

The following Motions and Documents were considered by the Board of Governors during the Open Session of its Friday, June 14, 2024 meeting:

Agenda Title: **Proposed Creation of Vice-President (International and Enterprise)**

APPROVED MOTION: BE IT RESOLVED THAT the Board of Governors, on the recommendation of the Board Human Resources and Compensation Committee, approve the creation of the Office of the Vice-President (International and Enterprise) position, such office to have those powers, duties and functions as more fully described in the position description attached as Attachment 1.

Final Item: 4.

Agenda Title: **Investment Management Agreement (2022-25): Amended Targets (2024-25)**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property and Board Learning, Research and Student Experience Committees, approve the 2024-25 Investment Management Agreement amended targets as follows:

- Domestic enrolment funding target of 34,564
- International enrolment transparency target of 7,678

Final Item: 9c.

Agenda Title: **Proposed New Master of Management Analytics Program Tuition**

APPROVED MOTION 1: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the GFC Academic Planning Committee, approve a domestic tuition rate for the Master of Management Analytics program of \$3,138.36 per course, effective for the Fall 2025 intake.

APPROVED MOTION 2: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the GFC Academic Planning Committee, approve a cohort-based international tuition rate for the Master of Management Analytics program of \$60,000, effective for the Fall 2025 intake.

Final Item: 9d.

Agenda Title: **MBA International Tuition Proposal**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and General Faculties Council Academic Planning Committee, approve a cohort-based international tuition rate for new international students in the Master of Business Administration program in the amount of \$88,000 to take effect for the Fall 2025 intake.

Final Item: 9e.

Agenda Title: **Strategic Initiatives Fund Allocations**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the following allocations from the Strategic Initiatives Fund:

- \$2 million for the UAPP pre-1992 unfunded liability
- \$2.9 million for international recruitment and retention
- \$1 million for establishing the VP (International and Enterprise) office
- \$645,000 for the program costing initiative
- \$250,000 for STEM centre visioning/planning
- \$9 million allocated for an initial capital contribution to the STEM centre

Final Item: 9f.

Agenda Title: **Capital Plan 2024/25 - 2026/27 Revision to Biological Sciences Redevelopment Project Priority**

APPROVED MOTION: THAT, subject to approval of amendments to the Biological Sciences redevelopment project section of the 2024/25 - 2026/27 Capital Plan by the Board Chair and Chair of the Board Finance and Property Committee, the Board of Governors approve the revision in which the University of Alberta plans to commit up to \$100 million of additional funds (including up to \$50 million from future Strategic Initiatives Fund allocations, \$10 million of which is yet to be raised, and up to \$50 million from philanthropic contributions, which is yet to be raised) to supplement the original funding request for the Biological Sciences redevelopment project in the event that the Government of Alberta matches the additional funds from the University.

Final Item: 9g.

Agenda Title: **University of Alberta Properties Trust Inc.: Annual Shareholder Resolution**

APPROVED MOTION: BE IT RESOLVED THAT the Chair of the Board of Governors (the “**Board**”) be, and hereby is, authorized and directed, for and on behalf of the Board to execute and deliver the annual resolution of the Board, in its capacity as the sole shareholder of the University of Alberta Properties Trust Inc., in the form as attached hereto as Attachment 1, and take such other actions as the Chair of the Board may, in her judgment, deem necessary, appropriate or advisable in order to carry out the purpose and intent of the foregoing.

Final Item: 9h.

Agenda Title: **Policy Development Policy and Board-level Policy Definition**

APPROVED MOTION: BE IT RESOLVED THAT the Board of Governors, on the recommendation of the Board Governance Committee, approve:

- a) the revised *Policy Development Policy* as provided in Attachment 1, and on the recommendation of General Faculties Council; and
- b) the definition of “**Board-level Policy**” as embedded in the *Policy Development Policy*.

Final Item: 9i.

Agenda Title: **Reallocation of the Roles and Responsibilities of the Office of the Vice-President (Facilities & Operations) to the Office of the Vice-President (University Services & Finance)**

APPROVED MOTION: **BE IT RESOLVED THAT** the Board of Governors:

- 1) on the recommendation of the Board Human Resources and Compensation Committee ("**BHRCC**"), approve:
 - a) the elimination of the Office of the Vice-President (Facilities & Operations) ("**VPFO**");
 - b) revisions to the position description for the Vice-President (University Services & Finance) ("**VPUSF**"), as described in the position description attached as Attachment 1; and
 - c) changing the name of the Office of the VPUSF to the "**Office of the Vice-President (University Services, Operations and Finance)**" ("**VPUSOF**"); and
- 2) approve consequential amendments to the *Vice-Presidential Search Procedure* and the *Vice-Presidential Review Procedure* as set out in Attachment 3 and Attachment 4.

Final Item: 9j.



Decision **Discussion** **Information**

ITEM OBJECTIVE: To consider the creation of the Office of the Vice-President (International & Enterprise) (“VPIE”).

DATE	June 14, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Office of the President and Vice-Chancellor

MOTION:

BE IT RESOLVED THAT the Board of Governors, on the recommendation of the Board Human Resources and Compensation Committee, approve the creation of the Office of the Vice-President (International and Enterprise) position, such office to have those powers, duties and functions as more fully described in the position description attached as [Attachment 1](#).

EXECUTIVE SUMMARY:

Background

With respect to the creation of the Office of the VPIE, please see [Attachment 2](#).

Analysis / Discussion

Pursuant to Section 82 of the *Post-secondary Learning Act* (Alberta) the Board of Governors (the “**Board**”) may appoint the number of vice-presidents for the University that the Board considers advisable and any such vice-president has the powers, duties and functions that are assigned to such individual by the Board on the recommendation of the President of the University.

In accordance with its Terms of Reference, the Board Human Resources and Compensation Committee (“**BHRCC**”):

1. reviews and recommends the appointment, extension, reappointments and dismissals of vice-presidents of the University;¹ and
2. appoints Board members and external representatives of the Board to advisory search and review committees for vice-presidents of the University, as established under the University’s *Recruitment Policy* and associated procedures.²

Risk Discussion / Mitigation of the Risk

In order to proceed expeditiously with the recruitment of an appropriate candidate to assume the VPIE role it is necessary for the Board to approve the creation of the Office of the VPIE.

¹ BHRCC Terms of Reference, at sub-section 2.m).

² BHRCC Terms of Reference, at sub-section 2.o).



Where applicable, list the legislation that is being relied upon

[Post-secondary Learning Act](#), S.A. 2003, c. P-19.5, at s. 82.

[BHRCC Terms of Reference](#), last approved on December 8th, 2023.

[Vice-Presidential Search Procedure](#), last approved on July 28th, 2020 and filed on UAPPOL.

[Vice-Presidential Review Procedure](#), last approved on June 19th, 2020 and filed on UAPPOL.

[Vice-Presidential Search and Review Procedures Appendix A: Committees for Vice-Presidents Position Definitions and Eligibility](#), last approved on July 28th, 2020 and filed on UAPPOL.

Next Steps

The Board will consider the creation of the VPIE at its meeting scheduled to be held on June 14th, 2024, at which time it will also consider consequential amendments to the *Vice-Presidential Search Procedure* and the *Vice-Presidential Review Procedure*.

Supporting Materials (Attachments):

1. Position description for the VPIE, as recommended by the President and Vice-Chancellor (3 pages) – **for approval**
2. Discussion paper on Strategic Opportunities for Internationalization (33 pages)

SCHEDULE A:

Engagement and Routing

Approval Route:

- BHRCC on May 28th, 2024 for review, recommendation and approval³
- Board on June 14th, 2024 for approval of the creation of the Office of the VPIE, approval of revisions to the position description for the Office of the VPUSF, and approval of the elimination of the Office of the VPFO⁴
- Academic Planning Committee for information
- General Faculties Council on September 23rd, 2024 for information

³ Approval of consequential amendments to Appendix A, subject to the Board authorizing and approving the creation of the Office of the VPIE and the elimination of the Office of the VPFO.

⁴ Along with the approval of consequential amendments to the *Vice-Presidential Search Procedure* and the *Vice-Presidential Review Procedure*.

APPENDIX "A"

EXECUTIVE POSITION DESCRIPTION – VICE-PRESIDENT (INTERNATIONAL AND ENTERPRISE)**Purpose:**

Reporting directly to the President, the Vice-President, International and Enterprise is responsible for driving the University of Alberta's strategic, university-wide internationalization goals, including global research, education, and industry partnerships. As outlined in SHAPE and Forward with Purpose, international growth and industry partnerships across Alberta, Canada and Globally are critical to the University delivering on the strategic objectives.

The Vice-President has the accountability to build the University's international profile, develop and lead strategic global partnerships and industry engagement, that will lead to increased revenue generation through international enrollment, research partnerships, industry partnerships and other collaborations. This in turn will help advance the UofA's reputation and international ranking. The Vice-President will lead, develop and implement strategic plans that will result in increased revenue generation from international enrollment and strategic global education, research and industry partnerships and support the achievement of the objective of becoming a top 50 internationally ranked University by 2033.

Without restricting the generality of the above statement and in accordance with Article 82(2) of the Post-Secondary Learning Act, the Vice-President (International and Enterprise) has the following powers, duties and functions as assigned by the Board of Governors on the recommendation of the President:

Key Accountabilities:

- Develop and execute a comprehensive international and industry engagement strategy aligned with the university's mission, vision, and strategic priorities as outlined in SHAPE and Forward with Purpose.
- Identify and lead high-impact, university-level partnerships in support of the U of A's enrolment, education, research and engagement goals (including but not limited to research collaborations, articulation agreements, joint credit and study abroad opportunities, joint programs, offshore delivery, etc.). This role includes monitoring the global landscape, identifying gaps and strategic opportunities, and working with responsible areas to advance university goals.
 - Possible KPI: number of strategic and mutually beneficial international partnerships; institutional enrolment from partnerships; revenue generation from targeted international sources (shared accountability, aligned with indicators under *Forward with Purpose*)
- Support colleges and faculties in identifying and pursuing strategic academic and industry partnerships and ensuring that partnership development integrates multiple strategic objectives – e.g. opportunities to integrate educational or engagement opportunities within high-impact research partnerships and to explore relevant industry participation. Includes

supporting internal collaboration between faculties, colleges, University Governance and other key partner units (e.g. marketing).

- Possible KPIs: identification of articulation agreement partnerships; expansion of credit-bearing study abroad opportunities (shared accountabilities)
- Track the university's portfolio of international partnerships and review/develop institutional frameworks for partnership governance.
 - Possible KPIs: establishment of governance framework and reporting process
- Convene and facilitate strategy development on offshore academic delivery partnerships and other internationalization mechanisms in deep collaboration with Provost and VPRI.
 - Possible KPIs: to be determined
- Provide strategic leadership and coordination of advancing opportunities to enhance U of A's profile in international fora – e.g. participation in high-profile events and bodies, other opportunities to support global profile where we can manage our brand among peers.
 - Possible KPIs: participation in identified high-profile fora (e.g. THE, WUN, COP)
- Develop and lead industry partnerships with positive academic and revenue impacts while enhancing the U of A's reputation as a productive and strategic partner within Alberta and beyond.
 - Possible KPIs: total revenue from industry partnerships; research grant applications involving industry partners; reputational rankings (top 50 in the world and top 5 in SDGs) (shared accountabilities)
- Lead negotiations and agreements with international and industry partners to drive mutually beneficial collaborations.
- Lead all global engagement activities for the University of Alberta. Build and maintain partnerships that will expand the University's international presence and engagement. Provide coordination on international and enterprise partnerships that exist across the University.
- Develop and execute initiatives to expand the University's global reach and impact.
- Aggressively pursue, through strategic partnerships and alliances, major external funding from industry, and global partnerships.
- Provide critical leadership in the engagement of external partners, with a focus on generating value-added services, investments, and earned revenues through; increased international enrollment, research and industry partnerships.
- Provide leadership and expertise to faculty Deans and other leaders across the University on how to increase our international presence, revenue and international enrollment. Build a senior team within the portfolio committed to fulfilling the vision, goals and priorities necessary to ensure the long-term success of the International and Enterprise portfolio and the University.
- Participate as an active member of the President's executive committee to establish institutional vision and goals, and to effectively communicate and organize to achieve those goals.

- Maintains a professional reputation that preserves the values and standing of the University and permits him or her to effectively represent the many achievements of the University both internally and externally.
- Drive the “one university” model by building a university-wide network necessary for a top 50-level international office and collaborate closely with college and faculty deans, the Office of VPRI, VPA, and Alumni Relations and Development.
- As a member of senior administration, participates actively on Board and other committees relating to the areas of mandated responsibility.
- Carries out other responsibilities as set out in policies and procedures approved by General Faculties Council (GFC) and/or the Board of Governors.

Qualifications

The Vice President International will be an entrepreneurial academic with a level of education and experience commensurate with a tenured faculty member at the rank of Full Professor along with:

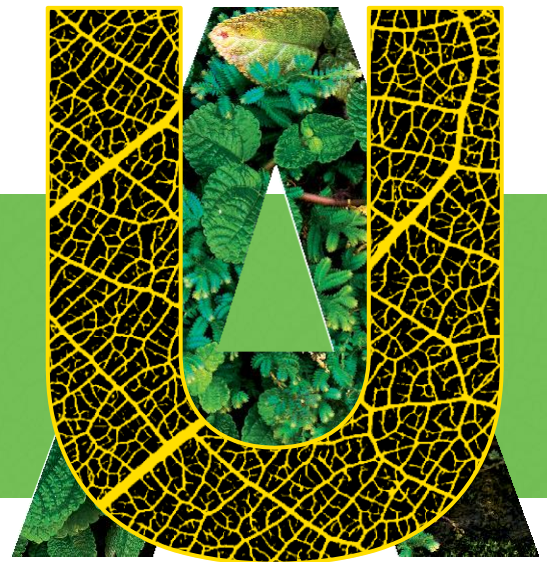
- Over 10+ years of senior leadership experience and a strong record of leadership and management effectiveness in a complex environment.
- A distinguished record of research and scholarship, broad international research experience, and demonstrated industry engagement.
- Experience, expertise, and credibility in developing and leading high-level strategic global partnerships.
- A track record of success in building and maintaining complex, strategic partnerships.
- Experience in business development, ideally within the post-secondary sector.
- Success in achieving aggressive revenue growth targets by implementing global development strategies leading to a growing base of repeat and long-term partnerships.
- Excellent relationship and team-building skills with a proven ability to develop proactive, strategic partnerships.
- Evidence of innovation, forward-thinking, and the ability to find new ways to address challenges.
- Sophisticated and discriminating problem-solving abilities, with experience applying a creative approach to presenting and recommending multiple solutions to problems.



**UNIVERSITY
OF ALBERTA**

Strategic Opportunities for Internationalization

Submitted by:
Bill Flanagan
President and Vice-Chancellor
May 2024



Executive Summary

The U of A faces significant financial challenges. Since 2020, we have lost \$222 million in GoA funding from our Program and Operating Support Grant (one-third of our total grant). Since 2023, our GoA operating grant has remained flat, with inflation over the past two years running at around 10% and currently at 2.9%. The GoA has capped domestic tuition fee increases at 2%. Although we successfully obtained \$48.3 million in domestic enrolment growth funding in 2021, the GoA's most recent budget included no new enrolment growth funding, notwithstanding the demographic pressures in Alberta. Most recently, Bill 13 has created uncertainty and increased risk as it relates to the transfer of further lands for development to our land trust and will give the GoA the right of first refusal at net book value on any transfer in the future. With consolidation, access to spending our over \$300 million in carryforward funds remains restricted, although the most recent budget gave us access to spending up to 15%.

All of these factors combine to create an urgent revenue challenge. Our costs are increasing, including the anticipated outcome of the current round of collective bargaining and ongoing inflationary pressures. We expect these pressures will result in new annual cost increases of \$48 million in 2024-25, growing to \$189 million annually in four years. These additional costs will be partially offset by anticipated domestic tuition growth of \$30 million¹ and existing international tuition growth of \$10 million over the next four years, leaving a shortfall of \$149 million.

After three years of restructuring, we reduced our administrative costs by over \$100 million annually. This restructuring was disruptive, and service level satisfaction will take several years to recover as we continue efforts to ensure that our new operating model is working effectively. At this point, there is little further room to reduce administrative costs without seriously damaging the university's ability to function. If we are forced to consider further cuts, we may have to consider closing programs, campuses or other facilities.

We will continue to advocate for inflationary increases to our GoA grant, including the costs associated with collective bargaining. We will continue to advocate for new domestic enrolment growth funding, which could help mitigate some of the increasing cost pressures. We will also continue to advocate for domestic tuition fee increases that match inflation. Although all these measures are contingent on GoA approval, at this point it is reasonable to assume that we will see at least some relief in the coming years.

Our case for domestic enrolment growth funding remains strong, given the demographics in Alberta. We envision growing by 10,000 additional domestic students which would generate an additional \$64 million in domestic tuition revenue and, assuming a GoA level of support consistent with our current

¹ Based on current Tuition Fee Regulation capping domestic tuition increases of no more than 2% annually

per-student funding, another \$142.3 million in GoA operating and support grant, for a total of \$206.3 million in new revenue.

As inflation continues along with the costs of a new collective agreement, we will have a solid case to bring to the GoA for additional operating grant funding. For example, an annual 3% increase for the next four years to our GoA Program and Operating Support Grant would generate \$55 million in new annual revenue by the fourth year. An annual increase of 2% would generate \$36 million.

In short, although we can reasonably anticipate some relief in the coming years, we need to prepare in the event that this relief is not sufficient to cover all of the projected \$149 million shortfall.

We have one major opportunity largely within our control to drive new major revenue generation for the U of A: increasing our number of international students. Although the federal government has recently imposed a two-year cap on the number of international students, Alberta is still permitted to [grow](#) by up to 10% in international student numbers this year. Longer-term, the prospects for further growth in international students at the U of A remain strong. We offer an outstanding learning experience at a top-100 university at a competitive price. Canada and Alberta will remain a destination of choice for many international students.

International Enrolment Growth

This briefing note focuses on the opportunity for the U of A to grow its international enrolment, increase its international profile, and drive international collaboration, all of which will directly impact our global ranking.

SHAPE: A Strategic Plan of Impact already outlines an ambitious international growth agenda for the U of A. It sets out a ten-year vision that will see us transform the U of A through unprecedented growth, outstanding research and innovation, and ongoing community engagement. *SHAPE* outlines our commitment to enhancing student access to meet the needs of our growing province as we grow our total enrolment to 60,000 over the next decade, including 10,000 domestic students and 6,000 international students.

We currently have 8,291 international students generating \$180 million in annual international tuition revenue. Assuming annual international tuition increases of 5% per year (consistent with recent practice and market analysis), international tuition revenue will grow by \$40 million over the next four years, for a total of \$220 million. An additional 6,000 international students achieved over the next eight to ten years could generate \$218 million in new annual tuition revenue:

- \$157 million allocated to faculties (program delivery and hiring additional faculty and staff as well as increased university-wide services necessary to support 6,000 more students).
- \$19 million in direct student financial support through the tuition offset.

- **\$42 million unallocated revenue representing an approximately 19% net margin (i.e. surplus revenue) that could be used as needed for University priorities, including our projected increased costs.**

Of the additional 6,000 international students, we project 4,500 more undergraduate students and 1,500 graduate students (1,000 course-based masters and 500 thesis-based). The undergraduate and course-based masters students would pay international tuition fees with an approximately 19% projected net margin. The 500 thesis-based students are typically funded by the university and they do not generate any significant net margin.

This revenue opportunity means that internationalization is critical to the university's future. To grow by 6,000 international students, the U of A must build its capacity to recruit and support international students. Compared to peer institutions, we have significantly underinvested in this area for many years. To achieve our ambitions for research and innovation, we need to develop a portfolio of strategic international partnerships that connect us with other leading institutions to drive transformational impacts. To achieve our goal of ranking among the top 50 universities globally, we must invest more strategically in developing global research, education and industry partnerships and enhancing our profile among global peers and competitors. One key metric in global rankings is the percentage of international students. Our rankings would improve by increasing our percentage of international students to align with comparators. Including undergraduate and graduate students, we currently have 19.8% international enrolment. U of T, McGill and UBC have between 28-30%.

When it comes to recruiting international students, we have a major comparative advantage in terms of affordable and available housing, a key factor driving the federal government's current cap on international students. Because of our residence overcapacity, we have ample room in our residences to support international enrolment growth. Our residences have an occupancy rate of only 75% and only 21% of our international students choose to live in residence. With our current residence supply, we could grow by an additional 6,000 international students and offer each of them a guaranteed spot in residence if they chose. Unlike Toronto or Vancouver, there are affordable housing alternatives in Edmonton and this is likely why only 21% of our international students choose to live in residence.

These ambitions are large. The experiences of our Canadian and global peer institutions show that achieving them will require complex coordination of strategy and resources across all parts of the university, executive leadership, a new administrative structure, and significant new investment.

The Proposal

This document presents a proposal to commit the focus and resources we will need to deliver on this opportunity across all areas of our mission. We have two key proposals.

First, we propose elevating the international function to the senior executive level through the creation of a Vice-President (International and Enterprise) as a lynchpin in our strategic focus on driving internationalization.

Second, we propose \$3 million in additional resources for international recruitment and student support bringing our international recruitment expenditures in line with expected peer benchmark based on UniForum data.

We propose establishing the VP (International and Enterprise) office for the coming academic year and phasing in investments in international recruitment in conjunction with our integrated enrolment growth plan over the next three years as our international enrolment grows.

The office of the proposed VP (International and Enterprise) would involve moving existing staff from the University of Alberta International (UAI) Office of Global Engagement (with its 13 staff members) as well as the Strategic Partnerships [Office](#) under the direction of the AVP Enterprise (with its two staff members). These two offices have a current combined budget of \$3.8 million. We would also invest an additional \$1 million in new resources to support the new VP office, including hiring the VP (International and Enterprise) and staffing support for the new VP.

At the same time as this proposal, we are bringing to the Board a proposal to eliminate the position of VP (Facilities and Operations) and merge that portfolio into University Services and Finance. Assuming the Board agrees to this proposal, creating a VP (International and Enterprise) would not involve any net increase in the number of VP's.

This \$4 million investment (\$1M for VP office and \$3M for international recruitment) would be funded by growing our international tuition revenue.

In summary, we propose the creation of a VP (International and Enterprise) office along with additional investments in international recruitment activity for a total of \$4 million in new annual expenditures. This investment would enable us to grow our annual international tuition revenue by \$218 million over the next eight to ten years, \$42 million (19%) of which would be a net margin that we could direct to various university priorities, including increased costs. This \$4 million investment would be fully funded by new international tuition revenue by FY 2026/27. In the meantime, administration has proposed an allocation of Strategic Initiative Funding to support start up costs.

With a net margin of \$42 million from increasing our numbers of international students, a 3% annual increase to our GoA operating grant over the next four years generating \$55 million in new annual revenue, along with new funding for domestic enrolment growth and increases to international tuition, there is a path forward to addressing a significant part of our projected shortfall of \$149 million over the next four years. However, it will take eight to ten years to realize \$42 million in net margin revenue from international students. Even with a 3% annual increase to our GoA grant and domestic enrolment growth funding, there will likely be a significant shortfall in the next four years.

The university has a number of mitigation strategies underway to manage this pressure. These include continued administrative efficiency and cost control efforts, ongoing advocacy for additional provincial grant support, reviewing our program delivery costs, and optimizing our program offerings to support growth among working professionals and non-traditional learners.

For the Board, at this point, the key decision is whether to proceed with creating a new VP (International and Enterprise). Under the PSLA, the authority to create a new VP role rests with the Board.

The U of A lags behind our competitors and aspirational peers in investment and strategic focus on internationalization. To achieve our goal of ranking among the top 50 universities globally, we must invest more strategically in recruitment and in developing global research, education and industry partnerships. These partnerships are crucial to advancing the U of A's reputation and international ranking. By substantially increasing both focus and investment, we can generate a substantial impact on our academic mission and our financial sustainability.

Table of Contents

I. Introduction	8
II. Partnerships and profile	10
Partnerships	
Rankings and reputation	
Our opportunity	
III. International enrolment and recruitment	12
International enrolment	
International recruitment	
Impact of recent immigration policy changes	
Our opportunity	
IV. Current organizational environment	21
V. Proposals: Elevating and enhancing our commitment to internationalization	23
A. Establishing a Vice-President (International and Enterprise)	
VP (International and Enterprise): Key Accountabilities	
Peer comparison	
Budget implications	
Risks	
B. Enhanced investment in international recruitment	
Options	
VI. Next steps: process to create a Vice-President (International and Enterprise)	31
VII. Conclusion	33

I. Introduction

The University of Alberta is a global institution. *SHAPE: A Strategic Plan of Impact* sets out an ambitious ten-year vision that will see us transform the U of A through unprecedented growth, outstanding research and innovation and a fundamental commitment to community engagement.

The U of A is committed to enhancing access for Albertan students to meet the needs of our growing province as we grow our total enrolment to 60,000 over the next decade. Our international orientation is critical to this vision: we are and will continue to be a university with global reach — one that is a magnet for ambitious students, expert staff and talented faculty who are leaders in their fields. We will effectively leverage that reach — igniting all corners of our university, our alumni and our partners to tackle the complex social, economic and environmental challenges facing the globe. We will galvanize world-leading expertise in our areas of excellence. And we will be recognized globally, ranked among the top three universities in Canada and the top 50 in the world. We will be internationally recognized as a university of change-makers, community builders and world SHAPers — one that prepares creative, collaborative and confident global citizens who aspire to make their mark on the world.

As we embark upon *SHAPE*, the U of A is at a turning point. We have unprecedented opportunities to leverage our international standing to achieve higher levels of global reach and impact than ever before and to generate revenue and engagement that transforms our educational and research enterprises. We aim to grow by 6,000 international and 10,000 domestic students, to galvanize new collaborations and partnerships that will place our research near the top of the U15 and be recognized worldwide as a leading contributor to solving shared challenges.

At the same time, the U of A continues to face substantial financial challenges. Since 2020, we have lost \$222 million in GoA funding from our Program and Operating Support Grant (one-third of our total grant). Since 2023, our GoA operating grant has remained flat, with inflation over the past two years running at around 10% and currently at 2.9%. The GoA has capped domestic tuition fee increases at 2%. Although we successfully obtained \$48.3 million in domestic enrolment growth funding in 2021, the GoA's most recent budget included no new enrolment growth funding, notwithstanding the demographic pressures in Alberta. Most recently, Bill 13 has imposed a freeze on the transfer of any further lands for development to our land trust and will give the GoA the right of first refusal at net book value on any transfer in the future. With consolidation, access to spending our over \$300 million in carryforward funds remains restricted, although the most recent budget gave us access to spending up to 15%.

All of these factors combine to create an urgent revenue challenge. Our costs are increasing, including the anticipated outcome of the current round of collective bargaining and ongoing inflationary pressures. We expect these pressures will result in new annual cost increases of \$48 million in 2024-25, growing to \$189 million annually in four years. These additional costs will be partially offset by

anticipated domestic tuition growth of \$30 million² and existing international tuition growth of \$10 million over the next four years, leaving a shortfall of \$149 million.

This document presents a discussion and proposal to commit the focus and resources we will need to deliver on our strategic opportunity across all areas of our mission, while meaningfully addressing our financial challenges. We propose elevating the international function to the senior executive level through the creation of a Vice-President (International and Enterprise) as a lynchpin in our strategic focus on driving internationalization, enabling us to unlock untapped partnerships and revenue potential.

The U of A lags behind our competitors and aspirational peers in investment and strategic focus on internationalization. To achieve our goal of ranking among the top 50 universities globally, we must invest more strategically in international student recruitment and in developing global research, education and industry partnerships. These partnerships are crucial to advancing the U of A's reputation and international ranking. By increasing both focus and investment, we can generate a substantial impact on our academic mission and our organizational sustainability.

² Based on current Tuition Fee Regulation capping domestic tuition increases of no more than 2% annually

II. Partnerships and profile

Partnerships

International partnerships are critical to the university's strategic objectives across enrolment, program delivery, research and industry engagement.

Partnerships play an essential role in our research and innovation portfolio. Over the past two years, the U of A has had over 800 active research projects with international sponsors, representing 37 countries. With a strategic focus on developing this portfolio, we could expand the range, depth, scale and impact of research partnerships while purposefully integrating education and engagement opportunities.

Historically, the university's partnership activity has primarily been initiated and driven by faculties and individual academic units and supported by University of Alberta International (UAI), while a small number of major partnerships have been driven at the institutional level. Few of our partnerships involve both educational and research collaboration, and qualitative analysis of international peers suggests that we are missing opportunities to elevate partnerships institutionally and realize multiple objectives. Moreover, we have historically lacked a focus on building a strategic portfolio of partnerships – no sufficiently senior office has had the capability to assess opportunities across the university in alignment with our strategic research priorities, set university-wide goals for our portfolio and develop an integrated approach to deliver on those goals.

The U of A has a long history of industry partnerships. Opportunities for industry partnerships are increasingly international in scope and require a higher degree of institutional coordination.

The Strategic Partnerships [Office](#) under the direction of the AVP Enterprise works strategically across the university in support of industry partnerships collaborating with colleges, faculties, VPRI and development. In 2023, Enterprise led over \$10 million in new industry partnerships, including a \$350K USD agreement with Yacimientos Petrolíferos Fiscales (majority state-owned Argentine Energy company) to join Rick Chalaturnyk industry consortium research initiative Geoscience for Subsurface Assurance of Energy Technologys (GEOSAFETY) and a \$1 million USD partnership with Amazon Web Services to establish the Artificial Intelligence Discovery Place located at Enterprise Square. Already in 2024, four deals have closed worth \$10.3 million. We will sign four additional industry partnerships in the next three months worth approximately \$5 million. Enterprise has brought over 100 new partners to campus in the past year. These deals reflect sponsored research and bespoke academic programming.

The university's 14 undergraduate articulation agreements – through which students complete one or two years in their home country before transferring to the U of A to complete their degree via a pre-established pathway – play a major role in our current recruitment landscape. Based on some of our comparators, there is substantial potential for growth here – for example, at the University of Glasgow, about 40% of new undergraduate students come through partnership agreements each year. In addition

to partnership agreements, the U of A has several joint degree partnerships at the undergraduate and graduate levels and various ad hoc arrangements (such as joint supervision of PhD students across multiple institutions).

These successes highlight the scale of opportunity that the university can realize through a strategic, university-wide approach.

Rankings and reputation

International rankings are highly dependent on reputation and profile. The major rankings give significant weight to reputational surveys among international academics and employers, including research and teaching reputation.

Our internal analysis shows that the U of A is in a position where relatively small changes in scores translate to large changes in reputation ranks. However, we will need to realize major improvements to place among the top 50 in the world.

There are several determinants of reputation, such as presence in key international fora where we can highlight the U of A's impact and performance, increasing research income, and notably, high-impact international collaborations. The university has historically performed well in some of these domains, but a coordinated, top-level strategic focus can position the U of A to invest in the most impactful fora and partnerships to drive an enhanced international profile and reputation – and thereby support our ability to recruit top students and researchers globally, to meet our enrolment and research objectives to the benefit of Alberta and the world.

Our opportunity

We have an opportunity to build a more robust portfolio of partnerships that are core enablers of our enrolment growth, academic experience and research and innovation enterprise – connecting us with other global leaders and industry partners on an unprecedented scale.

Undertaken in concert with targeted efforts to enhance our profile among peers and opinion leaders, this approach will be central to achieving our ambition to be recognized among the top 50 universities internationally – a recognition that will, in turn, help us attract the best and brightest from around the world.

Realizing this opportunity requires executive-level strategic focus, integrating and elevating work across all areas of the university and engaging our academic community in a renewed focus on global collaboration.

III. International enrolment and recruitment

International enrolment

SHAPE outlines ambitious enrolment growth targets for the U of A, growing to over 60,000 students by 2030, including an additional 10,000 domestic and 6,000 international students.

In June 2024, the [APSN](#) (Alberta Post-Secondary Network), in close collaboration with the U of A, will launch a six-month province-wide public relations campaign that will underscore the need for the Government of Alberta to invest in PSE enrolment growth. APSN will engage a public relations firm to develop the campaign, focusing on Alberta’s demographic growth, labour shortages and the need to provide sufficient post-secondary opportunities for young Albertans. We will continue to press on all fronts to gain support for our domestic enrolment access objectives as we work toward next year’s provincial budget.

International enrolment growth is also essential in creating a thriving global learning environment for all our students. The Government of Alberta (GoA) has committed to strengthening internationalization and growing international student numbers in Alberta. Specific GoA commitments include:

- *Alberta 2030: Building Skills for Jobs* Goal: Strengthen Internationalization
*Attract talented international students to Alberta’s post-secondary institutions and communities.*³
- \$1.5M investment in the creation of the Alberta Bureau of International Education to support the attraction of “top-tier international students and talent to contribute to Alberta’s growing success,”⁴ (see [recent announcement](#) on the appointment of its executive director)
- [Alberta 2030: Building Skills for Jobs](#) calls to strengthen internationalization. One of the goals is to “Attract talented international students to Alberta’s post-secondary institutions and communities”.

As a source unconstrained by the government, international tuition revenue helps ensure we have the resources needed to invest in our core academic mission. The GoA grant + tuition covers the costs of educating a domestic student. There is no GoA grant component for International students, so their tuition must cover all their costs in addition to the provision of additional revenue that contributes to overall university revenue and funding the academic and research mission more broadly. Growing international student enrolments does not impact the capacity for domestic enrolment growth, which is dependent on government funding. The percentage of international students in our student population is also a key factor in global rankings (the higher, the greater the impact).

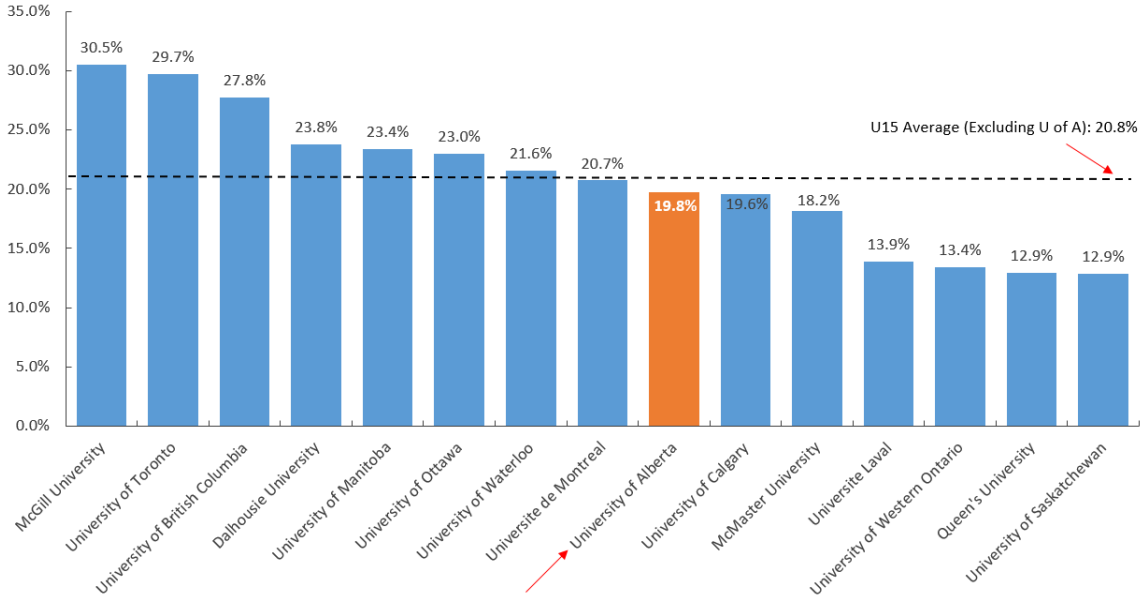
³ [Alberta 2030: Building Skills for Jobs Summary](#), pg. 2

⁴ [Government of Alberta News Release Oct 3, 2022](#)

Our current state shows that the U of A’s international enrolment is shrinking – declining from 15.2% in Fall 2018 to 13% in Fall 2023 (percentage of total undergraduate enrolment). This decline results from a highly competitive international recruitment landscape and our resource limitations (i.e. recruiting expenditures). We have also been increasing our domestic enrolment, reducing the proportion of international students. Based on current trends and growing competition for students, it is clear that our current investment and international applicant pool are insufficient to maintain international enrolment at the level needed to provide a truly global experience expected from the best universities in the world.

U of A lags behind the U15 average international enrolment (including undergraduate and graduate):

Figure 1: U15 percent international enrolment 2022-23 (including undergraduate and graduate)



Prepared

by: Performance, Analytics and Institution Research, August 14, 2023

Source: U15 Enrolment & Degrees.

Notes: includes students in both undergraduate and graduate programs. Data is as of Nov 1 of each year.

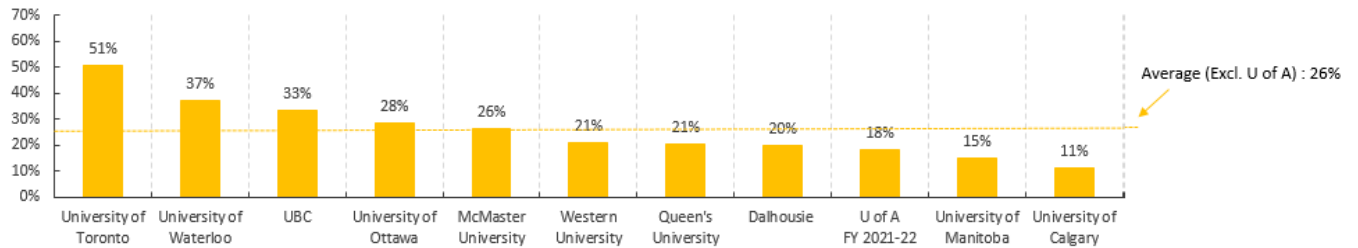
In particular, we lag in our enrolment of international undergraduate students. Lower international enrolment has substantial negative implications for the U of A, including:

- A weaker global learning environment for all U of A students;
- A reduction in revenue resulting in:
 - Reduced resources to provide a quality learning environment and student experience for our students;
 - A smaller pool of resources for teaching, research and faculty renewal than our comparators, which hurts our ability to recruit and retain top faculty, graduate students, and postdoctoral fellows;
- Impact on global rankings. One metric in global rankings is the percentage of international students. Our rankings would improve by increasing our percentage of international students to align with comparators. Additionally, an increase in international tuition revenue would enable

us to invest further in areas that impact our global rankings, such as research and faculty renewal. Global rankings are also one of the top determinants international students use when selecting a university. So, any reductions in global rankings will directly impact the attractiveness of U of A for international students.

Undergraduate international students generated \$169.9M in tuition revenue used to cover the cost of their program's cost and contribute to overall institutional revenue at the U of A in 2022-23. This revenue represented approximately 18% of operating revenue – compared to almost 33% at UBC or over 51% at the University of Toronto (note U15 comparator figures based on 2021-22 data). Our shortfall, relative to our peers, results in the U of A having fewer resources to invest in our academic mission, including faculty renewal, research infrastructure, student services and support.

Figure 2: International Fraction of Operating Revenue in the U15, 2021-22



Source: CAUBO for FY 2021-22, U of A CAUBO submission for FY 2022-23; Council of Ontario Universities (CUDO) data for FY 2021-22 tuition split among Ontario U15 institutions; Financial Information Reporting System (FIRS) for U of C tuition split. Tuition split for Dalhousie and UManitoba is provided by the finance office from the corresponding institution. UBC’s international and domestic tuition split is based on their [2023-24 budget document](#) (pg 18).

Notes: Revenue proportions are calculated based on the total provincial general operating grants and credit tuition in each corresponding fiscal year. Totals may not add up due to rounding. Operating revenue other than provincial grants and tuition is not included.

The U of A’s international tuition rates are lower than some of our comparators, and we have room to increase international student tuition to realize additional revenue without harming our attractiveness to prospective students.

Figure 3. Undergraduate international tuition, 2023-24 (selected U15 comparators)

Institution	Tuition (Arts & Science Undergrad)
University of Toronto	\$60,510
University of British Columbia	\$44,942
McGill University	\$39,000
University of Alberta	\$31,895
University of Calgary	\$26,849

Notes: Comparator set presents a subset of the U15. Among the complete U15, U of A ranks 10th. Comparison presents tuition for general Arts and Science to maximize comparability. Tuition for other program areas may vary across institutions.

International recruitment

a) How Does it Work?

International recruitment is a highly competitive area with intense global competition for the best and the brightest. While every family/student will have different considerations when selecting an institution, the following are critical criteria which applicants typically consider:

- **Country desirability:** impacted by a variety of factors such as immigration and study permit policies, safety, quality/prestige of education, family ties, distance from their home country, coverage of how international students fare in domestic media.
- **Institutional ranking/reputation:** seen as an independent measure of quality when deciding on an institution. A degree from a higher-ranked institution is often seen as offering better prospects to graduates.
- **City Location:** including climate, lifestyle attractiveness, family ties, career prospects upon graduation and ease of reaching in an emergency.
- **Word-of-mouth** recommendations: include feedback from students who are at/have gone to the institution, alumni from students' high school at the institution, social connections recommending the institution and high school counselor recommendations.
- **Student Experience/Return on Investment** considerations: including excellent student experience and success, work-integrated learning availability/guarantee, and whether the institution will set the student up for future success. Ultimately, does the institution give the families a good return on their investment and their child's future?

Institutional recruitment efforts are vital to ensure parents and students are informed on what the university offers and why they should select it. A multifaceted approach and strategies are needed to compete for international students effectively.

a) Our Context:

Highly Competitive Environment

- Institutions, mainly Australia, Canada and the UK, are very active and we know from Uniforum benchmarking and market intelligence, invest considerable resources in international student recruitment to recruit from the limited pool of qualified (academically, financially and meeting immigration requirements) potential candidates.

- A recent study from NOUS Group and Navitas indicates that among our global competitors, most anticipate substantially increasing investment in international recruitment.
- Recruitment campaigns with many different options heavily target parents and students. All global institutions are actively competing for the same cohort of eligible students.
- Students and parents are driven by the return on investment and future career prospects when selecting institutions.
- Changes in receiving countries' government policies⁵, and geopolitical changes can significantly and quickly impact student flows and destination choice.

University of Alberta: Strengths and challenges related to international recruitment

- The U of A has a strong ranking and popular programs, though it we benefit significantly from being in the top 100 in the THE and QS Global rankings.
- Our cohort-based guaranteed tuition model of no tuition increase during the degree, creating tuition cost certainty for families, has been well received by both parents and students, leading to increased demand in many programs.
- Our new Foundation Program – to launch in 2024 – will provide a transition year for international students missing a specific requirement for entry to their desired program (typically a subject not offered in their home country). The Foundation Program will allow us to access new student markets through a partnership with an experienced provider with a deep recruitment network and to ensure high levels of student success.
- The university recently re-designed our scholarship strategy to create \$25- \$120K awards alongside several scholarships targeted at certain targeted regions. These generated an 86% year-on-year increase in scholarship applications and fostered increased interest in our programming. All international scholarships are funded through international student tuition.
- The three-year postgraduate work permit, available to international students upon graduation, is attractive to students, though Australia and the UK have recently enhanced postgraduate work permit offerings to students.
- The university has developed strong links with key high schools and articulation partners in important source countries, which provide the majority of our undergraduate students.
- Location: Attracting international students to the University of Alberta for undergraduate programs is more challenging than for comparators in more attractive locations:
 - Edmonton is not a major student or tourist destination and is relatively unknown outside of Canada. The climate is challenging for international students and a deterrent to selecting the U of A.
 - Travel: Flight connections are limited compared to Montreal, Toronto and Vancouver, and parents do not want to be multiple flight connections away from their children.

⁵ Including study permit processing policies, post graduate work opportunities, diplomatic relations, media coverage of international students' experience in the country.

- Investment in international recruitment and admissions is significantly lower than comparators, with Uniforum showing a percentage spend of 41% of what would be expected for an institution of our size.

Housing

- We expect a university’s capacity to house international students will be a critical factor in future federal government decisions around the allocation of international study permits.
- The U of A is in a much more favourable position regarding student housing than our competitors, and we do not face the extreme pressures seen in some other markets (particularly Toronto and Vancouver).
- The U of A guarantees a place in residence to any first-year student who wants it, and we can meet this commitment by prioritizing first-year students in our housing allocations. Currently, approximately 21% of international students choose to live in residence, and our residences have an occupancy of about 75%.
- Our residence capacity (as a percentage of the student population) compares favourably to the University of Toronto and the University of Calgary. Private sector vacancy rates and rents also compare favourably to major Canadian cities.

Figure 4. Residence capacity at key comparators

Institution	Residence capacity (% of total student population)
University of Alberta	13.1%
University of Calgary	8.1%
University of Toronto	9.9%
UBC Vancouver	21.8%

b) Current Recruitment Approaches

International recruitment has focused on five main strategies to diversify the international student population and maintain international numbers.

1. Partnership with articulation partners

The University of Alberta has 14 undergraduate articulation partners/agreements. These agreements enable students to start their studies in their home country for the first one or two years before progressing to the University of Alberta to complete their degree. Before COVID, 20% of our students came through international undergraduate transfer. One of the advantages

of the articulation agreements is that U of A academic faculties vet the first two-year courses for credit transfer. Additionally, students come as cohorts, an important trend in future international enrolment planning and management.

2. Focus on select high schools in targeted countries

Recruitment efforts are targeted at key high schools where families with the financial resources to afford international education send their children. The focus on select high schools has driven the recent significant diversification of the international undergraduate student population.

3. Engagement with agent partners

The university works with a select number of highly vetted agent recruitment partners who advise families on international education options and support students on their journey to post-secondary. This curated group of agents gives the university an on-the-ground presence throughout the year in key source countries and supports diversification.

4. Foundation Program

Beginning in 2024, the university's Foundation Program provides a transition year for international students missing a specific qualification for admission to their desired program but who otherwise meet competitive entry criteria. Students take a structured set of first-year courses as part of a cohort and receive dedicated academic and transition supports, and students who meet competitive entry requirements enter their target program in year two.

5. First, Fast and Friendly

The university has made several strategic changes to admissions processes to admit strong international students earlier in the admission cycle. With the competitive nature of international recruitment, offering high service levels is vital to recruitment success. We aim to be the first institution in Canada to make an offer to a qualified student⁶.

⁶ Research conducted by QS for the U of A on International Student expectations showed 65% of international students expect an admissions decision within 7 days.

Impact of recent immigration policy changes

On January 22, 2024, the Government of Canada announced changes to the immigration system for international students, the key components of which are:

- Setting an intake cap on international student permit applications for a period of two years is expected to result in approximately 360,000 approved study permits across Canada (excluding Master's and doctoral programs and current permit holders)
- Setting individual provincial and territorial caps, weighted by population, with provinces making their own determinations about allocating their caps amongst institutions; provinces must issue attestation letters in support of new study permit applications.
- Removing eligibility of students in "curriculum licensing arrangement" programs (PPPs) for post-graduate work permits
- Removing eligibility of undergraduate students' spouses for open work permits
- Making graduates of Master's and short graduate-level programs eligible for a three-year work permit.

Since the announcement, the federal government has released allocation numbers to the provinces. These figures reveal a modified formula, which has resulted in Alberta receiving fewer allocated spaces than its proportion of the Canadian population. The provincial government has allocated spaces among Alberta institutions, and the U of A has received an allocation consistent with a moderate growth trajectory.

In the short term, the announcement and resulting uncertainty have depressed international applicant interest in Canadian institutions, and international applications to the U of A are trending below expectations. The university has implemented multiple mitigations, and we expect to retain our existing international enrolment and achieve modest growth in international enrolment for fall 2024.

In the medium term, these policy changes may present a significant positive opportunity to accelerate growth. After the initial two-year cap period, we expect to benefit from implementing a recognized institution framework that will support more institutional autonomy on growth in study permits, and the availability of three-year work permits for Master's graduates.

Our opportunity

We currently have 8291 international students generating \$180 million in annual international tuition revenue. Assuming annual international tuition increases of 5% per year (consistent with recent practice and market analysis), international tuition revenue will grow by \$40 million over the next four years, for a total of \$220 million.

Based on our international profile and ranking and analysis of our peers, the U of A has the opportunity to expand our international enrolment by 6,000 over the next 8-10 years and conservatively generate

approximately \$218 million per year in new gross operating revenue (assuming moderate annual tuition increases of 5% per year over the next three years).

Of the additional 6,000 international students, we project 4,500 more undergraduate students and 1,500 graduate students (1,000 course-based masters and 500 thesis-based). The new international undergraduate and course-based masters students would pay tuition fees with an approximately 19% projected net margin. The 500 thesis-based students are typically funded by the university and they do not generate any significant net margin.

That level of revenue will enable investments of:

- \$157 million allocated to faculties (program delivery and additional faculty and staff costs, including recruitment costs, necessary to recruit and support 6,000 more students),
- \$19 million in direct student financial support through the tuition offset,
- **\$42 million in unallocated revenue representing an approximately 19% net margin that the university could direct to University priorities.** We base this figure on estimates of the proportion of international tuition revenue required to meet direct costs related to program delivery and student support/retention (e.g. registrarial services, student life and mental health, direct IT costs etc.). After meeting these program delivery costs, we expect approximately \$42 million in revenue available for allocation.

This \$42 million would be revenue the university could allocate to cover some of our inflationary pressures, including any new costs arising from collective bargaining. We have no other comparable revenue-generating opportunity.

To realize this opportunity, we will need to substantially increase our investment in international recruitment (to at least the Uniforum benchmark) to match and keep pace with our competitors, and deepen and broaden our portfolio of articulation agreements and other programming and delivery partnerships.

IV. Current organizational structure

Currently, the U of A's international activity is coordinated primarily through three offices under two Vice-Presidential portfolios:

- Provost & Vice-President (Academic)
 - University of Alberta International (UAI)
 - Office of the Registrar – responsible for international student recruitment and admissions
- Vice-President (Research and Innovation) – supports research partnership activity

UAI works with a broad range of international and external stakeholders to support creating an internationally vibrant learning and research environment. As indicated in the organization chart below, the office has about 45 staff members and three main functions:

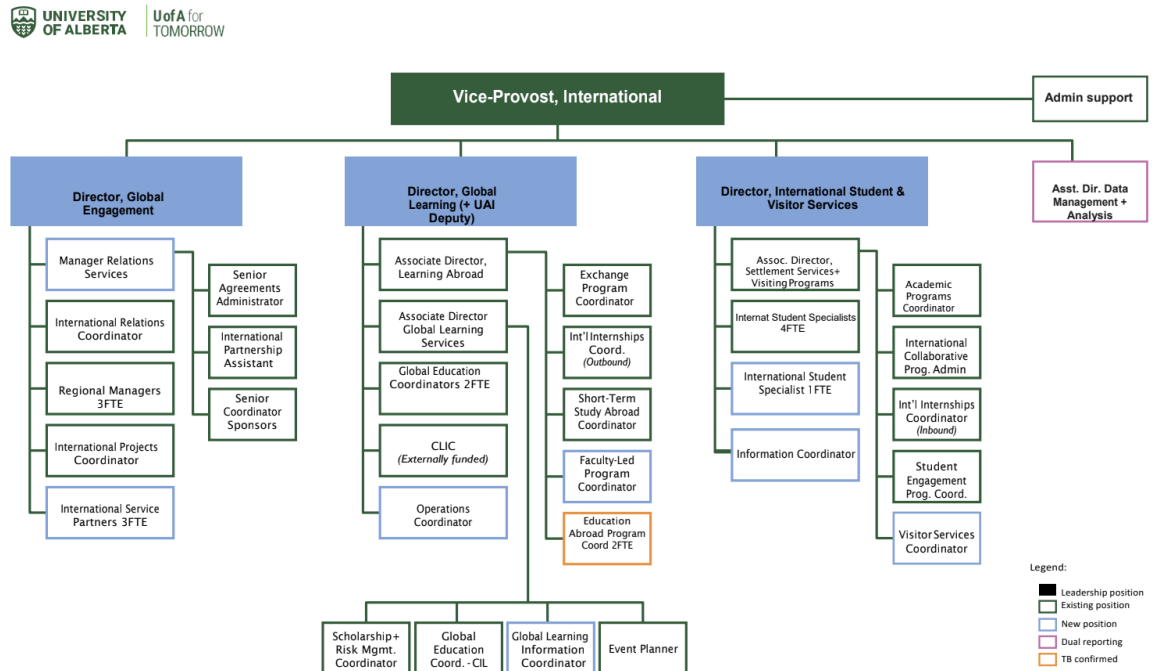
- (1) global engagement,
- (2) global learning, and
- (3) international student and visitor services.

The current UA International Office of Global Engagement operates largely on an administrative level, supporting partnerships as they are developed by faculties or other units. The office has not historically taken a leadership role in developing strategic partnerships nor had the mandate or capacity to do so.

The Office of Global Learning in UAI offers administrative support for student exchange programs and internships, seeking new opportunities to deepen international learning opportunities for our students. Likewise, the Office of International Student and Visitor Services within UAI provides critical support for our 8,000 international students and many international visitors, helping to ensure they have an outstanding experience at the U of A.

When the U of A began a push for internationalization in the early 2000s, the prevailing practice was to create units like UAI. UAI was successful in achieving our initial ambitions. As the context and goals of the U of A have evolved, it is now prudent to evolve our structure to align with current practice and goals.

Figure 5. Current international organizational structure



UAI lies within the portfolio of the Provost and VP (Academic). The Vice-Provost and AVP International [reports](#) to the Deputy Provost (Students and Enrolment) and the Deputy Provost (Academic). UAI developed a strategic [plan](#) in 2019, aligned with the university's previous strategic plan, *For the Public Good*.

V. Restructuring Proposals: Elevating and enhancing our commitment to internationalization

A. Establishing a Vice-President (International and Enterprise)

We propose establishing a Vice-President (International and Enterprise), who will report directly to the President as a member of the university's senior executive team. The VP role is an opportunity to consolidate and elevate the leadership of strategic international and industry partnerships and engagement, taking the U of A's ability to develop and lead strategic global partnerships to a whole new strategic university-wide level critical to driving U of A's global reputation and engagements.

The U of A is at a turning point regarding its global standing. We have the opportunity to grow international enrolment and generate more than \$268 million in gross revenue annually while transforming our student experience into a genuinely global one and take our research and innovation enterprise to the next level of global relevance and impact. We can position the U of A at the centre of Alberta's economic transformation for the coming decades by bringing global academic and industry collaboration to bear. To deliver on these opportunities, we need a new level of institutional focus and coordination – to develop strategic partners, engage the whole organization as One University, provide strategic focus to guide the investments required and drive global reputation and profile. Establishing a VP-level role is a crucial investment in elevating and enabling these goals. The restructuring process will allow us to finally align with recommendations that had come out of the SET process, keeping the aspects of UAI accountable for enrolment growth within the Office of the Provost while migrating the strategic and partnership arm of UAI to this newly created executive role.

At the outset, the VP (International and Enterprise) will take on the UAI Office of Global Engagement (with its 13 staff members) as well as the Strategic Partnerships [Office](#) under the direction of the AVP Enterprise office (with its two staff members). We [established](#) the office of the AVP Enterprise the summer of 2022. In a relatively short period, this office has enhanced U of A's reputation as an engaged and productive industry partner. We are delivering the message that we are a valuable partner and open for business. Raising the profile and extending the capacity of Enterprise to operate on an international scale will allow the university to capitalize on the appetite of industry to connect with the U of A, positioning us to work with new partners and offer a stronger global value proposition to current and potential partners. The AVP Enterprise would retain its focus on industry partnerships in Alberta and Canada. This proposal would simply extend that focus to include global industry partnerships.

With this powerful combination of international and enterprise, the VP (International and Enterprise) would have a mandate to drive strategic partnerships, including international research, education, and industry partnerships. A VP-level role will underscore the university-wide leadership nature of this role and highlight the importance of internationalization and enterprise as a vital part of the university's strategic goals as outlined in *SHAPE* and *Forward with Purpose*.

The new office of the VP (International and Enterprise) would be responsible for driving the U of A's strategic and university-wide internationalization goals, including global research, education and industry partnerships. The Office of VP (International and Enterprise) would be structured along the lines of the VP International office at the U of T (see below), which is a "horizontal" office with a small staff that works at a strategic level across the university in support of critical functions within the provost's office (academic/students), VPRI, alumni relations, communications, and beyond.

VP (International and Enterprise): Key Accountabilities

This new role will have the following key accountabilities:

- Develop and execute a comprehensive international and industry engagement strategy aligned with the university's mission, vision, and strategic priorities as outlined in *SHAPE* and *Forward with Purpose*.
- Identify and lead high-impact, university-level partnerships in support of the U of A's enrolment, education, research and engagement goals (including but not limited to research collaborations, articulation agreements, joint credit and study abroad opportunities, joint programs, offshore delivery, etc.). This role includes monitoring the global landscape, identifying gaps and strategic opportunities, and working with responsible areas to advance university goals.
 - Possible KPI: number of strategic and mutually beneficial international partnerships; institutional enrolment from partnerships; revenue generation from targeted international sources (shared accountability, aligned with indicators under *Forward with Purpose*)
- Support colleges and faculties in identifying and pursuing strategic academic and industry partnerships and ensuring that partnership development integrates multiple strategic objectives – e.g. opportunities to integrate educational or engagement opportunities within high-impact research partnerships and to explore relevant industry participation. Includes supporting internal collaboration between faculties, colleges, University Governance and other key partner units (e.g. marketing).
 - Possible KPIs: identification of articulation agreement partnerships; expansion of credit-bearing study abroad opportunities (shared accountabilities)
- Track the university's portfolio of international partnerships and review/develop institutional frameworks for partnership governance.
 - Possible KPIs: establishment of governance framework and reporting process

- Convene and facilitate strategy development on offshore academic delivery partnerships and other internationalization mechanisms in deep collaboration with Provost and VPRI.
 - Possible KPIs: to be determined
- Provide strategic leadership and coordination of advancing opportunities to enhance U of A's profile in international fora – e.g. participation in high-profile events and bodies, other opportunities to support global profile where we can manage our brand among peers.
 - Possible KPIs: participation in identified high-profile fora (e.g. THE, WUN, COP); performance in international rankings (shared accountability, aligned with institutional rankings plan)
- Develop and lead industry partnerships with positive academic and revenue impacts while enhancing the U of A's reputation as a productive and strategic partner within Alberta and beyond.
 - Possible KPIs: total revenue from industry partnerships; research grant applications involving industry partners; reputational rankings (top 50 in the world and top 5 in SDGs) (shared accountabilities)

Peer comparison

Several of U of A's peers within and outside Canada have established a vice-president-level role in internationalization.

In 2020, President Meric Gertler of the University of Toronto appointed the university's first VP International, [Professor Joseph Wong](#), who had previously held the role of Associate Vice-President and Vice-Provost, International Student Experience. Under Professor Wong's leadership, the U of T launched its International [Strategic Plan](#) (2022-2027).

Based on confidential discussions with U of T leadership, this appointment was motivated by a recognition of how vital international research engagement is to the U of T in maintaining its rank among the top 20 universities globally. The role of VP International also underscores the role played by international students and international study abroad opportunities in building a global educational experience for their students. The VP role operates strategically across the university to foster international engagement opportunities and ensure alignment with key university priorities. The VP portfolio is described as a "horizontal" office with a small staff that works across and in support of the provost's office (academic/students), VPRI (research), alumni relations, communications and other areas.

In December 2023, President Deep Saini of McGill created a new role of [VP Global Engagement](#) and appointed Professor [Anja Geitmann](#), formerly dean of the Faculty of Agricultural and Environmental Sciences at McGill. The [announcement](#) of her appointment notes that "Professor Geitmann will work

closely with McGill’s executive team to explore new opportunities for collaboration with peer institutions, augment the effectiveness and reach of international activities led by various McGill Faculties and units, oversee broad internal and external consultations to enhance McGill’s international strategy, and advance the University’s vision for global academic leadership.” Confidential discussions with McGill leadership reflect motivations similar to those of U of T.

The following universities, all among the top 50, have the international portfolio represented at the vice-president level (or its equivalent, reporting to the president): University of Melbourne, Kings College London, University College London, and Northwestern, among others. While the configuration of VP International portfolios across top institutions varies in recognition of their local contexts, they all highlight a common recognition of the need for a higher level of attention to and profile for internationalization.

Budget implications

Vice Presidential Office

The university currently invests approximately \$3.8 million in the existing functions that we could allocate to the new portfolio, split across UAI (19 staff) and the AVP Enterprise office. Under the proposed structure, this investment will increase to approximately \$4.8 million. We would finance this additional \$1 million in expenditures from increased revenue through international tuition and revenue-generating partnerships enabled by the VP role.

The VP office is intended to remain small and focused, working to align and catalyze resources across the university.

Additional investment for International Recruitment and Retention to Office of the Provost

We would invest an additional \$3 million investment for staffing and operating costs to align spending levels with UniForum benchmark in support of our recruitment and retention activities managed centrally through the Office of the Provost. We would finance this additional investment over time from tuition revenue as our international enrolment grows.

Risks

Community perception

After several years of budget cuts and ongoing financial pressures, there is a risk that the university community might see a new VP (International and Enterprise) as “administrative bloat” and “another expensive VP” who brings little value.

At the same time as this proposal, the administrative is bringing a separate proposal to the Board to eliminate the position of VP (Facilities and Operations) and fold F&O into University Services and Finance. Assuming the Board approves both proposals, the total number of VPs will remain the same. This will help address any concern about a growing number of VPs.

If we appoint a U of A faculty member to this role, there may be less risk that the university community will see this as a costly new hire. U of T and McGill did this by appointing an existing faculty member. Both presidents reported no particular criticism of the move and widespread support. It will be important to position the VP (International and Enterprise) as key to enabling us to grow international tuition revenue and new partnership revenue.

Many in the university community might welcome a decision to raise the profile of internationalization at U of A, in alignment with *SHAPE* and *Forward With Purpose*. They might also welcome appointing an academic with a distinguished record of research and scholarship along with broad international research/education experience and industry engagement to lead this new portfolio. U of A faculty are ambitious for the university and want U of A to have a forward-thinking international strategy, like our peer institutions at U of T and McGill. U of A faculty members know how vital internationalization is to our global standing and research impact.

Cross-portfolio alignment

International-facing activity will continue across multiple units, with individual academics and faculties engaging with global colleagues, the VPRI office supporting collaborative research, and the Deputy Provost (Students and Enrolment) portfolio managing recruitment, enrolment and student support.

If not well executed, establishing a new VP portfolio with responsibilities that engage all of these areas risks creating misalignment or competing agendas that could hamper coordinated efforts.

However, this is also our area of greatest opportunity. Guided by *ONE University*, *SHAPE* and *Forward with Purpose* and by a refreshed university-wide international strategy, the VP (International and Enterprise) will be well-positioned to bring an unprecedented level of coordination and strategic focus to our international activity across all areas of the university. As an executive-level broker, leader and facilitator, the VP will engage leaders across the U of A to promote alignment, generate and execute on opportunities, and promote a One University approach in all of our globally-facing work.

B. Enhanced investment in international recruitment

The other two offices within UA International (global learning / international student and visitor services), which deal primarily with students and the student experience, would remain in the Office of the Provost within our Deputy Provost (Students and Enrolment) portfolio. Both offices serve an

important administrative and support role. Because they focus primarily on students and the student experience, they should remain under the purview of the Provost's office as outlined in *SHAPE* and *SEAP*. It is also essential that this be accompanied by a significant investment in enhancing our international recruitment capabilities to a level commensurate with that of our aspirational peers.

The U of A's targeted its investment in international recruitment to achieve the prior enrolment goal of 15% of the undergraduate student body and 20% of total enrolment. We have had success in our diversification strategies. However, according to UniForum data, the University of Alberta spends significantly less than comparators in international recruitment and marketing, at 41% of what would be expected for an institution of our research intensity and revenue mix. For comparison, UBC has over 60 international recruitment staff (27.8% international enrolment), the University of Toronto has 35 international recruitment staff (29.7% international enrolment), and U of A has only eight international recruitment staff at the University of Alberta.

We will need targeted investment in international recruitment strategies to grow our international enrolment in alignment with our goals. The U of A has several weaknesses in terms of location and climate. The U of A should establish an engaged level of service for international students before they arrive in Canada to increase international enrolment to a similar level to the top five universities in Canada while also becoming more entrepreneurial in its recruitment approaches.

The international recruitment team's budget is currently around 1% of our international tuition revenue. To meet our expected peer benchmark, based on UniForum data, would require us to increase our international recruitment investment by approximately \$3 million annually, representing approximately 2% of our international tuition revenue.

Options

- 1. Establish a new VP (International and Enterprise) along with an additional \$3M in investment in international recruiting and student support, as outlined above**

Pros:

- As described above, this option best positions the U of A to take advantage of key strategic opportunities through an integrated approach to advancing partnerships, enrolment and enterprise.

Cons:

- \$1 million in additional costs for the VP office (to be covered by increased international tuition revenue and partnership revenue)
- \$3 million in additional recruitment coats (to be covered by increased international tuition revenue)
- Some amount of disruption and internal community reaction that accompanies structural change, particularly for current staff in UAI

2. Decline to create a new VP, keep the current structure and invest in building our capacity for international recruitment.

Pros:

- Allows for investment in building enrolment without any structural change and with no perception of increased senior administration

Cons:

- No investment in strategic university-wide global research, education and industry engagement
- Missed opportunities to advance the U of A's ranking ambitions
- Missed opportunities to develop new industry and education partnerships (e.g. 2 + 2) that can also drive new enrolment and revenue
- \$3 million in additional recruitment coats (to be covered by increased international tuition revenue)

3. Decline to create a new VP, keep the current structure of UA International and make no new investment in building its capacity for international recruitment.

Pros:

- Maintains status quo and has no added cost

Cons:

- In addition to cons noted for option #2, this option provides no realistic prospect of meeting our goal of increasing international enrolment by 6,000, resulting in no new tuition revenue and continued reliance on GoA grants
- This does not contribute to supporting U of A's financial sustainability; to meet our projected budget shortfalls, we would have to embark on further spending cuts, including the possible closure of programs, campuses, and other facilities.

4. Decline to create a new VP and move global partnerships from UAI to the VP (Research and Innovation)

Pros:

- Would help with the development of university-wide strategic research collaboration
- Minimal restructuring and related disruptions

Cons:

- Although this would help with the development of university-wide strategic research collaboration, it would not include elevating the development of multi-dimensional partnerships that include educational partnerships, which will drive international enrolment
- Missed opportunity to appoint a VP with an explicit mandate to advance enterprise activities, including global industry partnerships

VI. Next steps: process to create a Vice-President (International and Enterprise)

Should the Board decide to proceed with creating a new VP (International and Enterprise), the following outlines the process that would be necessary.

Under the *Post-secondary Learning Act*, the Board of Governors may appoint the number of vice-presidents for the university that the board considers advisable, and each vice-president has the powers, duties and functions that are assigned to those individuals by the board on the recommendation of the president.⁷ To assist the board in this process, the Human Resources and Compensation Committee (“BHRCC”) is responsible for:

- reviewing and making recommendations to the board on (a) the appointment of university vice presidents, (b) changes to the vice presidents’ executive position descriptions; and
- reviewing and approving the compensation (initial and changes thereto) and all material contractual terms and conditions for the university vice presidents.⁸

Cognizant of the need to advance this initiative expeditiously, it is proposed that the governance approval process for the proposed office of the Vice-President, International and Enterprise will progress in the following manner:

	<i>Deliberative Body</i>	<i>Action(s) Sought</i>	<i>Date</i>
1.	BHRCC	Review, recommendation and approval ⁹	May 28, 2024
2.	Academic Planning Committee	Information and discussion	In special session
3.	Board of Governors	Approval	June 14, 2024
4.	General Faculties Council	Information	September 23, 2024

The recommendation and approval process for this position would include a detailing of the powers, duties, and functions assigned to the office of the Vice-President (International and Enterprise) through the formal position description, as well as any consequential changes to the powers, duties and functions assigned to other vice-president portfolios.

⁷ *Post-secondary Learning Act* (Alberta), at s. 82.

⁸ Board Human Resources and Compensation Committee Terms of Reference, at ss. 2.m), n) and q).

⁹ Recommending to the Board of Governors to create the office of the Vice-President, International and Enterprise and changes to the Vice-Presidential Search Procedure. Changes to Appendix A to this procedure would be approved by BHRCC at this time.

The Vice-President, International and Enterprise will also be added to the [Vice-Presidential Search Procedure](#), the [Vice-Presidential Review Procedure](#) and [Appendix A](#) to those procedures so that the search for a Vice-President, International and Enterprise can commence promptly should the board decide to approve the creation of this position.

VII. Conclusion

The University of Alberta is at a crucial juncture. In a complex and changing global landscape, we have a unique opportunity to achieve higher levels of international reach, impact and renown than ever before and generate revenue and engagement that ensures our sustainability for the coming decades.

The proposals outlined in this document will position the U of A to realize these opportunities through an enhanced level of strategic focus and partnership development while keeping pace with our competitors' investments in recruitment and retention. Through our recommended approach, we can realize enrolment growth of 6,000 international students, which will generate upwards of \$268 million in new revenue while better supporting access and experience for all students, increasing our research impact, and achieving our goal of ranking among the top 50 universities in the world.

We are ready to begin implementing this approach immediately as a critical enabler for the vision our community has embraced in *SHAPE: A Strategic Plan of Impact*.

ITEM NO. 9c

Decision Discussion Information

ITEM OBJECTIVE: Obtain Board of Governors approval of the amended 2024-25 domestic enrolment Investment Management Agreement funding target and the international enrolment transparency target.

DATE	June 14, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Provost and Vice-President (Academic) Vice-President (University Services and Finance)

MOTION: That the Board of Governors, on the recommendation of the Board Finance and Property and Board Learning, Research and Student Experience Committees, approve the 2024-25 Investment Management Agreement amended targets as follows:

- Domestic enrolment funding target of 34,564
- International enrolment transparency target of 7,678

EXECUTIVE SUMMARY:

- The Government of Alberta (GOA) has indicated that the University of Alberta can adjust the previously submitted 2024-25 Investment Management Agreement targets.
- Advanced Education and the university are contemplating an administrative adjustment to several programs which will cause a decrease of approximately 400 in the reported Full-load Equivalent Students (FLEs)¹.
- Given this adjustment, administration is recommending a corresponding modification to the following previously submitted 2024-25 targets:
 - domestic enrolment target decrease to 34,564 from 34,769 FLEs
 - international enrolment transparency target decrease to 7,678 from 7,894 FLEs
- The remaining 2024-25 funding metrics and transparency metrics will remain unchanged from the approved targets (see Attachment 1).

Background

The 2022-25 IMA includes five mandatory funding measures with 40% of fiscal year 2026-27 funding at risk based on the 2024-25 targets. Table 1 summarizes the IMA actuals and approved targets. Attachment 1 is the fully executed 2022-25 IMA with further details on targets, metric weighting, and tolerance bands. As reported to BFPC on March 7, 2024, the university met each of its targets in 2022-23.

Advanced Education and the university are currently considering an administrative adjustment² to several programs, which is projected to result in a decrease of approximately 400 FLEs. As noted above, this adjustment has no impact on the student headcount. Given this administrative decrease,

¹ Note that this adjustment has no impact on the student headcount.

² Specifically, loads in graduate thesis programs are being standardized at 30 credits. This impacts the number of FLEs as FLEs are calculated by taking the number of credits a student earns / the load of the program. Because the loads of these programs are generally lower than 30, the denominator will increase, causing the FLEs to decrease.

GOVERNANCE OUTLINE

ITEM NO. 9c

administration recommends revising the previously submitted domestic and international targets for 2024-25; revised targets are highlighted in Tables 1 and 2.

Both domestic and international enrolment FLEs would be impacted in a downward direction by the contemplated administrative change. Estimates of these impacts have been developed and revised targets are shown in the last rows of Tables 1 and 2, below.

Table 1. Funding Metrics, Actuals and Targets by Fiscal Year

Year	Work Integrated Learning	Domestic Full Load Equivalent	Job Relatedness ³	Research Commercialization	Administrative Expense Ratio
Actuals					
2022-23	100%	34,523	95%	N/A	N/A
Targets					
2022-23	89%	33,354	95%	N/A	N/A
2023-24	95%	34,174	N/A	\$105M	6%
2024-25	95%	34,769	95%	\$111M	6%
2024-25 Revised	N/A	34,564	N/A	N/A	N/A

Table 2. Transparency Metrics, Actuals and Targets by Fiscal Year

Year	International FLE Enrolment ⁴
Actuals	
2022-23	8,226
Targets	
2022-23	7,894
2023-24	7,894
2024-25	7,894
2024-25 Revised	7,678

Consultation

The 2023-24 and 2024-25 targets were endorsed by the President's Executive Committee - Strategic at their April 20, 2023, meeting and subsequently approved by the board. All of the targets were set in consultation with subject matter experts from the following areas:

³ Based on a bi-ennial survey.

⁴ Future targets are set conservatively at steady state from the 2022-23 target, due to the following reasons:

- Downward pressure on international applications in the current admission cycle.
- The global environment is currently unstable, with potential geopolitical tensions that may affect international student mobility.
- Possible additional VISA processing delays due to the recent federal labour disruption.

ITEM NO. 9c

- Deputy Provost, Student and Enrollment
- Deputy Provost, Academic
- Research Services Office
- Office of the Registrar
- Provost Office staff, including Work Integrated Learning Lead
- Finance, Procurement and Planning
- Performance, Analytics and Institutional Research

The updated 2024-25 targets were endorsed by the President's Executive Committee - Strategic at their May 16, 2024, meeting.

Risk Discussion / Mitigation of the Risk

With up to 40% of the fiscal year 2026-27 operating and support grant at risk based on the 2024-25 funding metrics, it is imperative that the targets are reasonably achievable. To mitigate this risk, targets have been set taking into account historical achievement and current trends.

Next Steps

- Pending Board of Governors approval, submission of the amended targets to the Minister of Advanced Education for approval.
- Pending Board of Governors approval, inclusion of the amended targets in the General Faculties Council Academic Planning Committee June 19, 2024, meeting package.

Supporting Materials:

1. Amended and Restated 2022-2025 Investment Management Agreements (signed January 24, 2024) (6 pages)

Amended and Restated 2022-2025 Investment Management Agreement

The parties originally entered into a 2022-2025 Investment Management Agreement on June 23, 2022 ("Original IMA").

The parties conducted the annual review contemplated in the Original IMA and the parties wish to update targets and add performance metrics of the Original IMA, and have prepared this Amended and Restated Investment Management Agreement ("Amended and Restated IMA") to reflect those amendments.

PURPOSE

This Amended and Restated IMA with The Board of Governors of the University of Alberta ("Institution") describes the investment framework related to the Base Operating Grant (BOG). The purpose of the investment framework is to identify, and incentivize, measurable progress towards the vision and goals contained in *Alberta 2030: Building Skills for Jobs*.

This Amended and Restated IMA also contains the Institution's Mandate as required under section 78 of the *Post-Secondary Learning Act*.

TERM

This Amended and Restated IMA is effective from the Effective Date to March 31, 2025 ("Term").

CONDITIONS

The total at risk funding for this 2022-25 Amended and Restated IMA is as follows:

Total Three Year At Risk Funding

Fiscal Year	Total Percentage of BOG
2022-23	15% of the 2022-23 BOG
2023-24	25% of the 2023-24 BOG
2024-25	40% of the 2024-25 BOG

Listed in the section PERFORMANCE METRICS below are the weighting, targets and tolerance bands for all Funding Metrics. If an actual result for a specific funding metric does not meet the identified target, and is outside of the respective tolerance threshold, an adjustment will be applied to BOG funding. The calculated percentage reduction to the BOG that will be applied is subject to the final discretion of the Minister, but will not exceed the percentages listed above.

The adjustment will be contingent on the following factors:

- The weighting applied to a funding metric; and
- The extent to which the actual result is outside the tolerance threshold.

The adjustment will be applied, as determined by the Minister, when all funding metric data for the respective fiscal year has been finalized.

The Transparency Metrics listed below do not have any at risk funding implications associated with them. Actual results for these metrics are for accountability purposes only.

All of the metric data, and their associated weightings, targets and thresholds, in the section PERFORMANCE METRICS below is subject to an annual review by the Minister and the Institution. The Minister may remove or add PERFORMANCE METRICS during the annual review, and the Parties will amend this Investment Management Agreement to reflect amendments resulting from the annual review.

PERFORMANCE METRICS

Methodology details for all funding and transparency metrics found in the respective metric worksheets that have been provided to the Institution.

Funding Metrics

Funding Metric 1: Work Integrated Learning (WIL) by School Year

Proportion of approved programs that offer WIL opportunities to students.	2020-21 Actual	2021-22 Actual	2022-23 Target	2023-24 Target	2024-25 Target
	62%	99%	89%	95%	95%
	Tolerance Threshold		5%	7%	7%
	Weighting		4%	9%	9%

Funding Metric 2: Total Domestic Enrolment by School Year

Total domestic Full Load Equivalent (FLE) enrolled in approved programs as reported in LERS.	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Target	2023-24 Target	2024-25 Target
	28,769	29,112	31,029	32,886	33,354	34,174	34,769
	Tolerance Threshold				2,684	2,734	2,782
	Weighting				8%	10%	16%

*2022-23 target restated to reflect greater enrolment than anticipated.

Funding Metric 3: Graduate Outcomes by Survey Year*

Proportion of recent graduates in employment two years after graduation whose current main job is very or somewhat related to the general skills and abilities acquired during their program.	2018 Actual	2020 Actual	2022 Target	2022 Actual	2024 Target
	95%	97%	95%	95%	95%
	Tolerance Threshold		8%	8%	10%
	Weighting		3%	3%	5%

*The Graduate Outcome Survey is completed every two years.

Funding Metric 4: Administration Expense Ratio

Ratio of administration expenses over total expenses, excluding extraordinary expenses, as reported in FIRS.	2020-21 Actual	2021-22 Actual	2022-23 Estimate	2023-24 Target	2024-25 Target
	6%	6%	TBD	6%	6%
	Tolerance Threshold			2%	2%
	Weighting			3%	5%

Funding Metric 5: Research Commercialization

Sponsored research revenue from industry and non-profit sectors as reported by the Ministry of Technology and Innovation, expressed in millions of dollars.	2020-21 Actual	2021-22 Actual	2022-23 Estimate	2023-24 Target	2024-25 Target
	140	167	119	105	111
	Tolerance Threshold			5	6
	Weighting			3%	5%

Transparency Metrics

Transparency Metric 1: International Student Enrolment

Total international FLE count as reported in LERS.	2020-21 Actual	2021-22 Actual	2022-23 Target	2023-24 Target	2024-25 Target
	7,609	7,894	7,894	7,894	7,894

*2022-23 target restated to exclude offshore students.

MANDATE

This mandate has been developed by the Board of Governors of the University of Alberta in consultation with Alberta's Minister of Advanced Education pursuant to Section 78 of the *Post-secondary Learning Act (PSLA)*.

1. Type of Institution, Sector, and Governance

The University of Alberta is a board-governed public post-secondary institution operating in Alberta as a comprehensive academic and research university (CARU) under the authority of the PSLA.

2. Outcomes

- Identify how the institution contributes to the coordinated post-secondary adult learning system.
- Identify how the activities of the institution benefit individual students, their communities and the province.

The University of Alberta's fundamental mandate is to offer a broad range of outstanding academic, research, creative and innovation activities to prepare citizens and leaders who will make a difference.

Its activities enhance student opportunities and build Alberta's capacity for long-term, knowledge-driven sustainable development at the global forefront.

The University community discovers, disseminates, and applies new knowledge through interrelated core activities.

3. Clients/Students

- Identify the specific groups of students served or targeted by the institution (e.g. adult learners, undergraduate or graduate students, life-long learners, learners preparing for entry-level careers in business and health).

The University of Alberta serves graduate and undergraduate students, and life-long learners in a dynamic and integrated learning, research and innovation environment.

Post-doctoral fellows and academic visitors come to the University to refine their teaching, mentoring, research and innovation skills.

4. Geographic Service Area and Type of Delivery

- Identify where the institution's campuses are located and the communities served.
- Identify the approaches to educational delivery (face-to-face, distributed, blended etc.)
- Comprehensive Community Colleges to include reference to their responsibility to serve regional learners' needs through collaboration with other adult learning providers, program delivery and stewardship of community-based adult learning in their geographic service area.

The University provides instructional excellence through both on-campus and distance delivery in a vibrant and supportive learning, research and innovation environment. Its residential, multi-campus setting includes many research and field facilities.

5. Program Mandates and Credentials Offering

- Identify all range of program categories and credential options for learners.
- Description of credentials to align with Alberta Credential Framework.
- Reference program coordination and collaborating institutions, if applicable.

The University of Alberta gives students the opportunity to earn internationally respected credentials, including bachelors, masters and doctoral degrees, and university certificates and diplomas. It also offers French-language programs leading to university degrees, certificates and diplomas as well as college certificates and diplomas.

6. Special Program Areas/Areas of Specialization

- Identify approved program areas that are distinctive to the institution and contribute to its outcomes (e.g. institutions that focus on trades, artistic and creative development, institutions offer programs that lead to career preparation, etc.).

A number of the University of Alberta's programs are unique within Alberta.

The University of Alberta is a balanced academy, with strong arts and sciences programs featuring the Faculties of Agricultural, Life, and Environmental Sciences, Arts, Augustana, Extension, Native Studies, Kinesiology, Sport, and Recreation, Science and the Faculté Saint-Jean. These faculties are foundational to and interlinked with the University's network of strong professional faculties, including Business, Education, Engineering, Graduate Studies and Research, Law, Medicine and Dentistry, Nursing, Pharmacy and Pharmaceutical Sciences, Public Health, and Rehabilitation Medicine. In addition, all of our faculties are involved in professional development and continuing education.

7. System Collaboration and Partnerships

- Identify the institution's collaboration mandate (i.e. collaboration that is allowed, required, or both) and how they will work with other sectors and partners to ensure learner needs are met.
- Identify how the institution works within the system to enhance system accessibility and coordination across the province. This includes other adult learning providers in the systems (e.g. Indigenous adult learning providers).
- Describe the institution's role in regional stewardship and how this helps determine, prioritize and enable access to post-secondary opportunities.

The University of Alberta plays a leading role in Campus Alberta through collaboration with other Alberta institutions, responding to vital community relationships at every level and giving a national and international voice to Alberta innovation.

Transfer and collaborative degree completion agreements with partner institutions broaden student opportunities and provide rural, northern and Indigenous communities with access to University of Alberta credentials. Similar innovative arrangements centred at the University deliver information and knowledge resources to post-secondary and government communities through both inter-library and online access.

8. Research and Scholarly Activities

- Identify the range of research (discovery research, applied research) and activities related to innovation, scholarship of integration and scholarship of teaching and learning to be undertaken by the institution.
- Describe the scope of research, innovation and scholarly activities supporting the delivery of high quality credentials while also working to achieve Alberta's strategic research and innovation priorities.
- Identify how the institution's research and innovation activities align with the outcomes of the Alberta Research and Innovation Framework.

The University of Alberta's research and creative activities produce a dual impact through the preparation of highly qualified graduates and a continuous flow of innovation. The University attracts scholars of international reputation: undergraduate and graduate students, post-doctoral fellows, staff and faculty. Collectively, they foster, conduct and disseminate research and creative activity, both pure and applied, within and across all the major program areas at a nationally and internationally-recognized level of excellence.

University of Alberta faculties, centres and institutes combine resources and talents for collaborative advantage through research partnerships with other academic institutions, business, governments and public agencies. The University actively transfers new knowledge, innovation and creative works to Alberta, Canada and the world for community benefit, including commercial development of intellectual property when appropriate and feasible.

9. System Mandate

- Describe any other activities that have broader social, economic and/or environmental impact on the province.
- Include any initiatives related to international education, promotion of healthy learning environments, and learner pathways.

The University establishes and maintains an environment of inquiry-based learning anchored in strong academic programming and an array of co-curricular student life opportunities. Academic support, social/community enrichment, health and wellness, and career and life development are cornerstones of the University of Alberta student experience. The intellectual and creative diversity of the campus, including its international and multicultural population and exchange programs, makes for an engaging student experience. Fine arts displays, stage performances, museum collections, athletic and recreational opportunities combine with residence life to present multi-dimensional possibilities. Experiential learning opportunities based in the community augment on-campus activities with real-life applications. Engagement in research and innovation prepares students for life-long learning and problem solving.

In every aspect of its mandate, the University of Alberta is a partner in social, cultural, and economic development, fostering and establishing the provincial, national and international connections and understandings that support leading global enterprise and citizenship for Alberta. University administrators, faculty, staff and students contribute regularly to public debate and to government and corporate examination of issues. Start-up companies and new technologies licensed to existing companies lead Alberta in new directions and employ graduates. The University continually moves out into its communities through its graduates, its creative and research advances, and its ongoing opportunities for experiential and life-long learning.

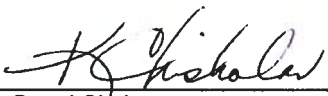
EXECUTION


This Amended and Restated IMA has been signed by the parties to be effective as of the date last signed by the parties ("Effective Date").

His Majesty in right of Alberta, as represented by the Minister of Advanced Education

The Board of Governors of the University of Alberta


Minister


Board Chair


Date

November 6, 2023
Date

ITEM NO. 9dDecision Discussion Information

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

DATE	June 14, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Provost and Vice-President (Academic)

MOTION 1: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the GFC Academic Planning Committee, approve a domestic tuition rate for the Master of Management Analytics program of \$3,138.36 per course, effective for the Fall 2025 intake.

MOTION 2: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the GFC Academic Planning Committee, approve a cohort-based international tuition rate for the Master of Management Analytics program of \$60,000, effective for the Fall 2025 intake.

EXECUTIVE SUMMARY:

The Board of Governors, acting with the recommendation of the General Faculties Council, recently approved a new Master of Management Analytics (“**MMA**”) to be offered by the Alberta School of Business (“**ASB**”). The MMA is a course-based master’s degree program designed for students who have recently graduated with an undergraduate degree in STEM, and/or Business. 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. 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.

Tuition

The proposed domestic rate of \$3,138.36 per course will result in a total program cost of approximately \$40,800 for domestic students. A domestic rate of \$40,800 and an international rate of \$60,000 are comparable to the tuition rates of similar programs at peer institutions, as described in the table below.

GOVERNANCE OUTLINE

UNIVERSITY	DOMESTIC	INTERNATIONAL
Schulich (York)	\$54,000	\$84,100
UBC	\$42,795	\$63,261
Ivey (Western)	\$38,250	\$73,800
McGill	\$49,256	\$61,168
Toronto	\$41,400	\$72,630
Queen's	\$53,840	\$79,900

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:

- Michael Maier, Associate Dean, Masters Programs and Executive Education, School of Business
- Yuliia Malanych, Finance Partner, School of Business
- Jolene Martin, Faculty General Manager, School of Business
- Vivien Chu, Director Academic Budget and Planning, Office of Provost and VP Academic
- Tom Hidson, Assistant Registrar, Enrolment
- Kate Peters, GFC Secretary/Mgr GFC Services, University Governance
- Kathleen Brough, Chief of Staff, Office of Provost & Vice-President Academic
- Borzou Rostami, Assistant Professor and Academic Director for MMA, Department of Accounting and Business Analytics, School of Business
- Xiao Cheng, Director, Analysis and Admissions, MBA office
- Roveena Mecwan, Program Coordinator, Masters Programs Office, 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)
- Edith Finczak, Director Academic Budget and Planning, Office of Provost and VP Academic
- Norma Rodenburg, Acting Vice-Provost and University Registrar
- Registrar's Committee on Fees (RACF)



Those who have been informed:

- As Above

Approval Route:

- Registrar's Committee on Fees (RACF): January 23, 2024
- General Faculties Council (GFC) Programs Committee (PC): February 8, 2024
- General Faculties Council (GFC): February 26, 2024
- Academic Planning Committee: May 15, 2024
- Board, Finance and Property Committee (BFPC): May 28, 2024
- Board of Governors (BOG): June 14, 2024

ITEM NO.9e

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

ITEM OBJECTIVE: To approve the Fall 2025 cohort-based international tuition for the Master of Business Administration Program.

DATE	June 14, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Provost and Vice-President (Academic) / University Services and Finance

MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and General Faculties Council Academic Planning Committee, approve a cohort-based international tuition rate for new international students in the Master of Business Administration program in the amount of \$88,000 to take effect for the Fall 2025 intake.

EXECUTIVE SUMMARY:**Background**

The Fall 2025 cohort-based tuition levels for most programs were approved by the Board of Governors in March 2024; however, the School of Business requested additional time to engage in further consultation with students on the proposed Fall 2025 tuition rate before bringing it forward for approval.

Tuition for the Fall 2024 intake has been set at \$65,131.20, as approved by the Board in March 2023. The proposed Fall 2025 rate represents an increase of 35% over the approved Fall 2024 rate, though only new international students to the MBA program will pay the new rate.

The School of Business will also offer a \$10,000 award to all international students entering the program in Fall 2025 to offset the cost of the program. This award will have the effect of reducing the difference between the Fall 2024 rate and the Fall 2025 rate from 35% to 20%.

The new tuition rate will be an important tool for the Faculty to maintain its competitive position and perceived program quality in the international market. Currently, out of the top 10 MBA programs in Canada as ranked by Maclean's Magazine, the University of Alberta has the second-lowest tuition, even though the program is ranked 6th in the nation. Only the University of Montreal has lower tuition. The current international tuition rate is 36% lower than the national average. Even with the proposed increase, international tuition will still be 14% lower than the national average. Tuition levels for MBA programs are correlated to the perceived quality of those programs.

ITEM NO.9e

University	Ranking	2024/2025 Tuition
Toronto	1	\$ 136,410.00
Western	5	\$ 126,600.00
York	7	\$ 117,850.00
McMaster	10	\$ 111,300.00
Queen's	4	\$ 110,000.00
McGill	3	\$ 102,500.00
UBC	1	\$ 99,308.70
Calgary	8	\$ 82,498.00
Alberta	6	\$ 65,131.20
Montreal	9	\$ 59,100.00

Note: Ranking based on 2023 Maclean's Survey

Consultation

The School of Business has engaged in an in-depth consultation with the MBA Students' Association, comprised of current MBA students, as well as the Graduate Students' Association, on the proposed Fall 2025 rate. A letter of support jointly signed by the outgoing and incoming Presidents of the MBA Students' Association is attached. A full schedule of that consultation is included as Schedule A.

In general, student input has noted overall support for the program maintaining its competitive place in the market through higher fees, especially when coupled with financial support and award opportunities to mitigate impact on students. Students have had the opportunity to provide input on potential uses of new revenue to the program to improve program quality.

Risk Discussion / Mitigation of the Risk

Tuition is the University's largest single source of revenue, representing ~44% of the institution's operating revenue. Internationally, maintaining tuition levels that are comparable to peer institutions is important for perceptions of quality amongst prospective international students. The University mitigates the impact of tuition on students through financial support, including through the 8.55% tuition offset (beginning in 2025) on all international tuition revenue that is dedicated to financial aid.

Supporting Materials:

1. Letter of Support - MBA Students' Association (1 page)

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)
- Office of the Registrar
- Faculty of Graduate and Postdoctoral Studies
- Alberta School of Business

Those who have been consulted:

- GSA Executive (February 29, 2024)
- Meeting with MBA Student Association President (March 4, 2024)
- MBA Association Executive (March 6, 2024)
- Student Townhall (March 21, 2024)
- Meeting with incoming and outgoing MBA Association Presidents (April 11, 2024)
- Additional input was gathered via feedback form distributed to all MBA students.

Approval Route:

- GFC Academic Planning Committee (May 15, 2024)
- Board Finance and Property Committee (May 28, 2024)
- Board of Governors (approval) (June 14, 2024)



April 11, 2024

Michael Maier, Ph.D., CPA, CGA, ICD.D

Associate Dean, Master's Programs and Executive Education Alberta School of Business

Re: Proposed MBA Tuition Increase for International Students Admitted September 2025 and Beyond - Letter of Support from the MBA Association

With regards to the proposed MBA tuition increase to \$88,000 for international students, the MBA Association Leadership supports the School's proposal as the elected representatives of the MBA Students. This letter serves as official confirmation.

Associate Dean Michael Maier has demonstrated sincere interest in working with the student body by continually consulting with the MBA Association Leadership team over the past several months to address the impact that low tuition has on future program quality and student experiences. Associate Dean Maier also has met with the MBAA Executive team at our meeting on March 6, 2024 to discuss the new proposal. An online MBA Town Hall for all students was held on March 21 for all students with a recording made for those unable to attend.

The School has identified certain priorities that it would like to focus on as it aims to improve the quality of services offered to students in light of reduced government funding. These include, but are not limited to, a minimum \$10,000 scholarship guarantee for each international MBA student, increased funding for MBA Association, increased electives and Teaching Assistant positions in MBA courses, and improved career management services for MBA students. In addition, international MBA students will be eligible and encouraged to apply for the 8.55% from international student tuition being set aside for financial assistance which will be in addition to the \$10,000 minimum scholarships.

Currently, the University of Alberta MBA tuition is exceptionally low for international students relative to peer institutions. Maclean's Magazine recently ranked the Alberta School of Business number six in Canada. Average tuition for the top ten MBA programs in Canada is currently over \$100,000 for international students. International MBA students at the University of Alberta currently have the second lowest tuition (\$65,000) out of the top ten Canadian MBA programs. Even with the proposed increases, the Alberta School of Business MBA program will continue to be a good value and remain in the bottom half of comparator programs in terms of tuition.

We believe that these actions will ensure the Alberta School of Business MBA program maintains its status as one of the best in Canada and we look forward to a continued positive working relationship with the School.

Yours truly,

A handwritten signature in black ink, appearing to read "Bari Mohammed".

24 APR 2024

Bari Mohammed
President 2024-25
MBA Association

A handwritten signature in blue ink, appearing to read "Rajdeep Mukherjee".

25 April 2024

Rajdeep Mukherjee
President 2023-24
MBA Association

Cc:

MBA Association Executives, 2023-24



Decision X Discussion **Information**

ITEM OBJECTIVE: To obtain Board of Governor’s approval to allocate funds from the Strategic Initiatives Fund to fund university initiatives as outlined below.

DATE	June 14, 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 Finance and Property Committee, approve the following allocations from the Strategic Initiatives Fund:

- \$2 million for the UAPP pre-1992 unfunded liability
- \$2.9 million for international recruitment and retention
- \$1 million for establishing the VP (International and Enterprise) office
- \$645,000 for the program costing initiative
- \$250,000 for STEM centre visioning/planning
- \$9 million allocated for an initial capital contribution to the STEM centre

EXECUTIVE SUMMARY:

In accordance with the Board-approved University Funds Investment Policy, all realized investment income not required for current budget purposes will be reinvested in an investment income reserve.

For the year ending March 31, 2024, \$39 million was transferred to the investment income reserve bringing its balance to \$117 million.

As at March 31, 2024 the value of the Non-Endowed Investment Pool’s (NEIP) investments exceeded their underlying obligations by 35.2% or \$328 million. The \$117 million is included in the \$328 million, and remains fully invested and at risk. The University Funds Investment Policy permits appropriations from the investment income reserve to the Strategic Initiatives Fund when the value of the investments exceeds the underlying obligations by more than 17%, currently \$158 million. It continues to be possible to make appropriations from the reserve to a strategic initiatives fund because the total market value of the investments exceeds the cost by greater than 17% (a defined threshold in the UAPPOL policy). Based on the investment income reserve balance and the NEIP investment value the amount that could be appropriated for this fiscal year ranges from \$0 to \$117 million.

Finance, Procurement, and Planning does not recommend appropriating the full \$117 million for the following reasons:

- Maintain investment security – the investment income reserve must be able to cover any future in year investment income shortfalls.
- Fiscal flexibility – capacity should be retained to enable funding of unanticipated future strategic initiatives/opportunities.
- Restrictions of the consolidated budget model do not provide the flexibility needed to expend the full amount.

GOVERNANCE OUTLINE



ITEM NO. 9f

The fiscal year 2024 year end financial statements note an appropriation of \$40 million to the SIF from the investment income reserve bringing the total in the SIF to \$55 million.

Administration now requests that the Board of Governors at their June 14 meeting approve a total of \$15.795 million of allocations from the SIF as follows:

- \$2 million for the UAPP pre-1992 unfunded liability
- \$2.9 million for international recruitment and retention
- \$1 million for establishing the VP (International and Enterprise) office
- \$645,000 for the program costing initiative
- \$250,000 for STEM centre visioning/planning
- \$9 million allocated for an initial capital contribution to the STEM centre

Following the above detailed BG approvals, \$39.205 million would remain as an appropriation in the SIF for future allocation.

Background

The following provides further detail on the initiatives listed above.

UAPP pre-1992 unfunded liability - \$2 million

Willis Towers Watson (WTW) provided the university with an independent assessment of the risk associated with the UAPP pre-1992 unfunded liability that could impact future contribution rates. WTW identified a risk with the underlying assumptions and resultant employer contributions. It was estimated that an annual \$2 million contribution to an internally restricted UAPP risk management reserve earning 4% would be sufficient to fund potential incremental employer contributions required to offset the combined impact of contributions being 1% lower, benefit payments 0.5% higher, and investment returns 1% lower, thus mitigating this risk to an acceptable level.

International recruitment and retention - \$2.9 million

To grow by an additional 6,000 international students as per the University Strategic Plan, the university needs to build its capacity to recruit and support international students. Compared to peer institutions, based on UniForum data, we have been significantly underinvesting in international recruitment. This additional investment will bring the university in line with peer benchmarks.

Vice-President (International and Enterprise) - \$1 million

Establishing the office of the proposed Vice-President (International and Enterprise) would involve moving existing staff from the University of Alberta International (UAI) Office of Global Engagement as well as the Strategic Partnerships Office under the direction of the Associate Vice-President Enterprise. These two offices have a current combined budget of \$3.8 million. An additional \$1 million per year will be invested in new resources to support the new Vice-President office, including hiring the Vice-President (International and Enterprise) and staffing support for the new Vice-President.

The additional international funding may be needed annually for a couple years before the international strategy is self-sufficient.

ITEM NO. 9f
Program Costing - \$645,000

To make financially sustainable decisions and to support funding requests, the university requires comprehensive, accurate and timely information on program costing. Currently there is no consistent single program methodology. There are many challenges with accurate program costing, including the fact that most programs are collections of courses and many programs share courses. This funding will support a dedicated team in development of a program costing methodology for the university.

STEM Centre - \$250,000 visioning and planning and \$9 million set aside for capital investment)

The University of Alberta plans to transform its Biological Sciences Building into a revolutionary STEM Centre complete with cutting-edge technologies, facilities, labs and equipment. This will attract the brightest academic minds and educate the next generation of changemakers. The vision for this space includes adopting a modular, efficient layout with core lab services as much as possible. The shared service core laboratory facilities will bring together scientists and innovators from across disciplines. Phasing of the project would see the redevelopment of Biological Sciences into the STEM Centre over five phases (total project cost = \$500 million). Planning and design of the project will be funded by the University. A request for \$100 million in provincial support for phase 1 construction, which could begin as early as fiscal year 2025-26 and continue over the following four years, will include a commitment to matching funding from the university.

Previous Year Allocations

The following outlines the appropriations supported by PEC-S and approved by the Board of Governors for fiscal years 2021-22 and 2022-23.

Fiscal Year 2021-22	
Deferred Maintenance Fund	\$20 million
UAPP Risk Management Reserve	\$2 million
Fiscal Year 2022-23	
Capital Renewal Initiatives	\$21 million
Research Information Management System	\$1.2 million
Innovation Fund	\$500,000
On-Campus Transportation Alternatives	\$100,000
UAPP Risk Management Reserve	\$2 million

Risk Discussion / Mitigation of the Risk

The allocation of funds provides the university the opportunity to fund key initiatives that otherwise would remain unfunded. The remaining available balance can be used to address unanticipated in year initiatives. The Investment Income Reserve Fund will maintain a balance above the required 17% over obligation ensuring a cushion in case of reduced returns.

Decision **Discussion** **Information**

ITEM OBJECTIVE: To approve a statement of the intent to provide additional university funding for the Biological Sciences redevelopment project in the Capital Plan 2024/25 - 2026/27 prior to the plan being submitted to the Government of Alberta (GoA).

DATE	June 14, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Todd Gilchrist, Vice-President (University Services and Finance) and Interim Vice-President (Facilities and Operations)

MOTION: THAT, subject to approval of amendments to the Biological Sciences redevelopment project section of the 2024/25 - 2026/27 Capital Plan by the Board Chair and Chair of the Board Finance and Property Committee, the Board of Governors approve the revision in which the University of Alberta plans to commit up to \$100 million of additional funds (including up to \$50 million from future Strategic Initiatives Fund allocations, \$10 million of which is yet to be raised, and up to \$50 million from philanthropic contributions, which is yet to be raised) to supplement the original funding request for the Biological Sciences redevelopment project in the event that the Government of Alberta matches the additional funds from the University.

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 well as address critical infrastructure and capacity needs.

The university's capital plan was approved by the Board of Governors in March 2024 with university administration being empowered to make any additional editorial changes to the plan, as needed, as long as the changes do not have the force of policy.

At the time of the Board's approval, we had been made aware that the Universiade Pavilion (Butterdome) envelope renewal project was included in the GoA's Budget 2024 and could be removed from the university's capital plan. Additionally, based on advice from Alberta Advanced Education, the university's top capital investment priority, the Biological Sciences redevelopment project, was to be reframed in a way that would increase its chances of being selected for GoA investment in subsequent budgets.

This item was considered at the May 28 meeting of the Board Finance and Property Committee with the resulting motion reflecting BFPC's direction.

Analysis/Discussion

Relying on recent experience wherein other post-secondary institutions have been successful in securing capital funding for major capital projects, the U of A was advised to 1) reframe the Biological Sciences redevelopment narrative in a way that more clearly demonstrated a closer alignment with provincial priorities, and 2) identify that the U of A was willing to meaningfully commit financially to the project.

GOVERNANCE OUTLINE

ITEM NO. 9g

To address the fact that the GoA appears to be limiting consideration of capital projects to institutions willing to share in the costs, the university has identified a path to provide incremental contributions up to \$100 million to cost-match the \$100 million requested from the GoA. These revisions are considered to have the force of policy and require approval by the Board of Governors.

This \$100 million would be incremental to the \$18.7 million in university funding already committed for design of Phase 1.

- \$50 million could be made available through future draws against the Strategic Initiatives Fund to match the GoA's capital funding should they approve the project. These funds are a result of returns earned by our non-endowed funds. All realized Non-Endowed Investment Pool (NEIP) earnings not required for current budget purposes are reinvested into investment income reserve from which appropriations can be made into the Strategic Initiatives Fund (SIF). Funding from the SIF can be allocated by the Board, upon recommendation by the executive, to specific initiatives. The cashflow profile for this funding would depend on timelines and terms identified with the GoA should their matching funding be approved.
- Additionally, work has already begun on securing \$50 million in donor funding by Advancement.

This commitment of university funds (first \$50 million) will not impact this year's budget nor formally commit the Board moving forward with this project. The Board will have the opportunity to approve the actual allocation of funds when (if) the time comes pending consideration by the GoA as part of their Budget 2025.

The project narrative has been reframed to communicate a clearer alignment to the province's priorities in life sciences education, research, discovery, and learning (Attachment 1).

Risk Discussion/Mitigation

The following risks are mitigated by approval of revisions to the biological sciences redevelopment project summary:

- Financial sustainability/political environment - 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.

Relevant Legislation/Policy

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

Next Steps

- June 14, 2024 - final plan submitted to the Minister of Advanced Education

Attachment

1. Biological Sciences Redevelopment Project - Revised Narrative (2 pages)

Biological Sciences: Redevelopment into a collaborative, high-service research, teaching and innovation centre - Phase 1
Total request: \$100 million (Phase 1) over five years, beginning in 2025-26.
In the event of \$100 million in provincial support, the University of Alberta will identify a matching \$100 million in funding, in addition to the \$18.7 million already approved by the university for planning and design of Phase 1.

The complete redevelopment of the aging Biological Sciences Building will create Canada's preeminent home for world-leading, life sciences education, research, discovery, and experiential learning.

We have the opportunity to create meaningful impact. For Alberta. For Canada. For the world. To help solve challenges once considered unsolvable. Imagine ground-breaking health and science solutions coming out of Alberta that might include using stem cell treatments to regenerate damaged spinal cords. Or the development of water purification technology for rural, remote and Indigenous communities. Even bringing together microbiologists, geneticists, chemists and clinicians in this innovative facility to solve resistance in pathogenic bacteria so existing and affordable antibiotics can once again be effective. Issues that are affecting the quality of life for millions around the globe and whose quality of life would improve significantly while offsetting billions in health-related spending.

That's precisely what's on the table with the University of Alberta's plans to transform the old Biological Science Building into an unprecedented, world-leading centre enabling discovery and inspiring innovation, helping tackle some of society's most critical health and science-based challenges.

At the core of it all is the creation of a high-service, experiment-focused laboratory hub accessible to the whole university, designed in a way that breaks down walls (literally and figuratively) and barriers to innovation and discovery. Bringing together researchers, professors and students from health, science, technology, math sciences, engineering and more into a shared space that inspires innovation, leads to discoveries and creates global impact.

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

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

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

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

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



ITEM NO. 9h

Decision **Discussion** **Information**

ITEM OBJECTIVE: TO review the resolution of the Board of Governors, in its capacity as the sole shareholder of the University of Alberta Properties Trust Inc., and authorize the execution of the same.

DATE	June 14 th , 2024
TO	The Board of Governors
RESPONSIBLE PORTFOLIO	University Governance

MOTION: BE IT RESOLVED THAT the Chair of the Board of Governors (the “**Board**”) be, and hereby is, authorized and directed, for and on behalf of the Board to execute and deliver the annual resolution of the Board, in its capacity as the sole shareholder of the University of Alberta Properties Trust Inc., in the form as attached hereto as Attachment 1, and take such other actions as the Chair of the Board may, in her judgment, deem necessary, appropriate or advisable in order to carry out the purpose and intent of the foregoing.

EXECUTIVE SUMMARY:

Analysis / Discussion

Pursuant to s. 132(1) of the *Business Corporations Act* (Alberta) (the “**ABCA**”), the directors of the University of Alberta Properties Trust Inc. (“**UAPT**I”):

“shall call an annual meeting of the shareholders to be held not later than 18 months after (i) the date 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...”

The business to be transacted at the annual meeting of the shareholders of UAPT I is as required by s. 134(6) of the ABCA. This business is as follows:

1. consideration of UAPT I’s financial statements;
2. fixing the number of directors for UAPT I for the following year;
3. election of the directors for UAPT I; and
4. appointment of UAPT I’s auditor (or dispensing with the same).

As set out at 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.”

GOVERNANCE OUTLINE



ITEM NO. 9h

Risk Discussion / Mitigation of the Risk

The conduct of UAPTI's annual shareholder business is a requirement under the ABCA. Non-compliance with the ABCA can give rise to administrative penalties.

Where applicable, list the legislation that is being relied upon

Business Corporations Act, R.S.A. 2000, c. B-9, ss. 132(1), 134(6) and 141(2).

Next Steps

Once executed, the resolution will be provided to the solicitors for UAPTI for inclusion in the corporation's minute book.

Supporting Materials:

1. Attachment 1: Annual resolution of the sole shareholder of UAPTI

Supplementary Notes / Context:

The slate of directors as presented in the resolution was approved at the March 22 nd , 2024 meeting of the Board of Governors.
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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 Roozen	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 Roozen. 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 Roozen 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 UAPTl: May 31, 2024]



Decision **Discussion** **Information**

ITEM OBJECTIVE: To approve revisions to the *Policy Development Policy*, including the addition of the definition of “Board-level Policy” as included in the Policy document.

DATE	June 14, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Office of General Counsel and University Governance

MOTION:

BE IT RESOLVED THAT the Board of Governors, on the recommendation of the Board Governance Committee, approve:

- a) the revised *Policy Development Policy* as provided in Attachment 1, and on the recommendation of General Faculties Council; and
- b) the definition of “**Board-level Policy**” as embedded in the *Policy Development Policy*.

EXECUTIVE SUMMARY:

Policies are important tools as they set out a commitment to compliance with legislation but also assign authority and responsibility within the university for that compliance. Policies tell interest holders how the university will meet its compliance obligations and inform interest holders if the university has a position on certain issues and how it will address those issues.

In this aspect, policies represent an opportunity to implement and extend the university’s vision, mission, values and even strategy. Governance around policy development enables efficiency and effectiveness within the University, and enables authority to be properly delegated.

Governance oversight of policies

The Board of Governors (“**Board**”) and General Faculties Council (“**GFC**”) have key roles in university policy, including ensuring there is a policy framework within which the university sets out its own taxonomy of policy documents.

The Board is obligated to manage and operate the university in accordance with its mandate.¹ It is a “governance” board, with a fundamental responsibility to provide leadership and direction to university administration. This is highlighted in the Board’s bylaws, which, among other things, highlight that the Board is responsible to “approve and advance the long-term vision, mission, and strategic direction of the [u]niversity”.²

Background

Since November 2022, the Board Governance Committee (“**BGC**”) has been considering the appropriate level of Board oversight for university policies and procedures, whether there are

¹ *Post-secondary Learning Act*, S.A. 2003, c. P-19.5, at s. 60(1)(a).

² [Board of Governors Bylaws](#), at s. 3.1 c).

opportunities for further delegation, and how best to define policies (and/or other similar documents) that require Board approval.

As a result of this work, the Offices of General Counsel and University Governance have revised the existing Policy Development Framework (now called the *Policy Development Policy*), including embedding a definition of “**Board-level Policy**” into the *Policy Development Policy*.

The evolving discussion around effective university policy administration, including appropriately defining Board-level Policies, was brought to BGC on May 31, 2023, September 27, 2023 and most recently on March 6, 2024.

a) Revised Policy Development Policy

The [Policy Development Framework](#) was originally approved by the Board on May 7, 2004, with a recommendation from GFC. Following direction from, and after subsequent discussions with, the BGC, a revised and renamed Framework, now referred to as the *Policy Development Policy*, has been drafted (see [Attachment 1](#)) for approval.

The revised policy, which includes a definition of “**Board-level Policy**”, provides the Board with an opportunity to determine the more significant and strategic policies, strategies, or similar documents that it should be focused on, while also considering whether delegation and management of more operational policies and procedures should occur.

Significant changes ([Attachment 2](#)) from the 2004 version include:

- Refreshing and including principles for policy development in the policy itself;
- Formally defining University policy documents and the policy development processes;
- Increasing clarity around roles and responsibilities for policy developers, sponsors and approvers of policy documents; and
- Embedding a definition of “**Board-level Policy**” into the Policy definitions.

Risk Discussion / Mitigation of the Risk

A clearly articulated policy on policy development enables policy developers in creating, implementing and maintaining clear, concise and differentiated policy documents that:

- are easily accessible and understood;
- enable operational efficiency and reduce institutional risk; and
- ensure compliance and alignment with applicable laws, rules, regulations, and the university’s culture and values.

b) Definition of “Board-Level Policy”

As noted above, the revised Policy Development Policy includes a definition of “Board-level Policy”. This definition has been informed by the discussions previously held at the Board Development Session on October 12, 2023 and again with the Board Governance Committee on March 6, 2024. The proposed policy focused the Board’s attention on those matters that are considered to be strategically, materially and institutionally significant.



Given the substantive and administrative linkages between the definition of “Board-level Policy” and the objectives for the *Policy Development Policy*, the definition is embedded in the proposed Policy for approval. We are also providing, for your information, Attachment 3, which, in addition to the proposed definition of “Board-Level Policy” includes some examples of what would be considered to be such a policy.

Risk Discussion / Mitigation of the Risk

The adoption of a revised Policy and a clear definition of what constitutes a “Board-level Policy” will help to ensure that the Board is reviewing, discussing and approving governance items, or parts of governance items, that are inextricably tied to its strategic governance mandate, mitigating against the risk that too many operational, procedural and/or administrative items come before it and skew the nature of the Board towards that of an “executive” board, which would have more of a hand in day-to-day operations of the institution.

Next Steps

Pending BGC recommendation, the Board will consider approval of the *Policy Development Policy*, including the definition of “Board-level Policy”, at its June 14, 2024 meeting.

Supporting Materials:

1. Attachment 1 - *Policy Development Policy* draft (6 pages) - clean version – **for approval**
2. Attachment 2 - *Policy Development Policy* draft (6 pages) - tracked changes version
3. Attachment 3 - Board Policy Oversight: Board Policy Definition

SCHEDULE A:

Engagement and Routing

Consultation and Stakeholder Participation / Approval Route (parties who have seen the proposal and in what capacity)

<p><u>Those who are actively participating:</u></p> <ul style="list-style-type: none"> ● President’s Executive Committee - Operations ● Office of General Counsel ● University Governance
<p><u>Those who have been consulted:</u></p> <ul style="list-style-type: none"> ● Board Governance Committee ● GFC Executive Committee ● General Faculties Council ● AASUA
<p><u>Those who have been informed:</u></p>

GOVERNANCE OUTLINE



Approval Route:

- March 6, 2024 - Board Governance Committee for discussion
- March 11, 2024 - GFC Executive Committee for discussion
- March 18, 2024 - General Faculties Council for discussion
- May 13, 2024 - GFC Executive Committee for recommendation
- May 27, 2024 - General Faculties Council for recommendation
- May 29, 2024 - Board Governance Committee for recommendation
- June 14, 2024 - Board of Governors for approval of the revised *Policy Development Policy* and definition of Board-level Policy



Original Approval Date: May 7, 2004
 Most Recent Approval: DRAFT May 3, 2024
 Most Recent Editorial Date: January 24, 2014

Policy Development Policy

Office of Accountability:	President's Executive Committee - Operations (PEC-O)
Office of Administrative Responsibility:	Office of General Counsel, Policy Standards Office
Approver:	Board of Governors
Scope:	Compliance with this University-wide policy extends to all members of the University community involved with University Policy development, approval and review.

OVERVIEW

Policies and procedures are clear, concise directives that define and promote appropriate behaviors and practices on behalf of the University. University policies and procedures reflect the values and internal governance structures of the University, and as such they must be developed, approved, reviewed, updated and made accessible according to a standardized approach or methodology.

This Policy provides direction to policy developers to create, implement and maintain clear, concise and differentiated policy documents that are easily accessible and understood; enable operational efficiency; reduce institutional risk; and ensure compliance and alignment with applicable laws, rules, regulations, and the University's culture and values.

The Policy also serves to assist policy developers in understanding the appropriate governance approval pathways for policies, including identifying policies for which approval by the University's Board of Governors should be sought (defined in this document as **Board-level Policy**).

PURPOSE

The Policy Development Policy provides direction for effective and consistent practice in the development and administration of University **Policy Documents**. The purpose of this Policy is to explain the process of how Policy Documents are developed, approved, implemented, reviewed and communicated. In particular, this Policy describes:

- principles that apply to the development of Policy Documents;
- the roles and responsibilities of various offices and individuals;
- who may approve Policy Documents;
- an outline of the policy development process; and
- the responsibility for ongoing review, amendment and removal of Policy Documents.

POLICY

1. PRINCIPLES FOR POLICY DEVELOPMENT

The following principles apply to the development of all Policy Documents. Policy Documents must:

- a. represent and be consistent with the University's strategic plans, direction and initiatives;
- b. not contradict other Policy Documents;
- c. be sufficiently researched and comply with applicable laws;
- d. be clearly written, in plain language;
- e. follow standard templates, style and structure;
- f. integrate and consider the needs of, and the impacts on, its users and **Interest-Holders**;
- g. be approved and implemented at the appropriate level of authority; and
- h. be retained in and made accessible through a single source electronic repository, institutionally referred to as **University of Alberta Policies & Procedures Online (UAPPOL)**.

2. POLICY DOCUMENTS

The university's Policy Documents types are as follows: **Policy, Board-level Policy, Framework, Procedure, and Appendix.**

3. ROLES AND RESPONSIBILITIES IN POLICY DEVELOPMENT

The Policy Document development process requires:

- a. the involvement of the **Policy Standards Office, Policy Development Sponsor, Office of Accountability, Office of Responsibility, and Approver;** and
- b. consultation with Interest-Holders.

4. AUTHORITY TO APPROVE POLICY DOCUMENTS

Under the *Post-Secondary Learning Act* ("PSLA"), the Board of Governors and the General Faculties Council have authority to approve university policies and procedures and may delegate this approval authority to a unit or person..

5. POLICY DEVELOPMENT PROCESS

- a. Policy Documents will be developed, vetted, approved and published in accordance with a standard Policy Development Plan.
- b. Developing new Policy Documents or amending or removing existing Policy Documents will be a planned activity that includes:
 - i. consulting with the Policy Standards Office;
 - ii. identifying the appropriate Policy Development Lead, Office of Accountability, Office of Responsibility, Sponsors and Approvers;
 - iii. conducting issue-appropriate due diligence and consultation;
 - iv. using standard Policy Document templates;
 - v. obtaining approval pursuant to the powers imparted by the PSLA; and
 - vi. arranging for the publication of Policy Documents in UAPPOL.

6. POLICY REVIEW, AMENDMENT AND REMOVAL

- a. The Office of Accountability and Office of Administrative Responsibility are responsible for regularly reviewing Policy Documents for which they are responsible, to ensure that they continue to align with the University's strategic plans and initiatives and remain necessary, legally compliant and effective.

- b. The Office of Accountability and Office of Administrative Responsibility are also responsible for initiating amendments to, or removal of a Policy Document where warranted. In doing so, these offices will work closely with the Policy Standards Office, as described in the University Policy Document Development Procedure.

DEFINITIONS

Any definitions listed in the following table apply to this document only with no implied or intended institution-wide use.	
Appendix	An appendix contains supplemental information to a University Policy, Framework or Procedure.
Approver	Pursuant to the powers imparted by the Post-Secondary Learning Act of Alberta, the approver is the unit or person responsible for final approval of a University Policy or Procedure. The Approver ensures appropriate rigor and due diligence in the development or re-development of University policy and procedure, and appoints an Office of Accountability for each policy.
Board-level Policy	<p>A Board-level Policy is a Policy that articulates the University's values and communicates behavioral expectations with respect to strategic, material, and institutionally significant matters falling within the Board's jurisdiction as set out in the <i>Post-Secondary Learning Act</i> (Alberta), the bylaws of the Board, and other applicable statutes and associated regulations.</p> <p>A Board-level Policy must be approved by the Board of Governors.</p> <p>In addition to the foregoing, the Board of Governors will at all times retain its inherent jurisdiction to make and amend policies with respect to its own governance.</p>
Framework	A framework is a Policy Document that serves as a support or guide for constructing other Policy Documents or related guidelines.
Interest-Holder	An Interest-Holder is any unit, office or individual that is impacted by a Policy Document.
Office of Accountability	The Office of Accountability is the senior administrative office or governance unit that is responsible for developing the University Policy, any future re-development of the policy, and ensuring the Policy Documents are in compliance with this Policy.

Office of Administrative Responsibility	Appointed by the Office of Accountability, the Office of Administrative Responsibility is responsible for executing a University Policy, for assisting with the development or redevelopment activities, and for assisting with the monitoring of policy or procedure compliance.
Policy	<p>A Policy is a high-level statement of guiding principles and standards articulating the University's values and communicating behavioral expectations to be followed by its intended audience.</p> <p>A Policy provides direction and guidance to members of the University community on issues relevant to the University's mission, values, governance, and operations.</p> <p>A Board-level Policy is a type of Policy, in the context of this Policy Document.</p>
Policy Development Lead	Acting as the Policy Development Sponsor's agent, the Policy Development Lead plays a planning, coordination and facilitation role.
Policy Development Plan	The Policy Development Plan is a formal document that assists policy document developers to define the purpose and direction of the policy issue to be developed, including identifying Interest-Holders and their role in policy document development, from consultation to approval.
Policy Development Sponsor	The Policy Development Sponsor is a member of the University's senior administration or a governance unit who is assigned by the Office of Administrative Responsibility to be responsible for a specific policy development/redevelopment activity.
Policy Documents	Policy Documents are created and approved as tools used by the University to promote certain behaviors in achieving a predefined set of goals. Policy Documents consist of one or more of Policy, Framework, Procedure, and Appendix.
Policy Standards Office	The Policy Standards Office is the administrative unit at the University responsible for the policy development process and the maintenance and publication of the Policy Documents produced thereof.
Procedure	A procedure is a description of the operational processes necessary to operationalize, and enable compliance with a University Policy.

**University of Alberta
Policies & Procedures
Online (UAPPOL)**

University of Alberta Policies & Procedures On-Line (UAPPOL) is the name of the repository in which University Policy Documents electronically reside and are accessed from.

UAPPOL is the online, single source repository of University of Alberta institution-wide policies and procedures not otherwise represented in other official source publications (such as the the University of Alberta Calendar or applicable collective agreements).

RELATED POLICIES, FRAMEWORKS, AND PROCEDURES

[University Policy Document Development Procedure](#)

RELATED LINKS

No related links

Approval Date: May 7, 2004

Most Recent Editorial Date: January 24, 2014

Most Recent Approval Date: DRAFT May 3, 2024

Policy Development ~~Policy~~Framework

Office of Accountability:	President's Executive Committee - Operational (PEC-O)
Office of Administrative Responsibility:	Office of General Counsel, Policy Standards Office Office of the Vice President (Finance and Administration)
Approver:	Board of Governors and General Faculties Council (EXEC)
Scope:	Compliance with this University-wide policy extends to all members of the University community involved with University Policy development, approval and review. Compliance with this University-wide policy extends to all members of the University community.

Overview

Policies and procedures are clear, concise directives that define and promote appropriate behaviors and practices on behalf of the University. University policies and procedures reflect the values and internal governance structures of the University, and as such they must be developed, approved, reviewed, updated and made accessible according to a standardized approach or methodology.

This Policy provides direction to policy developers to create, implement and maintain clear, concise and differentiated policy documents that are easily accessible and understood; enable operational efficiency; reduce institutional risk; and ensure compliance and alignment with applicable laws, rules, regulations, and the University's culture and values.

The Policy also serves to assist policy developers in understanding the appropriate governance approval pathways for policies, including identifying policies for which approval by the University's Board of Governors should be sought (defined in this document as **Board-level Policy**). ~~University policy and procedure apply to all members of the University community. Policies need to be clear and concise statements of expected behaviors, practices and standards. As policy reflects the values of the University it is important that new and existing policy be developed or revised using an effective and consistent approach. This supports the University's commitment to being an exemplary organization, one that seeks to adopt best practices in dealing with administrative matters.~~

Purpose

The Policy on Policy Development provides direction for effective and consistent practice in the development and administration of University **Policy Documents**. The purpose of this Policy is to explain the process of how Policy Documents are developed, approved, implemented, reviewed and communicated. In particular, this Policy describes:

- principles that apply to the development of Policy Documents;
- the roles and responsibilities of various offices and individuals;
- who may approve Policy Documents;
- an outline of the policy development process; and
- the responsibility for ongoing review, amendment and removal of Policy Documents.

~~To ensure University policy is well cited, serves and is appropriately compliant with the vision and mission of the University of Alberta.~~

POLICY

1. PRINCIPLES FOR POLICY DEVELOPMENT

- a. The following principles apply to the development of all Policy Documents. Policy Documents must:
- represent and be consistent with the University's strategic plans, direction and initiatives;
 - not contradict other Policy Documents;
 - be sufficiently researched and comply with applicable laws;
 - be clearly written, in plain language;
 - follow standard templates, style and structure;
 - integrate and consider the needs of, and the impacts on, its users and **Interest-Holders**;
 - be approved and implemented at the appropriate level of authority; and
 - be retained in and made accessible through a single source electronic repository, institutionally referred to as **University of Alberta Policies & Procedures Online (UAPPOL)**.

2. POLICY DOCUMENTS

The university's Policy Documents types are as follows: **Policy, Board-level Policy, Framework, Procedure, and Appendix.**

3. ROLES AND RESPONSIBILITIES IN POLICY DEVELOPMENT

The Policy Document development process requires:

- a. the involvement of the **Policy Standards Office, Policy Development Sponsor, Office of Accountability, Office of Responsibility, and Approver**; and
- b. consultation with Interest-Holders.

4. AUTHORITY TO APPROVE POLICY DOCUMENTS

Under the Alberta *Post-Secondary Learning Act* ("PSLA"), the Board of Governors and the General Faculties Council have authority to approve university policies and procedures and may delegate this approval authority to a unit or person.

5. POLICY DEVELOPMENT PROCESS

- a. Policy Documents will be developed, vetted, approved and published in accordance with a standard **Policy Development Plan**.
- b. Developing new Policy Documents or amending or removing existing Policy Documents will be a planned activity that includes:
- i. consulting with the Policy Standards Office;
 - ii. identifying the appropriate **Policy Development Lead**, Office of Accountability, Office of Responsibility, Sponsors and Approvers;
 - iii. conducting issue-appropriate due diligence and consultation;
 - iv. using standard Policy Document templates;

- v. obtaining approval pursuant to the powers imparted by the PSLA; and
- vi. arranging for the publication of Policy Documents in UAPPOL.

6. POLICY REVIEW, AMENDMENT AND REMOVAL

- a. The Office of Accountability and Office of Administrative Responsibility are responsible for regularly reviewing Policy Documents for which they are responsible, to ensure that they continue to align with the University's strategic plans and initiatives and remain necessary, legally compliant and effective.
- b. The Office of Accountability and Office of Administrative Responsibility are also responsible for initiating amendments to, or removal of a Policy Document where warranted. In doing so, these offices will work closely with the Policy Standards Office, as described in the *University Policy Document Development Procedure*.

~~The University's Board of Governors and/or General Faculties Council and its most senior administrative and academic leaders (Vice Presidents, Deans and the Directors of central administrative units) will initiate the development of new policy and revisions to existing policy. This is not to preclude such initiatives by others, but would have them participate in the process through those named above.~~

~~Newly developed or revised policy will:~~

~~– not overlap or contradict other policy;~~

~~– be sufficiently researched and legislation compliant;~~

~~– integrate and consider the needs of its users and stakeholders; and~~

~~– as applicable, stipulate a specified approval protocol (i.e. GFC and/or the Board) for certain associated procedure.~~

~~Developing new or revising existing policy will be a planned activity allowing for appropriate due diligence and consisting of:~~

~~– identifying the appropriate policy development sponsor and policy development lead;~~

~~– conducting the issue appropriate due diligence;~~

~~– obtaining approval pursuant to the powers imparted by the Post-secondary Learning Act of Alberta; and~~

~~– publishing in a manner easily accessible and consistent across all University policy.~~

- ~~c. Normally the key stakeholders will support the development initiative in principle before this activity begins in earnest.~~

DEFINITIONS

Any definitions listed in the following table apply to this document only with no implied or intended institution-wide use. [▲ Top]	
Appendix	An appendix contains supplemental information to a University Policy, Framework or Procedure.
Approver	Pursuant to the powers imparted by the <i>Post-Secondary Learning Act</i> of Alberta, the approver is the unit or body responsible for final approval of a University Policy or Procedure. The Approver ensures appropriate rigor and due diligence in the

	development or re-development of University policy and procedure, and appoints an Office of Accountability for each policy.
Board-level Policy	<p>A “Board-level Policy” is a Policy that articulates the University’s values and communicates behavioral expectations with respect to strategic, material, and institutionally significant matters falling within the Board’s jurisdiction as set out in the <i>Post-Secondary Learning Act</i> (Alberta), the bylaws of the Board, and other applicable statutes and associated regulations. For the purposes of this definition, “policy” includes institutional strategies and plans.</p> <p>A Board-level Policy must be approved by the Board of Governors.</p> <p>In addition to the foregoing, the Board will at all times retain its inherent jurisdiction to make and amend policies with respect to its own governance.</p>
Framework	A framework is a Policy Document that serves as a support or guide for constructing other Policy Documents or related guidelines.
Interest-Holder	An Interest-Holder is any unit, office or individual that is impacted by a Policy Document.
Office of Accountability	The Office of Accountability is the senior administrative office or governance unit that is responsible for developing the University Policy, any future re-development of the policy, and ensuring the Policy Documents are in compliance with this Policy.
Office of Administrative Responsibility	Appointed by the Office of Accountability, the Office of Administrative Responsibility is responsible for executing a University Policy, for assisting with the development or redevelopment activities, and for assisting with the monitoring of policy or procedure compliance.
Policy	<p>A Policy is a high-level statement of guiding principles and standards articulating the University’s values and communicating behavioral expectations to be followed by its intended audience.</p> <p>A Policy provides direction and guidance to members of the University community on issues relevant to the University’s mission, values, governance, and operations.</p> <p>A Board-level Policy is a type of Policy, in the context of this Policy Document.</p>
Policy Development Lead	<p>Acting as the Policy Development Sponsor’s agent, the Policy Development Lead plays a planning, coordination and facilitation role. Acting as the sponsor’s agent, the lead plays a planning, co-ordination and facilitation role. While stakeholders have ownership for the policy deliverable, the lead supports the sponsor and the stakeholders in achieving that outcome. A key activity is working with the stakeholders and sponsor to create a policy development plan, then monitoring and facilitating the execution of that plan.</p>
Policy Development Plan	<p>The Policy Development Plan is a formal document that assists policy document developers to define the purpose and direction of the policy issue to be developed, including identifying Interest-Holders and their role in policy document development, from consultation to approval. A plan that includes defining the scope of the policy issue, affirming interest holders and defining their role in development, completing the environmental scan, summarizing the changes if it is change to an existing policy, developing a vetting protocol, determining the approval protocol and timelines, and indicating how the proposed policy would be operationalized.</p>

Policy Development Sponsor	The Policy Development Sponsor is a member of the University's senior administration or a governance unit who is assigned by the Office of Administrative Responsibility to be responsible for a specific policy development/redevelopment activity. A member of the University's senior administration or a governance unit who assumes responsibility for a specific policy development/re-development activity. Accountabilities: a suitable development/re-development strategy and process, stakeholder involvement, mitigation of issues as required, the appropriate and effective utilization of any allocated resources, financial or otherwise, and the timely completion of activity.
Policy Documents	Policy Documents are created and approved as tools used by the University to promote certain behaviors in achieving a predefined set of goals. Policy Documents consist of one or more of Policy, Framework, Procedure, and Appendix.
Policy Standards Office	The Policy Standards Office is the administrative unit at the University responsible for the policy development process and the maintenance and publication of the Policy Documents produced thereof.
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University of Alberta Policies & Procedures Online (UAPPOL)	University of Alberta Policies & Procedures On-Line (UAPPOL) is the name of the repository in which University Policy Documents electronically reside and are accessed from. UAPPOL is the online, single source repository of University of Alberta institution-wide policies and procedures not otherwise represented in other official source publications (such as the the University of Alberta Calendar or applicable collective agreements).
University Policy	A statement outlining an expectation of behavior pertaining to certain activities or matters set out in relevant legislation (i.e. Post-Secondary Learning Act of Alberta) and approved at the University's senior levels of governance: Board of Governors and/or General Faculties Council (GFC); committees of the Board and GFC having the delegated authority to approve certain policy; and the President, President's Executive Committee (PEG), or Vice-Presidents.

RELATED LINKS

No related links ~~Should a link fail, please contact uappol@ualberta.ca. [[▲ Top](#)]~~

~~[UAPPOL Vision, Principles and Definitions \(UAPPOL\)](#) - existing; for rescission; components have been incorporated into the Policy Development Policy~~

PUBLISHED PROCEDURES OF THIS POLICY

~~[UAPPOL University Policy Document Development Procedure](#)~~

~~[UAPPOL Document Information Update Procedure](#)~~ - existing; for rescission

~~[UAPPOL Document Load Procedure](#)~~ - existing; for rescission

~~[UAPPOL Documents Rescission Procedure](#)~~ - existing; for rescission



[UAPPOL Records Retention Requirements Procedure](#) -- existing; for rescission

Board-level Policy definition

For the Board Governance Committee - May 29, 2024

The definition as included in the Policy Development Policy:

A Board-level Policy is a Policy that articulates the University's values and communicates behavioral expectations with respect to strategic, material, and institutionally significant matters falling within the Board's jurisdiction as set out in the *Post-Secondary Learning Act* (Alberta), the bylaws of the Board, and other applicable statutes and associated regulations.

A Board-level Policy must be approved by the Board of Governors.

In addition to the foregoing, the Board of Governors will at all times retain its inherent jurisdiction to make and amend policies with respect to its own governance.

Draft “Board-level Policy” Definition
For the Board Governance Committee - March 6, 2024

The definition as presented to the Board Governance Committee on March 6, 2024:

“Board-level Policy” means a high-level statements of guiding principles and standards articulating the University’s values and communicating behavioral expectations with respect to **one or more** strategic, material, and institutionally significant matters falling within the jurisdiction of the Board of Governors (the **“Board”**) as set out in the Post-secondary Learning Act (Alberta) (the **“PSLA”**), the bylaws of the Board, and other applicable statutes and associated regulations. For the purposes of this definition, **“policy”** includes institutional strategies and plans.

Examples of Board-level **Policy** include:

- (a) Articulations of the long-term vision, mission, and strategic direction for the University.
- (b) Statements relating to matters of significant importance to the University as a whole, inclusive of, but not limited to, statements that are reasonably expected to result in an expenditure or series of related expenditures in an amount greater than 1% of the then current Board approved annual consolidated expense budget, excluding where such expenditure or series of related expenditures have been previously budgeted for or approved.
- (c) Statements speaking to:
 - (i) the prevention or mitigation of significant risk or harm to:
 - (1) students, faculty and/or staff of the University;
 - (2) the finances and/or other assets of the University; and/or
 - (3) the University’s reputation,
 - (ii) the recruitment, appointment, job description and expectations for the University’s president, including contractual arrangements, compensation, and performance metrics in respect of such role,
 - (iii) the university’s relationship with its major stakeholders, and/or
 - (iv) the parameters for the approval of significant institutional expenses.

A Board-level Policy must be approved by the Board of Governors.

In addition to the foregoing, statements concerning the Board’s own operations or those that are in the nature of a code of conduct for Board members or related to the disclosure, management, or waiver of conflicts of interest, are considered to be Board-level Policy.”



Decision **Discussion** **Information**

ITEM OBJECTIVE: To consider:

- a) the elimination of the Office of the Vice-President (Facilities & Operations) (“**VPFO**”);
- b) revisions to the position description for the Vice-President (University Services & Finance) (“**VPUSF**”), whereby responsibilities and authorities from the Office of the VPFO will be reallocated to, and subsumed by, the Office of the VPUSF; and
- c) consequential amendments to the *Vice-Presidential Search Procedure* and the *Vice-Presidential Review Procedure*.

DATE	June 14, 2024
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Office of the President and Vice-Chancellor

MOTION:

BE IT RESOLVED THAT the Board of Governors:

- 1) on the recommendation of the Board Human Resources and Compensation Committee (“**BHRCC**”), approve:
 - a) the elimination of the Office of the Vice-President (Facilities & Operations) (“**VPFO**”);
 - b) revisions to the position description for the Vice-President (University Services & Finance) (“**VPUSF**”), as described in the position description attached as Attachment 1; and
 - c) changing the name of the Office of the VPUSF to the “**Office of the Vice-President (University Services, Operations and Finance)**” (“**VPUSOF**”); and
- 2) approve consequential amendments to the *Vice-Presidential Search Procedure* and the *Vice-Presidential Review Procedure* as set out in Attachment 3 and Attachment 4.

EXECUTIVE SUMMARY:

Background

With respect to the rationale for the revisions of the position description for the VPUSF (primarily serving to reallocate responsibilities and authorities from the VPFO to the VPUSF), please see Attachment 2.

Analysis / Discussion

Pursuant to Section 82 of the *Post-secondary Learning Act* (Alberta) the Board may appoint the number of vice-presidents for the University that the Board considers advisable and any such vice-president has the powers, duties and functions that are assigned to such individual by the Board on the recommendation of the President of the University.



ITEM NO. 9j

In accordance with its Terms of Reference, BHRCC:

1. reviews and recommends the appointment, extension, reappointments and dismissals of vice-presidents of the University¹; and
2. appoints Board members and external representatives of the Board to advisory search and review committees for vice-presidents of the University, as established under the University's *Recruitment Policy* and associated procedures.²

Actions taken by BHRCC at its meeting on May 28, 2024:

At its meeting on May 28, 2024, BHRCC:

1. Acting with delegated authority of the Board of Governors, approved changes to the *Vice-Presidential Search and Review Procedures Appendix A: Committees for Vice-Presidents Position Definitions and Eligibility* ("**Appendix A**") as detailed in the amended form of Appendix A attached as Attachment 7, subject to the Board approving:
 - a) the creation of the Office of the Vice-President (International & Enterprise) ("**VPIE**"),
 - b) the revised position description for the VPUSF, and the change of the name of the Office of the VPUSF to the Office of the VPUSOF, and
 - c) the elimination of the Office of the VPFO.
2. Requested that within the "key accountabilities" section of the revised executive position description, content be added speaking to this position's role in partnering with the Provost and Vice-President (Academic) on the university's People Strategy. **Language has been added to the position description that is before the Board for approval, in response to BHRCC's request.**

As a result of the creation of the Office of the VPIE, the elimination of the Office of the VPFO, and the changing of the name of the Office of the VPUSF to the Office of the VPUSOF, certain consequential changes are required to the *Vice-Presidential Search Procedure* and the *Vice-Presidential Review Procedure*, Appendix A to which has already been approved by BHRCC in accordance with its delegated authority.

Risk Discussion / Mitigation of the Risk

In order to proceed expeditiously with the recruitment of an appropriate candidate to assume the Office of the VPIE it was necessary for BHRCC to approve amendments to Appendix A at its meeting on May 28, 2024, and subsequently necessary for the Board to make consequential amendments to the *Vice-Presidential Search Procedure* and the *Vice-Presidential Review Procedure*.

In the interests of clarity and organizational efficiency, it is also necessary for the Board to approve the elimination of the Office of the VPFO, reallocating the responsibilities and authorities of the VPFO to the Office of the VPUSF, and rename that office as the Office of the VPUSOF.

¹ BHRCC Terms of Reference, at sub-section 2.m).

² BHRCC Terms of Reference, at sub-section 2.o).



Where applicable, list the legislation that is being relied upon

[Post-secondary Learning Act](#), S.A. 2003, c. P-19.5, at s. 82.

[BHRCC Terms of Reference](#), last approved on December 8th, 2023.

[Vice-Presidential Search Procedure](#), last approved on July 28th, 2020 and filed on UAPPOL.

[Vice-Presidential Review Procedure](#), last approved on June 19th, 2020 and filed on UAPPOL.

[Vice-Presidential Search and Review Procedures Appendix A: Committees for Vice-Presidents Position Definitions and Eligibility](#), last approved on July 28th, 2020 and filed on UAPPOL.

Next Steps

In addition to the foregoing, the Board is considering the creation of the Office of the VPIE at this meeting. If the Board approves the motion set out above, the University’s Institutional Policy Lead will attend to posting the updated *Vice-Presidential Search Procedure*, the *Vice-Presidential Review Procedure* and their associated Appendix A to UAPPOL.

Supporting Materials (Attachments):

1. Revised position description for the VPUSF, as recommended by the President and Vice-Chancellor and revised by BHRCC (3 pages) – **for approval**
2. Rationale for elimination of the Office of the VPFO (1 page)
3. Vice-Presidential Search Procedure (clean) (6 pages) – **for approval**
4. Vice-Presidential Review Procedure (clean) (5 pages) – **for approval**
5. Vice-Presidential Search Procedure (track changes) (6 pages)
6. Vice-Presidential Review Procedure (track changes) (5 pages)
7. Amended form of Appendix A – redlined version – as approved by BHRCC (4 pages) – **for information only**

SCHEDULE A:

Engagement and Routing

Approval Route:

- BHRCC on May 28th, 2024 for review, recommendation and approval³
- Board on June 14th, 2024 for approval of the creation of the Office of the VPIE, approval of revisions to the position description for the Office of the VPUSF, and approval of the elimination of the Office of the VPFO⁴
- Academic Planning Committee for information
- General Faculties Council on September 23rd, 2024 for information

³ Approval of consequential amendments to Appendix A, subject to the Board authorizing and approving the creation of the Office of the VPIE and the elimination of the Office of the VPFO.

⁴ Along with the approval of consequential amendments to the *Vice-Presidential Search Procedure* and the *Vice-Presidential Review Procedure*.

EXECUTIVE POSITION DESCRIPTION – VICE-PRESIDENT (University Services, Operations, & Finance)**Purpose:**

Reporting directly to the President, with ongoing close collaboration on major operational matters with the Provost and Vice-President (Academic), the Vice-President (University Services, Operations, & Finance) is the University's Chief Financial Officer (CFO).

The Vice-President plays an integral role in achieving the University of Alberta's vision by overseeing the provision of robust, responsive and accessible institutional services to the university community.

As the senior administrative executive of the university, the Vice President's primary focus is building and leading a vast array of operational structures that are integral to achieving the university's academic and research mandates.

The Vice-President assures the university's vision by leading an extensive team of executives, leaders, professionals, and individual contributors in confronting the challenges naturally inherent in a complex organization while simultaneously advancing the strategic objectives of the university through long-range planning and strategic execution of all financial, infrastructure, technology, and people elements plus an array of analytics, auditing, risk management, project management, campus experience and community engagement enterprises.

The Vice-President (University Services, Operations, and Finance) portfolio includes: Asset Management and Operations; Campus Services; Finance, Procurement, and Planning; Human Resources; Information Services and Technology; Integrated Planning, Development, and Partnerships; Internal Audit and Enterprise Risk Management; Performance, Analytics, and Institutional Research; Shared Services; University Initiatives Office; and Utilities.

Without restricting the generality of the above statement and in accordance with Article 82(2) of the Post-secondary Learning Act, the Vice-President (University Services, Operations, & Finance) has the following powers, duties and functions as assigned by the Board of Governors on the recommendation of the President. At the discretion of the Vice-President (University Services, Operations, and Finance) and with the concurrence of the President, select powers, duties, and functions may be delegated.

Key Accountabilities:

Lead the University's People Strategy in partnership with the Provost and Vice-President (Academic).

Ensure the current and long-term effectiveness of all financial functions of the university including: accounting; accountability framework; asset and debt management; financial statements; insurance; risk and safety management; resource planning; staff and student payments; administrative information systems; supply chain management; and audit.

Oversee the development of financial, human resource, information and communications technology, and administrative systems with comprehensive policies and procedures that function in accordance with applicable laws and regulations and provide efficient services to the University Community.

Oversee the preparation, management monitoring, and reporting of the University of Alberta's \$2 billion consolidated budget and its \$3.2 billion endowed and non-endowed investment portfolios..

As the person primarily responsible for risk identification and management, proactively assess enterprise-wide risk.

Is the chief conduit for the external auditor and supports the provision of independent, objective internal auditing services designed to add value and improve university operations.

Oversee the development, evolution, and implementation of a long-range information management and communications technology and cyber security plan for the university.

Ensure the university community is a safe place to disclose suspected fraudulent, irregular, discriminatory or harassing activities. Where appropriate, supports the investigation/examination of suspect activities.

Provide leadership in the area of pension and benefit design, maintenance and administration for all staff categories. Acts (or delegates responsibility to act) as the Board of Governors' sponsor representative for the UAPP and PSPP.

As the Vice-President with the primary responsibility for non-academic human resources, oversees all matters with respect to non-academic affairs, including oversight of union contract management and negotiations of all faculty and staff categories in close collaboration with the Provost and Vice-President (Academic).

Ensure analytics for institutional, financial, infrastructure, and human resources are established and continue to provide timely and relevant information for management decision-making across campus.

Provide guidance and direction to the university on issues related to its impact on the environment and the health and safety of the university community.

Provide oversight for the management of strategic enterprise-wide projects and transformational activities.

Build relationships with civic leaders and community groups affected by the growth and development of university lands by committing to genuine engagement and effective communication.

Ensure the success of large, complex projects, with multiple stakeholder involvement, by providing high-level technical leadership. Achieves a balance in the use of existing external partnerships while making sure best practices are maintained. Ensures business principles are in place to steward the institution's capital and land assets.

Ensure success in the deployment and implementation of philanthropic donations (e.g. land and capital dollars). Stewards these projects to ensure the requirements of donors are considered and respected.

Accountable for the stewardship associated with building, operating, maintaining, renewing, and optimizing all physical infrastructure across five university campuses comprising one of the largest post-secondary footprints in Canada.

Responsible for campus planning including government-approved long-range development plans and sector plans that ensure campuses are functional while remaining inviting to students, faculty, and the broader community, in part by upholding design standards and campus heritage.

Foster an ecosystem in which a broad array of revenue-generating entities (e.g. parking, residences, food and retail outlets, health care facilities, and commercial real estate) are able to flourish and meet the demands of a diverse population from both on and off campus, with a view to generating sustainable, own-source net revenue to advance to the university's strategic objectives

Drive infrastructure project planning and development activities that always first consider the needs of students, faculty, researchers, and staff.

In a highly-regulated environment, ensure that the university's district energy system continues to deliver a full array of utility services to all of its customers (University of Alberta, Alberta Health Services, Government of Alberta, plus several smaller entities) in a way that provides the greatest financial benefit to each (equally and proportionally) while minimizing the net environmental impact of its operations.

Create an atmosphere within a portfolio of approximately 2,000 people that motivates staff members to contribute to the stability, achievements, and administrative excellence of the institution.

Build a team of executive leaders committed to fulfilling the vision, goals, and priorities necessary to ensure the long-term success of the portfolio and the university.

Alongside other members of the President's Executive Committee, establish institutional vision and goals, and effectively communicate and organize to achieve those goals.

Develop and maintain a professional reputation locally, provincially, nationally, and internationally in a way that preserves the values and credibility of the university and enables the university to meaningfully engage with internal and external peers.

Develop effective relations with all levels of government and community/business partners while actively seeking opportunities to collaborate on funding proposals, major joint initiatives, and strategic planning.

As a member of the university's executive leadership, participate actively on Board and other committees relating to the areas of mandated responsibility.

Carries out other responsibilities as set out in policies and procedures approved by General Faculties Council (GFC) and/or the Board of Governors.

Drive the "one university" model through robust engagement with colleagues and leaders across the institution.

Is the executive interface between the institution and the University of Alberta Properties Trust.

Actively participate in a university-wide network of 'top 50' worldwide universities in which collaboration drives the agenda.

Qualifications

The Vice-President possesses:

- An advanced degree and a professional designation (e.g. CPA, CPHR).
- Experience in leading within a diverse portfolio of functions that embrace a partnership, service and solutions focus.
- Experience in leading change and uniting people around a vision of sustainability and opportunity.
- Significant experience in financial and capital planning and management of comparable complexity and magnitude.
- Significant experience in negotiating and managing contracts, relationships, and partnerships.
- Experience in working within complex, unionized environments and governance structures, as well as in a broadly-accountable context where objectives extend beyond just financial results.
- Experience working with the post-secondary sector would also be an asset.

- Experience in fostering and maintaining positive relationships and partnerships with community, business, government, and other institutions and organizations locally, nationally and internationally.

The following competencies and personal attributes are required for the position:

- Change and innovation
- Thinking and acting strategically
- Relationship building and diplomacy
- Resource and process management
- Accountability for performance and results
- People development
- Clear communication
- Ability to review, synthesize and correlate large amounts of information

Rationale for Elimination of the Vice-President, Facilities & Operations Position

The departure of the Vice-President, Facilities and Operations (F&O) presents the University of Alberta (U of A) with an opportunity to further improve the effective and efficient delivery of administrative services. Nous Group (Nous) was engaged by the VP University Services & Finance (USF) to explore this in more detail. This included a best practice review of U of A comparators (U15; alongside international comparators with reputations for well-run administration and operations), as well as drawing on Nous expertise, to recommend a way forward for the F&O and USF portfolios.

In particular, the analysis focused on answering the following questions:

- Where do U of A's current Facilities and Operations functions commonly sit in universities?
- How might the U of A align with best practice VP level portfolios?
- What opportunities are presented through the integration of F&O and USF?
- What should the future organization structure be, including options for further consideration?

In exploring these questions, Nous presented a scan of university organization structures and best practice, lessons from previous integrations and several potential scenarios to agree on a recommended structure. A summary of our recommendation with supporting rationale follows:

Integrate current F&O and USF functions into a single portfolio, into a consolidated Vice President, University Services, Operations and Finance portfolio.

- This will bring the U of A in line with many comparator organizations in a common model, especially within the U15, reducing by one (1) the number of direct reports to the President.
- Combining portfolios will allow for greater strategic oversight of core operating functions.
- The change allows for more effective and efficient management of resource allocation and budget, and ensures better integration across functions, especially for those who collaborate regularly (e.g. Finance, Planning and Procurement and Integrated Planning, Development and Partnerships).
- While the scope of the current VP USF will increase, the scope of activities is not uncommon, especially at U of A's scale. This increased scope will need to be managed with additional office staff for the VP to support effective leadership of the operation.
- This integration is consistent with early recommendations made during the Service Excellence Transformation program.

Original Approval Date: December 11, 2009
Most Recent Approval Date: July 28, 2020
Parent Policy: [Recruitment Policy](#)

Vice-Presidential Search Procedure

Office of Administrative Responsibility:	President
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 of Alberta (“University”) is committed to appointing the best-qualified candidates for its Vice-President employment opportunities and aspires to achieve an **equitable, diverse and inclusive** community of **senior administrators and employees** consistent with the mission set out in its Strategic Plan for Equity, Diversity and Inclusivity (“EDI Strategic Plan”). By adopting EDI principles and practices into its Vice-Presidential search process, the University hopes to achieve diversity in the workplace and correct employment disadvantages experienced by **persons historically under-represented at the University**. These principles and practices are designed to ensure that access to the University’s employment opportunities is equitable and inclusive by removing employment-related barriers, particularly those based on **protected grounds**. This will require periodic assessment of demographic, intellectual, and other aspects of diversity when contemplating a search. Committees must consider any diversity-related issues that exist with respect to the relevant employee group and must consider what steps it may reasonably take to address those issues.

Purpose

The purpose of this procedure is to

- establish a Vice-President (“VP”) Advisory Search Committee (“Committee”) and set out the composition of the Committee
- outline the election procedures for the academic staff members to the Committee
- provide information about the general Vice-President search process
- outline measures for management of **conflict**
- describe how the recommendations to the President and the Board are made and considered.

PROCEDURE

1. VP ADVISORY SEARCH COMMITTEES

a. A Committee for the relevant vice-presidential position shall be established. The rules governing the composition of committees for the following positions are set out in Vice-Presidential Search and Review Procedures Appendix A: Committees for Vice-Presidents Position Definitions and Eligibility.

- i. Provost and Vice-President (Academic)
- ii. Vice-President (External Relations)
- iii. Vice-President (University Services, Operations & Finance)
- iv. Vice-President (International & Enterprise)
- v. Vice-President (Research & Innovation)

b. The Office of the President is responsible for:

- drawing together the Committee
- to the extent possible, ensuring that Committee membership is inclusive of persons historically under-represented
- where necessary, appointing an additional member in consultation with the comprised Committee to ensure diversity (see the *Vice-Presidential Search and Review Procedures Appendix A*)
- ensuring that the Committee positions are properly replenished
- making Committee members aware of their obligations under applicable University policy, the **University's Employment Equity Statement** and the *Discrimination, Harassment and Duty to Accommodate Policy*, and the *EDI Strategic Plan* all as may be amended from time to time
- providing Committee members with applicable resources, including but not limited to training offered by Disclosure, Assurance and Institutional Research and Human Resource Services (HRS). Committee members are responsible for awareness of equity, anti-discrimination and bias, and knowledge of relevant policies and procedures.

c. Committee members are responsible for familiarizing themselves with

- the principles of equity, diversity and inclusivity
- concepts of bias awareness, and discrimination
- the obligations under applicable University policies and statements, in particular, the *Discrimination, Harassment and Duty to Accommodate Policy*, the *University's Employment Equity Statement* and the *EDI Strategic Plan* all as may be amended from time to time.
- Members shall abide by the *Statement of Ethical Conduct*, in particular, with respect to management of conflict throughout the process.

2. ELECTION PROCEDURES FOR ACADEMIC STAFF MEMBERS OF ADVISORY SEARCH COMMITTEE

a. ELECTION OF NOMINEES

- i. Elections will be managed by the GFC Secretary (or their delegate) using a process that is fair and transparent.
- ii. Committee composition is set out in the *Vice-Presidential Search and Review Procedures Appendix A*.

b. ELECTORATE

The electorate consists of the elected faculty representatives who sit on GFC on a "representation by population" basis and the appointed Academic Staff representatives.

3. VICE-PRESIDENT SEARCH PROCESS

a. Conflict of Interest

- i. All Committee members should consider potential conflicts of interest. Members will be asked to complete conflict of interest declarations, and any identified real or perceived conflicts of interest must be managed in accordance with the University's *Conflict Policy* and its associated procedures.
- ii. Conflicts will be reviewed throughout the process as situations may arise that are related to the applicant pool.
- iii. Where a conflict can be managed, the chair shall be notified and the management of it shall be approved by the President, in consultation with Faculty Relations.
- iv. Where a conflict cannot be managed to the satisfaction of the chair and President, the nominee may be disqualified and replaced through 2(a) as defined above.

b. Consultant

- i. The President may retain a search consultant and may seek advice from the Committee with respect to retaining a consultant.

- ii. The consultant should demonstrate expertise in principles of equity, diversity and inclusivity and same should be reflected in their own organization. The requirement for this expertise should be included in the advertisement.
- iii. The consultant will agree to conduct their search with goals of attracting the best-qualified candidates and achieving an equitable, diverse and inclusive community of senior administrators.

c. Advertisement

- i. Any advertisement for a Vice-President position will:
 - 1. describe the required qualifications, skills, abilities, competencies and credentials in an objective, equitable and inclusive way
 - 2. follow the spirit of the requirements set out in the Academic Staff Posting and Advertising Procedure
 - 3. appear simultaneously or later than postings on University of Alberta Careers website.
- ii. Efforts should be made to advertise in media accessed by persons historically under-represented at the University.
- iii. The advertisement will normally include a deadline or target date for receipt of applications/nominations and may note that a search may continue past a deadline, until the position is filled.

d. Input from the Community

- i. The University community will be canvassed for their views on:
 - The characteristics desirable in the Vice-President being selected;
 - The skills, competencies, experiences, and credentials;
 - The priorities of that vice-presidential portfolio;
 - Current issues and future directions of the portfolio;
 - Leadership qualities; and
 - The demographic diversity of the senior administrative team.
- ii. Input from the University community will include a position description and/or position profile and will normally be sought through targeted methods to bring the search to the attention of all **employees** and students.
- iii. The Committee may also wish to seek input from external communities and to the extent possible, from persons historically under-represented at the University.
- iv. The Committee shall seek input specifically from groups not represented among Committee membership. Committee members may bring perspectives from their constituencies.

e. Confidentiality

- i. Each Committee may identify certain aspects of their discussions as appropriate for public discussion; however, discussion of candidates is confidential.

f. Considerations

- i. At its pre-interview meetings, the Committee will normally consider the following:
 - 1. principles of equity, diversity and inclusion and the University's mission set out in its EDI Strategic Plan, as may be amended from time to time
 - 2. Confidentiality
 - 3. Handling records and FOIPP-related issues
 - 4. Procedural matters and Terms of Reference
 - 5. Attendance
 - 6. The advertisement, position description and profile
 - 7. Key issues related to the portfolio;
 - 8. All resumes and applications, with advice on who should be interviewed;

9. Input from the community and portfolio staff, especially from groups not represented in the Committee;
 10. Interview process (including fulfilling the University's *Duty to Accommodate Procedure*), and questions.
 11. The need to manage conflict of interest throughout the process.
- ii. The Committee will establish the required qualifications, skills, abilities, competencies and credentials for the Vice-President position in an objective, equitable and inclusive way.
 - iii. The Committee should have regard to inclusive and explicit criteria for the Vice-President position in reviewing and evaluating applications.
 - iv. The President should:
 - ensure the Committee documents practices for ensuring the fair and equitable assessment of candidates
 - employs fair, equitable and inclusive indicators for determining the best-qualified candidate
 - ensure that Committee evaluations are supported by evidence and that each candidate's strengths and weaknesses are evaluated fairly and consistently.
 - v. All candidates selected for an interview should be provided with a common set of instructions, including relevant expectations, protocols, and evaluation criteria.
 - vi. Where the candidate is from outside the University and is also seeking an academic staff appointment, the Committee shall request that the relevant Academic Staff advisory selection committee make the recommendation in relation to the academic staff appointment.
 - vii. At each stage of the process, the Committee members should be allocated sufficient time to consider all materials, information, and candidates in a fair and equitable manner.
 - viii. The Committee shall explicitly address any career path choices or interruptions as they might affect the assessment of the candidate.
 - ix. The Committee should ensure, to the extent possible, that the pool of shortlisted candidates is inclusive of persons historically under-represented at the University.
 - x. Where candidates are determined to be similarly qualified for a position, the final hiring decision will favour achieving diversity in the workplace and correcting employment disadvantages experienced by persons historically under-represented at the University.

4. RECOMMENDATIONS TO THE PRESIDENT AND THE BOARD

- a. Following interviews, the Committee will recommend one or more candidates to the President. The President will choose one candidate from among the names recommended by the Committee. If none of the candidates are acceptable to the President, the President will return the matter to the Committee.
- b. The President, after consultation with the Board Chair and Chair of the Board Human Resources and Compensation Committee (BHRCC), will make a recommendation with respect to the compensation and benefits of the appointment.
- c. The President will inform the Board Chair of the name of their selected candidate. The Board Chair, the Chair of BHRCC and the President will then determine whether the candidate's compensation and benefits expectations fall within Board guidelines.
- d. The President will present their candidate to the BHRCC which, in turn, will make a recommendation to the Board of Governors. BHRCC will also consider and approve the compensation and benefits for the recommended candidate, subject to approval of the candidate's appointment by the Board of Governors.
- e. The Board of Governors has the authority to accept or reject the recommended candidate. If the Board rejects the candidate the matter is returned to the President.

DEFINITIONS

Any definitions listed in the following table apply to this document only with no implied or intended institution-wide use. Refer to Recruitment Policy (Appendix A and Appendix B) for definitions of Staff.	
Conflict	Conflict of interest, conflict of commitment, or institutional conflict as defined in the University of Alberta Conflict Policy – Conflict of Interest and Commitment and Institutional Conflict Policy
Diversity	In the context of this policy, diversity refers to the demographic and identity difference and-variety within the University’s workforce, including that based on the protected grounds. More broadly, within the University, diversity also encompasses difference or variety in education, ideas, perspectives, opinions, heuristics, disciplines, methodologies, epistemologies, faculties, skills, and learning opportunities.
Employee(s)	A person employed by the University and defined under <i>Recruitment Policy (Appendix A) Definition and Categories of Academic Staff, Postdoctoral Fellows, Academic Colleagues and Excluded Academic Staff or Recruitment Policy (Appendix B) Definition and Categories of Support Staff.</i>
Equity/Equitable	In the context of this policy, equity is about fair access to employment and the opportunity to succeed in this domain. Employment equity principles, policies, and practices promote or facilitate access, representation, opportunities, and meaningful participation of persons historically under-represented.
Inclusion/Inclusivity	In the context of this policy, inclusion is a principle and practice that values and cultivates the full and meaningful participation and representation of persons historically under-represented in the University’s workforce.
Persons historically under-represented	Women, Indigenous persons (First Nations, Métis, Inuit), members of visible minority groups, persons with disabilities, persons who identify with under-represented sexual orientations, gender identity or expression.
Protected Grounds	Refers to those grounds set out and defined in the <i>Alberta Human Rights Act</i> and in the University’s <i>Discrimination, Harassment and Duty to Accommodate Policy</i> (UAPPOL) which are: race, religious beliefs, colour, gender, gender identity, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, sexual orientations or political beliefs.
University Employment Equity Statement	“The University of Alberta is committed to an equitable, diverse, and inclusive workforce. We welcome applications from all qualified persons. We encourage women; First Nations, Métis and Inuit; members of visible minority groups; persons with disabilities; persons of any sexual orientations or gender identity and expression; and all those who may contribute to the further diversification of ideas and the University to apply.”

FORMS

There are no forms for this Procedure.

RELATED LINKS

[Recruitment Policy \(Appendix A\) Definition and Categories of Academic Staff, Postdoctoral Fellows, Academic Colleagues and Excluded Academic Staff \(UAPPOL\)](#)

[Vice-Presidential Search and Review Procedures Appendix A: Committees for Vice-Presidents Position Definitions and Eligibility \(UAPPOL\)](#)

[Equity, Diversity, and Inclusion: Best Practices in Faculty Recruitment and Hiring \(University of Alberta\)](#)

[Conflict Policy – Conflict of Interest and Institutional Conflict \(UAPPOL\)](#)

Vice-Presidential Review Procedure

Office of Administrative Responsibility:	President
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 of Alberta (“University”) is committed to appointing the best-qualified candidates for its Vice-President employment opportunities and aspires to achieve an **equitable, diverse** and **inclusive** community of **senior administrators** and **employees** consistent with the mission set out in its Strategic Plan for Equity, Diversity and Inclusivity (“EDI Strategic Plan”). By adopting EDI principles and practices into its Vice President search process, the University hopes to achieve diversity in the workplace and correct employment disadvantages experienced by **persons historically under-represented at the University**. These principles and practices are designed to ensure that access to the University’s employment opportunities is equitable and inclusive by removing employment-related barriers - particularly those based on **protected grounds**. This will require periodic assessment of demographic, intellectual, and other aspects of diversity when contemplating a search. Committees must consider any diversity-related issues that exist with respect to the relevant employee group and must consider what steps it may reasonably take to address those issues.

Purpose

The purpose of this procedure is to:

- establish a Vice President (“VP”) Advisory Review Committee (“Committee”) and set out the composition of the Committee
- outline the election procedures for the academic staff members to the Committee
- outline the general Vice President review process
- outline measures for management of **conflict**
- describe how the recommendations to the President and the Board are made and considered.

PROCEDURE

1. REQUEST FOR REVIEW

- a. The Vice-President shall advise the President of their request for consideration of renewal for an additional term. This request shall be received by the President not less than 12 months prior to the end of the incumbent Vice-President’s term. Exceptions may be granted at the discretion of the President.
- b. Upon such request the President shall establish a Committee in accordance with the following procedures.

2. COMPOSITION OF VP ADVISORY REVIEW COMMITTEES

- a. The rules governing the composition of Committees for the following positions are set out in

Vice-Presidential Search and Review Procedures Appendix A: Committees for Vice-Presidents Position Definitions and Eligibility.

- i. Provost and Vice-President (Academic)
- ii. Vice-President (External Relations)
- iii. Vice-President (University Services, Operations & Finance)
- iv. Vice-President (International & Enterprise)
- v. Vice-President (Research & Innovation)

b. The Office of the President is responsible for:

- i. drawing together the Committee;
- ii. to the extent possible, ensuring that Committee membership is inclusive of persons historically under-represented broad demographic and diversity;
- iii. where necessary, appointing an additional member in consultation with the comprised Committee to ensure diversity (see the *Vice-Presidential Search and Review Procedures Appendix A*);
- iv. making Committee members aware of their obligations under applicable University policy, in particular, the *Discrimination, Harassment and Duty to Accommodate Policy*, and the EDI Strategic Plan all as may be amended from time to time;
- v. providing Committee members with applicable resources, including but not limited to training offered by the Disclosure, Assurance and Institutional Research and Human Resource Services (HRS). Committee members are responsible for awareness of equity, anti-discrimination and bias, and knowledge of relevant policies and procedures.

c. Committee members are responsible for familiarizing themselves with

- the principles of equity, diversity and inclusivity;
- concepts of bias awareness, and discrimination;
- the obligations under applicable University policies and statements, in particular, the *Discrimination, Harassment and Duty to Accommodate Policy*, the University's *Employment Equity Statement* and the *EDI Strategic Plan* all as may be amended from time to time.
- Members shall abide by the *Statement of Ethical Conduct*, in particular, with respect to management of conflict throughout the process.

d. The incumbent shall be given an opportunity to review the proposed Committee composition and shall be able to signal and potential conflicts of interest.

3. ELECTION PROCEDURES FOR MEMBERS OF ADVISORY REVIEW COMMITTEE

a. ELECTION OF NOMINEES

- i. Elections will be managed by the GFC Secretary (or their delegate) using a process that is fair and transparent.
- ii. Committee composition is set out in the *Vice-Presidential Search and Review Procedures Appendix A*.

b. ELECTORATE

The electorate consists of the elected faculty representatives who sit on GFC on a “representation by population” basis and the appointed academic staff representatives.

4. VICE-PRESIDENT REVIEW PROCESS

a. Conflict of Interest

- i. All Committee members must consider potential conflicts of interest. Members will be asked to complete conflict of interest declarations, and any identified real or perceived conflicts of interest must be managed in accordance with the University's *Conflict Policy* and its associated procedures.
- ii. Conflicts will be reviewed throughout the process as situations may arise that are related to the applicant pool.
- iii. Where a conflict can be managed, the President shall be notified and the management of it shall be approved by the President, in consultation with Faculty Relations.
- iv. Where a conflict cannot be managed to the satisfaction of the President, the nominee may be disqualified and replaced in accordance with subsection 2(b)(iii)..

b. Input from the Community

- i. The University community will be canvassed for their views on:
 - the characteristics desirable in the Vice-President being reviewed,
 - the priorities of that vice-presidential portfolio;
 - current issues and future directions of the portfolio;
 - leadership qualities; and
 - consideration of equity and the demographic diversity of the senior administrative team.
- ii. Input from the University community will normally be sought through targeted methods to bring the review to the attention of all academic staff, non-academic staff, and students. Staff in the current portfolio will also be asked for their input. When input from the internal community is sought, a position description and/or a position profile will be included.

c. The Committee may also wish to seek input from external communities.

d. Confidentiality – Each Committee may identify certain aspects of their discussions as appropriate for public discussion.

e. The Committee shall seek input specifically from groups not represented among committee membership. Committee members may bring perspectives from their constituencies.

f. The President should ensure:

- that the Committee documents practices for ensuring the fair and equitable assessment of the incumbent
- that Committee evaluations are supported by evidence and that the incumbent's strengths and weaknesses are evaluated fairly and consistently.

5. RECOMMENDATIONS TO THE PRESIDENT AND THE BOARD

a. The Committee will advise the President as to whether it recommends the incumbent nominee. If a positive recommendation is made by the Committee, the President will communicate this to the Board Chair.

b. The President, after consultation with the Board Chair and Chair of the Board Human Resources and Compensation Committee (BHRCC), will make a recommendation regarding compensation and benefits with respect to the appointment.

- c. The Board Chair, the Chair of BHRCC, and the President will then determine whether the nominee's compensation and benefits expectations fall within the Board guidelines.
- d. If the nominee, the President, the Board Chair and the Chair of BHRCC agree, the President presents his or her nominee to BHRCC who makes a recommendation to the Board of Governors. BHRCC also considers and approves the compensation and benefits, subject to approval of the reappointment by the Board of Governors.
- e. The Board has the authority to accept or reject the recommended incumbent. If the Board rejects the incumbent the matter is returned to the President.

DEFINITIONS

Any definitions listed in the following table apply to this document only with no implied or intended institution-wide use.	
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Employee(s)	A person employed by the University and defined under the <i>Recruitment Policy (Appendix A) Definition and Categories of Academic Staff, Postdoctoral Fellows, Academic Colleagues and Excluded Academic Staff or Recruitment Policy (Appendix B) Definition and Categories of Support Staff</i> .
Equity/Equitable	Equity is about fair access to employment and the opportunity to succeed in this domain. Employment equity principles, policies, and practices promote or facilitate access, representation, opportunities, and meaningful participation of persons historically under-represented.
Inclusion/Inclusivity	In the context of this policy, inclusion is a principle and practice that values and cultivates the full and meaningful participation and representation of persons historically under-represented in the University's workforce.
Persons historically under-represented	Refers to those grounds set out and defined in the <i>Alberta Human Rights Act</i> and in the University's <i>Discrimination, Harassment and Duty to Accommodate Policy</i> which are: race, religious beliefs, colour, gender, gender identity, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, sexual orientations or political beliefs.
Protected Grounds	Refers to those grounds set out and defined in the <i>Alberta Human Rights Act</i> and in the University's <i>Discrimination, Harassment and Duty to Accommodate Policy</i> (UAPPOL) which are: race, religious beliefs, colour, gender, gender identity, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, sexual orientations or political beliefs.

Senior Administrators	President, Vice-Presidents, Deputy Provost, Associate Vice-Presidents, Vice-Provosts, Deans, Directors and Chairs.
University Employment Equity Statement	“The University of Alberta is committed to an equitable, diverse, and inclusive workforce. We welcome applications from all qualified persons. We encourage women; First Nations, Métis and Inuit; members of visible minority groups; persons with disabilities; persons of any sexual orientations or gender identity and expression; and all those who may contribute to the further diversification of ideas and the University to apply.”

RELATED LINKS

Recruitment Policy (Appendix A) Definition and Categories of Academic Staff, Administrators and Colleagues (UAPPOL)

Vice-Presidential Search and Review Procedures Appendix A: Committees for Vice-Presidents Position Definitions and Eligibility (UAPPOL)

Original Approval Date: December 11, 2009
Most Recent Approval Date: July 28, 2020
Parent Policy: [Recruitment Policy](#)

Vice-Presidential Search Procedure

Office of Administrative Responsibility:	Office of the President
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 of Alberta (“University”) is committed to appointing the best-qualified candidates for its Vice-President employment opportunities and aspires to achieve an **equitable, diverse and inclusive** community of **senior administrators and employees** consistent with the mission set out in its Strategic Plan for Equity, Diversity and Inclusivity (“EDI Strategic Plan”). By adopting EDI principles and practices into its Vice-Presidential search process, the University hopes to achieve diversity in the workplace and correct employment disadvantages experienced by **persons historically under-represented at the University**. These principles and practices are designed to ensure that access to the University’s employment opportunities is equitable and inclusive by removing employment-related barriers, particularly those based on **protected grounds**. This will require periodic assessment of demographic, intellectual, and other aspects of diversity when contemplating a search. Committees must consider any diversity-related issues that exist with respect to the relevant employee group and must consider what steps it may reasonably take to address those issues.

Purpose

The purpose of this procedure is to

- establish a Vice-President (“VP”) Advisory Search Committee (“Committee”) and set out the composition of the Committee
- outline the election procedures for the academic staff members to the Committee
- provide information about the general Vice-President search process
- outline measures for management of **conflict**
- describe how the recommendations to the President and the Board are made and considered.

PROCEDURE

1. VP ADVISORY SEARCH COMMITTEES

a. A Committee for the relevant vice-presidential position shall be established. The rules governing the composition of committees for the following positions are set out in Vice-Presidential Search and Review Procedures Appendix A: Committees for Vice-Presidents Position Definitions and Eligibility.

- i. Provost and Vice-President (Academic)
- ii. Vice-President (External Relations)
- iii. Vice-President (University Services, Operations & Finance ~~Finance and Administration~~)
- iv. Vice-President (International & Enterprise ~~Facilities and Operations~~)
- v. Vice-President (Research ~~and~~ Innovation)

b. The Office of the President is responsible for:

- drawing together the Committee
- to the extent possible, ensuring that Committee membership is inclusive of persons historically under-represented
- where necessary, appointing an additional member in consultation with the comprised Committee to ensure diversity (see the *Vice-Presidential Search and Review Procedures Appendix A*)
- ensuring that the Committee positions are properly replenished
- making Committee members aware of their obligations under applicable University policy, the **University's Employment Equity Statement** and the *Discrimination, Harassment and Duty to Accommodate Policy*, and the *EDI Strategic Plan* all as may be amended from time to time
- providing Committee members with applicable resources, including but not limited to training offered by the Disclosure, Assurance and Institutional Research and Human Resource Services (HRS). Committee members are responsible for awareness of equity, anti-discrimination and bias, and knowledge of relevant policies and procedures.

c. Committee members are responsible for familiarizing themselves with

- the principles of equity, diversity and inclusivity
- concepts of bias awareness, and discrimination
- the obligations under applicable University policies and statements, in particular, the *Discrimination, Harassment and Duty to Accommodate Policy*, the *University's Employment Equity Statement* and the *EDI Strategic Plan* all as may be amended from time to time.
- Members shall abide by the *Statement of Ethical Conduct*, in particular, with respect to management of conflict throughout the process.

2. ELECTION PROCEDURES FOR ACADEMIC STAFF MEMBERS OF ADVISORY SEARCH COMMITTEE

a. ELECTION OF NOMINEES

- i. Elections will be managed by the GFC Secretary (or their delegate) using a process that is fair and transparent.
- ii. Committee composition is set out in the *Vice-Presidential Search and Review Procedures Appendix A*.

b. ELECTORATE

The electorate consists of the elected faculty representatives who sit on GFC on a "representation by population" basis and the appointed Academic Staff representatives.

3. VICE-PRESIDENT SEARCH PROCESS

a4. Conflict of Interest

- i. All Committee members should consider potential conflicts of interest. Members will be asked to complete conflict of interest declarations, and any identified real or perceived conflicts of interest must be managed in accordance with the *University's Conflict Policy* and its associated procedures.
- ii. Conflicts will be reviewed throughout the process as situations may arise that are related to the applicant pool.
- iii. Where a conflict can be managed, the chair shall be notified and the management of it shall be approved by the President, in consultation with Faculty Relations.
- iv. Where a conflict cannot be managed to the satisfaction of the chair and President, the nominee may be disqualified and replaced through 2(a) as defined above.

b2. Consultant

- i. The President may retain a search consultant and may seek advice from the Committee with respect to retaining a consultant.
- ii. The consultant should demonstrate expertise in principles of equity, diversity and inclusivity and same should be reflected in their own organization. The requirement for this expertise should be included in the advertisement.
- iii. The consultant will agree to conduct their search with goals of attracting the best-qualified candidates and achieving an equitable, diverse and inclusive community of senior administrators.

c3. Advertisement

- i. Any advertisement for a Vice-President position will:
 1. describe the required qualifications, skills, abilities, competencies and credentials in an objective, equitable and inclusive way
 2. follow the spirit of the requirements set out in the Academic Staff Posting and Advertising Procedure
 3. appear simultaneously or later than postings on University of Alberta Careers website.
- ii. Efforts should be made to advertise in media accessed by persons historically under-represented at the University.
- iii. The advertisement will normally include a deadline or target date for receipt of applications/nominations and may note that a search may continue past a deadline, until the position is filled.

d4. Input from the Community

- i. The University community will be canvassed for their views on:
 - The characteristics desirable in the Vice-President being selected;
 - The skills, competencies, experiences, and credentials;
 - The priorities of that vice-presidential portfolio;
 - Current issues and future directions of the portfolio;
 - Leadership qualities; and
 - The demographic diversity of the senior administrative team.
- ii. Input from the University community will include a position description and/or position profile and will normally be sought through targeted methods to bring the search to the attention of all **employees** and students.
- iii. The Committee may also wish to seek input from external communities and to the extent possible, from persons historically under-represented at the University.
- iv. The Committee shall seek input specifically from groups not represented among Committee membership. Committee members may bring perspectives from their constituencies.

e5. Confidentiality

- i. Each Committee may identify certain aspects of their discussions as appropriate for public discussion; however, discussion of candidates is confidential.

f6. Considerations

- i. At its pre-interview meetings, the Committee will normally consider the following:
 1. principles of equity, diversity and inclusion and the University's mission set out in its EDI Strategic Plan, as may be amended from time to time
 2. Confidentiality
 3. Handling records and FOIPP-related issues
 4. Procedural matters and Terms of Reference
 5. Attendance
 6. The advertisement, position description and profile

7. Key issues related to the portfolio;
 8. All resumes and applications, with advice on who should be interviewed;
 9. Input from the community and portfolio staff, especially from groups not represented in the Committee;
 10. Interview process (including fulfilling the University's *Duty to Accommodate Procedure*), and questions.
 11. The need to manage conflict of interest throughout the process.
- ii. The Committee will establish the required qualifications, skills, abilities, competencies and credentials for the Vice-President position in an objective, equitable and inclusive way.
 - iii. The Committee should have regard to inclusive and explicit criteria for the Vice-President position in reviewing and evaluating applications.
 - iv. The President should:
 - ensure the Committee documents practices for ensuring the fair and equitable assessment of candidates
 - employs fair, equitable and inclusive indicators for determining the best-qualified candidate
 - ensure that Committee evaluations are supported by evidence and that each candidate's strengths and weaknesses are evaluated fairly and consistently.
 - v. All candidates selected for an interview should be provided with a common set of instructions, including relevant expectations, protocols, and evaluation criteria.
 - vi. Where the candidate is from outside the University and is also seeking an academic staff appointment, the Committee shall request that the relevant Academic Staff advisory selection committee make the recommendation in relation to the academic staff appointment.
 - vii. At each stage of the process, the Committee members should be allocated sufficient time to consider all materials, information, and candidates in a fair and equitable manner.
 - viii. The Committee shall explicitly address any career path choices or interruptions as they might affect the assessment of the candidate.
 - ix. The Committee should ensure, to the extent possible, that the pool of shortlisted candidates is inclusive of persons historically under-represented at the University.
 - x. Where candidates are determined to be similarly qualified for a position, the final hiring decision will favour achieving diversity in the workplace and correcting employment disadvantages experienced by persons historically under-represented at the University.

4. RECOMMENDATIONS TO THE PRESIDENT AND THE BOARD

- a. Following interviews, the Committee will recommend one or more candidates to the President. The President will choose one candidate from among the names recommended by the Committee. If none of the candidates are acceptable to the President, the President will return the matter to the Committee.
- b. The President, after consultation with the Board Chair and Chair of the Board Human Resources and Compensation Committee (BHRCC), will make a recommendation with respect to the compensation and benefits of the appointment.
- c. The President will inform the Board Chair of the name of their selected candidate. The Board Chair, the Chair of BHRCC and the President will then determine whether the candidate's compensation and benefits expectations fall within Board guidelines.
- d. The President will present their candidate to the BHRCC which, in turn, will make a recommendation to the Board of Governors. BHRCC will also consider and approve the compensation and benefits for the recommended candidate, subject to approval of the candidate's appointment by the Board of Governors.
- e. The Board of Governors has the authority to accept or reject the recommended candidate. If the Board rejects the candidate the matter is returned to the President.

DEFINITIONS - reordered alphabetically

Any definitions listed in the following table apply to this document only with no implied or intended institution-wide use. Refer to Recruitment Policy (Appendix A and Appendix B) for definitions of Staff.

[\[▲Top\]](#)

Conflict	Conflict of interest, conflict of commitment, or institutional conflict as defined in the University of Alberta Conflict Policy – Conflict of Interest and Commitment and Institutional Conflict Policy
Diversity	In the context of this policy, diversity refers to the demographic and identity difference and-variety within the University’s workforce, including that based on the protected grounds. More broadly, within the University, diversity also encompasses difference or variety in education, ideas, perspectives, opinions, heuristics, disciplines, methodologies, epistemologies, faculties, skills, and learning opportunities.
Equity/Equitable	In the context of this policy, equity is about fair access to employment and the opportunity to succeed in this domain. Employment equity principles, policies, and practices promote [or facilitate] access, representation, opportunities, and meaningful participation of persons historically under-represented.
Diversity	In the context of this policy, diversity refers to the demographic and identity difference and variety within the University’s workforce, including that based on the protected grounds. More broadly, within the University, diversity also encompasses difference or variety in education, ideas, perspectives, opinions, heuristics, disciplines, methodologies, epistemologies, faculties, skills, and learning opportunities.
Employee(s)	A person employed by the University and defined under <i>Recruitment Policy (Appendix A) Definition and Categories of Academic Staff, Postdoctoral Fellows, Academic Colleagues and Excluded Academic Staff</i> or <i>Recruitment Policy (Appendix B) Definition and Categories of Support Staff</i> .
Equity/Equitable	In the context of this policy, equity is about fair access to employment and the opportunity to succeed in this domain. Employment equity principles, policies, and practices promote or facilitate access, representation, opportunities, and meaningful participation of persons historically under-represented.
Inclusion/Inclusivity	In the context of this policy, inclusion is a principle and practice that values and cultivates the full and meaningful participation and representation of persons historically under-represented in the University’s workforce.
Employee(s)	A person employed by the University and defined under <i>Recruitment Policy (Appendix A) Definition and Categories of Academic Staff, Postdoctoral Fellows, Academic Colleagues and Excluded Academic Staff</i> or <i>Recruitment Policy (Appendix B) Definition and Categories of Support Staff</i>.
Persons historically under-represented	Women, Indigenous persons (First Nations, Métis, Inuit), members of visible minority groups, persons with disabilities, persons who identify with under-represented sexual orientations, gender identity or expression.
Protected Grounds	Refers to those grounds set out and defined in the <i>Alberta Human Rights Act</i> and in the University’s <i>Discrimination, Harassment and Duty to</i>

	<i>Accommodate Policy</i> (UAPPOL) which are: race, religious beliefs, colour, gender, gender identity, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, sexual orientations or political beliefs.
University Employment Equity Statement	"The University of Alberta is committed to an equitable, diverse, and inclusive workforce. We welcome applications from all qualified persons. We encourage women; First Nations, Métis and Inuit; members of visible minority groups; persons with disabilities; persons of any sexual orientations or gender identity and expression; and all those who may contribute to the further diversification of ideas and the University to apply."
Conflict	Conflict of interest, conflict of commitment, or institutional conflict as defined in the University of Alberta Conflict Policy – Conflict of Interest and Commitment and Institutional Conflict Policy

FORMS

There are no forms for this Procedure. [\[▲Top\]](#)

RELATED LINKS

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[Recruitment Policy \(Appendix A\) Definition and Categories of Academic Staff, Postdoctoral Fellows, Academic Colleagues and Excluded Academic Staff](#) (UAPPOL)

[Vice-Presidential Search and Review Procedures Appendix A: Committees for Vice-Presidents Position Definitions and Eligibility](#) (UAPPOL)

[Equity, Diversity, and Inclusion: Best Practices in Faculty Recruitment and Hiring](#) (University of Alberta)

[Conflict Policy – Conflict of Interest and Institutional Conflict](#) (UAPPOL)

Vice-Presidential Review Procedure

Office of Administrative Responsibility:	Office of the President
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 of Alberta (“University”) is committed to appointing the best-qualified candidates for its Vice-President employment opportunities and aspires to achieve an **equitable, diverse** and **inclusive** community of **senior administrators** and **employees** consistent with the mission set out in its Strategic Plan for Equity, Diversity and Inclusivity (“EDI Strategic Plan”). By adopting EDI principles and practices into its Vice President search process, the University hopes to achieve diversity in the workplace and correct employment disadvantages experienced by **persons historically under-represented at the University**. These principles and practices are designed to ensure that access to the University’s employment opportunities is equitable and inclusive by removing employment-related barriers - particularly those based on **protected grounds**. This will require periodic assessment of demographic, intellectual, and other aspects of diversity when contemplating a search. Committees must consider any diversity-related issues that exist with respect to the relevant employee group and must consider what steps it may reasonably take to address those issues.

Purpose

The purpose of this procedure is to:

- establish a Vice President (“VP”) Advisory Review Committee (“Committee”) and set out the composition of the Committee
- outline the election procedures for the academic staff members to the Committee
- outline the general Vice President review process
- outline measures for management of **conflict**
- describe how the recommendations to the President and the Board are made and considered.

PROCEDURE

1. REQUEST FOR REVIEW

- a. The Vice-President shall advise the President of their request for consideration of renewal for an additional term. This request shall be received by the President not less than 12 months prior to the end of the incumbent Vice-President’s term. Exceptions may be granted at the discretion of the President.
- b. Upon such request the President shall establish a Committee in accordance with the following procedures.

2. COMPOSITION OF VP ADVISORY REVIEW COMMITTEES

- a. The rules governing the composition of Committees for the following positions are set out in

Vice-Presidential Search and Review Procedures Appendix A: Committees for Vice-Presidents Position Definitions and Eligibility.

- i. Provost and Vice-President (Academic);
- ii. Vice-President (External Relations)
- iii. Vice-President (University Services, Operations & Finance) ~~Finance and Administration~~
- iv. Vice-President (International & Enterprise ~~Facilities and Operations~~)
- v. Vice-President (Research ~~&and~~ Innovation)

b. The Office of the President is responsible for:

- i. drawing together the Committee;▪
- ii. to the extent possible, ensuring that Committee membership is inclusive of persons historically under-represented broad demographic and diversity;▪
- iii. where necessary, appointing an additional member in consultation with the comprised Committee to ensure diversity (see the *Vice-Presidential Search and Review Procedures Appendix A*);
- iv. making Committee members aware of their obligations under applicable University policy, in particular, the *Discrimination, Harassment and Duty to Accommodate Policy*, and the EDI Strategic Plan all as may be amended from time to time;
- v. providing Committee members with applicable resources, including but not limited to training offered by the Disclosure, Assurance and Institutional Research and Human Resource Services (HRS). Committee members are responsible for awareness of equity, anti-discrimination and bias, and knowledge of relevant policies and procedures.

c. Committee members are responsible for familiarizing themselves with

- the principles of equity, diversity and inclusivity;
- concepts of bias awareness, and discrimination;
- the obligations under applicable University policies and statements, in particular, the *Discrimination, Harassment and Duty to Accommodate Policy*, the University's *Employment Equity Statement* and the *EDI Strategic Plan* all as may be amended from time to time.
- Members shall abide by the *Statement of Ethical Conduct*, in particular, with respect to management of conflict throughout the process.

d. The incumbent shall be given an opportunity to review the proposed Committee composition and shall be able to signal and potential conflicts of interest.

3. ELECTION PROCEDURES FOR MEMBERS OF ADVISORY REVIEW COMMITTEE

a. ELECTION OF NOMINEES

- i. Elections will be managed by the GFC Secretary (or their delegate) using a process that is fair and transparent.
- ii. Committee composition is set out in the *Vice-Presidential Search and the GFC Secretary will manage Review Procedures Appendix A*.

b. ELECTORATE

The electorate consists of the elected faculty representatives who sit on GFC on a “representation by population” basis and the appointed academic staff representatives.

4. VICE-PRESIDENT REVIEW PROCESS

a. Conflict of Interest

- i. All Committee members must consider potential conflicts of interest. Members will be asked to complete conflict of interest declarations, and any identified real or perceived conflicts of interest must be managed in accordance with the University's *Conflict Policy* and its associated procedures.
- ii. Conflicts will be reviewed throughout the process as situations may arise that are related to the applicant pool.
- iii. Where a conflict can be managed, the President shall be notified and the management of it shall be approved by the President, in consultation with Faculty Relations.
- iv. Where a conflict cannot be managed to the satisfaction of the President, the nominee may be disqualified and replaced in accordance with subsection 2(b)(iii). ~~through 2(b)(iv) as defined above.~~

b. Input from the Community

- i. The University community will be canvassed for their views on:
 - the characteristics desirable in the Vice-President being reviewed,
 - the priorities of that vice-presidential portfolio;
 - current issues and future directions of the portfolio; ~~and~~
 - leadership qualities; and
 - **consideration of equity and the demographic diversity of the senior administrative team.**
- ii. Input from the University community will normally be sought through targeted methods to bring the review to the attention of all academic staff, non-academic staff, and students. Staff in the current portfolio will also be asked for their input. When input from the internal community is sought, a position description and/or a position profile will be included.

c. The Committee may also wish to seek input from external communities.

d. Confidentiality – Each Committee may identify certain aspects of their discussions as appropriate for public discussion.

e. The Committee shall seek input specifically from groups not represented among committee membership. Committee members may bring perspectives from their constituencies.

f. The President should **ensure**:

- ~~that~~**ensure** the Committee documents practices for ensuring the fair and equitable assessment of the incumbent
- ~~ensure~~ that Committee evaluations are supported by evidence and that the incumbent's strengths and weaknesses are evaluated fairly and consistently.

5. RECOMMENDATIONS TO THE PRESIDENT AND THE BOARD

a. The Committee will advise the President as to whether it recommends the incumbent nominee. If a positive recommendation is made by the Committee, the President will communicate this to the Board Chair.

b. The President, after consultation with the Board Chair and Chair of the Board Human Resources and Compensation Committee (BHRCC), will make a recommendation regarding compensation and benefits with

respect to the appointment.

- c. The Board Chair, the Chair of BHRCC, and the President will then determine whether the nominee's compensation and benefits expectations fall within the Board guidelines.
- d. If the nominee, the President, the Board Chair and the Chair of BHRCC agree, the President presents his or her nominee to BHRCC who makes a recommendation to the Board of Governors. BHRCC also considers and approves the compensation and benefits, subject to approval of the reappointment by the Board of Governors.
- e. The Board has the authority to accept or reject the recommended incumbent. If the Board rejects the incumbent the matter is returned to the President.

DEFINITIONS - reordered alphabetically

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

Conflict	Conflict of interest, conflict of commitment, or institutional conflict as defined in the University of Alberta <i>Conflict Policy – Conflict of Interest and Commitment and Institutional Conflict Policy</i> .
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Employee(s)	A person employed by the University and defined under the <i>Recruitment Policy (Appendix A) Definition and Categories of Academic Staff, Postdoctoral Fellows, Academic Colleagues and Excluded Academic Staff or Recruitment Policy (Appendix B) Definition and Categories of Support Staff</i> .
Equity/Equitable	In the context of this policy, e Equity is about fair access to employment and the opportunity to succeed in this domain. Employment equity principles, policies, and practices promote [or facilitate] access, representation, opportunities, and meaningful participation of persons historically under-represented.
Diversity	In the context of this policy, diversity refers to the demographic and identity difference and variety within the University's workforce, including that based on the protected grounds. More broadly, within the University, diversity also encompasses difference or variety in education, ideas, perspectives, opinions, heuristics, disciplines, methodologies, epistemologies, faculties, skills, and learning opportunities.
Inclusion/Inclusivity	In the context of this policy, inclusion is a principle and practice that values and cultivates the full and meaningful participation and representation of persons historically under-represented in the University's workforce.
Employee(s)	A person employed by the University and defined under <i>Recruitment Policy (Appendix A) Definition and Categories of Academic Staff,</i>

	Postdoctoral Fellows, Academic Colleagues and Excluded Academic Staff or Recruitment Policy (Appendix B) Definition and Categories of Support Staff.
Persons historically under-represented	Refers to those grounds set out and defined in the <i>Alberta Human Rights Act</i> and in the University's <i>Discrimination, Harassment and Duty to Accommodate Policy (UAPPOL)</i> which are: race, religious beliefs, colour, gender, gender identity, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, sexual orientations or political beliefs.
Senior Administrators	President, Vice-Presidents, Deputy Provost, Associate Vice-Presidents, Vice-Provosts, Deans, Directors and Chairs.
Protected Grounds	Refers to those grounds set out and defined in the <i>Alberta Human Rights Act</i> and in the University's <i>Discrimination, Harassment and Duty to Accommodate Policy (UAPPOL)</i> which are: race, religious beliefs, colour, gender, gender identity, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, sexual orientations or political beliefs.
Senior Administrators	President, Vice-Presidents, Deputy Provost, Associate Vice-Presidents, Vice-Provosts, Deans, Directors and Chairs.
University Employment Equity Statement	"The University of Alberta is committed to an equitable, diverse, and inclusive workforce. We welcome applications from all qualified persons. We encourage women; First Nations, Métis and Inuit; members of visible minority groups; persons with disabilities; persons of any sexual orientations or gender identity and expression; and all those who may contribute to the further diversification of ideas and the University to apply."
Conflict	Conflict of interest, conflict of commitment, or institutional conflict as defined in the University of Alberta Conflict Policy – Conflict of Interest and Commitment and Institutional Conflict Policy

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RELATED LINKS

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~~[Recruitment Policy \(Appendix A\) Definition and Categories of Academic Staff, Administrators and Colleagues \(UAPPOL\)](#)~~

~~[Vice-Presidential Search and Review Procedures Appendix A: Committees for Vice-Presidents Position Definitions and Eligibility \(UAPPOL\)](#)~~



Original Approval Date: December 11, 2009 Most Recent Approval Date: July 28, 2020

Parent Policy: [Recruitment Policy](#)

This document is an appendix to its parent document. Questions regarding this document should be addressed to the Office of Administrative Responsibility.

Vice-Presidential Search and Review Procedures Appendix A: Committees for Vice-Presidents Position Definitions and Eligibility

Office of Administrative Responsibility:	Office of the President
Approver:	Board of Governors (Board Human Resources and Compensation Committee)

COMPOSITION OF ADVISORY SEARCH AND REVIEW COMMITTEES FOR VICE-PRESIDENTS:

All employees described in Category A1.0 and D1.2 of the *Recruitment Policy (Appendix A) Definition and Categories of Academic Staff, Postdoctoral Fellows, Academic Colleagues and Excluded Academic Staff* ("Academic Staff") who do not currently hold an administrative position (of Associate-Dean, Assistant Dean or Department Chair, and from amongst MAPS) are eligible to serve as members of the VP Advisory Search Committee.

In the event the Committee is not inclusive of historically underrepresented groups at the University, an additional Committee member may be appointed by the President in consultation with the comprised Committee.

In the case of Review Committees, the President will consult the incumbent Vice-President under review on the composition of the Committee to assess potential or perceived conflicts of interest. The President will have the authority to assess whether any real or perceived conflict of interest can be managed. If the conflict cannot be managed effectively, the President may replace a Committee member.

1. PROVOST AND VICE-PRESIDENT (ACADEMIC)

- a) President as Chair of the Committee
- b) One member of the Board of Governors appointed by the Board
- c) Two Academic Staff Members elected by the faculty and the appointed academic staff representatives on GFC
- d) One ~~(1)~~ member of Statutory Deans' Council including appointed (D1.1) members
- e) One member of the AASUA appointed by the AASUA
- f) Two members of the Students' Union appointed by the Students' Council
- g) One member of the Graduate Students' Association appointed by the GSA
- h) One member of the Non-Academic Staff Association appointed by NASA

For a list of staff who are not eligible to serve on the advisory search and review committees for Vice-Presidents, please see Section 8.

Total: Ten (10) members

2. VICE-PRESIDENT (EXTERNAL RELATIONS)

- a) President as Chair of the Committee
- b) Provost and Vice-President (Academic)
- c) One member of the Board of Governors appointed by the Board
- d) One member of the Senate appointed by the Senate
- e) President of the Alumni Association
- f) One Academic Staff member, elected by the faculty and the appointed academic staff representatives on GFC.
- g) Two ~~(2)~~ members of Statutory Dean's Council including appointed (D1.1) members, one of whom must be a Dean
- h) One member of the Students' Union appointed by the Students' Council
- i) One member of the Graduate Students' Association appointed by the GSA

For a list of staff who are not eligible to serve on the advisory search and review committees for Vice-Presidents, please see Section 8.

Total: Ten (10) members

3. VICE-PRESIDENT (UNIVERSITY SERVICES, OPERATIONS & FINANCE ~~FINANCE AND ADMINISTRATION~~)

- a) President as Chair of the Committee
- b) Provost and Vice-President (Academic)
- c) One member of the Board of Governors appointed by the Board
- d) Two Academic Staff members elected by the faculty and the appointed academic staff representatives on GFC.
- e) Two ~~(2)~~ members of Statutory Dean's Council including appointed (D1.1) members, one of whom must be a Dean
- f) One member of the Students' Union appointed by the Students' Council
- g) One member of the Graduate Students' Association appointed by the GSA
- h) **One external representative, with expertise in the area of facilities and/or operations, appointed by the Board in consultation with the President.**

For a list of staff who are not eligible to serve on the advisory search and review committees for Vice-Presidents, please see Section 8.

Total: Ten (10) ~~Nine (9)~~ members

4. VICE-PRESIDENT (INTERNATIONAL & ENTERPRISE ~~FACILITIES AND OPERATIONS~~)

- a) President as Chair of the Committee
- b) Provost and Vice-President (Academic)
- c) One member of the Board of Governors appointed by the Board
- d) Two Academic Staff members, elected by the faculty and the appointed academic staff representatives on GFC
- e) Two ~~(2)~~ members of Statutory Dean's Council including appointed (D1.1) members, one of whom must be a Dean
- f) **One member of the Association of Academic Staff of the University of Alberta (AASUA) appointed by the AASUA**

- g) One member of the Students' Union appointed by the Students' Council
- h) One member of the Graduate Students' Association (GSA) appointed by the GSA
- i) ~~One external representative, with expertise in the area of facilities and/or operations, appointed by the Board in consultation with the President.~~

For a list of staff who are not eligible to serve on the advisory search and review committees for Vice-Presidents, please see Section 8.

Total: Ten (10) members

5. VICE-PRESIDENT (RESEARCH ~~&AND~~ INNOVATION)

- a) President as Chair of the Committee
- b) Provost and Vice-President (Academic)
- c) One member of the Board of Governors as appointed by the Board
- d) One Academic Staff member, elected by the faculty and the appointed academic staff representatives on GFC
- e) Two ~~(2)~~ members of Statutory Dean's Council including appointed (D1.1) members, one of whom must be a Dean
- f) One member of the Association of Academic Staff of the University of Alberta (AASUA) ~~AASUA~~ appointed by the AASUA
- g) One member of the Students' Union as appointed by the Students' Council
- h) Two members of the Graduate Students' Association appointed by ~~the~~ GSA
- i) One member of the Non-Academic Staff Association appointed by NASA

For a list of staff who are not eligible to serve on the advisory search and review committees for Vice-Presidents, please see Section 8.

Total: Eleven (11) members

6. Once members have been elected to any of the above Committees, the President may in consultation with the Board Chair or Chair of the Board of Human Resources and Compensation Committee (BHRCC) name up to two additional Academic Staff members to the Committee to ensure broad representation from the University. In those instances where the Committee is not broadly representative of the university community, an additional Committee member may be added by the President in consultation with the comprised Committee.

7. STAFF WHO ARE NOT ELIGIBLE TO SERVE ON ADVISORY SEARCH AND REVIEW COMMITTEES FOR VICE-PRESIDENTS

Staff who are on leave are not eligible to serve on Committees for Vice-Presidents. The term leave includes: administrative leave, sabbatical, political, medical, parental, childbirth, disability, assisted, secondment.

All employees described in Category A1.0 and D1.2 who hold the administrative positions of Vice-Dean, Associate-Dean, Assistant Dean or Department Chair, or positions in conflict of interest such as direct reports, at the time of the initial nomination are not eligible to serve. Please refer to *Conflict of Interest and Commitment and Institutional Conflict Policy*.

All nominees shall complete conflict of interest declarations, and any identified real or perceived conflicts of interest must be managed in accordance with relevant university policies. Methods for the management of conflicts of interest shall be approved by the Faculty Relations.

DEFINITIONS

There are no definitions for this Appendix. [\[▲Top\]](#)

RELATED LINKS

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