The following Motions and Documents were considered by the Board of Governors during the open session of its Monday, June 19, 2026 meeting:

Agenda Title: Shape: A Strategic Plan of Impact (2023-2033) - Renewal of Three-Year Implementation Plan

Approved MOTION: THAT The Governors of the University of Alberta (the "Board), on the recommendation of General Faculties Council, approve *Shape: A Strategic Plan of Impact - Implementation Plan (2026-2029)*, in the form disseminated to the Board.

Agenda Title: University of Alberta Annual Report

Approved MOTION: THAT The Governors of the University of Alberta, on the recommendation of the Audit and Risk and Reputation and Public Affairs Committees:

1) approve and adopt the draft 2025-26 PSI Annual Report ("Annual Report") as set forth in Attachment 1; and
2) authorize the Vice-President (External Relations) to amend the Annual Report without need for further approval from the Board of Governors if such amendment is (a) solely for the purpose of clarification or is of an inconsequential, editorial, or formatting nature, and (b) does not change the substance of the Annual Report.

Agenda Title: Archives Policy

Approved MOTION: THAT The Governors of the University of Alberta (the "Board") approve the Archives Policy in the form disseminated to the Board.

Agenda Title: New Program Tuition - Bachelor of Health Sciences

Approved MOTION: THAT The Governors of the University of Alberta (the "Board"), on the recommendation of the Finance and Property Committee, approve the domestic tuition rate for the Bachelor of Health Sciences at a rate equivalent to that approved by the Governors for programs in the Faculty of Science for Fall 2027.

Approved MOTION: THAT the Board, on the recommendation of the Finance and Property Committee, approve the international tuition rate for the Bachelor of Health Sciences at a program total of $167,918.40 (Annual rate of $41,979.60), equivalent to the established rate for programs in the Faculty of Science for Fall 2027.

Agenda Title: Standing Committee Terms of Reference

Approved MOTION: THAT The Governors of the University of Alberta (the "Board"), on the recommendation of the Governance Committee, approve proposed changes to the Human Resources and Compensation Committee Terms of Reference, as set forth in Attachment 1, to take effect July 1, 2026.

Approved MOTION: THAT the Board, on the recommendation of the Governance Committee, approve proposed changes to the Board Reputation and Public Affairs Committee Terms of Reference, as set forth in Attachment 1, to take effect July 1, 2026.

Approved MOTION: THAT the Board, on the recommendation of the Governance Committee, approve proposed changes to the Board Learning, Research and Student Experience Committee Terms of Reference, as set forth in Attachment 1, to take effect July 1, 2026.

Approved MOTION: THAT the Board, on the recommendation of the Governance Committee, approve proposed changes to the Board Governance Committee Terms of Reference, as set forth in Attachment 1, to take effect July 1, 2026.

☑ **Decision** ☐ **Discussion** ☐ **Information**

ITEM OBJECTIVE: To present for adoption a renewed implementation plan for *Shape* for the period 2026-2029.

DATE	June 19, 2026
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Provost and Vice-President (Academic)

MOTION: THAT The Governors of the University of Alberta (the "Board), on the recommendation of General Faculties Council, approve *Shape: A Strategic Plan of Impact - Implementation Plan (2026-2029)*, in the form disseminated to the Board.

EXECUTIVE SUMMARY:

<u>Background</u>
The university's 10-year vision (2023-2033) is defined by *Shape: A Strategic Plan of Impact*, which is operationalized through three-year implementation plans. The purpose of the Implementation Plan is to communicate the university's top priorities, institutional level metrics, and major deliverables for the next three year period, in order to support alignment of resources and effort across the institution. The inaugural implementation plan is set to conclude at the end of the 2025/26 academic year.

The renewal process for the three-year implementation plan launched in the fall, guided by a renewed Strategic Plan Steering Committee chaired by the Provost & Vice-President (Academic) and including leaders, faculty, staff, and students from across the university. Internal engagement focused on evaluating shifts in the operating environment, reviewing key progress to date and foundations from the first three years to continue to build upon, and framing of top-level priorities for the next three years. The proposed implementation plan is informed by engagement with the Board of Governors and General Faculties Council in March/April 2026.

<u>Analysis / Discussion</u>
Implementation of the inaugural implementation plan has been highly successful, with the university on track to achieve its three-year targets and major deliverables. A progress report is presented in conjunction with this item. The Implementation Plan for 2026-2029 will ensure continuity with major

foundations established over the past three years, including the Integrated Enrolment Growth Plan, *Igniting Purpose: The Student Experience Action Plan*, *Forward with Purpose: A Strategic Plan for Research and Innovation*, *Changing the Story: An Integrated Action Plan*, and *Built for Purpose: The University's Strategic Campus Plan*, while also sustaining the university's commitment to *Braiding Past, Present and Future: Indigenous Strategic Plan*. The university's organizational values, launched in early 2026, provide an important lens for priority-setting and will inform the university's approach to implementing *Shape* going forward. In addition, the Implementation Plan for 2026-2029 addresses how the university's approach is adapting based on shifts in our environment, including policy changes, geopolitical uncertainty, technological change, and postsecondary trends.

The Implementation Plan for 2026-2029 integrates feedback from multiple phases of institutional engagement, highlighting critical organizational enablers, adapting to significant contextual shifts since 2023, and proposes three core "Transformational Priorities" to guide investment, resourcing, and sequencing over the next three years. In an environment of increasing complexity and constraint, the implementation plan serves as a primary mechanism for translating longer-term ambitions into nearer-term, institution-wide choices.

<u>Risk Discussion / Mitigation of the Risk</u>
The university faces risks related to the potential for strategic misalignment. In a competitive environment and with resource constraints, a failure to align the university's multiple strategic objectives and planning exercises could result in a failure to achieve objectives in the short term and compromise the university's ability to deliver on its ten-year strategic vision. The three-year implementation plan, in conjunction with this supplementary report, aims to mitigate this risk by setting clear priorities and identifying targets and deliverables that will support units across the university to align their own priorities and resources with institutional goals. This approach also supports the Board of Governors in holding the university administration accountable for its performance against the strategic plan.

The university also faces ongoing risks related to changes in our external environment, which require us to be adaptable and nimble in order to navigate. This is mitigated through the implementation plan process, which includes a mechanism for annual review and iteration in conjunction with regular reporting on progress.

<u>Next Steps</u>
The three-year anniversary of the launch of *Shape* will be marked to the university community with digital storytelling and reporting in fall 2026. The renewed implementation plan for 2026-2029 will be launched following recommendation by GFC and approval by the Board of Governors.

SUPPORTING MATERIALS:

1. Implementing *Shape: A Strategic Plan of Impact* – Implementation Plan, 2026 - 2029 - For approval

**See Schedule A for additional items to include if needed.*

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**: ● Strategic Plan Steering Committee
Those who have been **consulted**: ● All Vice-Presidential portfolios ● President's Executive Committee – Operations ● Senior leadership retreat (January 2026) ● Board of Governors (March 2026) ● General Faculties Council (April 2026)
Those who have been **informed**: ●
Approval Route: ● General Faculties Council - May 2026 ● Board of Governors - June 2026

Supplementary Notes / Context

UNIVERSITY OF ALBERTA

Implementing *Shape: A Strategic Plan of Impact*

Implementation Plan, 2026-2029

Prepared by:

OFFICE OF THE PROVOST &
VICE-PRESIDENT (ACADEMIC)

Date:
May 8, 2026

Table of Contents

Executive summary

The University of Alberta launched *Shape: a Strategic Plan of Impact* in the fall of 2023. *Shape* provides a ten-year vision, operationalized through three-year implementation plans which outline the university's top priorities, institutional level metrics, and major deliverables to support alignment of resources and effort across the institution. *Shape* is anchored in a set of indicators and targets that reflect our ambitions across the academic mission:

Shape key indicator	Baseline (2023-24)	Current (2026)	3-year target (2029)	10-year target (2033)
Education with Purpose				
Enrolment: Total headcount enrolment	44,000 (fall 2023)	47,526 (fall 2025)	52,641 by 2029	60,000 headcount
Student satisfaction*	U of A: 70% U15: 76%	70% (2023)	U15 benchmark	Top third among U15
Student completion rate**	U of A (all programs): 82% *Undergrad: 77% (U15: 78%)* *Master's: 84% (U15: 85%)* *PhD: 76% (U15: 71%)*	All programs: 81% Undergrad: 77% (U15: 79%) Master's: 85% (U15: 86%) PhD: 76% (U15: 72%)	Exceed U15 benchmark	Top third among U15
Research with Purpose				
National and international ranking***	ARWU - 91st, 4th in Canada THE - 109th, 5th in Canada QS -111th, 4th in Canada	ARWU - 101st, 4th in Canada THE - 119th, 5th in Canada QS - 94th, 4th in Canada	Top 80 in the world in ARWU, THE and QS	Top 50 internationally Top 4 in Canada based on research revenue
Annual sponsored research ($ and U15 ranking)	$537M (rolling five-year average), top 5 in U15	2024-25: $651M, rolling five-year average of $599M 2025-26: $610M (preliminary)	$650M by 2028, and top 5 in U15 (to be reviewed through renewal of *Forward with Purpose)*	$750M and top 4 in U15 by 2033 (to be reviewed through renewal of *Forward with Purpose)*
Engagement with Purpose				
Annual value of partnerships****	$113M	$149.4M	To be set through upcoming planning processes	$153M
Impact ranking	THE Impact - 7th internationally	THE Impact - 8th internationally	THE Impact in transition; ranking discontinued post-2026	THE Impact - top 10 internationally

*National Survey of Student Experience (NSSE) - % of fourth-year students answering Good or Excellent to: “How would you evaluate your entire educational experience at this institution?”. NOTE, going forward, the university has adopted a comprehensive approach to evaluating the overall student experience by identifying and analyzing key drivers of success through a combination of qualitative engagement via the Student Experience Action Plan (SEAP) and quantitative data from the NSSE, SERU, and CGPSS survey instruments at both the undergraduate and graduate levels.
**On-time is six years for direct entry high school admits, five years for post-secondary transfers, secondary programs, Master’s and nine years for PhDs. Methodology for U15 benchmarking is under review.. Comparative data has a delay; current-year report reflects 2023/24 results.
*** ARWU - Academic Ranking of World Universities; THE - Times Higher Education; QS - QS World University Rankings; research revenue ranking based on Research Infosource
****Current figure represents how much the university raises in philanthropic partnership funding (corporations, foundations and other organizations). It does not include contracted sponsored research. Foundations include hospital foundations, family foundations, and corporate foundations. Other organizations includes non-profit organizations / societies. Baseline excludes the Enterprise portfolio, which was new and not fully operational.

Transformational priorities

Shape’s ambitions are transformational for the U of A, and our action plan particularly emphasizes those areas of focus which need dedicated university-wide effort over the next three years in order to make our most transformational ten-year goals possible. These cut across all areas of our mission and drive our key deliverables under each pillar of *Shape*:

- Organizational effectiveness and institutional sustainability
- Enrolment growth for access, impact, and sustainability
- Research and partnership impact

Underpinned by our transformational goals, this plan provides a roadmap of key deliverables through which the university will advance *Shape* over the 2026-2029 period:

Operational effectiveness and institutional sustainability	Enrolment growth for access, impact, and sustainability	Research and partnership impact
● Faculty and staff engagement, safety, and well-being ● Transformation Roadmap ● Infrastructure and space planning and optimization ● IT infrastructure ● AI for organizational enablement ● Revenue generation through academic delivery ● Advocacy for government and community support ● Indigenization, decolonization, and reconciliation	● Implementation of the Integrated Enrolment Growth Plan (IEGP) ● Renewal of the Student Experience Action Plan (SEAP) ● Development of innovative academic programs ● Academic systems ● AI literacy roadmap for teaching and learning ● Brand campaign	● Renewal of *Forward with Purpose* ● Large-scale, multi-disciplinary collaboration to attract large-scale funding ● Opportunities in defence and dual-use research and innovation ● International engagement for depth and impact ● Research and innovation ecosystems ● Increasing partnership opportunities ● Connector series ● Rankings action plan

Cascading throughout the university

Delivering on our vision requires our university-wide priorities to cascade through the organization, through aligned planning within colleges, faculties, departments, and units. *Shape* reflects the shared ambitions of our community, and that spirit of shared ambition is fundamental to its implementation. In an environment of competing demands and resource constraint, the university needs a higher level of focus, coordination, and discipline around our most critical priorities than perhaps ever before. This plan is intended to support that effort.

Implementing *Shape*: the first three years

The university adopted *Shape: A Strategic Plan of Impact* in 2023. The plan was developed in the aftermath of a period of crisis, which had serious impacts across all areas of work and on trust, engagement, and morale. To many, it was unclear how we could move forward into a positive future. *Shape* was the culmination of a yearlong process that engaged thousands of faculty, staff, and students to develop a new shared, long-term vision for a U of A that would be stronger, larger, and even more impactful. The plan set out ambitious goals across all three areas of our mandate – education, research, and engagement – and a commitment to build the organizational foundations to support this work.

The launch of *Shape* was followed by a three-year implementation plan, spanning 2023 - 2026, to help focus efforts within *Shape's* 10-year vision. The Implementation Plan identified three *transformational priorities* for 2023-2026, defined as areas of focus needing dedicated university-wide effort over those three years in order to make our most transformational ten-year goals possible, and set out corresponding metrics and deliverables.

Building on the first three years

As we undertake the next three years, we build on the foundations that position the U of A to leverage our unique strengths and opportunities for success. Over the past three years, we have purposefully evolved our organization to improve institution-wide coordination, significantly enhancing our organizational resilience and positioning us to adapt for a changing future. Highlights include the establishment of the Vice-President (International, Innovation, and Enterprise) portfolio, which will support us to scale the impact and reach of partnerships and innovation, and the Chief Transformation Officer role, which is unique to the U of A and will drive system and process improvements that will make our organization more effective and efficient. *Shape* puts our people at the heart of what we do – and so *Forward Together* sets out a vision and framework of action to ensure we are creating an environment where our people can flourish.

And perhaps most fundamentally, for the first time in our 100+ year history, the university has formally adopted a set of organizational values. Created through an inclusive, university-wide engagement process, the values provide a guiding light to help us navigate the future together.

In concert with organizational foundations, we have put key strategies in place in priority areas, allowing us to advance key long-term goals while adapting nimbly to changing conditions and opportunities. Major examples include:

- The Integrated Enrolment Growth Plan (IEGP), a first-in-Canada, truly institution-wide approach to enrolment growth planning and management that enables us to respond to dynamic opportunities in Canada and globally;
- *Igniting Purpose: The Student Experience Action Plan* (SEAP), co-developed with students through a unique co-creation process, which embeds the commitment to exceptional student experience across the organization;
- *Forward with Purpose: Plan for Research and Innovation*, which provides a comprehensive approach to supporting research success, while – for the first time in the U of A's history – providing a vision for focused investment in our areas of global excellence and growth;
- *Changing the Story: An Integrated Action Plan*, which sets out a multi-dimensional model for advancing the university's commitments to Access, Community, and Belonging; and
- Continuing the implementation of *Braiding Past, Present, and Future: Indigenous Plan*, building our institutional infrastructure for Indigenous engagement and initiatives, grounded in humility and a commitment to ongoing learning from and with communities.

Together, all of this work provides an integrated, university-wide planning framework that will continue to guide the next three years.

Figure 1. The integrated planning landscape

Looking forward: the next three years

As a ten-year vision, *Shape* is designed to be resilient and adaptive. It provides a framework under which we can respond to changing conditions, while maintaining our focus on long-term goals. The university has experienced significant shifts in its operating environment, both internally and externally, that have major implications for our approach over the coming years.

These include:

- Geopolitical uncertainty
- Shifting government policy priorities, including on immigration and security
- Economic uncertainty and shifting international relationships
- Ongoing discussions about the funding and accountability model for post-secondary institutions in Alberta
- Rapid developments in AI, with impacts across all areas of work
- Internally, establishment of the Vice-President (Enterprise and International) portfolio to drive enhanced profile and impact for partnerships
- Significant and ongoing internal resource constraints.

Moving into the next three years, the *Shape* implementation plan for 2026-2029 is intended to support navigating uncertainty and change by incorporating emerging priorities that respond to changing conditions, and ensuring that we remain nimble in the face of changing conditions. It is intended to be reviewed and iterated annually in conjunction with regular reporting on progress, and informed by close engagement with the university's risk management processes. Most importantly, our response to change will be guided by our values, serving as the overarching commitments that inform how we adapt to conditions we cannot anticipate today.

Shape Implementation Plan, 2026-2029

The purpose of the Implementation Plan for 2026-2029 is to communicate the university's top priorities, institutional level metrics, and major deliverables for the next three year period, in order to support alignment of resources and effort across the institution. In an environment of increasing complexity and constraint, the implementation plan serves as the university's primary mechanism for translating longer-term ambitions into nearer-term, institution-wide choices.

Focus and prioritization

The U of A is a comprehensive university, and the broad scope of our impacts on Alberta and the world is essential to preserve. Nevertheless, in an increasingly complex and fast-moving operating environment, and with ongoing resource constraints, it is more important than ever for the university to articulate its strategic priorities clearly and to develop decision making practices to encourage a higher degree of organizational focus (e.g. related to investment of institutional effort and resources). In a constrained environment, we are well positioned to advance transformational work for the university's future, but only if the organization is prepared to be focused and disciplined, with a willingness to defer or de-emphasize initiatives that, while important, do not advance our top priorities under *Shape*.

The implementation plan for 2026-2029 is intended as a framework to support alignment and prioritization across the organization.

Critical enablers

Engagement across the university has identified a set of common themes related to how the university works and what enables and constrains progress. These are not the university's strategic priorities per se, but are organizationwide factors that support our ability to achieve priorities.

- Values: It is essential that our priorities are values-aligned, and that the university clearly embodies its values in its approach to strategic execution.

- Managing organizational capacity: it is critical to ensure that our ambitions are aligned to our capacity; misalignment can contribute to ineffective execution as well as lower employee and leader engagement. This can be mitigated in part by process and system improvements, but it is also important to reflect capacity considerations in the way we set and advance our priorities and initiatives.

- Commitment to One University: in light of resource constraints and increased pressure, the university needs to reaffirm its commitment to working together for a common purpose, to collaborative problem solving, and to a one university approach under a shared operating model.

Becoming a leading AI-enabled university

Building on our world-leading research expertise in AI, the U of A aspires to become a leading AI-enabled university. We will support embedding AI where appropriate across our work to enable and support increased impact, positioning the U of A to lead the way in future-ready education and research – in line with our values and commitments, and delivering benefits to Alberta, Canada, and the world.

Initiatives and investments related to AI enablement are embedded throughout the priorities and deliverables below, and will be an essential part of the university's strategic posture across our top institutional priorities.

Transformational priorities

As with the previous iteration, the Implementation Plan is organized around three *Transformational Priorities*. Within *Shape*'s broad vision, these represent the areas where coordinated, university-level focus is required to advance the most transformational goals for 2033.

Priority deliverables and metrics are organized under the Transformational Priorities, and cross-referenced to *Shape*'s pillars (Education, Research, Engagement, and Foundational).

The Transformational Priorities are intended to guide institutional decisions about investment, resourcing, and sequencing. Articulating our Transformational Priorities should provide an important lens for assessing competing priorities, while also preserving flexibility and adaptability. This approach is intended to reflect and organize institution-wide priorities; units (e.g. faculties or departments) may also have more specific priorities in alignment with the university's overall vision.

Transformational Priorities for 2026-2029

- **Operational effectiveness and institutional sustainability** - ensuring the long-term sustainability of the university's human resources (faculty and staff), financial position, and organizational infrastructure, alongside ongoing refinement of the operating model. Core areas of focus include:
    - Supporting faculty and staff engagement, safety, and wellbeing
    - Transformation of processes and systems, including strategic AI enablement, guided by the three-year roadmap being developed through the University Transformation Office
    - Revenue generation through academic delivery, including through market leadership in online and continuing education
    - Operational efficiency across all areas of the organization
    - Infrastructure and space planning and optimization, including IT infrastructure

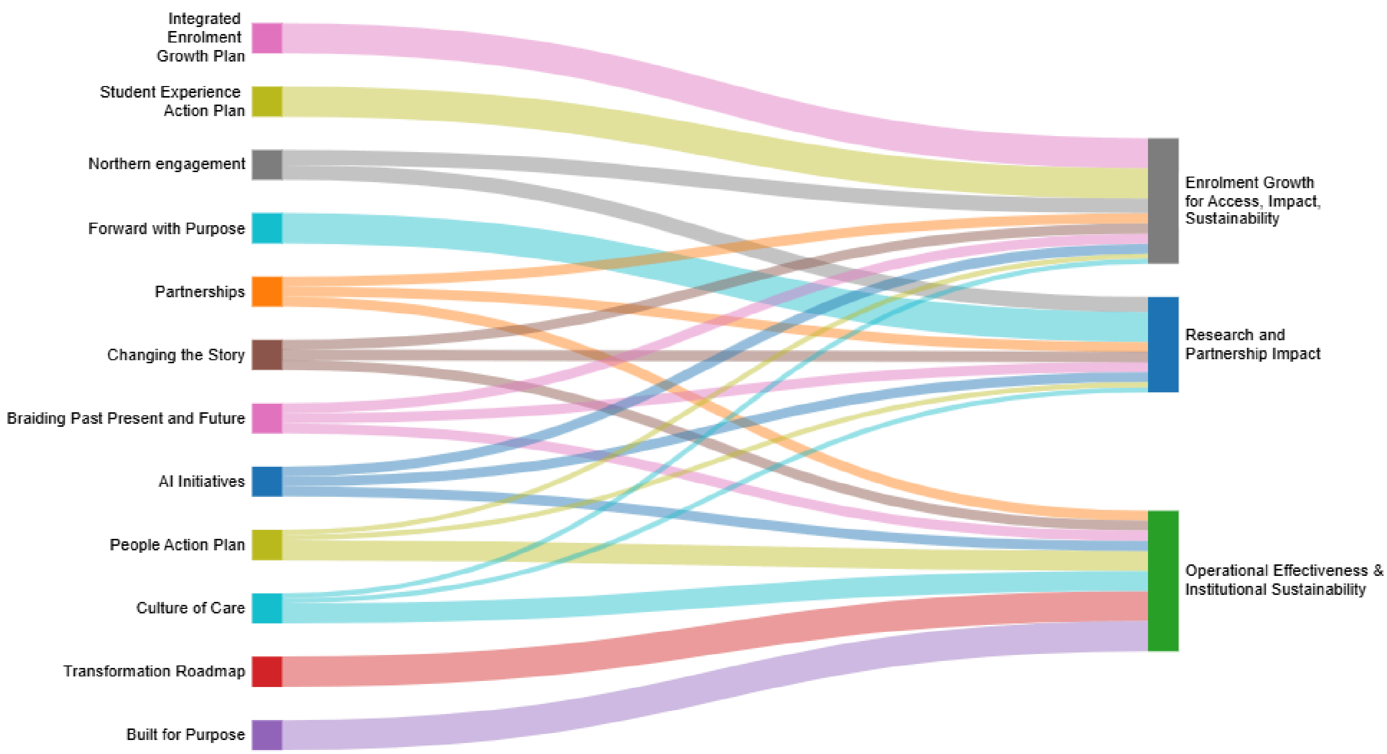
    - AI enablement
    - Living up to the university's commitments to Indigenization, decolonization, and reconciliation as a foundation for relational sustainability

- **Enrolment growth for access, impact, and sustainability** - positioning the university within a competitive landscape to realize growth opportunities and support our readiness for future domestic growth. Core areas of focus include:
    - Implementation of the Integrated Enrolment Growth Plan (IEGP), including strategies for transnational and international education as well as readiness for domestic growth
    - Renewal of the Student Experience Action Plan to deliver outstanding student outcomes as we grow
    - Development of innovative academic programs
    - Renewal and enhancement of academic systems
    - Advancing and supporting AI literacy
    - Continuing the brand campaign to enhance our profile and reputation

- **Research and partnership impact** - continue to enhance the local and global impact of the U of A's research and innovation by driving large-scale collaborations, advancing high-impact international, industry, and community partnerships, and responding to emergent opportunities in the funding landscape. Core areas of focus include:
    - Renewal of *Forward with Purpose*, our guiding plan for research and innovation
    - Leveraging the VP(IIE) portfolio to enhance our strategic approach to institutional partnerships for increased impact, with particular focus on international, industry, and innovation-oriented partnerships
    - Coordinated institutional effort to convene large-scale, multi-disciplinary collaboration to position U of A to attract large-scale funding
    - International engagement to drive greater depth and impact of international partnership activities
    - Ongoing enhancement to the ecosystem to support both research and innovation
    - Coordinated institutional response to evolving opportunities in defence and dual-use research and innovation, including addressing evolving landscape around research and data security and sovereignty

These priorities are advanced through multiple institutional plans and initiatives, reflecting the integrated planning landscape described above. The university's priorities are also underpinned by foundational commitments that shape *how* we deliver.

Figure 2. Institutional initiatives driving the Transformational Priorities



Accountability

The university will report annually on progress against *Shape*. Recognizing the pace of change in our operating environment, priorities will be reviewed on an annual basis and iterated as necessary, with the full implementation plan to be renewed on a three-year cycle.

The university is moving towards an increasingly integrated reporting framework, under which multiple existing reporting mechanisms align with *Shape* to form a coherent, holistic reporting approach. Accountabilities for university-level priorities are defined at the vice-president level. However, as noted above, it is critical for accountability to cascade through the organization, and shared ownership at the college, faculty and unit level will be essential to delivering on *Shape*.

Key indicators

The following table shows the top-level institutional performance indicators for *Shape*, including targets for the next three years.

Table 1. Key indicators

Shape key indicator	Baseline (2023-24)	Current (2026)	3-year target (2029)	10-year target (2033)
Education with Purpose				
Enrolment: Total headcount enrolment	44,000 headcount (fall 2023)	47,526 (fall 2025)	52,641 by 2029	60,000 headcount
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*** ARWU - Academic Ranking of World Universities; THE - Times Higher Education; QS - QS World University Rankings; research revenue ranking based on Research Infosource; estimated national research rank based on projected total updated.
****Current figure represents how much the university raises in philanthropic partnership funding (corporations, foundations and other organizations). It does not include contracted sponsored research. Foundations include hospital foundations, family foundations, and corporate foundations. Other organizations includes non-profit organizations / societies. Baseline excludes the Enterprise portfolio, which was new and not fully operational.

Implementation roadmap

Organized by our transformational goals, the three-year Implementation Plan provides a roadmap of key deliverables through which the university will advance *Shape*. The following section identifies initiatives and deliverables across the three Transformational Priorities. Note:

- The level of detail available varies based on the status of planning work and the dynamic nature of different areas of activity.
- Most areas of activity contribute to multiple Transformational Priorities, as much of the work is interconnected.

Operational effectiveness and institutional sustainability

This priority is focused on ensuring the long-term sustainability of the university's human resources (faculty and staff), financial position, and organizational infrastructure. It reflects our strategic focus on building and sustaining organizational capacity and effectiveness, recognizing the continuing need to optimize processes and the need to ensure we have the systems, processes, and infrastructure to support our goals for the future. This work includes the ongoing evaluation and refinement of the university's operating model. We are equally focused on embedding cross-cutting values and commitments into how we deliver on those goals.

Priority/ initiative	Deliverables	*Shape* key indicator	Executive accountability
Supporting faculty and staff engagement, safety, and well-being ● People Action Plan implementation ● Culture of Care ● Changing the Story: Integrated Action Plan	Complete the next three years of initiatives outlined within the People Action Plan, including: ● Support the university community to embed the university values across all areas of work. This follows the official launch of the values in February 2026; ● Implement coordinated approach to employee engagement including conducting a follow-up employee engagement survey (2026-2027) followed by engagement action planning across the university, and providing options for optional engagement pulse checks; ● Implement priority actions focused on employee recognition, professional development, improved priority-setting, performance reviews and career progression;	Foundational across all areas	VP(A) / VP(USOF)

	- Coordinate with other plans (transformation roadmap, Culture of Care, Changing the Story, Braiding) as applicable. Culture of Care - The next three years will build on foundational initiatives completed from 2023-2026 and take an integrated approach to include all aspects of safety (physical, psychological, cultural) and employee mental health and well-being. Note: The first 3-year plan wrapped up in March 2026, the next three year plan is being drafted so that work can begin in early 2026/27. Ongoing implementation of Changing the Story, with focus areas including: - Disability Cultures and Access (DCA): a cross-University initiative that supports, coordinates and prioritizes efforts to address systemic disability-related barriers; - Expanding the DCA hub: a growing database of resources that can help all University of Alberta community members improve accessibility, register for and implement accommodations, navigate disability-related barriers and engage with disability cultures; - Advancing the Accessible Spaces project, with a community-facing tool in place in early 2027; - Continued support for the Accessibility Enhancement project.		
Three-year Transformation Roadmap	Implementation of Three-Year Transformation Roadmap, with particular focus on initiatives including: - Enterprise resource planning modernization program (3-5 years, with process discovery and audit complete in 2027 and go-to-market plan for HCM and Finance in place in 2028); - Research administration improvement program (2027); - Service management and delivery improvements; - Budget planning and forecasting solution implementation (2027); - Launch of refreshed UAlberta website and intranet (2028)	Foundational across all areas	VP(A) / VP(USOF)
Infrastructure and space planning and optimization	*Built for Purpose* implementation, driving key performance indicators: - Operating cost reductions through dispositions/demolitions (Administration Building, RCMS Building 2026-27); - Major capital investments progress (e.g., First Peoples' House, LIFT	Foundational across all areas	VP(USOF)

	Centre, Universiade Pavilion, Clare Drake Arena, Hoyme Residence, Kenneth and Sandra Wong Gallery, Convocation Hall); ● Supporting policy work related to classroom scheduling principles and schedule optimization; ● Providing a diversity of accessible and inclusive student spaces; ● Optimizing the supply and utilization of learning spaces and classrooms (measured as progress toward increasing the % of classes booked outside prime hours); ● Optimizing the supply of laboratory space (measured as progress toward aligning research space with comparable PSIs as well as increasing sponsored research income per research lab space). Aligned with, and rooted in the new Space Management Policy and Procedure, a clear framework is in place to guide space optimization decisions to support enrolment growth, including University-wide Space Standards (2026-27). Exploring alternative capital project partnership opportunities. Renewing major lease agreements with key partners (e.g. AHS, NRC).		
IT infrastructure	Develop a three-year roadmap for core IT infrastructure including servers, networks, and data centre infrastructure, including a sustainable delivery and funding model (2026-27); implement IT infrastructure roadmap (2026-29). Develop a Data Centre development business case as a long term plan to address capacity and aging infrastructure challenges (2026-27); implement a new Data Centre to replace end of life infrastructure (2028-29). Develop a three-year roadmap for classroom and meeting room technology, including a sustainable delivery and funding model (2026-27); implement classroom and meeting room technology roadmap (2026-29). Develop a three-year roadmap for Cybersecurity that continues to support the university's ambitious research goals while meeting evolving privacy and	Foundational across all areas	VP(USOF)

	security legislation and tri-party funding requirements (2026-27); implement Cybersecurity roadmap (2026-29).		
AI for organizational enablement	Development of an AI action plan and supporting roadmap, including: ● Ongoing implementation of supports for AI awareness and experimentation, including Gemini and tools within the Google suite; the AI Observatory to support awareness of emerging practices and greenlisted tools; and rollout of concierge service model; ● Enablement of infrastructure and tools; ● Identification of pilots and use cases and deployment of AI to support those use cases. Enhance the University of Alberta's status as a global AI leader with the implementation of an AI data centre that supports our partnership with Amii, positioning us as a provincial and Canadian leader in sovereign AI compute capacity (2026-27).	Foundational across all areas	VP(A) / VP(USOF)
Revenue generation through academic delivery	Develop and launch high-enrolment graduate programs, while enhancing organizational infrastructure for program development (detail below). Continue to develop online certificate and Master's portfolio, targeting revenue of $5 million in 2026-27 and $16 million by 2028-29 while establishing a dominant position in Alberta's online learning landscape. Ongoing enhancement of the continuing education (non-credit) portfolio to drive positive net revenue and increased impact in community, supporting workforce readiness and partnership development. Optimization of course and program offerings to support allocation of resources in alignment with academic priorities (initiative launched in 2026; rollout of supports to all faculties underway through 2026-27).	Enrolment: total headcount	VP(A)
Advocacy for government and community support	Ensuring the U of A is represented in Mintz Report implementation discussions.	Foundational across all areas	VP(ER)

	Successful advocacy for U of A priorities with the GoA – and especially in future budgets – and with Government of Canada.		
Fundraising priorities	Fundraising to support university priorities, building on the record-breaking success of the last several years and linked with strategic goals established in *Shape*, SEAP, and the emerging partnerships action plan. Maintain or exceed three-year fundraising results compared to the previous three years (2023-2026 = total funds raised = $515M, $171.7M average).	Total value of partnerships	VP(ER)
Living up to our commitments to Indigenization, decolonization, and reconciliation as foundational across all areas of work	Continued implementation of *Braiding Past, Present, and Future*, with special emphasis on: ● enhancing institutional leadership and infrastructure to support Indigenous commitments across multiple portfolios; ● adapting and responding to shifts in the external environment with implications for our relationships (in areas including but not limited to Tri-Agency, defence, and the provincial/national political context); ● report to the community on implementation (2027). Renewal of the Truth and Reconciliation Commission report card (2026-27). Renewal of *Braiding Past, Present, and Future* by 2029.	Foundational across all areas	VP(A)

Enrolment growth for access, impact, and sustainability

This priority is focused on positioning the university within a competitive landscape to realize growth opportunities and support our readiness for future domestic growth. Guided by the Integrated Enrolment Growth Plan (IEGP) and the Student Experience Action Plan, this priority recognizes the need for a coordinated and adaptive approach that includes innovative approaches to transnational and international enrolment growth, supporting an outstanding student experience at scale, attracting and supporting top graduate student talent, innovating in teaching and learning, including leading on AI literacy, and strategically evolving our program portfolio.

Priority/ initiative	Deliverables	*Shape* key indicator	Executive accountability
Integrated Enrolment Growth Plan (IEGP)	Implementation of IEGP initiatives for 2026-2029, with highlights including: ● Full scale-up of the Year One Foundation Program, with annual intake estimated at 500 per year; ● Ongoing scale-up of student supports; ● Participation in Targeted Enrolment Enhancement funding opportunities to support domestic growth; ● Development and implementation of action plan for transnational education, contributing to international enrolment objectives under the IEGP; ● Continued growth in the U of A's course-based Master's (CBM) portfolio, detailed below; ● Continued scale-up of investment in graduate recruitment, commensurate with anticipated growth in CBM portfolio to establish a market-leading standard of service and responsiveness.	Enrolment: total headcount	VP(A)
Renewal of the Student Experience Action Plan (SEAP)	Development of the Student Experience Action Plan (SEAP) 2.0 is underway with a launch planned for Winter 2027. This next iteration of our student experience roadmap will build on the co-created, data informed approach that has defined SEAP. Our community can expect a targeted plan that focuses on three core pillars informed by campus engagement and multi-year survey data:	Enrolment: total headcount Student satisfaction Student	VP(A)

	- <u>Enhancing Advising</u>: Implementing a proactive, system-wide model to ensure consistent support. Key goals include launching an Advising Leadership Committee, improving digital navigation, and evolving the Student Service Centre into a pan-institutional "front door." - <u>Career Development</u>: Expanding access to experiential and work-integrated learning (WIL). Priorities include creating an employment competency framework, leveraging the Career Centre for faculty support, and defining clear guidelines for student AI use. - <u>Navigation</u>: Simplifying the "information firehose" through schedule modernization and a service-based (rather than unit-based) digital catalogue to reduce information duplication and ensure students have the information they need to plan a fulfilling experience.	completion	
Development of innovative academic programs	Implementation of multiple new interdisciplinary programs, including landmark programs developed through the college structure, that position the U of A to meet evolving student demand and workforce needs while driving enrolment and revenue growth: - Graduate Certificate in Data Science and AI (College of Natural and Applied Sciences), with the first cohort to begin fall 2026; - Master's of Sustainability (College of Natural and Applied Sciences), with the first cohort to begin fall 2026; - Bachelor of Health Sciences (College of Health Sciences), approved and pending launch for fall 2027 admissions; - Multiple interdisciplinary graduate certificates submitted for government approval (Health and AI; Policy Studies; Indigenous Law). Launch of a Call for Proposals for development of new online graduate programs for launch by fall 2027, focusing on opportunities with strong learner demand, clear employment outcomes, build on new online graduate programs in development, and alignment with institutional academic priorities, as well as provincial and national priorities.	Enrolment: total headcount	VP(A)
Academic systems	Curriculum and Calendar Modernization Project implementation (2027), which will support enhancements in program development, curriculum	Enrolment: total headcount	VP(A)

	mapping and innovation, program and course optimization for enhanced efficiency, and student navigation. Academic Information Management System (AIMS) implementation to provide a unified view of scholarly activity, supporting reporting, enhanced collaboration, and identification of areas of expertise.	Student satisfaction Annual sponsored research National and international ranking	
AI literacy roadmap for teaching and learning	Adoption of an AI literacy framework for the U of A to support development of appropriate competencies among students and support for faculty, instructors, and staff to integrate and respond to AI tools appropriately, recognizing that practice will vary by discipline and program area. Development of a multi-year action plan to support AI literacy for teaching and learning, including opportunities for instructors and students to build awareness of tools, assessment practices, considerations for responsible and ethical use, and other competencies identified in the framework. Implementation of AI literacy resources, including modules offered in partnership with Amii as well as U of A-specific resources (e.g. the AI Observatory for sharing emerging practices and greenlisted tools).	Student satisfaction	VP(A)
Brand campaign	Implement Phase 2 (students) and Phase 3 (engagement) of the brand campaign, building on foundations of Phase 1, which helped turn around a brand decline evident in the data since 2019. By the end of 2025, the U of A was in a stronger position amongst audiences than we were in 2019. Brand supports multiple strategic priorities.	Enrolment: total headcount National and international ranking	VP(ER)

Research and partnership impact

This priority is focused on continuing to enhance the local and global impact of the U of A's research and innovation by driving large-scale collaborations, advancing high-impact international, industry, and community partnerships, and responding to emergent opportunities in the funding landscape. We continue to be led by *Forward with Purpose*, our guiding plan for research and innovation, while adapting to emerging opportunities and preparing to renew our research plan in conjunction with developing an action plan to guide partnership priorities across the university.

Priority/ initiative	Deliverables	*Shape* key indicator	Executive accountability
Renewal of *Forward with Purpose*, addressing: ● Northern engagement plan ● Defence and dual-use technologies and research initiatives ● Research security and compliance ● Funding environment ● Emerging opportunities	Renewal of *Forward with Purpose* (estimated completion in 2028), addressing and incorporating: ● Launch of Northern engagement plan (estimated completion in 2026) and work towards its implementation; ● Addition of defence and dual-use technologies research as an area of growth (estimated completion in 2026); ● Canada Impact+ Research Chairs and additional CERCs successfully recruited and begin their tenure at the U of A (completion in 2026); ● Safeguarding Research Office continuing to evolve its operations and grow supports in response to ever-evolving national security requirements and new institutional research initiatives in priority growth areas (such as defence and dual-use technologies) (ongoing).	Annual sponsored research National and international ranking	VP(R)
Convening of large-scale, multi-disciplinary collaboration to attract large-scale funding	CFREF application (large-scale and multi-disciplinary in nature) submitted for the 2029 competition (2029 completion). CFI IF applications (funding for large-scale, multi-disciplinary research infrastructure) submitted for the 2027 competition (2027 completion).	Annual sponsored research National and international ranking	VP(R)

	Continued work on the implementation of the Horizon Europe action plan, and securing a leading role on applications for the U of A (ongoing). Strategic work (development of targeted strategies, creation of new supports and the continuous improvement and provision of existing ones, continued developed of projects rooted in large-scale, multi-disciplinary approaches, etc) continues to meet the objective of growing research revenue to $650M/year by 2028, with normal fluctuations between fiscal years (ongoing). DEFENDS proposal funded (2027 completion).		
Coordinated institutional response to opportunities in defence and dual-use research and innovation	Development and launch of Institutional Defence Action Plan; work towards its implementation is then initiated (estimated completion of the plan in 2026, following by implementation). Major funding opportunities (provincial, federal, and industry-related) associated with research and innovation in defence and dual-use technologies are secured (ongoing). Plan developed for classified research (secure research infrastructure, cybersecurity, personnel security, etc) and work towards its implementation is then initiated (estimated completion of the plan in 2026, following by implementation).	Annual sponsored research	VP(R)
International engagement to drive greater depth and impact of international partnership activities	Establishment of Tier 1/2 (or flagship and strategic) international partnerships. High-impact outreach and engagement to deepen community, partner and industry connections through strategic international travel and continued participation in key global networks (i.e. WUN, APRU). Continue to establish regional councils to strategically target global opportunities that also align with local/regional economic development activities.	Annual value of partnerships National and international ranking	VP(IIE)

Enhancement to research support ecosystem	Creation of new supports for researchers, and the continuous improvement and provision of existing ones (ongoing). Continued provision of the Safeguarding Research Office's Implementation Support Program (ongoing). Achievement of measurable improvements in certain research administrative processes/tasks to reduce burden on researchers (ongoing). Continued development of a suite of resources to support incorporation of EDI principles into research through the Program Officer for EDI, in collaboration with the Vice-Provost (Access, Community and Belonging). Continue to develop resources and support for Indigenous researchers and Indigenous-engaged research through Program Officer for Indigenous Initiatives and the Research Partner Network, in collaboration with Vice-Provost (Indigenous Programming and Research).	Annual sponsored research	VP(R)
Create a high-impact innovation ecosystem	Establishment of an Innovation Council. Development of an action plan for an integrated innovation ecosystem at U of A. Building of an effective pipeline of new company start ups & spin offs via the innovation portfolio and innovation fund.	Annual value of partnerships	VP(IIE)
Building strong enterprise partnerships	Establish large-scale, institution-wide, enterprise level partnerships with corporate partners. Increase revenue generating opportunities for new and existing partnerships.	Annual value of partnerships Annual sponsored research	VP(IIE)
Streamline and increase partnership opportunities for the institution	Implement a web portal and CRM system to connect and engage with partners.	Annual value of partnerships Annual sponsored	VP(IIE)

	Develop and implement an institutional partnerships action plan, with particular focus on international, industry, and innovation-oriented partnerships.	research	
Connector Series to amplify community impact	The Connector Series encourages high-impact industry and community partnerships through creating a platform that showcases and enhances the U of A's visibility as a partner of choice. Delivery of the second Connector Series event is planned for fall 2026.	Annual value of partnerships	VP(ER)
Rankings action plan implementation	Continue implementation of the rankings action plan, realizing positive momentum over the next three years and achieving a place in the top 80 globally in the ARWU, QS, and THE rankings. Areas of focus include: ● Improve % faculty members with U of A affiliated ORCID; ● Open access policy development (two years); ● Optimise consents for QS reputational surveys through tailored faculty marketing and comms plans.	National and international ranking	VP(ER)

☑ **Decision** ☐ **Discussion** ☐ **Information**

ITEM OBJECTIVE: This item is brought forward in accordance with the Sustainable Fiscal Planning and Reporting Act for Board of Governors approval for submission to the Government of Alberta.

DATE	June 19, 2026
TO	Board of Governors
RESPONSIBLE PORTFOLIO	External Relations

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

1) approve and adopt the draft 2025-26 PSI Annual Report ("Annual Report") as set forth in Attachment 1; and
2) authorize the Vice-President (External Relations) to amend the Annual Report without need for further approval from the Board of Governors if such amendment is (a) solely for the purpose of clarification or is of an inconsequential, editorial, or formatting nature, and (b) does not change the substance of the Annual Report.

EXECUTIVE SUMMARY:

<u>Background</u>

The Post-secondary Learning Act (PSLA) requires PSIs to submit an annual report to the Minister of Advanced Education. The annual report must include audited financial statements for the preceding fiscal year and any other information required by the Minister as per Sections 79(1)(a) and 79(1)(b) of the PSLA.

PSI annual reports facilitate transparency and accountability to Albertans, government, and other stakeholders by demonstrating how the institution advanced its priorities and desired outcomes.

Advanced Education reviews institutional annual reports to assess alignment with government direction, to monitor compliance with legislation and government policies, and to better understand an institution's goals and performance. This understanding helps inform the ministry's policy development and planning for the advanced education system.

Advanced Education has supplied an Excel template that institutions are required to use to complete their annual reports. The template covers the following reporting areas:

- Accountability Acknowledgement
- Public Interest Disclosure (Whistleblower Protection) Act

- Goals and Performance Measures
- Financial Information
- Self-Generated Revenue
- Capital Report
- Mandatory Non-Instructional Fees (MINF) Reporting
- Free Speech Reporting
- Board of Governors Training on For-profit Ventures

In accordance with Section 10(3) of the *Sustainable Fiscal Planning and Reporting Act*, the U of A is required to post the annual report to the Campus Alberta Project Site (CAPS) and on the institutional website after submission to the Ministry of Advanced Education. These actions are required to take place no later than 6 months after the close of the fiscal year, meaning the U of A report is due no later than September 30, 2026.

A pdf of the Excel Workbook provided by AE is being provided to the Board of Governors (and relevant committees) due to the short timeline between the release of the template from AE (early May) and Board cycle 3. The development of a designed version of the report will commence after content approval; no substantive changes to the content will be made during this process.

Legislation

- *Post-secondary Learning Act*
- *Sustainable Fiscal Planning and Reporting Act*

Next Steps

- Approval of the PSI 2025-26 Annual Report by the Board of Governors
- Development of the final designed version (with no substantive changes to content)
- Submission to the Government of Alberta and publication on ualberta.ca no later than September 30, 2026

SUPPORTING MATERIALS:

- 2025-26 PSI Annual Report (pdf of Excel Workbook)
- Audited Financial Statements

**See Schedule A for additional items to include if needed.*
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**: ● Spencer Murray, Chief of Staff, External Relations ● Darrell Dancause, CFO and AVP Finance ● Ashley Bhatia, AVP Infrastructure Planning, Development and Partnerships ● Logan Mardhani-Bayne, Lead, Strategic Planning (Office of the Provost and VP Academic) ● John Lemieux, General Council ● Nokuthula Sithole, Executive Director, Internal Audit and Enterprise Risk Management ● Kathleen Brough, Chief of Staff, Provost & Vice-President Academic
Those who have been **consulted**: ● Bill Flanagan, President and Vice-Chancellor ● Verna Yiu, Provost and Vice-President (Academic) ● Aminah Robinson Fayek, Vice-President (Research) ● Elan MacDonald, Vice-President (External Relations) ● David Bressler, Vice-President (International, Innovation and Enterprise) ● Todd Gilchrist, Vice-President (University Operations, Services and Finance)
Those who have been **informed**: ● University of Alberta Governance Office
Approval Route: ● President's Executive Committee – Strategic (June 2026) ● BRPAC (June 2026) ● BARC (June 2026) ● Board of Governors (June 2026)

Supplementary Notes / Context

☑ **Decision** ☐ **Discussion** ☐ **Information**

ITEM OBJECTIVE: To present the new Archives Policy for approval by the Board of Governors.

DATE	June 19, 2026
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Office of the Vice-Provost (Library and Museums) and Chief Librarian

MOTION: THAT The Governors of the University of Alberta (the "Board") approve the Archives Policy in the form disseminated to the Board.

EXECUTIVE SUMMARY:

Background

The Office of the University Librarian has developed a new Archives Policy (the "Policy"). The policy's purpose is to sustain a university-wide framework that promotes the management, preservation, and accessibility of University Records and Non-University Records determined by University Archives to be of enduring archival value.

The University of Alberta Archives was established by the University Board of Governors on July 28, 1967. The policy designating it the official repository for the retention and preservation of university records of enduring archival value was approved by the Board of Governors on October 3, 1969. This policy was later replaced by the Archives Policy - Documents Retention and Disposal - 1974, which was approved by the Board of Governors on June 7, 1974.

Analysis / Discussion

The University of Alberta Archives is the designated institutional repository responsible for acquiring and preserving university records of enduring archival value, in both physical and digital formats. University faculties, departments, and units are required to transfer such records to the University of Alberta Archives in accordance with approved records retention and disposition schedules.

In a memo dated January 26, 2026, the university General Counsel advised that the Policy does constitute a Board-level Policy as that term is defined in the Policy Development Policy. It is a key part of the Board's obligation to manage and operate the University that it has a clear policy statement on the collection and maintenance of records of enduring archival value. As outlined in that same memo, and per the requirement that all Board-level policies must be approved by the Board, the Policy should be submitted to the Board for formal approval.

Risk Discussion / Mitigation of the Risk

The Policy has a direct connection to the existing UAPPOL Records Management Policy, approved in 2014, does not explicitly identify the requirement to transfer university records of enduring archival value to the University of Alberta Archives. As a result, there is a risk that records requiring preservation may be lost or destroyed due to inconsistent understanding and application of records transfer responsibilities across the institution.

This risk will be mitigated through the proposed Policy, which clarifies the requirement to transfer records of enduring archival value to the University of Alberta Archives and reinforces institutional accountability for the long-term preservation of university records.

Legislation (where applicable, list the legislation that is being relied upon)

As the official archives of the University of Alberta, the University of Alberta Archives operates within the legislative framework governing access to information, protection of personal information, and the stewardship of cultural property.

The University of Alberta Archives complies with the requirements for the protection of personal information set out in the Access to Information Act, SA 2024, c A-1.4, and the Protection of Privacy Act, SA 2024, c P-28.5, which govern the collection, use, disclosure, and access to records held by public bodies in Alberta.

In addition, the University of Alberta Archives holds a Category A, Class 7 designation under the *Cultural Property Export and Import Act*, administered by the Canadian Heritage. This designation recognizes the Archives' capacity to acquire, preserve, and make accessible movable cultural property of outstanding significance and national importance.

Next Steps

SUPPORTING MATERIALS:

Archives Policy draft (4 pages) *for approval*

**See Schedule A for additional items to include if needed.*

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**: • University Librarian, University Archivist (Acting)
Those who have been **consulted**: • PEC-O, the Office of the General Counsel, Faculty Relations, AASUA, University Governance • Board of Governors (March 2026)
Those who have been **informed**: • GFC Executive Committee (April 2026) • General Faculties Council (April 2026)
Approval Route: Board of Governors (June 2026)

Supplementary Notes / Context

Original Approval Date: DRAFT
Most Recent Approval: n/a
Editorial Amendments: n/a

Archives Policy

Office of Administrative Responsibility:	Office of the Vice-Provost (Library & Museums) and Chief Librarian
Office of Accountability:	Office of the Associate University Librarian
Approving Authority:	The Governors of The University of Alberta

Purpose

The purpose of this policy is to sustain a university-wide framework that promotes the management, preservation, and accessibility of University Records and Non-University Records determined by University Archives to be of Enduring Archival Value, as overseen by the University Archivist. These records embody the university's corporate and community memory.

Definitions

The attached definitions table outlines the terms used in this policy document and any specific rules of interpretation that apply.

Scope

This policy and its associated procedures apply to all University Records and Non-University Records determined by University Archives to be of Enduring Archival Value created, received, collected, maintained and disposed of in the course of the University discharging its mandate. It applies irrespective of where such records are located.

Records created or received by University personnel for teaching, research, or personal activities related to their individual roles at the University are not subject to this policy, except when such records are Donated to, and accepted by, University Archives.

Policy Statement

1. University Archives is the repository for university records and non-university records determined by University Archives to be of enduring archival value. University Archives will receive, acquire, preserve and make available as appropriate such records subject to Applicable Law, and recognized professional and ethical archival practices.

2. University Records having Enduring Archival Value must be transferred to the custody and control of University Archives in accordance with applicable records retention and disposition schedules set forth in the *Records Management Policy* (as the same may be supplemented, amended, or replaced from time to time).

3. Non-University Records having enduring archival value may be transferred to the custody and control of University Archives pursuant to the terms and conditions of a fully executed Donation Agreement and in accordance with Applicable Law.

4. University Archives will comply with the conditions required by the Department of Canadian Heritage (or similar successor body) in order to maintain a Category "A" accreditation for Cultural Property.

5. Any University Record or Non-University Record of Enduring Archival Value in the custody and control of University Archives may be permanently removed from its holdings by way of Deaccessioning if it is determined by the University Archivist that such record is no longer appropriate for preservation.

Definitions Table

Any definitions listed here apply to this policy document only with no implied or intended institution-wide use. For clarity, defined terms listed here include grammatical variations thereof.

Acquire	Adding to the holdings of an archives by transfer under an established and legally based procedure, by deposit, purchase, gift, or bequest.
Applicable Law	All applicable federal, provincial, and local laws, statutes, regulations, rules, by-laws, ordinances, judgments, orders, codes, and other legal requirements, as they may be amended from time to time, as well as the terms and conditions of any applicable agreements, contracts, permits, licenses, and other legally binding instruments.
Board	The Governors of the University of Alberta, being a corporation, continued under the *Post-Secondary Learning Act* (Alberta).
Category "A" Designation	Designation of institutions and public authorities under the *Cultural Property Export and Import Act* (Canada) is a means of ensuring that institutions applying for cultural property grants and loans, or for Cultural

	Property Income Tax Certificates (T871s), meet certain legal, curatorial and environmental requirements.
Cultural Property	Any item that, regardless of its place of origin, may be considered important from an archaeological, prehistorical, historical, artistic or scientific perspective, can be considered "cultural property."
Deaccessioning	The process by which a repository permanently removes materials from its holdings.
Donation / Donated	A Donation is a voluntary transfer of property from a donor to a donee, made without expectation of receiving goods, services, or other compensation of equivalent value in return.
Donation Agreement	A legally binding document outlining the terms and conditions under which a donor donates property to a donee.
Enduring Archival Value	The value and characteristics found in a record making it worthy of indefinite or permanent preservation by the University Archives as determined by University Archives based upon such record's current administrative, legal, and fiscal use; its evidential and informational value; its arrangement and condition; and its relationship to other records.
Non-University Records	Any record created or received by individuals, organizations, and institutions to which the *Records Management Polic*y and its related procedures do not apply.
Record(s)	A record of information in any form and includes notes, images, audiovisual recordings, audio recordings, x-rays, books, documents, maps, drawings, photographs, letters, vouchers and papers and any other information that is written, photographed, recorded or stored in any manner, but does not include software or any mechanism that produces records.
University	For the purposes of this policy, "University" shall be understood to mean both the Board and the University of Alberta, a body corporate and politic continued under the *Post-secondary Learning Act* (Alberta), notwithstanding that at law the Board and the University of Alberta are separate legal entities.
University Archivist	The University Archivist is that professional responsible for the appraisal, acquisition, organization, description, preservation, and provision of access to the university and Non-University Records of enduring archival value.

University Record(s)	Any record within the custody or under the control of the University relating to the operation and administration of the University.

Parent Policy Suite

- Archives Policy

Related Policy Documents

- Museums and Collections Policy
- Records Management Policy

Related Links

- [University of Alberta Archives](#)

History

- [Date] [Approved]

For questions surrounding policy document interpretation or implementation, please contact the Office of Administrative Responsibility.

The official version of this document may be obtained from https://www.ualberta.ca/policies-procedures/index.html

☑ **Decision** ☐ **Discussion** ☐ **Information**

ITEM OBJECTIVE: To approve the domestic and international tuition rates associated with the creation of the Bachelor of Health Sciences (new program).

DATE	June 19, 2026
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Provost and Vice-President (Academic)

MOTION: THAT The Governors of the University of Alberta (the "Board"), on the recommendation of the Finance and Property Committee, approve the domestic tuition rate for the Bachelor of Health Sciences at a rate equivalent to that approved by the Governors for programs in the Faculty of Science for Fall 2027.

MOTION: THAT the Board, on the recommendation of the Finance and Property Committee, approve the international tuition rate for the Bachelor of Health Sciences at a program total of $167,918.40 (Annual rate of $41,979.60), equivalent to the established rate for programs in the Faculty of Science for Fall 2027.

EXECUTIVE SUMMARY:

<u>Background</u>

The GFC Programs Committee, on delegated authority from the General Faculties Council, approved the creation of a new program: Bachelor of Health Sciences. This program has recently received approval from the Ministry of Advanced Education.

The Bachelor of Health Sciences is anticipated to be implemented for Fall 2027.

The Board of Governors has the authority to approve tuition levels for new programs.

The Provost and Vice-President (Academic) has the authority to propose tuition levels for new programs to the Board. These proposals are developed in collaboration with the Office of the Registrar and the Faculties proposing these programs.

<u>Rationale</u>

Following completion of the financial costing analysis for the proposed degree and consideration of market conditions, the proposed tuition rates align tuition for the new Bachelor of Health Sciences program with tuition for existing programs in the Faculty of Science.

The Board has not yet considered domestic tuition for the Faculty of Science programs for Fall 2027, but that tuition is expected to be the Fall 2026 approved rate ($7,293.60) plus the current provincial domestic cap of 2%. We anticipate that the Board will consider Fall 2027 domestic tuition rates for all programs in March 2027, as per normal practice.

The Board has already approved the international tuition rate for programs in the Faculty of Science for Fall 2027 and that rate is set at an annual amount of $41,979.60. The international rate is required at this time in order to meet the requirements of offering a tuition guarantee at the time of admission.

Risk Discussion / Mitigation of the Risk

Through the *Post-Secondary Learning Act* and the Tuition Fee Regulation, the Government of Alberta regulates the ability of institutions to increase tuition after the initial tuition level is set. That being the case, the University must be strategic in tuition setting to balance revenue opportunities, costs, quality, and enrolment goals.

Tuition is the University's largest single source of revenue, representing ~46% of the institution's operating income. Given cuts to the Government of Alberta's funding to Universities, tuition has become increasingly important to ensure that the University can cover rising costs while maintaining a high-quality learning environment.

Engagement and Routing

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

Those who are actively **participating**: ● Office of the Provost ● Office of the Registrar ● College of Health Sciences ● GFC Programs Committee ● Registrar's Advisory Committee on Fees
Approval Route: Board Finance and Property Committee (June 2, 2026) Board of Governors (June 19, 2026)

Supplementary Notes / Context

☑ **Decision** ☐ **Discussion** ☐ **Information**

ITEM OBJECTIVE: That The Governors of the University of Alberta approve proposed changes to four standing committee's Terms of Reference.

DATE	June 19, 2026
TO	Board of Governors
RESPONSIBLE PORTFOLIO	University Governance

MOTION 1: THAT The Governors of the University of Alberta (the "Board"), on the recommendation of the Governance Committee, approve proposed changes to the Human Resources and Compensation Committee Terms of Reference, as set forth in Attachment 1, to take effect July 1, 2026.

MOTION 2: THAT the Board, on the recommendation of the Governance Committee, approve proposed changes to the Board Reputation and Public Affairs Committee Terms of Reference, as set forth in Attachment 1, to take effect July 1, 2026.

MOTION 3: THAT the Board, on the recommendation of the Governance Committee, approve proposed changes to the Board Learning, Research and Student Experience Committee Terms of Reference, as set forth in Attachment 1, to take effect July 1, 2026.

MOTION 4: THAT the Board, on the recommendation of the Governance Committee, approve proposed changes to the Board Governance Committee Terms of Reference, as set forth in Attachment 1, to take effect July 1, 2026.

EXECUTIVE SUMMARY:

Background

In 2021-2022, the Board Governance Committee (BGC) held its first triennial review of committee structure and mandates to ensure committees were relevant and effective and that the Board was compliant with governance legislation and documents. In addition to this broader review of committee mandates and structure, each standing committee is asked to annually review its terms of reference and recommend required changes to the Board of Governors through BGC.

Current review of Committee Terms of Reference:

In 2026, Board standing committees conducted their annual terms of reference review in consultation with University Governance and administration. The following four standing committee Terms of

Reference have received "friendly edits" to accurately reflect ongoing or existing accountabilities, update internal standing resources, and to refine language and formatting:

- Human Resources Compensation Committee,
- Learning Research and Student Experience Committee,
- Reputation and Public Affairs Committee, and
- Governance Committee.

The proposed revisions, as recommended by the committees at their June 2026 committee meetings are attached for approval by the Board. All other standing committee Terms of Reference will be reviewed and approved in alignment with respective meeting schedules.

Risk Discussion / Mitigation of the Risk
Committees risk not fulfilling the Board's legislated responsibilities without clear and comprehensive terms of reference that outline their Board-delegated responsibilities.

Performing an annual review of the terms of reference reminds members of the committee's role and the Board's expectations, and offers an opportunity to clean-up outdated/unclear language or delegations.

BGC's centralized review of individual committee proposals for changes to their terms of reference ensures committees are working well together to fulfil their Board-delegated authority, which in turn enhances Board of Governors' effectiveness.

Legislation (where applicable, list the legislation that is being relied upon)
Board Governance Committee Terms of Reference s.2.2(b)i

Next Steps

- If approved, the revisions will be effective July 1, 2026.

SUPPORTING MATERIALS:
Proposed Standing Committee Terms of Reference - redlined - *for approval:*

1. Human Resources and Compensation Committee Terms of Reference *(5 pages total)*
2. Reputation and Public Affairs Committee Terms of Reference *(4 pages total)*
3. Learning, Research and Student Experience Committee Terms of Reference *(6 pages total)*
4. Governance Committee Terms of Reference *(3 pages total)*

Effective Date: June 20, 2025

Date of Next Review: June 2028

1. Purpose of the Committee

The purpose of the Human Resources and Compensation Committee (the "**Committee**") is to assist the Board of Governors (the "**Board**") in fulfilling its fiduciary responsibilities for all matters pertaining to personnel including oversight of policies affecting working conditions, collective bargaining, and the terms and conditions of employment, including salaries and benefits.

2. Delegated Authority from the Board

In furtherance of the purpose of the Committee, the Board has delegated to the Committee the following powers, duties and functions:

2.1 *Employee and Labour Relations*

(a) **Collective Bargaining**

(i) considering and making recommendations to the Board with respect to proposed changes in collective agreements to which the Board is a contracting party;

(ii) reviewing and approving the mandates for negotiating committees with all bargaining units, including any material changes or amendments thereto; and

(iii) receiving updates on collective bargaining, the administration of collective agreements, and labour relations (including in the event of a labour disruption), and providing feedback and advice to the President.

(b) **Excluded Staff**

(i) considering and approving~~making recommendations to the Board with respect to~~ changes to the Handbook of Terms and Conditions of Employment for Non-Union Employees~~Management and Professional Staff (Excluded) ("**MAPS**")~~; and

(ii) approving changes to market peer groups and salary structures for non-union ~~MAPS~~ employees and Academic Administrators.

2.2 *Senior Administration Appointments/Reviews*

(a) **President**

(i) monitoring the performance of the President and, through the Chair of the Committee, ~~and~~ providing advice to the Chair of the Board on the performance of the President;

(ii) annually soliciting members of the Board for comments with respect to the performance of the President and considering such other data, reports and information as the Committee considers useful in order to complete such evaluation;

(iii) receiving the President's annual goals and objectives and, if deemed appropriate, making recommendations to the Board for the approval of the same;

(iv) appointing Board members to serve on search and review advisory committees for the President as established pursuant to the University of Alberta's (the "**University**") Recruitment Policy and associated procedures;

(v) considering and making recommendations to the Board with respect to the appointment, extension, reappointment and dismissal of the President;

(vi) reviewing:

1. and, if deemed appropriate, approving the compensation (initial and changes thereto) and all material contractual terms and conditions for the President, prior to the execution thereof of any public announcement with respect to the same; and

2. and making recommendations to the Board with respect to changes to the President's executive position description.

(b) **Vice-Presidents**

(i) reviewing:

1. and, if deemed appropriate, approving the compensation (initial and changes thereto) and all material contractual terms and conditions for the Vice-Presidents prior to the execution thereof or any public announcement with respect to the same, all on the recommendation of the President;

2. and making recommendations to the Board with respect to the appointment, extension, reappointments and dismissals of the Vice-Presidents, all on the recommendation of the President; except that the President may dismiss a Vice-President if in the President's opinion, acting reasonably, exigent circumstances warrant such dismissal, and in which case the President shall promptly advise the Committee of such action;

3. and making recommendations to the Board with respect to changes to the Vice-Presidents' executive position descriptions, all on the recommendation of the President;

(ii) where required by applicable University policies, appointing Board members to serve on search and review advisory committees for Vice-Presidents as established pursuant to the University's *Recruitment Policy* and associated procedures; and

(iii) providing advice to the President, through the Chair of the Committee, with respect to the responsibilities and performance of the Vice-Presidents.

(c) **Senior Administration**

(i) reviewing:

1. and, if deemed appropriate, approving the appointment, extension, reappointment, and dismissal of each college dean, all on the recommendation of the Provost and Vice-President (Academic);

2. and approving matters of a substantive nature with respect to the procedures for the selection of college deans, as established pursuant to the University's *Recruitment Policy* and associated procedures, all on the recommendation of the Executive Committee of the General Faculties Council;

3. succession plans for Vice-Presidents;

4. the performance of each college Dean on an annual basis, and approving the compensation of each such individual, all upon the recommendation of the Provost and Vice-President (Academic);

5. a written report at least annually, summarizing all appointments, reappointments, extensions, dismissals, and compensation decisions related to deans; and

(ii) approving the appointment of Killam and Tory Chairs.

2.3 *Reports, Advice and Trends*

(a) considering trends affecting human resources policies of the University;

(b) ~~receiving an annual report on the performance of the University's pension plans and providing feedback with respect to the same~~;

(c) approving the nomination of a University representative to the PSPP board of directors;

(d) monitoring:

(i) trends in compensation and benefits for University employees;

(ii) the performance of the University in the areas of responsibility of the Committee against key strategic performance indicators and reporting on the same to the Board; and

(e) reviewing and providing feedback on regular updates on employment related matters.

3. Limitations on Delegated Authority

The Committee has the authority to carry out its roles and responsibilities, subject to any specific conditions or restrictions that are imposed on it by the Board or the Government of Alberta. The Committee does not have decision-making authority except where, and to the extent that, such authority has been expressly delegated or assigned by the Board in these Terms of Reference or by a resolution of the Board.

4. Reporting Obligation(s)

The Committee reports regularly to the Board with respect to its activities and decisions.

5. Composition of the Committee

The Committee functions in accordance with the Principles for Board Standing Committee Composition.

Members	
***Ex-officio* (3)**	
(a)	the Board Chair
(b)	the Chancellor
(c)	the President and Vice-Chancellor
Appointed (5)	
(d)	where appropriate, no more than seven Governors or Non-Governor Committee Members, as appointed by the Board or its delegate
Internal Resources	
(e)	the Provost and Vice-President (Academic)
(f)	the Vice-President (University Services, Operations and Finance)
(g)	the Associate Vice-President (Human Resources, Health, Safety and Environment)
(h)	the University Secretary
(i)	the Committee Secretary
(j)	other resources, as determined by the President or the Committee
Chair / Vice-Chair	

(k)	the Committee Chair and Vice-Chair shall be selected from the Committee membership appointed pursuant to sub-section 5.(d) of these Terms of Reference[1]

6. Definitions

6.1 In these Terms of Reference, and in addition to terms otherwise defined herein, the following terms have the following meanings:

(a) "**Academic Administrators**" has the meaning ascribed to that term in the *Faculty d~~D~~eans Selection Procedure*;

(b) "college **deans**" means, individually , the University's (i) Dean of the College of Health Sciences, (ii) Dean of the College of Natural and Applied Sciences, and (iii) Dean of the College of Social Sciences and Humanities, and the term "college deans" refers to these individuals collectively;

(c) "**material**" refers to any term, condition, or provision of a contract or agreement that is of significant importance or impact. A "material" term or condition is one that, if altered or omitted, would likely affect the parties' rights, obligations, or the overall outcome of the contract, including, but not limited to, terms that influence financial commitments, legal obligations, risk exposure, or strategic objectives of the University;

(d) "**PSPP**" means the Public Service Pension Plan Corporation;

(e) "**Senior Administration**" means, collectively, the University's:

(i) vice-presidents;

~~(ii) general counsel;~~

~~(iii) university secretary;~~

(ii) deans; and

(iii) college deans

(f) "**UAPP**" means the University Academic Pension Plan.

7. Effective Date

These Terms of Reference will be effective on the date that they are approved by the Board. All prior or existing Terms of Reference of the Committee are repealed as of the effective date of these Terms of Reference.

[1] The Vice-Chair undertakes and discharges all duties of the Chair of the Committee in the absence of the Chair.

Effective Date: June 20, 2025

Date of Next Review: June 2028

1. Purpose of the Committee

The purpose of the Reputation and Public Affairs Committee (the "**Committee**") is to advise the Board of Governors (the "**Board**") of the University of Alberta (the "**University**") with respect to matters related to institutional advancement and initiatives to enhance the University's overall reputation, mission and strategic objectives.

2. Delegated Authority from the Board

In furtherance of the purpose of the Committee, the Board has delegated to the Committee the following powers, duties and functions:

2.1 *Reputation*

(a) reviewing:

(i) a multi-dimensional environmental scan on the University's reputation, relationships and building trust, along with other areas that University administration identifies as adding value, with particular emphasis on identifying and mitigating reputational risks;

(ii) and assessing local, provincial, national and international trends in university partnerships and positioning;

(iii) and, if deemed appropriate, approving honorific and philanthropic naming proposals of Physical Entities and, if necessary, makes recommendations to the Board with respect to the revocation of names of such entities; and

(b) overseeing and guiding efforts to safeguard and enhance the University's reputation.

2.2 *Identity*

(a) overseeing and guiding efforts to protect and enhance the University's identity, brand, institutional image, profile and Brand Promise Management; and

(b) regularly assessing local, provincial, national and international trends in university identity and trends.

2.3 *Strategic Communication*

(a) informing high-level strategic themes and key messages to target audiences as they relate to the University's relationships and mission.

2.4 *Community Engagement and Government Relations*

(a) reviewing and:

(i) assessing the identification of internal and external stakeholder communities and advising on new communities of stakeholders on which to focus, as well as efforts to reach new stakeholders;

(ii) monitoring local, provincial and federal government relations strategies;

(iii) making recommendations to the Board with respect to the approval of the University's Annual Report to Government; and

(b) monitoring and providing advice on efforts to develop positive and productive relationships with the University's internal and external stakeholder communities.

2.5 *Philanthropy and Advancement*

(a) reviewing annual fundraising reports and naming opportunity plans; and

(b) monitoring donor growth, and reviewing plans and outcomes of plans for donor development and growth and reports on budgetary concerns to the Finance and Property Committee.

3. Limitations on Delegated Authority

The Committee has the authority to carry out its roles and responsibilities, subject to any specific conditions or restrictions that are imposed on it by the Board. The Committee does not have decision-making authority except where, and to the extent that, such authority has been expressly delegated or assigned by the Board in these Terms of Reference or by a resolution of the Board.

4. Reporting Obligation(s)

The Committee reports regularly to the Board with respect to its activities and decisions.

5. Composition of the Committee

The Committee functions in accordance with the Principles for Board Standing Committee Composition.

Members	
***Ex-officio* (3)**	
(a)	the Board Chair
(b)	the Chancellor

(c)	the President and Vice-Chancellor
Appointed **(7)**	
(d)	where appropriate, no more than seven Governors or Non-Governor Committee Members, as appointed by the Board or its delegate
Internal Resources	
(e)	the Vice-President (External Relations)
(f)	the Vice-President (International, Innovation and Enterprise)
(g)	the University Secretary
(h)	the Committee Secretary
(i)	other resources, as determined by the President or the Committee
Chair / Vice-Chair	
(j)	the Committee Chair and Vice-Chair shall be selected from the Committee membership appointed pursuant to sub-section 5.(d) of these Terms of Reference[1]

6. Definitions

6.1 In these Terms of Reference, and in addition to terms otherwise defined herein, the following terms have the following meanings:

(a) "**Brand Promise Management**" refers to the oversight and strategic stewardship of the University's commitments and values as communicated to its stakeholders. This includes ensuring that the University's mission, vision, and reputation are consistently represented in all public engagements, communications, and actions, thereby fostering trust and maintaining the University's integrity and standing. Effective brand promise management involves aligning the University's operations, messaging, and stakeholder experiences with the expectations set by the institution's brand; and

(b) "**Physical Entities**" means tangible, real-world locations, structures, facilities, or assets directly owned by the Board, or otherwise operated, or associated with the University. This includes but is not limited to campuses, buildings, research centers, equipment, signage,

[1] The Vice-Chair undertakes and discharges all duties of the Chair of the Committee in the absence of the Chair.

and other physical infrastructure that contributes to or affects the public perception, operations, or reputation of the University.

7. Effective Date

These Terms of Reference will be effective on the date that they are approved by the Board. All prior or existing Terms of Reference of the Committee are repealed as of the effective date of these Terms of Reference.

Effective Date: June 20, 2025

Date of Next Review: June 2028

1. Purpose of the Committee

The purpose of the Learning, Research & Student Experience Committee (the "**Committee**") is to provide oversight and strategic guidance to ensure the University of Alberta's (the "**University**") Academic Programs, research activities, and student affairs align with the institution's mission, values, and long-term goals. The Committee advises the Board of Governors (the "**Board**") on matters related to Academic Programs, research innovation, student success, and overall quality of the learning environment.

2. Delegated Authority from the Board

In furtherance of the purpose of the Committee, the Board has delegated to the Committee the following powers, duties and functions:

2.1. *Oversight and Facilitation of Academic Mission*

(a) reviewing and, if deemed appropriate, making recommendations to the Board with respect to:

(i) the approval of Major initiatives related to the overall academic mission and related plans and policies of the University provided that any such policies constitute a Board-level Policy;

(ii) the establishment, termination, merger, or Major Reorganization of colleges, faculties, departments and schools;

(iii) the approval of the creation, modification, suspension and/or termination of Academic Programs, subject to Section 3 below;

(iv) sections of the Investment Management Agreement and/or any similar documents to the extent such sections align with the purpose of the Committee;

(b) reviewing and, if deemed appropriate, approving:

(i) substantive amendments to the appeal procedures and powers set out in, or promulgated pursuant to, the *Student Conduct Policy*, the *Student Academic Integrity Policy* and the *Practicum Intervention Policy*, subject to Section 3 below;

(ii) institutional enrolment strategic directions, and providing feedback on the same from time-to-time;

(iii) the progress towards achieving the enrolment targets and objectives set out in the Investment Management Agreement on an annual basis;

(c) receiving and discussing Quality Assurance Reports where, in the opinion of the Provost and Vice-President (Academic), any such Quality Assurance Reports merit consideration by the Committee because the same disclose an issue that could reasonably be expected to negatively impact the fulfillment of the University's mandate;

2.2. *Oversight and Facilitation of Research and Knowledge Mobilization*

(a) ensuring that research and innovation activities at the University are administered and supported in a manner consistent with the vision, mission, and strategic priorities of the University;

(b) receiving, discussing and providing feedback on research performance, including with respect to Academic Centres and Institutes;

(c) monitoring matters related to technology transfer and knowledge mobilization;

(d) reporting to the Board with respect to material updates to any of the foregoing; and

(e) considering and advising the Board with respect to the approval of new research policies and Major revisions to existing research policies.

2.3. *Oversight and Facilitation of Quality of Students' Experience*

(a) reviewing and providing feedback on:

(i) regular reports about student experience, wellness and success; and

(ii) programs, partnerships and strategies, including the promotion of access, community and belonging initiatives, related to student experience, wellness and success;

and reporting to the Board with respect to material updates to any of the foregoing; and

(b) monitoring University compliance with Student Wellness Instruments.

3. Limitations on Delegated Authority

3.1. *General*

The Committee has the authority to carry out its roles and responsibilities, subject to any specific conditions or restrictions that are imposed on it by the Board. The Committee does not have decision-making authority except where, and to the extent that, such authority has been expressly delegated or assigned by the Board in these Terms of Reference or by a resolution of the Board.

3.2. *Creation, Modification and Suspension and/or Termination of Academic Programs*

In addition to the foregoing, and with respect to subsection 2.1(a)(iii), the Committee shall only consider the approval of substantial proposals relating to the creation, modification and suspension and/or termination of Academic Programs.

3.3. *Appeal Procedures*

With respect to subsection 2.1(b)(i), as of the effective date of these Terms of Reference, the Board has delegated to the General Faculties Council the power to make substantive amendments to both the *Student Misconduct Appeal Procedure* and the *Student Academic Misconduct Appeal Procedure*.[1]

4. Reporting Obligation(s)

The Committee reports regularly to the Board with respect to its activities and decisions.

5. Composition of the Committee

The Committee functions in accordance with the Principles for Board Standing Committee Composition.

Members	
***Ex-officio* (3)**	
(a)	the Board Chair
(b)	the Chancellor
(c)	the President and Vice-Chancellor
***Appointed* (7)**	
(d)	where appropriate, no more than seven Governors or Non-Governor Committee Members, as appointed by the Board or its delegate
Internal Resources	
(e)	the Provost and Vice-President (Academic)
(f)	the Vice-President (Research)
(g)	the Vice-President (International, Innovation and Enterprise)
(h)	the University Secretary
(i)	the Committee Secretary
(j)	other resources, as determined by the President or the Committee
Chair / Vice-Chair	
(k)	the Committee Chair and Vice-Chair shall be selected from the Committee membership appointed pursuant to sub-section 5.(d) of these Terms of Reference[2]

[1] See the minutes of the meeting of the Board on March 22, 2024.
[2] The Vice-Chair undertakes and discharges all duties of the Chair of the Committee in the absence of the Chair.

6. Definitions

In these Terms of Reference, and in addition to terms otherwise defined herein, the following terms have the following meanings:

(a) "**Academic Centre or Institute**" means an academic centre or institute that exists at the University and is controlled by the University, and, for greater certainty:

(i) an academic centre or institute may exist solely within the University or may be created by one or more partnerships between the University and one or more entity or entities; and

(ii) such other entity or entities may include other universities, governments, public authorities (such as health authorities), and/or non-profit organizations;

(b) "**Academic Program**" means a group of credit courses that, on completion, leads to the granting of a degree, diploma or certificate;

(c) "**Board-level Policy**" has the meaning ascribed that term in the University's *Policy Development Policy*;

(d) "**College**" means any one of the (i) College of Health Sciences, (ii) the College of Natural and Applied Sciences, or (iii) the College of Social Sciences and Humanities;

(e) "**Department**" means an academic department established within a Faculty and which is empowered to determine such policy as may come within its purview by delegation of a faculty council subject to the policies and regulations of the University;

(f) "**Faculty**" means means a division of the University governed by a faculty council that is entitled, among other things, to determine the Academic Programs for which the faculty is established;

(g) "**Investment Management Agreement**" means an investment management agreement as that term is understood in the *Post-secondary Learning Act* (Alberta);

(h) "**Major**" means "important", "serious", or "significant" and for the purposes of these Terms of Reference:

(i) "**Major Initiatives**" refers to initiatives, plans, or policies that have a substantial and long-term impact on the University's academic mission, operations, or strategic objectives. This includes initiatives that significantly affect resource allocation, the development of Academic Programs, research capacity, student experience, or external partnerships. "Major" initiatives are typically those that require significant financial investment, affect a broad range of stakeholders, or are critical to the institution's reputation and long-term sustainability; and

(iii) "**Major Reorganization**" refers to any significant restructuring of the internal organization of Colleges, Faculties, Departments, or Schools, including changes to their leadership, administrative structure, allocation of resources, or the redistribution of their academic responsibilities. This includes, but is not limited to, the consolidation of multiple units, the division of existing units into smaller ones, or changes that substantially affect the mission, operations, or governance of these academic bodies;

(i) "**material**" refers to any information, issue, or initiative that could have a significant effect on the University's academic mission, research agenda, student experience, reputation, or overall strategic direction. Material matters are those that, if omitted or misrepresented, would likely influence the decisions or deliberations of the Board, particularly regarding resource allocation, policy changes, or institutional priorities. The determination of materiality should consider both quantitative impacts (such as financial or operational scale) and qualitative impacts (such as reputational or strategic importance);

(j) "**Quality Assurance Reports**" means reports issued following cyclical reviews of Academic Programs administered in accordance with the guidelines set by the Campus Alberta Quality Council and by the Office of the Provost and Vice-President (Academic)

(k) "**School**" means: (i) a Faculty which, as a matter of common parlance at the University, is called a "school"; (ii) a Department that performs or is designed to perform the functions of a "school"; or (iii) an Academic Centre or Institute which holds the title of "school";

(l) "**Student Wellness Instruments**" include, but are not limited to:

(i) the *Alberta Human Rights Act*;

(ii) the *Alcohol Policy*;

(iii) the *Discrimination, Harassment and Duty to Accommodate Policy*;

(iv) the *Ethical Conduct and Safe Disclosure Policy*;

(v) the *Health Information Act* (Alberta);

(vi) the *Health, Safety, and Environment Policy*;

(vii) the *Helping Individuals at Risk Policy*;

(viii) the *Occupational Health and Safety Act* (Alberta);

(ix) the *Post-secondary Learning Act* (Alberta);

(x) the *Residence Community Standards Policy*;

(xi) the *Sexual and Gender-Based Violence Policy*;

(xii) the *Student Conduct Policy*; and

(xiii) the *Student Academic Integrity Policy*.

The foregoing include all regulations and procedures promulgated thereunder, and are as amended or replaced from time to time.

7. Interpretation

For the better understanding of section 2.1 of these Terms of Reference, a substantial proposal for the creation, modification, or suspension and/or termination of an Academic Program is one which:

(a) contemplates a significant financial investment in one or more facilities and/or technology; or

(b) requires an assessment of reputational or academic risks to the University.

8. Effective Date

These Terms of Reference will be effective on the date that they are approved by the Board. All prior or existing Terms of Reference of the Committee are repealed as of the effective date of these Terms of Reference.

Effective Date: June 20, 2025

Date of Next Review: June 2028

1. Purpose of the Committee

The purpose of the Governance Committee (the "**Committee**") is to:

1.1 assist the Board of Governors (the "**Board**") to enhance its performance;

1.2 lead the Board in periodic reviews of its performance; and

1.3 assess and provide guidance to the Board with respect to Board and Board standing committee composition.

2. Delegated Authority from the Board

In furtherance of the purpose of the Committee, the Board has delegated to the Committee the following powers, duties and functions:

2.1 *Orientation and Development*

(a) facilitating opportunities for Board member orientation, mentorship, development, and continuing education, including an annual Board retreat, to support a solid understanding of the University and good governance practices; and

(b) identifying opportunities for Board member engagement with other University stakeholders and key sectors of the broader community.

2.2 *Board Self-Assessment and Governance Best-Practices*

(a) overseeing the Board self-evaluation process and reporting to the Board with respect to the same;

(b) reviewing:

(i) and, where appropriate, recommending changes to, the Board's committee structure and mandates to ensure committees remain relevant, coordinated, and effective, with a comprehensive review every three (3) years;

(ii) monitoring, and ensuring Board compliance with, applicable governance legislation and related documents, including approving government-requested revisions to The Governors of the University of Alberta Mandates and Roles Document;

(iii) and, where appropriate, recommending revisions to Board by-laws and codes of conduct to the Board;

(iv) the information needs and time commitment of Board members to ensure that information meeting management systems and practices facilitate the most effective use of members' time; and

(v) Board processes and meeting effectiveness, ensuring that items before the Board or its committees are addressed efficiently, appropriately, and in accordance with legislated standards and best practices, in each case in consultation with committee chairs.

2.3 *Composition and Succession Planning*

(a) identifying required competencies and personal attributes required on the Board and its committees to ensure effective succession in its membership and leadership positions, including oversight and maintenance of skills and competency matrices;

(b) in consultation with the Board committee chairs, reviewing and approving changes to committee composition and membership to ensure committees are functioning effectively, with consideration of committee skills matrices and the Principles for Board of Governors Standing Committee Composition~~, and recommending any required changes to the Board~~;

(c) working with the Board Chair to identify candidates for Board membership and/or committee membership;

(d) developing and implementing a systematic and open process for seeking nominations for non-governor committee members; and

(e) reviewing and approving the appointment and renewal of terms of office for directors of the University of Alberta Properties Trust Inc..

2.4 *Strategic Plan Oversight*

(a) overseeing how the University's strategic plan is being administered, ensuring compliance with Board directives and reporting on administrative progress.

3. Limitations on Delegated Authority

The Committee has the authority to carry out its roles and responsibilities, subject to any specific conditions or restrictions that are imposed on it by the Board. The Committee does not have decision-making authority except where, and to the extent that, such authority has been expressly delegated or assigned by the Board in these Terms of Reference or by a resolution of the Board.

4. Reporting Obligation(s)

The Committee reports regularly to the Board with respect to its activities and decisions.

5. Composition of the Committee

The Committee functions in accordance with the Principles for Board Standing Committee Composition.

Members	
***Ex-officio* (3)**	
(a)	the Board Chair
(b)	the Chancellor
(c)	the President and Vice-Chancellor
***Appointed* (7)**	
(d)	where appropriate, no more than seven Governors or Non-Governor Committee Members, as appointed by the Board or its delegate
Internal Resources	
(e)	the General Counsel
(f)	the University Secretary
(g)	the Committee Secretary
Chair / Vice-Chair	
(h)	the Committee Chair and Vice-Chair shall be selected from the Committee membership appointed pursuant to sub-section 5.(d) of these Terms of Reference[1]

6. Effective Date

These Terms of Reference will be effective on the date that they are approved by the Board. All prior or existing Terms of Reference of the Committee are repealed as of the effective date of these Terms of Reference.

[1] The Vice-Chair undertakes and discharges all duties of the Chair of the Committee in the absence of the Chair.