction for infrastructure investments and ensures that decisions related to the stewardship of its infrastructure across the five campuses are made holistically and with the university's long-term objectives in mind.
- The [Strategic Plan for Research and Innovation](#), which outlines the ambition of the University of Alberta to be a leader in knowledge generation and translation, inspiring solutions to grand challenges of local, provincial, national and global importance through creativity, research, innovation and higher education.
- The [University of Alberta Plan for Equity, Diversity and Inclusivity](#), which sets the vision for accessibility and creating diverse and inclusive spaces on all campuses.

- [Braiding Past, Present and Future](#), the University of Alberta's Indigenous Strategic Plan, which includes a key goal of utilizing university infrastructure to to acknowledge the foundational nature of Canada's relationship with diverse Indigenous nations, the First Peoples of the places that the University of Alberta currently manages, and to create safe and welcoming spaces for all.
- The [Student Experience Action Plan \(SEAP\)](#) strives to ensure our students are activated to learn, explore, and pursue customized experiences during their university journey.

For capital investments, this strategic direction translates into:

- Creating spaces that lead to an outstanding student experience within an inclusive environment, and that lend themselves to greater partnerships with the community.
- A greater focus on shared and/or flexible spaces that allow for multi-disciplinary research and greater experiential learning as well as community spaces.
- Changing how we think about student study spaces to ensure there is adequate space for students to experience both online course delivery and in-person classes.
- Increasing accessibility to state-of-the-art spaces where students, faculty, staff and researchers can do their best learning, teaching, and discoveries.
- Continuing with efforts to optimize existing spaces (better spaces), while reducing operating costs and the deferred maintenance liability (better spaces for less).

University of Alberta Capital Priority Projects for Government of Alberta Investment

The Capital Plan highlights priorities for 2024/25-2026/27, aligned with both the Government of Alberta and the University of Alberta strategic direction.

Priority capital investment projects are significant redevelopment or new construction projects:

- Biological Sciences redevelopment into STEM Centre Phase 1 (\$209.7 million)
- Integrated Health Sciences Innovation Complex (ECHA 2.0) new development to replace aged facilities (\$463 million)
- Education Complex - redevelopment (\$359 million)

Priority capital renewal projects are ideal to be funded as an incremental increase under the provincial Capital Maintenance and Renewal program as renovations of existing buildings:

- Universiade Pavilion (Butterdome) (\$28.8 million)
- Athabasca Hall (\$15.1 million)
- Cameron Library (\$30.2 million)
- Animal Research Labs (CCAC Compliance) (\$11.5 million)
- Central Academic Building (\$14 million)
- Chemistry East Instruction Labs (\$28.2 million)
- South Academic Building (\$19.5 million)

Capital Investment Priority Projects - Overviews

Biological Sciences: Redevelopment into STEM Centre Phase 1

Total request: \$200 million (Phase 1) over five years, beginning in 2024-25

Immediate need: \$9 million in provincial support for planning and design in 2024/25, will be cost-matched by \$9.7 million from the University of Alberta (already funded), with funding for construction required in subsequent years to complete construction of Phase 1 beginning as early as 2025/26 if funding is made available.

The redeveloped STEM Building will be Canada's preeminent home for world-leading, life sciences education, research, discovery, and experiential learning.

True to its trailblazing roots, the University of Alberta has bold plans to transform its Biological Sciences Building into a revolutionary STEM Centre, attracting the brightest academic minds and educating the next generation of change-makers. Phasing of the project would see the redevelopment of Biological Sciences into the STEM Centre over five phases (total project cost = \$500 million). If approved, Phase 1 planning and design would be completed in 2024/25. Phase 1 construction could begin as early as 2025/26 and continue over the following four years.

Complete with cutting-edge technologies, facilities, labs and equipment, the STEM Building will be a catalyst for far-reaching innovation. By transforming the building into a high-performance laboratory facility, the U of A would increase its high-service laboratory space through a modular, efficient layout with core lab services.

The world's grand challenges will be solved through inter and transdisciplinary approaches with systems thinking and STEM expertise at the core. This approach will require team based research and education buoyed within social innovation. This building will facilitate these approaches to problem solving and will offer incredible opportunities for students, faculty and researchers to collaborate and combine resources and expertise.

Through shared high service core laboratory facilities that bring together scientists and innovators from across disciplines that may include Psychology, Biological Sciences, and Earth and Atmospheric Sciences ideas and approaches will collide and inspire. Imagine core genomic, transcriptomic, and metabolomic high service laboratory facilities that bring together those interested in DNA form through function to inform everything from crop and food security to synthetic biology and bioengineering to human health and disease understanding to energy resilience and climate adaptation in Alberta, Canada and the world.

Here, STEM students, faculty and researchers will be working in open and innovative shared discovery spaces and research labs, together, to understand life and everything that supports it, grow our knowledge about how life works, take that knowledge and apply it to solve our grandest challenges, and in the process improve lives and sustain the earth. From energy transition technologies and artificial intelligence, to health innovations and space exploration, the possibilities are endless.

The vision for this space includes adopting a modular, efficient layout with core lab services as much as possible. Biological Sciences has 9% of all the high service labs on the University of Alberta North Campus, and represents the greatest potential to enhance space for multi-disciplinary research and enhanced experiential learning for students. Where labs are modernized, the old 1960's labs are envisioned to be configured in a way that will double capacity, reduce operating costs, and lead to greater interdisciplinary research opportunities as well as improved student experience and experiential learning with graduate students able to work with multiple researchers.

Integrated Health Sciences Innovation Complex (ECHA 2.0): New Development

Total request: \$463 million over multiple years, beginning as early as 2024-25

Immediate need: \$30 million in provincial support for demolition of the existing Research Transition Facility and for functional programming of Edmonton Clinical Health Academy (ECHA) 2.0 as early as 2024/25, with funding for the subsequent design and construction stages required over multiple years beginning in 2025/26.

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

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

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

fosters the commercialization of the university's leading research thereby further advancing research and bolstering investment in both the university and the province.

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

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

Education Complex: Redevelopment

Total request: \$359 million over multiple years, beginning as early as 2024-25

Immediate need: \$2 million in provincial support for early planning activities as early as 2024/25, with funding for the subsequent design and construction stages required over multiple years beginning in 2025/26.

The redeveloped Education Complex will allow the university to gain efficiencies in space, while improving the student, faculty and staff experience.

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

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

Capital Renewal Priority Projects - Overviews

Universiade Pavilion (Butterdome): Building Envelope Renewal
<p>Total request: \$28.8 million over two years, beginning in 2024/25</p>
<p>As a landmark at the University of Alberta, the Butterdome is used to host many sports events, training and community events, and is a significant part of emergency response situations for the Government of Alberta.</p> <p>This building has provided essential infrastructure during many large-scale initiatives and disaster recovery efforts driven by the province, including pandemic preparations, back-up emergency evacuation plans for City of Edmonton events, fire and post-flooding services. A renewal of the Butterdome is as advantageous to the province and the City of Edmonton as it is to the University of Alberta.</p> <p>This renewal project would replace the aging and failing building envelope, and mitigate related operational challenges. For example, in order to ensure public safety in the winter due to falling ice and snow, scaffolding is required, resulting in additional operating cost of over \$200,000/year.</p>
Athabasca Hall: Renewal
<p>Total request: \$15.1 million over three years, beginning in 2024/25</p>
<p>Athabasca Hall is one of the key hallmark buildings that flank the open green space called the Quad. The hall served as a student residence in the early 1900s and was built using wood frame construction with a lighter structural capacity, which best serves an academic office environment. This renewal would modernize the building's infrastructure systems and allow for a more optimized footprint with improved functionality in the heart of North Campus.</p> <p>This renewal project will relocate a suitable academic department from the Faculty of Arts and/or Faculty of Science that does not require high service lab/teaching space into Athabasca Hall, thereby making better use of its infrastructure and enabling the renewal of the Biological Sciences as a high service STEM Centre. Current residents of Athabasca Hall are moving into the new University Commons space in 2024/25, which means that renewal of Athabasca Hall would ideally occur at that time.</p>

Cameron Library: Building Envelope Renewal

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

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

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

Animal Research Labs: Renewal (CCAC Compliance)

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

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

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

Central Academic Building: Renewal

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

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

This renewal project will revitalize levels four to six of CAB and, strategically, will support future phases of the redevelopment of Biological Sciences into a STEM Centre. Primarily, the project will facilitate the relocation of an entire academic department from Biological

Sciences to CAB. The space in CAB will become available in 2025 after existing occupants relocate to University Commons, which makes timing ideal for this renewal to proceed.

Chemistry East Instruction Labs: Renewal

Total request: \$28.2 million over four years, beginning in 2024/25

This project will renew the original to the building (1973) undergraduate teaching labs of Chemistry East by revitalizing and optimizing laboratory space and will complete the full renewal of the Chemistry Complex that brings the older spaces up to date by renewing obsolete ventilation and mechanical systems.

By redesigning the floor layout, we aim to use space more efficiently, ultimately expanding the number of teaching labs available to accommodate a growing student population. The upgraded labs will contribute to the University's growth objectives while providing an enhanced student experience and improving teaching outcomes simultaneously.

South Academic Building: Renewal

Total request: \$19.5 million over three years, beginning in 2024/25

The South Academic Building (SAB) is connected to CAB, and similarly serves as a primary hub and connection point along various internal pedestrian pathways. With the opening of University Commons, it will be a main connection for students from University Commons, CAB, Cameron Library, and the main Quad.

When University Commons opens in 2024 some offices within the SAB will be relocated creating opportunities for space optimization and for improving the overall student experience. This project would focus on renovations to levels one, two and three of SAB, consolidating the remaining offices and renewing the vacated space for student success functions such as the Exam Centre, Learning Assessment Centre and other student service priorities that could benefit from a direct adjacency to University Commons. This creates a better student experience, and improves accessibility and operational efficiencies, while optimizing vacated space.

Cashflow Table (unfunded)

(\$ millions)	Total Project Funding Required	Total GOA Request	24/25	25/26	26/27	27/28	28/29	Future Yrs
CAPITAL INVESTMENT PRIORITY PROJECTS								
Biological Sciences Complex Redevelopment (Phase 1)	209.7	200.0	9.0	60.0	64.0	46.0	21.0	0.0
Integrated Health Sciences Innovation Complex (ECHA 2.0)	463.0	463.0	30.0	65.0	70.0	75.0	63.0	160.0
Education Complex	359.0	359.0	2.0	15.0	40.0	60.0	75.0	167.0
Biological Sciences Complex Redevelopment (Phase 2-4)	300.0	300.0	0.0	0.0	0.0	0.0	0.0	300.0
TOTAL	1331.7	1322.0	41.0	140.0	174.0	181.0	159.0	627.0
CAPITAL INVESTMENT (RENEWAL) PRIORITIES								
Universiade Pavilion Envelope (Butterdome)	28.8	28.8	12.0	16.8	0.0	0.0	0.0	0.0
Athabasca Hall	15.1	15.1	3.0	10.0	2.1	0.0	0.0	0.0
Cameron Library	30.2	30.2	5.0	13.0	10.0	2.2	0.0	0.0
Animal Research Labs (CCAC Compliance)	11.5	11.5	0.8	4.0	6.7	0.0	0.0	0.0
Central Academic Building	14.0	14.0	2.0	10.0	2.0	0.0	0.0	0.0
Chemistry East Instruction Labs	28.2	28.2	0.8	5.0	12.0	10.4	0.0	0.0
South Academic Building	19.5	19.5	2.0	10.0	7.5	0.0	0.0	0.0
TOTAL	147.3	147.3	25.6	68.8	40.3	12.6	0.0	0.0



Decision x **Discussion** **Information**

ITEM OBJECTIVE: To approve a new fee structure for the Athletics and Recreation Mandatory Non-Instructional Fee, effective Fall 2024.

DATE	March 22, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Provost and Vice-President (Academic)

MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the General Faculties Council Academic Planning Committee, approve a new fee assessment structure for the Athletics and Recreation Mandatory Non-Instructional Fee (“MNIF”), as described in the following table, to be effective Fall 2024.

Student Type	% of Full-Time, On-Campus Athletics and Rec Fee	For reference: MNIF amount (API¹ Adjusted for Fall 2024)
Full-time On-Campus	100%	\$98.36
Part-time On-Campus	50%	\$49.18
Full-time Off-Campus	50%	\$49.18
Part-time Off-Campus	25%	\$24.59

¹Academic Price Index, as approved by the Board of Governors on March 18, 2016

EXECUTIVE SUMMARY:

Background

Prior to Fall 2023, the university eliminated off-campus rates for the Health and Wellness and Academic Support Mandatory Non-Instructional Fees (MNIFs) to recognize the high number of virtual services now available to all students, the impact of which is that all students now have access to the same level of service. The additional revenue from the elimination of the off-campus rate is providing needed additional revenue to maintain these services.

At the time, the Athletics and Recreation fee was optional for off-campus students, and discussions with the Students’ Union and the Graduate Students’ Association about how to handle this fee continued through the 2023-2024 year. The outcome of those discussions is an agreement that we will eliminate the optional feature of the fee, in recognition of the principle that MNIFs are intended to ensure students have access to the services and programs funded by the fee and that an optional feature does not support that principle.

GOVERNANCE OUTLINE



ITEM NO. 5d

We have recognized, however, that off-campus and part-time students are likely to access fewer Athletics and Campus and Community Recreation services and programs than a full-time, on-campus student, and thus, a scale of reduced rates is reasonable.

This new structure has been endorsed by the Joint University Student Mandatory Non-Instructional Fees Oversight Committee.

This new structure will help Athletics and Campus and Community Recreation by providing stable and predictable funding that will ensure the maintenance of a full suite of in-person and virtual programs and activities.

Risk Discussion / Mitigation of the Risk

MNIFs are an essential revenue source to fund the provision of high-quality services and functions to students across the institution. Predictable funding is an important mitigation to ensure that Athletics and Campus and Community Recreation can continue to provide their full suite of in-person and virtual programs currently available.

SCHEDULE A:

Engagement and Routing

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

Those who are actively participating:

- Provost and Vice-President (Academic)
- Vice-President (University Services and Finance)
- Office of the Registrar
- Faculty of Graduate and Postdoctoral Studies
- Office of the Dean of Students
- University of Alberta International
- Office of Resource Planning
- Students' Union
- Graduate Students' Association
- Joint University Student Mandatory Non-Instructional Fee Oversight Committee

Approval Route:

- Academic Planning Committee (March 6, 2024)
- Board Finance and Property Committee (March 7, 2024)
- Board of Governors (March 22, 2024)



ITEM NO. 5e

Decision **Discussion** **Information**

ITEM OBJECTIVE: TO:

- (a) consider proposed amendments to the Articles of Incorporation (as amended) for the University of Alberta Properties Trust Inc. and, if deemed appropriate, approve such amendments to the corporation’s articles; and
- (b) review the terms of office for the directors of the University of Alberta Properties Trust Inc., re-set the terms of office for such directors, and correspondingly establish revised terms of office for such directors.

DATE	March 22, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	University Governance

MOTION: THAT the Board of Governors (the “**Board**”), on the recommendation of the Board Finance and Property Committee and the Board Governance Committee:

- (a) approve amendments to the Articles for the University of Alberta Properties Trust Inc. (“**UAPTI**”) as detailed in the form of resolution in writing of the Board attached hereto as Attachment 1 (the “**Amendment Resolution**”);
- (b) approve the resetting of the terms of office for the directors of UAPTI as set out in the form of resolution in writing of the Board attached hereto as Attachment 2 (the “**March Resolution**”);
- (c) establish revised terms of office for the directors of UAPTI as set out at paragraph 3 in the form of resolution in writing of the Board attached hereto as Attachment 3 (the “**May Resolution**”); and
- (d) authorize the Board Chair, for and on behalf of the Board, to execute the Amendment Resolution and the March Resolution and to do all such acts and things and execute or cause to be executed all such further documents as in the Board Chair’s opinion may be necessary or desirable to give effect the Amendment Resolution or the March Resolution.

EXECUTIVE SUMMARY:

Background

UAPTI was incorporated on March 11th, 2015. The Board is the sole shareholder of UAPTI, holding 100 Class A Common shares in UAPTI’s capital stock.

UAPTI amended its Articles of Incorporation on March 16th, 2021. A copy of UAPTI’s Certificate of Amendment and Registration of Restated Articles, along with such amended and restated articles, are attached as Attachment 4 (the “**Articles**”).

GOVERNANCE OUTLINE



ITEM NO. 5e

It is desired to further amend the Articles as detailed in the Amendment Resolution, and the Board is the ultimate approver for such amendments pursuant to s. 173 of the *Business Corporations Act* (Alberta) (the “**ABCA**”).

It is a fundamental element of UAPTI’s governance structure that directors serve staggered terms of office in order to promote continuity on UAPTI’s board of directors.

The terms of office for directors of UAPTI have not always aligned with what is provided for in the corporation’s Articles. While the Articles provide that a director will be elected for a term of office ending at the close of either the first, second or third annual general meeting following the annual general meeting at which such director was elected, there have been elections and appointments of directors for terms of office measured in calendar years.

Pursuant to the ABCA, UAPTI is required to hold an annual general meeting no later than 15 months after holding the last preceding annual general meeting. As such, terms of office measured in calendar years, in addition to not be aligned with the Articles, could have been out of alignment with the timing for annual general meetings.

Analysis / Discussion

The reasons for amending the Articles are as follows:

1. The Board, in its capacity as sole shareholder of UAPTI, needs discretionary authority to:
 - a) waive term limits for directors where it is desirable or advantageous to do so; and
 - b) elect or appoint directors to UAPTI’s board of directors for terms ceasing on a specific date, as opposed to at the close of an annual general meeting subsequent to the election or appointment of such directors.
2. A clarification is required in the Articles that directors appointed to UAPTI’s board of directors pursuant to Section 2.02 of UAPTI’s By-law No. 1 must promptly tender their resignation in certain specified circumstances. A copy of Section 2.02 of UAPTI’s By-law No. 1 is attached as Attachment 5.

It is important that the Board, as UPTI’s sole shareholder, precisely know what the terms of office are for each director of UAPTI and to establish a clear process for managing those terms of office over time.

In order to immediately rectify any potential issues or inconsistencies with the terms of office for the current directors of UAPTI it is desired to remove each such director from office and immediately re-elect such directors for a term ceasing at the conclusion of the next annual general meeting, or the date of the annual resolution signed in lieu thereof, which is expected to be May 31st, 2024.

As at May 31st, the Board, in its capacity as sole shareholder of UAPTI, will make the director elections and appointments set out at paragraph 3 of the May Resolution, thus establishing clear staggered terms of office for each of the directors of the corporation going forward.



ITEM NO. 5e

The Board Governance Committee (“**BGC**”) has considered the terms of office for the directors appointed pursuant to Section 2.02 of the By-law in accordance with its broad mandate to provide strategic oversight, insight, and foresight with respect to, among other things, the organization and procedures of the Board, as well as its responsibilities to oversee opportunities for member engagement with university stakeholders, and work with the Board Chair to identify candidates as prospective committee members to fulfil the roles and responsibilities of the Board, and has recommended that the Board approve the resetting of the terms of office for the directors listed at sub-paragraphs 2.(h), (i) and (j) in the March Resolution and the establishment of revised terms of office for the directors listed as sub-paragraphs 3.(h), (i) and (j) in the May Resolution.

The Board Finance and Property Committee (“**BFPC**”) has considered the terms of office for the balance of the directors elected to UAPTI’s board of directors in accordance with its responsibility to review and approve the appointment and renewal of terms of office of non-governor directors of UAPTI, and has recommended that the Board approve the resetting of the terms of office for the directors listed at sub-paragraphs 2.(a) through (g) in the March Resolution and the establishment of revised terms of office for the directors listed as sub-paragraphs 3.(a) through (g) in the May Resolution.

It is expected that BGC will review the overall process for considering and approving the appointment and renewal of terms of office of directors of UAPTI as part of the review of the Board standing committees terms of reference in 2024-2025.

Risk Discussion / Mitigation of the Risk

It is essential to the proper governance of UAPTI that its shareholder have flexibility to manage the composition of the corporation’s board of directors in a considered manner, cognizant of the skills and experience of the individual directors on the board.

Furthermore, it is important that the terms of office of board appointees align with such appointees’ terms of service as executive employees of the university, or as members of the Board.

It is of significant importance that the Board clearly know the terms of office for the directors of UAPTI and manage the staggered terms of office for such directors effectively in order to maintain and enhance continuity on UAPTI’s board of directors, and ensure that UAPTI can continue to conduct its business without the risk of interruption occasioned by an unexpected lapse of a term of office.

Where applicable, list the legislation that is being relied upon

1. Sections 106(3), 109(1), 109(3), 141(2), and 173 of the ABCA
2. Section 60(1)(a) of the *Post-secondary Learning Act*
3. Sections 1., 2.e), h) and q) of the Board Governance Committee Terms of Reference
4. Section 2.u) of the Board Finance and Property Committee Terms of Reference



ITEM NO. 5e

Next Steps

The full May Resolution, which is the annual resolution of the Board, in its capacity as sole shareholder of UAPTI, will come before the Board once UAPTI’s financial statements are finalized and available for review, at which time the terms of office for the whole of the board of directors of UAPTI will be ratified and confirmed.

Supporting Materials (Attachments):

1. The Amendment Resolution (2 pages) - **for approval**
2. The March Resolution (2 pages) - **for approval**
3. The May Resolution (3 pages) - **for approval with respect to paragraph 3**
4. [Attachment 4: Restated UAPTI Articles of Incorporation \(as amended\)](#) (provided by link)
5. [Attachment 5: Section 2.02 of By-law No. 1](#) (provided by link)

SCHEDULE A:

Engagement and Routing

Those who are actively participating:

- Guy Bridgeman, Board Vice-Chair and Chair of BGC
- John Lemieux, University Secretary

Those who have been consulted:

- The Governance, Human Resources and Nominating Committee for UAPTI
- Greg Dewling, President and CEO of UAPTI
- Brad Hamdon, General Counsel, University of Alberta

Approval Route:

With respect to the Amendment Resolution:

- BGC on March 6th, 2024 for recommendation to the Board
- Board on March 22nd, 2024 for approval

With respect to the March Resolution:

- BGC on March 6th, 2024 to approve the resetting of the terms of office for the directors of UAPTI appointed pursuant to Section 2.02 of the By-law
- BFPC on March 7th, 2024 to approve the resetting of the terms of office for the balance of the directors on UAPTI’s board of directors
- Board on March 22nd, 2024 for approval

With respect to the May Resolution:

- BGC on March 6th, 2024 to establish revised terms of office for the directors of UAPTI appointed pursuant to Section 2.02 of the By-law
- BFPC on March 7th, 2024 to establish revised terms of office for the balance of the directors on UAPTI’s board of directors
- Board on March 22 for approval of paragraph 3 of May Resolution
- Board on May 27th or June 14th, 2024 for approval of full May Resolution

GOVERNANCE OUTLINE

UNIVERSITY OF ALBERTA PROPERTIES TRUST INC.
(the “Corporation”)

SPECIAL RESOLUTION IN WRITING OF THE SOLE SHAREHOLDER OF THE CORPORATION MADE AND PASSED PURSUANT TO SECTION 141(2) OF THE *BUSINESS CORPORATIONS ACT* (ALBERTA) (THE “ABCA”) EFFECTIVE AS OF THIS 22ND DAY OF MARCH, 2024.

WHEREAS:

- A. The Corporation was incorporated on March 11th, 2015 by way of the filing of articles of incorporation (the “**Articles of Incorporation**”), such Articles of Incorporation having been amended by way of the filing of articles of amendment on November 16th, 2021 (the “**Articles of Amendment**” and together with the Articles of Incorporation, the “**Articles**”).
- B. The sole shareholder of the Corporation desires to take the necessary steps to further amend the Articles pursuant to s. 173(1)(n) of the ABCA.

IT IS RESOLVED AS A SPECIAL RESOLUTION THAT:

- 1. The Articles be amended by:
 - (a) deleting sub-paragraph (b) to Schedule “B” of the Articles in its entirety and replacing it with the following:
 - “(b) The shareholders shall elect and/or appoint up to eleven (11) Directors and each Director shall be elected or appointed for a term that, in the discretion of the shareholders, either ends:
 - (i) at the close of the first (1st) Annual General Meeting, second (2nd) Annual General Meeting or third (3rd) Annual General Meeting following the Annual General Meeting at which such Director was elected or appointed; or
 - (ii) on a date specified by the shareholders, provided that such date is not later than the close of the third (3rd) Annual General Meeting following such Director’s election or appointment.”
 - (b) adding the following as sub-paragraph (d) to Schedule “B” of the Articles:
 - “(d) The application of sub-paragraph (c) to any particular Director of the Corporation may be waived by the shareholders as evidenced by a resolution of the shareholders.”
 - (c) adding the following as sub-paragraph (e) to Schedule “B” of the Articles:
 - “(e) A Director of the Corporation who is appointed to the Board pursuant to

Section 2.02 of the Corporation's By-law No. 1 must promptly tender his or her resignation upon:

- (i) such Director no longer holding an office that affords him or her membership on the Board as a matter of right;
- (ii) the individual for whom such Director acts as a designate no longer holding an office that affords him or her membership on the Board as a matter of right; or
- (iii) such Director no longer serving as a member of the Board of Governors of the University of Alberta,

such resignation to take effect immediately."

- 2. Any one director or officer of the Corporation, or the Corporation's solicitor, is hereby authorized to do all acts and to execute all documents as are necessary to amend the Articles of the Corporation.
- 3. Notwithstanding that this resolution may be executed by the sole shareholder before or after the effective date set out above, this resolution shall nevertheless take effect as of such effective date.
- 4. This resolution may be executed and delivered in digital form or by any other electronic means including execution by electronic signature and may be delivered by transmission in electronic format, including portable document format (PDF) or tagged image file format (TIFF), and if so executed and delivered this resolution will be for all purposes effective as if the shareholder had delivered and executed the original resolution.

The undersigned sole shareholder of the Corporation entitled to vote in respect of the aforementioned resolution consents to the resolution herein recorded as evidenced by the signature set out below.

**THE BOARD OF GOVERNORS OF THE
UNIVERSITY OF ALBERTA**

Per: _____
Authorized Signatory

UNIVERSITY OF ALBERTA PROPERTIES TRUST INC.
(the “Corporation”)

RESOLUTION IN WRITING OF THE SOLE SHAREHOLDER OF THE CORPORATION MADE AND PASSED PURSUANT TO SECTION 141(2) OF THE *BUSINESS CORPORATIONS ACT* (ALBERTA) (THE “ABCA”) EFFECTIVE AS OF THE 31ST DAY OF MARCH, 2024.

WHEREAS:

- A. Pursuant to s. 106(3) of the ABCA, the sole shareholder shall, by ordinary resolution at each annual meeting at which an election of directors is required, elect directors to hold office for a term expiring not later than the close of the next annual meeting of shareholders following the election.
- B. Notwithstanding the foregoing, in accordance with s. 106(9)(a) of the ABCA, and the articles of the Corporation, directors of the Corporation may be elected for terms expiring not later than the close of the 3rd annual meeting of shareholders following the election.
- C. Section 109(1) of the ABCA provides that the sole shareholder may by ordinary resolution at a special meeting remove any director or directors from office, and in accordance with s. 109(3) of the ABCA, a vacancy created by the removal of a director may be filled at the meeting of the shareholders at which the director is removed.
- D. Pursuant to s. 141(2) of the ABCA, a resolution in writing dealing with all matters required by the ABCA to be dealt with at a meeting of shareholders, and signed by all the shareholders entitled to vote at that meeting, satisfies all the requirements of the ABCA relating to meetings of shareholders.

IT IS RESOLVED THAT:

1. Each of the directors of the Corporation are hereby removed from office with immediate effect.
2. The following individuals be elected directors of the Corporation to hold office for a term commencing with immediate effect and ceasing at the conclusion of the Corporation’s next annual general meeting, or the date of the annual resolution signed in lieu thereof:

Name

(a)	Director	Catherine Allard (formerly Catherine Roozen)
(b)	Director	Glenn Stowkowy

(c)	Director	Barry James
(d)	Director	Aleem Virani
(e)	Director	Louise Gibson
(f)	Director	Douglas O. Goss
(g)	Director	Jim Brown
(h)	Director	Bill Flanagan
(i)	Director	Guy Bridgeman
(j)	Director	Darcy Trufyn

3. The application of sub-paragraph (c) of Schedule "B" to the Corporation's Articles of Incorporation, as amended (collectively, the "**Articles**"), is hereby waived in respect of the election of Catherine Allard. This waiver shall not operate or be construed as a waiver of the application of sub-paragraph (c) of Schedule "B" to the Articles to any desired election, re-election or appointment of Catherine Allard as a director of the Corporation subsequent to the cessation of her term.
4. Notwithstanding that this resolution may be executed by the sole shareholder before or after the effective date set out above, this resolution shall nevertheless take effect as of such effective date.
5. This resolution may be executed and delivered in digital form or by any other electronic means including execution by electronic signature and may be delivered by transmission in electronic format, including portable document format (PDF) or tagged image file format (TIFF), and if so executed and delivered this resolution will be for all purposes effective as if the shareholder had delivered and executed the original resolution.

The undersigned sole shareholder of the Corporation entitled to vote in respect of the aforementioned resolution consents to the resolution herein recorded as evidenced by the signature set out below.

**THE BOARD OF GOVERNORS OF THE
UNIVERSITY OF ALBERTA**

Per: _____
Authorized Signatory

UNIVERSITY OF ALBERTA PROPERTIES TRUST INC.
(the “**Corporation**”)

RESOLUTION IN WRITING OF THE SOLE SHAREHOLDER OF THE CORPORATION MADE AND PASSED PURSUANT TO SECTION 141(2) OF THE *BUSINESS CORPORATIONS ACT* (ALBERTA) (THE “**ABCA**”) EFFECTIVE AS OF THIS 31ST DAY OF MAY, 2024.

WHEREAS:

A. Pursuant to s. 132(1) of the ABCA, the directors of the Corporation:

“shall call an annual meeting of shareholders to be held not later than 18 months after (i) the date of its incorporation, or (ii) the date of its certificate of amalgamation, in the case of an amalgamated corporation, and subsequently no later than 15 months after holding the last preceding annual meeting...”

B. It is incumbent on the sole shareholder to deal, at this time, with all of the business to be transacted at an annual meeting of the shareholders of the Corporation as required by s. 134(6) of the ABCA.

IT IS RESOLVED THAT:

Consideration of Financial Statements

1. The undersigned sole shareholder has received and considered the financial statements of the Corporation for its most recently completed financial period, which financial statements contain disclosure of remuneration required pursuant to s. 23(2) of the Business Corporations Regulation.

Fixing the Number of Directors

2. Until changed by the sole shareholder, the number of directors of the Corporation within the minimum and maximum numbers of directors provided for in the Corporation’s Articles of Incorporation, as amended (collectively, the “**Articles**”) is hereby determined to be eleven (11).

Election of Directors

3. The following individuals be elected as directors of the Corporation to hold office for the term set out opposite their name or until their removal or the appointment of their successor:

	Name	Term Cessation Date
(a)	Director	Catherine Allard
		May 31 st , 2026

(b)	Director	Glenn Stowkowy	May 31 st , 2025
(c)	Director	Barry James	May 31 st , 2026
(d)	Director	Aleem Virani	May 31 st , 2027
(e)	Director	Louise Gibson	May 31 st , 2027
(f)	Director	Douglas O. Goss	May 31 st , 2027
(g)	Director	Jim Brown	May 31 st , 2027
(h)	Director	Bill Flanagan	June 30 th , 2025
(i)	Director	Guy Bridgeman	November 25 th , 2025
(j)	Director	Darcy Trufyn	August 17 th , 2025

4. The application of sub-paragraph (c) of Schedule "B" to the Articles is hereby waived in respect of the election of Catherine Allard. This waiver shall not operate or be construed as a waiver of the application of sub-paragraph (c) of Schedule "B" to the Articles to any desired election, re-election or appointment of Catherine Allard as a director of the Corporation subsequent to the cessation of her term on May 31st, 2026.

Appointment of an Auditor

5. No auditor of the Corporation's financial statements be appointed, this resolution to remain in effect until the next annual meeting of shareholders.

General

6. Notwithstanding that this resolution may be executed by the sole shareholder before or after the effective date set out above, this resolution shall nevertheless take effect as of such effective date.
7. This resolution may be executed and delivered in digital form or by any other electronic means including execution by electronic signature and may be delivered by transmission in electronic format, including portable document format (PDF) or tagged image file format (TIFF), and if so executed and delivered this resolution will be for all purposes effective as if the shareholder had delivered and executed the original resolution.

[Signature page follows]

The undersigned sole shareholder of the Corporation entitled to vote in respect of the aforementioned resolution consents to the resolution herein recorded as evidenced by the signature set out below.

**THE BOARD OF GOVERNORS OF THE
UNIVERSITY OF ALBERTA**

Per: _____
Authorized Signatory

[Signature page: Annual Resolutions of the Sole Shareholder of UAPT: May 31, 2024]



Decision Discussion Information

ITEM OBJECTIVE: To approve the creation of a new Master of Management Analytics Program

DATE	March 22, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Faculty of Business Faculty of Graduate & Postdoctoral Studies (GPS)

MOTION: THAT the Board of Governors, on the recommendation of the Board Learning, Research and Student Experience Committee and General Faculties Council, approve the new Master of Management Analytics (MMA) program in the Alberta School of Business for implementation upon final approval.

EXECUTIVE SUMMARY:

Despite the increasing awareness of data's crucial role in business success, most firms have not effectively transformed their organizations to harness its full potential. This sobering fact is likely due to the realization that simply having data and computing capacity is not enough to make effective data-driven managerial decisions. There is a critical need for management training programs that align with the technological and social changes surrounding data utilization. Such programs are essential to equip individuals with the skills and knowledge required to make effective, responsible, competitive, and ethical use of data.

The Master of Management Analytics (MMA) program will focus on training managers to design, lead and execute data driven projects across organizations. The program is designed around four key pillars, each essential for a comprehensive understanding of business analytics. These pillars encompass business analytics fundamentals, providing a solid foundation; business analytics process and management, ensuring effective implementation; analytics applications across various business functional areas, demonstrating versatility; and experiential learning, offering hands-on, real-world experience.

The MMA is a 1-year program without internship and 16 months with internship, full-time, course-based master's degree program. This program is designed for students who have recently graduated with an undergraduate degree in STEM, and/or Business. The program will be conducted and offered through the Alberta School of Business (ASB), which boasts of a significant background in both research and teaching, particularly in areas where business and technology intersect. The program is led by the program's dedicated Academic Director from the ASB and will be overseen by an Advisory Committee consisting primarily of seasoned industry experts. These individuals play a pivotal role in shaping the program's curriculum, ensuring its alignment with real-world business needs, and maintaining its relevance in the dynamic field of analytics.

The program will be pioneering in the Prairie provinces, and our university is uniquely poised to address the existing skills gap. By doing so, we will actively contribute to the Government of Alberta's strategic vision, which places a strong emphasis on advancing innovation, prioritizing artificial intelligence (AI), and promoting technological diversification. The program's objective is to equip students with the skills to excel in the realm of big data, AI and machine learning (ML) enabling them to comprehend

GOVERNANCE OUTLINE

ITEM NO. 5f

business obstacles, formulate effective solutions, and convey them to achieve the highest impact through data analysis.

Moreover, this proposed program is in perfect alignment with both the University's and the School of Business's strategic priorities. It complements the burgeoning AI and ML hub in Edmonton and throughout Alberta. Importantly, its development was a collaborative effort involving a diverse range of stakeholders, including industry experts, academics, students, alumni, and representatives from Equity, Diversity, and Inclusion (EDI), and Indigenous representatives.

The proposed program has considered both the needs of learners and the demand in the job market for such a degree. This was achieved by conducting external market research, consulting with industry experts, school of business faculty and staff, and soliciting input from students and alumni through surveys. Additionally, job market statistics have been incorporated into the program's planning.

In the first two years of the program, the goal is to enroll a minimum of 25 new students each year. The emphasis during this initial phase is on maintaining a manageable cohort size to ensure personalized attention and a high-quality education. This approach also allows for gathering feedback, making necessary adjustments, and progressively improving the program. In the third year, the plan is to incrementally increase the intake to 35 new students, reflecting a gradual scaling up of the program based on feedback and refinements from the initial years. As the program matures, in the fourth and fifth years, the aim is to further expand the annual intake to 50 and 75 students, respectively. This expansion aligns with the goal of extending the program's impact while ensuring that the capacity to provide a high-quality educational experience for a larger student cohort is in place, building on the experience and systems established in the previous years.

Risk Discussion / Mitigation of the Risk

The risk in not pursuing the Master of Management Analytics program would entail the University of Alberta overlooking a significant opportunity to meet the growing demand for management training that aligns with the changing technological and social dynamics surrounding data usage. Additionally, this program aligns with the Government of Alberta's strategic vision, which emphasizes innovation, prioritizes artificial intelligence (AI), and encourages technological diversification.

Supporting Materials:

1. [Template A \(System Coordination Review\)](#) (40 pages)
2. [Template B \(Campus Alberta Quality Council Review\)](#) (52 pages)
3. [Appendices 1-13](#) (64 pages)



SCHEDULE A:

Engagement and Routing

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

Those who are actively participating:

- Dr. Vikas Mehrotra, Dean, Alberta School of Business
- Dr. Trish Reay, Vice-Dean, Alberta School of Business
- Dr. Michael Maier, Associate Dean, Masters programs and executive education, Alberta School of Business
- Dr. Borzou Rostami, Assistant Professor and Academic Director for MMA, Department of Accounting and Business Analytics, Alberta School of Business
- Roveena Mecwan, Program Coordinator,, Masters programs office, Alberta School of Business

Those who have been consulted:

- Members of the Office of the Provost and VP Academic (Janice Causgrove-Dunn, Carley Roth and Suzanne French)
- Dr. Tracy Raivio, Graduate and Postdoctoral Studies (GPS) Dean
- Department of Accounting and Business Analytics faculty members
- Business community (Appendix 4A, B and C)
- Dr. Ali Shiri, Vice Dean, GPS
- Faculty of Business Department Chairs
- Students (Survey sent out to BCom and Masters' Students). Student representatives on the school's GSPC (Graduate Students Policy Committee).
- Carrie Smith, Vice-Provost (Equity, Diversity & Inclusion)
- Florence Glanfield, Vice-Provost (Indigenous Programming & Research)
- Edith Finczak, Director Academic Budget and Planning, Office of Provost and VP Academic
- Andrea Menard, Lead Educational Developer, Provost & Vice-President Academic, Centre for Teaching and Learning
- Lori Ireland, Educational Developer, Provost & Vice-President Academic - Centre for Teaching and Learning
- School of Business-Careers and Work Integrated Learning Team- Amber Nicholson, Paul Taylor and Melanie Tymofichuk
- Dr. Leo Wong, Associate Dean- Education, School of Business
- Heather Braid and Sara Rashidian, Office of Education, School of Business
- Yuliia Malanych, Finance Partner, School of Business
- Xiao Cheng, Director, Analysis and Admissions, MBA office
- Celine Gareau-Brennan, Business Librarian
- Graduate Student Policy Committee Members- School of Business
- Rebecca Liaw, Calendar Editor, Office of the Registrar
- Registrar's Advisory Committee on Fees (RACF) members

Those who have been informed:

- Business Council Members
- School of Business Faculty and Staff via town hall conducted.
- Andrea Riewe, Executive Coordinator, GPS
- Masters' Program Office Staff

Approval Route:

- Graduate Student Policy Committee (GSPC)- *November 16, 2023*
- Graduate Program Support Team (GPST): December 11, 2023
- Business Faculty Council: Approved January 8, 2024
- Faculty of Graduate and Postdoctoral Studies (GPS) Council: January 17, 2024
- RACF: January 23, 2024
- General Faculties Council (GFC) Programs Committee (PC): February 8, 2024
- GFC: February 26, 2024
- Board Learning, Research and Student Experience Committee (BLRSEC): March 8, 2024
- Board of Governors: March 22, 2024 (anticipated)
- GFC Academic Planning Committee (APC): program budget approval only: May 1, 2024 (anticipated)

Supplementary Notes / Context:

Calendar copy for new proposed MMA program approved by Business Council - January 8, 2024

Timing TBD: domestic and international tuition will be considered by APC, the Board Finance and Property Committee (BFPC), and the Board of Governors.

ITEM NO. 5gDecision x Discussion Information

ITEM OBJECTIVE: TO consider and, if deemed appropriate, delegate to the General Faculties Council the Board of Governors' powers, duties and functions related to student misconduct appeals, on certain conditions, arising out of student discipline decisions made under and pursuant to the *Student Conduct Policy* and the proposed student academic integrity policy.

DATE	March 22, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	University Governance

MOTION: THAT the Board of Governors, on the recommendation of the Board Learning, Research and Student Experience Committee,:

- (a) delegate to General Faculties Council its powers, duties and functions related to student misconduct appeals arising out of student discipline decisions made under and pursuant to section 31 of the *Post-Secondary Learning Act* and:
 - i) the *Student Conduct Policy*, and
 - ii) the proposed student academic integrity policy,all as detailed in Attachment 1;
- (b) authorize the university's Institutional Policy Lead to make all consequential amendments and changes to existing university documents, instruments and policies necessitated by virtue of the approval of:
 - i) the *Student Conduct Policy* and its associated procedures,
 - ii) the proposed student academic integrity policy and its associated procedures, and
 - iii) the foregoing delegation; and
- (c) direct the university's Institutional Policy Lead to report to the Board of Governors in writing confirming the completion of the aforementioned consequential amendments and changes.

EXECUTIVE SUMMARY:Background

Under Section 31 of the PSLA¹, the General Faculties Council ("**GFC**") has general supervision of student affairs at the university and GFC may, subject to a right of appeal to the Board of Governors (the "**Board**"), discipline students attending the university.

On September 19, 2022, the GFC resolved to recommend that the Board approve the *Student Conduct Policy* and its associated procedures (the "**Student Conduct Policy suite**"). The Board approved the *Student Conduct Policy* suite on November 18, 2022. The *Student Conduct Policy* suite deals with non-academic student conduct matters.

¹ *Post-secondary Learning Act*, S.A. 2003, c. P-19.5 (the "**PSLA**").

GOVERNANCE OUTLINE

ITEM NO. 5g

As part of its general supervision of student affairs and its overall responsibility for the academic affairs of the university,² GFC now wishes to consider and have approved a student academic integrity policy suite, which will exist in concert with the *Student Conduct Policy* suite, and deal exclusively with matters of student academic integrity. Collectively, the *Student Conduct Policy* suite and the proposed student academic integrity policy suite are the “**Student Misconduct Policy Suites**”.

The Student Misconduct Policy Suites consist of certain discrete documents, including the previously approved *Student Misconduct Appeal Procedure* (the “**SMAP**”) and the proposed student academic misconduct appeal procedure (together with the SMAP, the “**Appeal Procedures**”).

Delegation Rights

The Board may delegate in writing to any person any power, duty or function conferred or imposed upon it by the PSLA, except for the power to make bylaws.³

The Appeal Procedures

The Student Misconduct Policy Suites are replacing the existing *Code of Student Behaviour* (the “**COSB**”).

Under the COSB, appeals are administered by the University Appeal Board, acting with delegated authority.

Likewise, the SMAP specifically provides that:

*“...the Board has adopted and approved this Student Misconduct Appeal Procedure **and has delegated** the powers and functions in the appeal process to the persons identified in this procedure.”* [emphasis added]

Similarly, the proposed student academic misconduct appeal procedure, as currently drafted, specifically provides that:

*“...the Board **has delegated** the powers and functions in the appeal process to the persons identified in this procedure.”* [emphasis added]

Under the Appeal Procedures, appeals with respect to student misconduct are heard / will be heard by student misconduct appeal panels, also acting with delegated authority.

The Board Learning, Research and Student Experience Committee (“**BLRSEC**”) has amongst its areas of responsibility the review and approval of substantive amendments to the appeal procedures and powers set out in the COSB.⁴

² PSLA, at s. 26(1).

³ PSLA, at s. 62. Emphasis added.

⁴ Board Learning, Research and Student Experience Committee Terms of Reference (the “**BLRSEC Terms of Reference**”), at s. 2.h).

ITEM NO. 5g

The Appeal Procedures do not constitute substantive amendments to the appeal procedures and powers set out in the COSB, however, it is reasonable to have BLRSEC consider and, if deemed appropriate, recommend that the Board delegate to GFC its powers, duties and functions related to student appeals as described in [Attachment 1](#) given that such delegation will necessarily impact the significance of the appeal procedures and powers under the COSB.

Discussion

While the Board did approve the SMAP, and confirmed having delegated the powers and functions set out in the SMAP to the persons identified in the SMAP, s. 62 of the PSLA requires such delegation to be in writing. As such, and as set out in [Attachment 1](#), it is desired that the Board specifically evidence in writing its delegation of authority with respect to both of the Appeal Procedures, in addition to clarifying GFC's authorization to sub-delegate such powers, duties and functions such that the student misconduct appeal panels can effectively and efficiently conduct their work.

The effect of the approval of the Student Misconduct Policy Suites, and the aforementioned delegation, is the need to make certain consequential amendments and changes to existing university documents, instruments and policies.

Such consequential amendments and changes involve replacing references to the COSB and the COSB's language, concepts, and processes with appropriate references to the Student Misconduct Policy Suites and the language, concepts and processes as appropriate to give effect to these Student Misconduct Policy Suites.

It is desired for both the Board and GFC to authorize the university's Institutional Policy Lead to make all such consequential amendments and changes to existing university documents, instruments and policies. Thereafter, all other amendments to existing university documents, instruments and policies will be carried out in accordance with the ordinary or prescribed terms for editorial and substantive amendments.

Risk Discussion / Mitigation of the Risk

This delegation aligns with historical practice, whereby the Board delegated its powers, duties and functions to adjudicate appeals of student discipline decisions made under and pursuant to the *Code of Student Behavior* and the *Code of Applicant Behavior*. Similarly, appeals arising out of student discipline decisions made under the Student Misconduct Policy Suites should be adjudicated by trained appeal panels acting with delegated authority, mitigating the need for the Board to adjudicate such appeals, while not having the specific training or detailed familiarity with the substantive content of the Student Misconduct Policy Suites required in order to do so.

In addition to the foregoing, providing the Institutional Policy Lead with the authority to make consequential changes to existing university documents, instruments and policies best ensures that the Board's limited time is not taken up with seeking approvals for such amendments, and allows the Institutional Policy Lead work efficiently and expeditiously to complete such changes.

Where applicable, list the legislation that is being relied upon

1. PSLA, at s. 31(1).
2. PSLA, at s. 62.
3. The BLRSEC Terms of Reference, at s. 2.h)

ITEM NO. 5gNext Steps

Assuming that BLRSEC does recommend that the Board delegate its powers, duties and functions related to student appeals arising out of student academic discipline decisions, the Board will consider such recommendation and the proposed wording of the delegation in writing at its scheduled meeting on March 22, 2024.

Once the student academic misconduct appeal procedure comes before GFC, that body will be advised that the Board has made the requisite delegation of authority in writing as contemplated in the procedure.

Supporting Materials (Attachments):

1. Delegation of Power, Duty or Function by the Board of Governors (3 pages) – **for approval**

Attachment 1**DELEGATION OF POWER, DUTY OR FUNCTION BY THE BOARD OF GOVERNORS**

Post-secondary Learning Act (Alberta), s. 62

WHEREAS:

- A. Pursuant to section 31(1) of the *Post-secondary Learning Act*, S.A. 2003, c. P-19.5 (the “**PSLA**”) the general faculties council (“**GFC**”) has general supervision of student affairs at the University of Alberta (the “**university**”) and in particular, but without restricting the generality of the foregoing, GFC may, subject to a right of appeal to the board of governors (the “**Board**”), discipline students attending the university.
- B. Pursuant to section 62 of the PSLA, the Board may delegate in writing to any person any power, duty or function conferred or imposed upon it by the PSLA, except the power to make bylaws.
- C. GFC, in accordance with its general supervision of student affairs at the university, approved the *Student Conduct Policy* suite on September 19, 2022 and now wishes to have approved a new student academic integrity policy suite. Each of these policy suites consist of certain discrete documents:
 1. the *Student Conduct Policy* and the proposed student academic integrity policy (collectively, the “**Policies**”);
 2. under the *Student Conduct Policy*:
 - (i) the *Student Misconduct Complaint Procedure* (the “**SMCP**”);
 - (ii) the *Student Misconduct Ticket Procedures* (the “**SMTP**”);
 - (iii) the *Student Misconduct Appeal Procedure* (the “**SMAP**”); andunder the proposed student academic integrity policy:
 - (iv) the student academic misconduct procedure (the “**SAMP**” and together with the SMCP and the SMTP, the “**Misconduct Procedures**”); and
 - (v) the student academic misconduct appeal procedure (together with the SMAP, the “**Appeal Procedures**”).

ITEM NO. 2
Attachment 1

Collectively, the Policies, the Misconduct Procedures and the Appeal Procedures comprise the “**Student Misconduct Policy Suites**”.

- D. The Board wishes to delegate to GFC the powers, duties and functions related to the administration of student misconduct appeals as set out herein and arising out of student discipline decisions under the Student Misconduct Policy Suites.

NOW THEREFORE:

1. The Board hereby delegates to GFC the power, duty and function to administer appeals arising out of student discipline decisions made under the Student Misconduct Policy Suites.
2. In addition to the foregoing, the Board hereby delegates to GFC the power to settle and approve the form and content of, and any editorial or substantive amendments to, the Appeal Procedures, provided, however, that the Appeal Procedures must expressly provide that:
 - (a) an appellant may appeal the decision of a decision maker on the following grounds:
 - (ii) the decision maker erred in their decision as to whether or not they had jurisdiction to apply one of the Policies;
 - (iii) the decision maker made an error in the finding of violation or no violation of one of the Policies; and/or
 - (iv) the decision maker did not meet the duty of procedural fairness for reasons including, but not limited to:
 - (A) the appellant was not given a reasonable opportunity to provide information to the decision maker;
 - (B) the appellant was not given a reasonable opportunity to respond to evidence or statements contrary to their account;
 - (C) the decision maker was biased; and/or
 - (D) any other denial of procedural fairness,
 - (b) where the appellant is the student who was the subject of a complaint, such student may appeal the decision of the decision maker on any of the grounds noted above and on any other grounds, including but not limited to:
 - (i) the sanction is outside of a reasonable range, given the nature of the violation, and/or

ITEM NO. 2
Attachment 1

- (ii) other specified grounds for the appeal,
 - (c) appeals will be based on the record which was before the decision maker, and
 - (d) the panel hearing the appeal will determine whether:
 - (i) the decision maker's decision contained errors to the extent that those errors would have a material effect on the outcome of the decision; or
 - (ii) the sanctions imposed by the decision maker were unreasonable in the circumstances.
3. In addition to the foregoing, the making of this delegation expressly requires that GFC observe the provisions in the Appeal Procedures setting out the procedures and powers of appeal panels.
4. This delegation also authorizes GFC to sub-delegate the powers, duties and functions delegated to GFC to:
- (a) administer appeals;
 - (b) settle and approve the form and content of the Appeal Procedures; or
 - (c) approve any editorial or substantive amendments to the Appeal Procedures.
5. Notwithstanding that this delegation may be approved by the Board before or after the approval of either of the Appeal Procedures, this delegation shall nevertheless be deemed operative and in effect as of the dates of such approvals.

Decision Discussion Information

ITEM OBJECTIVE: In accordance with the Board Investment Committee's Terms of Reference, the Committee will assist the Board with all of its policy setting responsibilities by reviewing and recommending changes annually to the University Funds Investment Policy.

DATE	March 22, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Vice-President (University Services and Finance)

MOTION: THAT the Board of Governors, on the recommendation of the Board Investment Committee, approve the revised University Funds Investment Policy, as set forth in Attachment 1.

EXECUTIVE SUMMARY:

It is proposed that the University Funds Investment Policy be updated to reflect the fact that the University's venture subsidiary, University of Alberta Innovation Fund Inc., has been successfully launched and has commenced making investment recommendations to The Governors of the University of Alberta. These investments are not part of the University Endowment Pool (UEP) nor the Non-Endowed Investment Pool (NEIP). The proposed changes make that clear.

The remainder of the proposed changes to the University Funds Investment Policy can be characterized as housekeeping in nature and most reflect the continued progress in implementing the UEP and NEIP's strategic asset allocations that further diversity risk. Given the confidentiality provisions associated with many of the University's private market investments, a publicly available detailed listing of all investments as contemplated by the responsible investment section of the policy is no longer possible.

Risk Discussion / Mitigation of the Risk:

An annual review of the University Funds Investment Policy helps ensure that the asset allocation for the University Endowment Pool and the Non-Endowed Investment Pool remain appropriate for the level of risk and spending.

Next Steps:

- Circulation to the Association of Academic Staff of the University of Alberta for information (pending Board of Governors approval).

Supporting Materials (Attachments):

1. University Funds Investment Policy – Clean (15 pages) – **for approval**
2. University Funds Investment Policy - Track Changes (15 pages)



Original Approval Date: January 29, 2010

Most Recent Approval: March 25, 2022

Most Recent Editorial Date: July 5, 2022

University Funds Investment Policy

Office of Accountability:	Vice President (University Services and Finance)
Office of Administrative Responsibility:	Finance, Procurement and Planning – Investments and Treasury
Approver:	Board of Governors
Scope:	Compliance with this University policy extends to all academic, support and excluded staff, postdoctoral fellows, and academic colleagues as outlined and defined in the Recruitment Policy (Appendix A and Appendix B : Definitions and Categories).

Purpose

The *Post-Secondary Learning Act*, Statutes of Alberta, (2003), Sections 75 and 76, provides The Governors of the University of Alberta with broad investment powers, the authority to pool funds and the authority to distribute income, subject to the terms of a trust on which it may be held. The purpose of this investment policy is to establish distinct asset allocation and risk tolerances for each of the University funds according to the individual fund's spending obligations, objectives, and liquidity requirements.

Policy

1.0 DESCRIPTION OF UNIVERSITY FUNDS AND GOVERNANCE

The Board of Governors has delegated investment oversight to the Board Investment Committee as documented in the Board Investment Committee's Terms of Reference. The Board of Governors has retained responsibility for the following matters (as outlined in this document):

- The University Funds Investment Policy, which shall include the establishment of broad risk tolerances, strategic asset allocation, and responsible investment.
- The investment objectives and the University Endowment Pool Spending Policy of the University.

The University Funds Investment Policy is subject to annual review by the Board Investment Committee and any recommended changes require approval by the Board of Governors. Management's investment decisions are subject to the overall direction of the Board Investment Committee as reflected in this policy.

The Board Investment Committee's role is to approve the Strategic Role Investment Guidelines (SRIGs). Management has responsibility to select, retain, monitor and dismiss investment managers in accordance with the approved Strategic Role Investment Guidelines. Funds are allocated to external managers or, when determined to be advantageous, may be managed internally.

Each investment manager shall adhere to this policy and must exercise the care, skill, diligence and judgment that a prudent investor would exercise in making investments. This includes the assessment of environmental, social and governance (ESG) risks and opportunities. Investment managers are expected to be in compliance with all applicable laws and regulations as well as the Code of Ethics and Standards of Professional Conduct established by the CFA Institute.

1.1 University Endowment Pool (UEP)

The UEP consists of the University's endowed trust funds or other funds of a permanent or long-term nature.

1.2 Other Endowments

Other endowments consist of endowed trust funds, including those managed by students as part of an academic program, which cannot be pooled for investment purposes because of constraints or conditions attached to the funds.

1.3 Non-Endowed Investment Pool (NEIP)

The NEIP consists of expendable funds, which are pooled for investment purposes.

1.4 Other Non-Endowed Funds

Other non-endowed funds include those funds earmarked for the Supplementary Retirement Plans and restricted non-endowed donations, which cannot be pooled for investment purposes because of constraints or conditions, including those supporting investments recommended by The University of Alberta Innovation Fund Ltd. (UAIF).

2.0 UNIVERSITY ENDOWMENT POOL (UEP)

2.1 Purpose

The UEP represents the pooling of invested assets accumulated by or donated to the University for endowed purposes. The UEP's purpose is to foster an environment of academic excellence where superior teaching, learning, and research can be continuously pursued to benefit all generations equally over time.

2.2 Nature of UEP Liabilities (Spending Policy)

The UEP provides funding to the faculties and departments of the University to be used in accordance with the terms of each endowment. The objective is an appropriate and stable spending allocation that maintains its purchasing power over time, as outlined in the University Endowment Pool Spending Policy. This policy may be amended from time to time by the Board of Governors to ensure that the real value of the endowments (i.e., net of inflation) is maintained.

3.0 INVESTMENT OBJECTIVES OF THE UEP

3.1 Return and Risk

The principal investment objective of the UEP is to earn a long-term real rate of return that meets or exceeds total endowment spending as outlined in the UEP Spending Policy.

At the core of this approach is a focus on intergenerational equity, which requires that the UEP be managed to provide a comparable level of support to future generations as current beneficiaries receive. This means that the value of the UEP should be preserved over time in real dollar terms in order to maintain the future purchasing power of assets. In setting the spending and investment policies for the UEP, the focus should be not just to preserve but to grow the real value of assets over time, as a margin of safety is required to maintain a stable level of support for endowed purposes across varying capital market and economic conditions.

Assets are allocated across four strategic classifications based on their primary role in the portfolio, which includes Growth, Inflation Sensitive, Deflation Hedging, and Diversifiers. In order to achieve its investment objectives, the UEP will have to maintain a majority weighting in Growth assets and less liquid investment strategies. This is based on projected capital market assumptions, which indicate that over long periods of time, these assets can be expected to provide returns that exceed total endowment spending. Deflation Hedging strategies are expected to help provide protection in times of equity market stress and support spending in a

prolonged deflationary period. Conversely, Inflation Sensitive assets are expected to protect the UEP from high or unanticipated inflation, while Diversifiers consist of investment strategies that are expected to provide uncorrelated returns to the other three classifications.

There are many types of risk that impact investment performance, including but not limited to capital markets, economic, environmental, governance, interest rates, liquidity, political, and social. Risks will be monitored through the use of quantitative and qualitative indicators and managed where appropriate via asset allocation, active management, derivatives and other strategies.

3.2 Asset Allocation

The strategic asset allocation is determined by the following four factors:

- Objective of a real rate of return that equals or exceeds the total rate of spending
- Expected long-term return, volatility, and correlation expectations for individual asset classes
- Diversification across asset classes and investment strategies
- Projected liquidity requirements of the UEP

The theoretically infinite time horizon of the UEP allows for the adoption of a strategic asset allocation policy with a high allocation to Growth assets along the following parameters:

Strategic Asset Allocation			
	<u>Minimum</u>	<u>Target</u>	<u>Maximum</u>
Growth	50%	60%	70%
Inflation Sensitive	15%	20%	25%
Deflation Hedging	0%	5%	10%
Diversifiers	10%	15%	20%
Total		<u>100%</u>	

To achieve diversification the UEP will invest in the following asset classes:

Growth			
	Minimum	Target	Maximum
Public Equity	30%	40%	55%*
Private Markets	10%	20%	25%
		<u>60%</u>	
Inflation-Sensitive			
Real Estate & Infrastructure	5%	10%	15%
Real Assets	5%	10%	15%
		<u>20%</u>	
Deflation Hedging			
Global Government Bonds	0%	5%	10%
		<u>5%</u>	
Diversifiers			
Absolute Return	10%	15%	20%
Cash	-5%	0%	5%
		<u>15%</u>	

* The higher maximum allocation to Public Equity is required to allow for a transition from the current asset allocation to the strategic asset allocation, after which the maximum allocation will be reduced to 50%.

3.3 Categories of Investments

Strategic Role Investment Guidelines shall be classified in accordance with the following general categories in the context of overall fund objectives and the strategic asset allocation described above.

3.3.1 Growth

Growth assets include marketable equity securities, directional long/short equity hedge funds, and credit based fixed income strategies. Private investments include private debt, private equity, and venture capital.

3.3.2 Inflation Sensitive

Inflation sensitive assets include inflation linked bonds, real estate, infrastructure, timberland, farmland, natural resource public equities, mining and minerals, commodities, and energy and renewable resources.

3.3.3 Deflation Hedging

Deflation hedging assets include high quality sovereign fixed income securities.

3.3.4 Diversifiers

Diversifiers include cash and cash equivalents, active currency management, and liquid alternatives including but not limited to strategies such as relative value, market neutral, event driven, merger arbitrage, trend following, volatility arbitrage, systematic/discretionary global macro, and tail hedging.

3.4 Rate of Return Goals

In order of priority, it is expected that the UEP will achieve over any 4-year rolling period:

- An annualized real return that meets or exceeds total endowment spending.
- An annualized return, in excess of the following benchmark. The current benchmark will be modified towards the target benchmark as the strategic asset allocation is implemented.

UEP Policy Benchmark	Target
MSCI ACWI IMI	50%
MSCI ACWI IMI + 3% (3 month lag)	10%
IPD/Realpac Global Property Index	10%
S&P Global Natural Resources Index	10%
FTSE Canada Federal Bond Index	5%
SOFR + 6%	15%
	100%

4.0 OTHER ENDOWMENTS

Other Endowments are invested with the same goals, restrictions and quality levels as described above, subject to any stipulation required by contractual agreement, or by condition of the estate, or administrative arrangement.

5.0 NON-ENDOWED INVESTMENT POOL (NEIP)

5.1 Purpose

The NEIP consists of expendable funding that is pooled for investment purposes. The two-fold purpose of the NEIP is to provide liquidity for the University's daily operations and return enhancement to support strategic initiatives. Cash in excess of the University's short-term obligations may be invested with a longer time horizon and with less than immediate liquidity.

5.2 Return and Risk

The principal investment objective of the NEIP is to generate income for the University across all strategic classifications. Assets are allocated across three strategic classifications based on their primary roles in the portfolio, which includes Liquidity, Yield and Return Seeking. The Liquidity strategy meets the University's short-term cash flow needs, and has a weighting that takes into account the seasonality of cash balances. In order to enhance returns the Yield strategy takes on additional duration, credit and illiquidity across a highly diversified group of rates based asset classes. The Return Seeking strategy has a long-term focus and is invested in the UEP for compounded growth. The allocations to the Yield and Return Seeking strategies are balanced for risk management and return diversification purposes.

There are many types of risk that impact investment performance, including but not limited to capital markets, economic, environmental, governance, interest rates, liquidity, political, and social. Risks will be monitored through the use of quantitative and qualitative indicators and managed where appropriate via asset allocation, active management, derivatives and other strategies.

5.3 Asset Allocation

The strategic asset allocation is determined by the following factors:

- Cash flow requirements to meet the University's financial obligations
- Capital preservation
- Diversification to reduce volatility of investment earnings
- Income generation to support budgeted investment income and future strategic initiatives

Given the short and long-term objectives of the NEIP, the strategic asset allocation is aligned into the following time horizons:

Strategic Asset Allocation			
	Minimum	Target	Maximum
Liquidity	15%	20%	25 %
Yield	35%	40%	45%
Return Seeking	35%	40%	45%

To achieve diversification within the Yield strategy, the NEIP will invest in the following asset groups and classes:

Fixed Income			
	Minimum	Target	Maximum
Global Fixed Income (public)	20%	30%	40%
Private Credit	10%	20%	30%
Internally-managed (Canadian bonds)	0%	0%	10%
	30%	50%	70%
Preferred Shares			
Preferred Shares	0%	10%	20%
	0%	10%	20%
Real Property			
Commercial Mortgages and Mortgage Backed Securities	10%	20%	30%
Real Estate & Infrastructure	0%	0%	10%
	10%	20%	30%
Diversifiers			
Absolute Return Strategies	10%	20%	30%
Insurance Linked Securities	0%	0%	10%
	10%	20%	30%
Internally-managed (loans)			
Internally-managed (loans)	0%	0%	20%
	0%	0%	20%
Total Yield		100%	

5.4 Categories of Investments

Strategic Role Investment Guidelines shall be classified within the following categories:

5.4.1 Liquidity

Assets in the liquidity category include cash, government bills or notes, bank deposits or obligations, and corporate money market securities. All Liquidity investments will have a maturity profile of one year or less.

5.4.2 Yield

The Yield strategy is broken down into the following asset groups:

5.4.2.1 Fixed Income

Fixed income provides greater security of capital than equities, and more stable income flows over the long-term. These assets will include global government, corporate, and securitized fixed income securities, bank loans and private credit.

5.4.2.2 Preferred Shares

Preferred shares have both equity and fixed income characteristics, can provide consistent income and diversification benefits.

5.4.2.3 Real Property

Real property backed investments include asset classes that over longer time horizons can offer stable income streams, and are often structured to provide protection against inflation. Real Property assets includes commercial mortgages, mortgage backed securities, real estate, and infrastructure.

5.4.2.4 Diversifiers

Diversifiers are investment strategies that lower overall portfolio risk. Absolute return strategies include but are not limited to, multi-asset strategies that aim to generate positive returns in all stages of the economic cycle. Insurance linked securities generate returns that are completely uncorrelated to capital markets.

5.4.2.5 Internal Loans

Internal loans include loans to University of Alberta Properties Trust Inc., University faculties, departments and staff. Loans to University of Alberta Properties Trust Inc. will be at prevailing commercial terms and conditions. The Internal Loan Policy approved by the Board of Governors governs internal loans.

5.4.3 Return Seeking

All return seeking funds are invested in the UEP with the objective of earning a higher long-term rate of return, and are managed in accordance with Sections 2 through 4 of this policy.

5.5 Budget Considerations and Risk Management

All realized NEIP Investment Earnings not required for current budget purposes will be reinvested to build an investment income reserve. Appropriations from this investment income reserve can be made in a fiscal year when realized NEIP Investment Earnings are less than budgeted. Appropriations from this investment income reserve to the strategic initiatives fund can only be made when total market value of Yield and Return Seeking exceeds the underlying obligation (investment cost) by a factor of 1.17x.

5.6 Performance Benchmarks

For each component of the NEIP the benchmark is:

	NEIP Policy Benchmark	Target
Liquidity	FTSE Canada 91 Day T-Bill Index	20%
Yield	Canadian Consumer Price Index (CPI) + 3%	40%
Return seeking	Current UEP benchmark (section 3.4)	40%
		100%

6.0 Other Non-Endowed Funds

Investment assets received through donations, bequests, contracts and spin-off companies may be subject to contractual stipulations, constraints, conditions of the estate, or other administrative arrangements. These assets may be held until such constraints are removed or the conditions of the agreements are fulfilled. Assets supporting the Supplementary Retirement Plans shall be invested in accordance with their respective agreements. Investments recommended by UAIF, will be managed by UAIF and subject to the governance oversight established for that subsidiary.

7.0 GENERAL

7.1 Responsible Investment

As a responsible owner, the University will regularly engage and collaborate with its active investment managers on matters related to environmental, social and governance (ESG) risks and opportunities.

Specifically the University will:

- Integrate the consideration of ESG factors into the investment process as an additional criterion in the selection and ongoing monitoring of active investment managers.
- Regularly review and track the engagement of active investment managers with their investee companies and their proxy voting records on ESG related issues.
- Obtain and evaluate annual disclosure from all active investment managers on how ESG factors are incorporated into their investment decision making processes.

- Collaborate with other institutional investors and industry associations on ESG matters where appropriate.
- Report on ESG matters in the Investment Committee's annual report.

7.2 Use of Derivatives

Derivatives offer ways to enhance risk adjusted returns or to protect against unwanted market movements. Where prudent and appropriate, derivatives may be used to gain market exposure, assist with hedging, and/or risk management.

7.3 Leverage

Leverage is an integral component of certain investment strategies. Where leverage is used, investments will be structured to limit potential maximum losses to the amount invested, or notionally collateralized by UEP and NEIP cash balances. The use of leverage will not be undertaken at the portfolio or fund level. The UEP may temporarily have a negative weight to cash for short-term cash flow management purposes.

7.4 Securities Lending and Commission Recapture

The securities may be loaned to investment dealers and banks as part of the custodian's lending program when it is deemed that such lending may add incremental return to the funds at minimal risk. External equity investment managers may be directed to participate in a commission recapture program in order to help mitigate internal investment research related expenses.

7.5 Exercise of Proxies and Voting Rights

Proxy or other voting rights will be exercised in the best interest of the University. The responsibility for voting may be delegated to the investment manager, but the University reserves the right to direct the investment manager on the voting of proxies.

7.6 Valuation of Infrequently Traded Investments

The valuation of infrequently traded investments shall be determined by the general partner, trustee or custodian of the fund. In the case of other direct investments, the valuation shall be based on independent opinions of qualified appraisers as required.

7.7 Conflict of Interest Guidelines and Related Parties Transactions

The University's Conflict of Commitment and Conflict of Interest Policy will govern investment activities (General Faculties Council Policy # 35). Related Party transactions will be at fair market value.

7.8 Custody

To maintain a proper segregation of duties and adequate controls, all marketable securities held shall remain with or be monitored by a third-party custodian.

7.9 Donated Securities

Subject to market conditions, donated securities will generally be sold immediately upon receipt by the University. However, where it is advantageous to do so, and subject to the constraints of this policy, the University may hold these securities as other non-endowed funds.

7.10 Policy Review

This policy shall be reviewed at least annually by the Board Investment Committee, who will either confirm or recommend changes to the Board of Governors. Upon recommendation from the Board Investment Committee, the Board of Governors can approve exceptions to this policy.

7.11 Compliance Notification

If an asset allocation or class in section 3.2 or 5.3 of this policy is outside of its minimum to maximum range, but is able to be rebalanced back into the range within a three-month time frame, the Chair of the Board Investment Committee shall be notified by Management. Should the asset allocation or class be expected to be outside the range for more than three months, then Management will provide the Board Investment Committee with an explanation of the situation and a plan to bring the asset allocation or class back within the minimum to maximum range at its next regularly scheduled meeting.

Definitions

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

Absolute Return	Investments and/or strategies that seek to achieve positive returns regardless of the direction of capital markets, also commonly referred to as hedge funds or liquid alternatives. These include but are not limited to strategies such as long/short equity & credit, market neutral, event driven, merger arbitrage, trend following, volatility arbitrage, systematic/discretionary global macro, and tail hedging.
Asset Allocation	The process of dividing investments into different categories (Growth, Inflation Sensitive, Deflation Hedging, and Diversifiers) based on the role that the underlying category or investment strategy performs towards achieving the return and risk tolerance objectives of the portfolio. Each category comprises a specific group of investments that have similar expected return patterns, similar expected risk profiles, high correlations with other investments in the same category, or have a high sensitivity to inflation.
Consumer Price Index (CPI)	A Statistics Canada index of retail prices for goods and services. Increases in the CPI are also referred to as increases in the cost of living and are directly correlated to increases in inflation.
Custodian	A financial institution, usually a bank or trust company, which holds an investment portfolio's securities and cash in safekeeping.
Deflation Hedging	Any asset class that serves the primary objective of providing protection in times of market stress, and supports spending in a prolonged deflationary period. This consists primarily of high quality government and investment grade fixed income securities.
Derivatives	A financial instrument whose value is dependent on the performance of an underlying instrument or asset typically a commodity, bond or equity. They are also available on currencies, interest rates, and equity indices. Futures and options are examples of derivatives.
Diversifiers	Any asset class or investment strategy that is expected to be uncorrelated with Growth, Inflation Sensitive, and Deflation Hedging assets. This may include cash, active currency management, managed futures, and hedge fund strategies including but not limited to low beta long/short equity, market neutral, event driven, merger arbitrage, and global macro.
Growth	Any asset class or investment strategy which can be expected to provide returns that exceed the inflation adjusted rate of spending over the long-term. This may include marketable equity securities, directional long/short equity hedge funds, and credit based fixed income strategies. Private investments include private debt, private equity, and venture capital.

Inflation Sensitive	Any asset class or investment strategy that is expected to protect the fund from high or unanticipated inflation. This may include inflation linked bonds, real estate, infrastructure, timberland, farmland, natural resource public equities, commodities, and energy and renewable resources.
Investment Earnings	The total of realized and unrealized investment gains and losses on the assets of the UEP and NEIP for any given fiscal year; where realized investment gains and losses are typically made up of interest, dividends, rents and capital gains/losses arising from the sale of investments; unrealized investment gains and losses represent the change in fair value of assets held.
Liquidity	Any asset class or investment strategy which can be expected to preserve capital, mature in one year or less from the date of purchase and be liquidated to cash within three months.
Private Markets	Investments and/or strategies that consist of assets not traded on a public exchange or market. These include but are not limited to private equity, venture capital, and private credit.
Proxy	A written authorization given by a shareholder to another individual, usually the company's management, in order to cast his/her vote at a shareholder meeting or at some other point in time.
Rate of Return	The percentage change in the value of an asset, including interest and dividends, over an evaluation period.
Real	Used in conjunction with asset values and rates of return and restates these nominal amounts for movements in the Consumer Price Index.
Real Assets	Investments and/or strategies that derive their value from physical assets. These include but are not limited to natural resource equities, energy and renewable resources, commodities, agriculture, timber, and farmland.
Responsible Investment	The integration of environmental, social, and governance (ESG) factors into investment and ownership decisions.
Return Seeking	Any asset class or investment strategy which can be expected to be invested without the need for liquidity for at least ten years.
Risk	The possibility of loss and/or the uncertainty of future returns.
Risk Tolerance	An individual's ability to handle temporary and sustained declines in the value of their portfolio.
Strategic Role Investment Guidelines	A statement of objectives that defines the investment rationale, asset class and/or strategy, risk characteristics and performance expectation.

Yield

Any asset class or investment strategy which can be expected to preserve capital and mature between one and ten years.

Related Links

[University Endowment Pool \(UEP\) Spending Policy](#)

[Board Investment Committee Terms of Reference](#)

[Statement of Investment Principles & Beliefs](#)

[Internal Loan Policy](#)

[Interest Procedure – Restricted Special Purpose and Restricted Research Accounts](#)

If any of the links are broken, please contact uappol@ualberta.ca
Contact for questions about this policy: policy.treasury@ualberta.ca



Original Approval Date: January 29, 2010

Most Recent Approval: March 25, 2022

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University Funds Investment Policy

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1.4 Other Non-Endowed Funds

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2.0 UNIVERSITY ENDOWMENT POOL (UEP)

2.1 Purpose

The UEP represents the pooling of invested assets accumulated by or donated to the University for endowed purposes. The UEP's purpose is to foster an environment of academic excellence where superior teaching, learning, and research can be continuously pursued to benefit all generations equally over time.

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assumptions, which indicate that over long periods of time, these assets can be expected to provide returns that exceed total endowment spending. Deflation Hedging strategies are expected to help provide protection in times of equity market stress and support spending in a prolonged deflationary period. Conversely, Inflation Sensitive assets are expected to protect the UEP from high or unanticipated inflation, while Diversifiers consist of investment strategies that are expected to provide uncorrelated returns to the other three classifications.

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* The higher maximum allocation to Public Equity is required to allow for a transition from the current asset allocation to the strategic asset allocation, after which the maximum allocation will be reduced to 50%.

3.3 Categories of Investments

Strategic Role Investment Guidelines shall be classified in accordance with the following general categories in the context of overall fund objectives and the strategic asset allocation described above.

3.3.1 Growth

Growth assets include marketable equity securities, directional long/short equity hedge funds, and credit based fixed income strategies. Private investments include private debt, private equity, and venture capital.

3.3.2 Inflation Sensitive

Inflation sensitive assets include inflation linked bonds, real estate, infrastructure, timberland, farmland, natural resource public equities, mining and minerals, commodities, and energy and renewable resources.

3.3.3 Deflation Hedging

Deflation hedging assets include high quality sovereign fixed income securities.

3.3.4 Diversifiers

Diversifiers include cash and cash equivalents, active currency management, and liquid alternatives including but not limited to strategies such as relative value, market neutral, event driven, merger arbitrage, trend following, volatility arbitrage, systematic/discretionary global macro, and tail hedging.

3.4 Rate of Return Goals

In order of priority, it is expected that the UEP will achieve over any 4-year rolling period:

- An annualized real return that meets or exceeds total endowment spending.
- An annualized return, in excess of the following benchmark. The current benchmark will be modified towards the target benchmark as the strategic asset allocation is implemented.

UEP Policy Benchmark (Effective April 1, 2022)	Target
MSCI ACWI IMI	50%
MSCI ACWI IMI + 3% (3 month lag)	10%
IPD/Realpac Global Property Index	10%
S&P Global Natural Resources Index	10%
FTSE Canada Federal Bond Index	5%
SOFR LIBOR + 6%	15%
	100%

4.0 OTHER ENDOWMENTS

Other Endowments are invested with the same goals, restrictions and quality levels as described above, subject to any stipulation required by contractual agreement, or by condition of the estate, or administrative arrangement.

5.0 NON-ENDOWED INVESTMENT POOL (NEIP)

5.1 Purpose

The NEIP consists of expendable funding that is pooled for investment purposes. The two-fold purpose of the NEIP is to provide ~~both~~ liquidity for the University's daily operations and ~~the potential for~~ return enhancement to support strategic initiatives. ~~After determining the cash requirements to meet the University's obligations, it is projected that there will be funds available that~~ Cash in excess of the University's short-term obligations may be invested with a longer time horizon ~~than one year~~, and with less than immediate liquidity.

5.2 Return and Risk

The principal investment objective of the NEIP is to generate income for the University across all strategic classifications. Assets are allocated across three strategic classifications based on their primary roles in the portfolio, which includes Liquidity, Yield and Return Seeking. The Liquidity strategy meets the University's short-term cash flow needs, and has a weighting that takes into account the seasonality of ~~revenues~~ cash balances. In order to enhance returns the Yield strategy takes on additional duration, credit and illiquidity across a highly diversified group of rates based asset classes. The Return Seeking strategy has a long-term focus and is invested in the UEP ~~for compounded growth, and is not expected to be required for cash flow management purposes~~. The allocations to the Yield and Return Seeking strategies are balanced for risk management and return diversification purposes.

There are many types of risk that impact investment performance, including but not limited to capital markets, economic, environmental, governance, interest rates, liquidity, political, and social. Risks will be monitored through the use of quantitative and qualitative indicators and managed where appropriate via asset allocation, active management, derivatives and other strategies.

5.3 Asset Allocation

The strategic asset allocation is determined by the following factors:

- Cash flow requirements to meet the University's financial obligations
- Capital preservation ~~objective~~
- Diversification to reduce volatility of ~~investment~~ eEarnings
- Income generation to support budgeted investment income and future strategic initiatives

Given the short and long-term objectives of the NEIP, the strategic asset allocation is aligned into the following time horizons:

Strategic Asset Allocation			
	Minimum	Target	Maximum
Liquidity	15%	20%	25% 40%
Yield	35%	40%	45%
Return Seeking	35%	40%	45%

To achieve diversification within the Yield strategy, the NEIP will invest in the following asset groups and classes:

Fixed Income			
	Minimum	Target	Maximum
Global Fixed Income (public)	20%	30%	40%
Private Credit	10%	20%	30%
Internally-managed (Canadian bonds)	0%	0%	10%
	30%	50%	70%
Preferred Shares			
Preferred Shares	0%	10%	20%
	0%	10%	20%
Real Property			
Commercial Mortgages and Mortgage Backed Securities	10% 0%**	20%	30%
Real Estate & Infrastructure	0%	0%	10%
	10% 0%	20%	30%
Diversifiers			
Absolute Return Strategies	10%	20%	30%
Insurance Linked Securities	0%	0%	10%
	10%	20%	30%
Internally-managed (loans)			
Internally-managed (loans)	0%	0%	20%*
	0%	0%	20%
Total Yield		100%	

* ~~The Internal Loan Policy limits total Internal Loans to 20% of the Yield portfolio.~~

** ~~The lower minimum allocation to Commercial Mortgages and Mortgage Backed Securities is required to allow for transition from the current asset allocation to the strategic asset allocation, after which the minimum will be increased to 10%.~~

5.4 Categories of Investments

Strategic Role Investment Guidelines shall be classified within the following categories:

5.4.1 Liquidity

Assets in the liquidity category include cash, government bills or notes, bank deposits or obligations, and corporate money market securities. All Liquidity investments will have a maturity profile of one year or less.

5.4.2 Yield

The Yield strategy is broken down into the following asset groups:

5.4.2.1 Fixed Income

Fixed income provides greater security of capital than equities, and more stable income flows over the long-term. These assets will include global government, corporate, and securitized fixed income securities, bank loans and private credit.

5.4.2.2 Preferred Shares

Preferred shares have both equity and fixed income characteristics, can provide consistent income and diversification benefits ~~in times of rising interest rates~~.

5.4.2.3 Real Property

Real property backed investments include asset classes that over longer time horizons can offer stable income streams, and are often structured to provide protection against inflation. Real Property assets includes commercial mortgages, mortgage backed securities, real estate, and infrastructure.

5.4.2.4 Diversifiers

Diversifiers are investment strategies that lower overall portfolio risk. Absolute return strategies include but are not limited to, multi-asset strategies that aim to generate positive returns in all stages of the economic cycle. Insurance linked securities generate returns that are completely uncorrelated to capital markets.

5.4.2.5 Internal Loans

Internal loans include loans to University of Alberta Properties Trust Inc., University faculties, departments and staff. Loans to University of Alberta Properties Trust Inc. will be at prevailing commercial terms and conditions. The Internal Loan Policy approved by the Board of Governors governs internal loans.

5.4.3 Return Seeking

All return seeking funds are invested in the UEP with the objective of earning a higher long-term rate of return, and are managed in accordance with Sections 2 through 4 of this policy.

5.5 Budget Considerations and Risk Management

All realized NEIP Investment Earnings not required for current budget purposes will be reinvested to build an investment income reserve. Appropriations from this investment income reserve can be made in a fiscal year when realized NEIP Investment Earnings are less than budgeted. Appropriations from this investment income reserve to the strategic initiatives fund can only be made when total market value of Yield and Return Seeking exceeds the underlying obligation (investment cost) by a factor of 1.17x.

5.6 Performance Benchmarks

For each component of the NEIP the benchmark is:

	NEIP Policy Benchmark (effective April 1, 2022)	Target
Liquidity	FTSE Canada 91 Day T-Bill Index	20%
Yield	Canadian Consumer Price Index (CPI) + 3%	40%
Return seeking	Current UEP benchmark (section 3.4)	40%
		100%

6.0 Other Non-Endowed Funds

Investment assets received through donations, bequests, contracts and spin-off companies may be subject to contractual stipulations, constraints, conditions of the estate, or other administrative arrangements. These assets may be held until such constraints are removed or the conditions of the agreements are fulfilled. Assets supporting the Supplementary Retirement Plans shall be invested in accordance with their respective agreements. Investments recommended by UAIF, will be managed by UAIF and subject to the governance oversight established for that subsidiary.

7.0 GENERAL

7.1 Responsible Investment

As a responsible owner, the University will regularly engage and collaborate with its active investment managers on matters related to environmental, social and governance (ESG) risks and opportunities. Specifically the University will:

- Integrate the consideration of ESG factors into the investment process as an additional criterion in the selection and ongoing monitoring of active investment managers.
- Regularly review and track the engagement of active investment managers with their investee companies and their proxy voting records on ESG related issues.
- Obtain and evaluate annual disclosure from all active investment managers on how ESG factors are incorporated into their investment decision making processes.

- Collaborate with other institutional investors and industry associations on ESG matters where appropriate.
- ~~Disclose and publish a detailed listing of its investments annually, and R~~report on ESG matters in the Investment Committee's annual report.

7.2 Use of Derivatives

Derivatives offer ways to enhance risk adjusted returns or to protect against unwanted market movements. Where prudent and appropriate, derivatives may be used to gain market exposure, assist with hedging, and/or risk management.

7.3 Leverage

Leverage is an integral component of certain investment strategies. Where leverage is used, investments will be structured to limit potential maximum losses to the amount invested, or notionally collateralized by UEP and NEIP cash balances. The use of leverage will not be undertaken at the portfolio or fund level. The UEP may temporarily have a negative weight to cash for short-term cash flow management purposes.

7.4 Securities Lending and Commission Recapture

The securities may be loaned to investment dealers and banks as part of the custodian's lending program when it is deemed that such lending may add incremental return to the funds at minimal risk. External equity investment managers may be directed to participate in a commission recapture program in order to help mitigate internal investment research related expenses.

7.5 Exercise of Proxies and Voting Rights

Proxy or other voting rights will be exercised in the best interest of the University. The responsibility for voting may be delegated to the investment manager, but the University reserves the right to direct the investment manager on the voting of proxies.

7.6 Valuation of Infrequently Traded Investments

The valuation of infrequently traded investments shall be determined by the general partner, trustee or custodian of the fund. In the case of other direct investments, the valuation shall be based on independent opinions of qualified appraisers as required.

7.7 Conflict of Interest Guidelines and Related Parties Transactions

The University's Conflict of Commitment and Conflict of Interest Policy will govern investment activities (General Faculties Council Policy # 35). Related Party transactions will be at fair market value.

7.8 Custody

To maintain a proper segregation of duties and adequate controls, all marketable securities held shall remain with or be monitored by a third-party custodian.

7.9 Donated Securities

Subject to market conditions, donated securities will generally be sold immediately upon receipt by the University. However, where it is advantageous to do so, and subject to the constraints of this policy, the University may hold these securities as other non-endowed funds.

7.10 Policy Review

This policy shall be reviewed at least annually by the Board Investment Committee, who will either confirm or recommend changes to the Board of Governors. Upon recommendation from the Board Investment Committee, the Board of Governors can approve exceptions to this policy.

7.11 Compliance Notification

If an asset allocation or class in section 3.2 or 5.3 of this policy is outside of its minimum to maximum range, but is able to be rebalanced back into the range within a three-month time frame, the Chair of the Board Investment Committee shall be notified by Management. Should the asset allocation or class be expected to be outside the range for more than three months, then Management will provide the Board Investment Committee with an explanation of the situation and a plan to bring the asset allocation or class back within the minimum to maximum range at its next regularly scheduled meeting.

Definitions

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

Absolute Return	Investments and/or strategies that seek to achieve positive returns regardless of the direction of capital markets, also commonly referred to as hedge funds or liquid alternatives. These include but are not limited to strategies such as long/short equity & credit, market neutral, event driven, merger arbitrage, trend following, volatility arbitrage, systematic/discretionary global macro, and tail hedging.
Asset Allocation	The process of dividing investments into different categories (Growth, Inflation Sensitive, Deflation Hedging, and Diversifiers) based on the role that the underlying category or investment strategy performs towards achieving the return and risk tolerance objectives of the portfolio. Each category comprises a specific group of investments that have similar expected return patterns, similar expected risk profiles, high correlations with other investments in the same category, or have a high sensitivity to inflation.
Consumer Price Index (CPI)	A Statistics Canada index of retail prices for goods and services. Increases in the CPI are also referred to as increases in the cost of living and are directly correlated to increases in inflation.
Custodian	A financial institution, usually a bank or trust company, which holds an investment portfolio's securities and cash in safekeeping.
Deflation Hedging	Any asset class that serves the primary objective of providing protection in times of market stress, and supports spending in a prolonged deflationary period. This consists primarily of high quality government and investment grade fixed income securities.
Derivatives	A financial instrument whose value is dependent on the performance of an underlying instrument or asset typically a commodity, bond or equity. They are also available on currencies, interest rates, and equity indices. Futures and options are examples of derivatives.
Diversifiers	Any asset class or investment strategy that is expected to be uncorrelated with Growth, Inflation Sensitive, and Deflation Hedging assets. This may include cash, active currency management, managed futures, and hedge fund strategies including but not limited to low beta long/short equity, market neutral, event driven, merger arbitrage, and global macro.
Growth	Any asset class or investment strategy which can be expected to provide returns that exceed the inflation adjusted rate of spending over the long-term. This may include marketable equity securities, directional long/short equity hedge funds, and credit based fixed income strategies. Private investments include private debt, private equity, and venture capital.

Inflation Sensitive	Any asset class or investment strategy that is expected to protect the fund from high or unanticipated inflation. This may include inflation linked bonds, real estate, infrastructure, timberland, farmland, natural resource public equities, commodities, and energy and renewable resources.
Investment Earnings	The total of realized and unrealized investment gains and losses on the assets of the UEP and NEIP for any given fiscal year; where realized investment gains and losses are typically made up of interest, dividends, rents and capital gains/losses arising from the sale of investments; unrealized investment gains and losses represent the change in fair value of assets held.
Liquidity	Any asset class or investment strategy which can be expected to preserve capital, mature in one year or less from the date of purchase and be liquidated to cash within three months.
Private Markets	Investments and/or strategies that consist of assets not traded on a public exchange or market. These include but are not limited to private equity, venture capital, and private credit.
Proxy	A written authorization given by a shareholder to another individual, usually the company's management, in order to cast his/her vote at a shareholder meeting or at some other point in time.
Rate of Return	The percentage change in the value of an asset, including interest and dividends, over an evaluation period.
Real	Used in conjunction with asset values and rates of return and restates these nominal amounts for movements in the Consumer Price Index .
Real Assets	Investments and/or strategies that derive their value from physical assets. These include but are not limited to natural resource equities, energy and renewable resources, commodities, agriculture, timber, and farmland.
Responsible Investment	The integration of environmental, social, and governance (ESG) factors into investment and ownership decisions.
Return Seeking	Any asset class or investment strategy which can be expected to be invested without the need for liquidity for at least ten years.
Risk	The possibility of loss and/or the uncertainty of future returns.
Risk Tolerance	An individual's ability to handle temporary and sustained declines in the value of their portfolio.
Strategic Role Investment Guidelines	A statement of objectives that defines the investment rationale, asset class and/or strategy, risk characteristics and performance expectation.
Value-at Risk	A statistical measure of the amount of loss a portfolio might expect to experience over a specified time horizon with a given probability.

Yield

Any asset class or investment strategy which can be expected to preserve capital and mature between one and ten years.

Related Links

[University Endowment Pool \(UEP\) Spending Policy](#)

[Board Investment Committee Terms of Reference](#)

[Statement of Investment Principles & Beliefs](#)

[Internal Loan Policy](#)

[Interest Procedure – Restricted Special Purpose and Restricted Research Accounts](#)

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Contact for questions about this policy: policy.treasury@ualberta.ca

Decision **Discussion** **Information**

ITEM OBJECTIVE: In accordance with the Committee’s Terms of Reference, the Committee will assist the Board with all of its policy setting responsibilities by reviewing and recommending changes annually to the University Endowment Pool Spending Policy.

DATE	March 22, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Vice-President (University Services and Finance)

MOTION: THAT the Board of Governors, on the recommendation of the Board Investment Committee, approve the revised University Endowment Pool Spending Policy, as set forth in Attachment 1.

EXECUTIVE SUMMARY:

The University Endowment Pool Spending Policy establishes the endowment spending liability and determines the level of investment risk in the University Funds Investment Policy. Both endowment spending levels and investment asset allocation will be addressed by the contemplated consultant assisted review that will take place over the next six months. At this point in time it is recommended that legacy references to the expected real investment rate of return be removed from the policy. Similar references were previously removed from the University Funds Investment Policy given that they are subject to change over time.

Risk Discussion / Mitigation of the Risk:

An annual review of the University Endowment Pool Spending Policy helps ensure that the effective rate of spending remains in alignment with expected capital market conditions and the asset allocation for the University Endowment Pool as outlined in the University Funds Investment Policy.

Next Steps:

- Circulation to the Association of Academic Staff of the University of Alberta for information (pending Board of Governors approval).

Supporting Materials:

1. University Endowment Pool Spending Policy – Clean (4 pages) – **for approval**
2. University Endowment Pool Spending Policy - Track Changes (4 pages)



Original Approval Date: January 29, 2010

Most Recent Approval: March 12, 2021

Most Recent Editorial Date: March 29, 2023

University Endowment Pool (UEP) Spending Policy

Office of Accountability:	Vice President (University Services and Finance)
Office of Administrative Responsibility:	Finance, Procurement and Planning – Investments and Treasury
Approver:	Board of Governors
Scope:	Compliance with this University policy extends to all academic, support and excluded staff, postdoctoral fellows, and academic colleagues as outlined and defined in the Recruitment Policy (Appendix A and Appendix B : Definitions and Categories).

Overview

The University Endowment Pool (UEP) supports current and future beneficiaries in perpetuity. The UEP Spending Policy, University Funds Investment Policy, and Statement of Investment Principles and Beliefs are interrelated and designed to maintain the real value of the UEP over time in order to preserve the future purchasing power of the assets. The investment goal of the UEP is to achieve a long-term Rate of Return that in Real terms shall equal or exceed the Effective Rate of Spending established in the UEP Spending Policy, and to do so at the level of risk specified in the University Funds Investment Policy.

A prudent level of spending is one that reflects an investment Rate of Return achievable with acceptable levels of risk. The annual review of the UEP Spending Policy is designed to ensure that it remains appropriate with respect to the UEP’s overall goals and objectives.

Purpose

The purpose of this Spending Policy in conjunction with the University Funds Investment Policy is to preserve the Real value of endowment assets over time, while maintaining an appropriate and stable level of support to the current generation of beneficiaries.

Policy

Spending from the UEP shall be in accordance with the following:

1. Endowment contributions enter the UEP effective the month in which the contribution is received. Investment Earnings net of Direct Costs during the fiscal year in which an endowment contribution is received will become Capitalized Investment Earnings.
2. The Annual Spending Allocation is distributed to endowment holders at the beginning of each fiscal year.
3. The Annual Spending Allocation is based on 4.0% of the 60 month average Valuation ending on December 31 of the prior calendar year and applied against the endowment Valuation at the beginning of each fiscal year.
4. The UEP shall be subject to such Administrative Assessments as may be approved by the Board from time to time. This Administrative Assessment shall be in addition to the Annual Spending Allocation and Direct Costs associated with the endowment investment program. The administrative assessment rate is 0.60%, and shall be calculated in accordance with section 3 of this policy.
5. In any particular fiscal year should the Rate of Return be less than the Effective Rate of Spending whereby Investment Earnings are insufficient to fund total spending, encroachment of Endowment Principal will be used to fund the deficiency, with the expectation that such amounts will be recovered from future Capitalized Investment Earnings. If pursuant to the review in section 7 of this policy it is determined that the encroachment is no longer temporary, an adjustment will be made to the Annual Spending Allocation and/or the Administrative Assessment.
6. The Annual Spending Allocation as outlined in section 3 above, to the extent of realized Investment Earnings in a fiscal year, shall be applied in the following funding order:
 - a) the current fiscal year's Administrative Assessment and Direct Costs associated with the endowment investment program as outlined in section 4,
 - b) the current fiscal year's Annual Spending Allocation,
 - c) the unfunded and unspent Annual Spending Allocation associated with prior fiscal years, if any,
 - d) the encroachment of Endowment Principal used to cover prior years' endowment expenditures incurred but not funded, if any, and
 - e) if funding is not required for the circumstances contemplated by sections 6c and 6d, then any excess Investment Earnings become Capitalized Investment Earnings.

The Board Investment Committee shall review this spending policy on an annual basis for continued appropriateness. As outlined in the Board Investment Committee's Terms of Reference any required changes will be presented to the Board of Governors for approval.

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Administrative Assessment	Indirect cost recovery for centrally funded goods and services that support the activities and development of the endowed programs.
Annual Spending Allocation	Amount allocated to fund the activities of the endowed programs.
Capitalized Investment Earnings	The excess of Investment Earnings less total spending which includes the Annual Spending Allocation, the Administrative Assessment and Direct Costs. Capitalized Investment Earnings will be permanently endowed.
Direct Costs	All expenditures that are directly attributable to the University Endowment Pool's investment program, including but not limited to; external investment manager costs, custodial bank charges, consulting fees and the costs of the Investment & Treasury unit within Finance, Procurement and Planning.
Effective Rate of Spending	The total of the Administrative Assessment, Annual Spending Allocation, and Direct Costs expressed as a percentage of the market value of the assets in the University Endowment Pool.
Endowment Principal	The total of endowment contributions and cumulative Capitalized Investment Earnings.
Investment Earnings	The total of realized and unrealized investment gains and losses on the assets of the UEP for any given fiscal year; where realized investment gains and losses are typically made up of interest, dividends, rents, and capital gains/losses arising from the sale of investments; unrealized investment gains and losses represent the change in fair value of assets held.
Rate of Return	The percentage change in the value of an asset, including interest and dividends, over an evaluation period.
Real	Used in conjunction with asset values and rates of return and restates these nominal amounts by inflation or deflation.
University Endowment Pool (UEP)	The pooling of investment assets accumulated by or donated to the University for endowment purposes to facilitate investment management and administration of the funds.
Valuation	An accounting process that allocates each individual endowment with its proportionate share of Investment Earnings, Annual Spending Allocation, Administrative Costs and Direct Costs.

Related Links

[Statement of Investment Principles and Beliefs](#)

[University Endowment Pool Spending Allocation Estimator](#)

[Killam Trusts Endowments Spending Procedure](#)

[University Funds Investment Policy](#)

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A prudent level of spending is one that reflects an investment Rate of Return achievable with acceptable levels of risk. ~~The current expected Real investment Rate of Return is between 5.00% and 5.50%.~~ The annual review of the UEP Spending Policy is designed to ensure that it remains appropriate with respect to the UEP’s overall goals and objectives.

Purpose

The purpose of this Spending Policy in conjunction with the University Funds Investment Policy is to preserve the Real value of endowment assets over time, while maintaining an appropriate and stable level of support to the current generation of beneficiaries.

Policy

Spending from the UEP shall be in accordance with the following:

1. Endowment contributions enter the UEP effective the month in which the contribution is received. Investment Earnings net of Direct Costs during the fiscal year in which an endowment contribution is received will become Capitalized Investment Earnings.
2. The Annual Spending Allocation is distributed to endowment holders at the beginning of each fiscal year.
3. The Annual Spending Allocation is based on 4.0% of the 60 month average Valuation ending on December 31 of the prior calendar year and applied against the endowment Valuation at the beginning of each fiscal year.
4. The UEP shall be subject to such Administrative Assessments as may be approved by the Board from time to time. This Administrative Assessment shall be in addition to the Annual Spending Allocation and Direct Costs associated with the endowment investment program. The administrative assessment rate is 0.60%, and shall be calculated in accordance with section 3 of this policy.
5. In any particular fiscal year should the Rate of Return be less than the Effective Rate of Spending whereby Investment Earnings are insufficient to fund total spending, encroachment of Endowment Principal will be used to fund the deficiency, with the expectation that such amounts will be recovered from future Capitalized Investment Earnings. If pursuant to the review in section 7 of this policy it is determined that the encroachment is no longer temporary, an adjustment will be made to the Annual Spending Allocation and/or the Administrative Assessment.
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 - b) the current fiscal year's Annual Spending Allocation,
 - c) the unfunded and unspent Annual Spending Allocation associated with prior fiscal years, if any,
 - d) the encroachment of Endowment Principal used to cover prior years' endowment expenditures incurred but not funded, if any, and
 - e) if funding is not required for the circumstances contemplated by sections 6c and 6d, then any excess Investment Earnings become Capitalized Investment Earnings.

The Board Investment Committee shall review this spending policy on an annual basis for continued appropriateness. As outlined in the Board Investment Committee's Terms of Reference any required changes will be presented to the Board of Governors for approval.

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Capitalized Investment Earnings	The excess of Investment Earnings less total spending which includes the Annual Spending Allocation, the Administrative Assessment and Direct Costs. Capitalized Investment Earnings will be permanently endowed.
Direct Costs	All expenditures that are directly attributable to the University Endowment Pool's investment program, including but not limited to; external investment manager costs, custodial bank charges, consulting fees and the costs of the Investment & Treasury unit within Finance, Procurement and Planning.
Effective Rate of Spending	The total of the Administrative Assessment, Annual Spending Allocation, and Direct Costs expressed as a percentage of the market value of the assets in the University Endowment Pool.
Endowment Principal	The total of endowment contributions and cumulative Capitalized Investment Earnings.
Investment Earnings	The total of realized and unrealized investment gains and losses on the assets of the UEP for any given fiscal year; where realized investment gains and losses are typically made up of interest, dividends, rents, and capital gains/losses arising from the sale of investments; unrealized investment gains and losses represent the change in fair value of assets held.
Rate of Return	The percentage change in the value of an asset, including interest and dividends, over an evaluation period.
Real	Used in conjunction with asset values and rates of return and restates these nominal amounts by inflation or deflation.
University Endowment Pool (UEP)	The pooling of investment assets accumulated by or donated to the University for endowment purposes to facilitate investment management and administration of the funds.
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