



UNIVERSITY  
OF ALBERTA

# Enhancing Advising Advising Leadership Committee

## Terms of Reference

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**Date:** June 26, 2026

**Executive Sponsor:**

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**Sponsor:**

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## Document History

| Version | Date            | Author           | Description                                                                                                 |
|---------|-----------------|------------------|-------------------------------------------------------------------------------------------------------------|
| 1.0     | June 26, 2026   | Stephanie Dickie | Initial Draft used for validation and committee selection                                                   |
| 1.1     | July 28, 2026   | Stephanie Dickie | Updated quorum and voting requirements. Clarified responsibility for providing recommendations to DPSE.     |
| 1.2     | August 5, 2026  | Stephanie Dickie | Added membership appendix                                                                                   |
| 1.3     | August 28, 2026 | Stephanie Dickie | Clarified UASU and GSA roles as representing constituencies. Added section 10 on providing recommendations. |

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## 1. Purpose

The Advising Leadership Committee (ALC) is a standing body with a mandate to provide strategic guidance, coordination and support to the system of advising services offered across the university. Its purpose is to:

- foster improvements in advising service integration and effectiveness;
- support improved student and staff experience; and,
- create an institution-wide approach where appropriate while taking into account local contexts, the diversity of student needs and evidence-informed best practices for advising.

## 2. Reporting

The ALC supports advancement of key dependencies necessary for the success of advising at the university through providing formal recommendations to the Deputy Provost, Students and Enrolment, for changes and improvements across the advising system.

## 3. Objectives

- Develop an agreed-upon single advising competency model to support service excellence, enhance integration between units and support professional and career development for advisors. This framework will be built into job fact sheets for advisors in local and university-wide service units and be used to guide quality assurance and the common advisor training and PD program.
- Identify and advance opportunities for improving integration across advising services, working in a collaborative manner across local and university-wide service.
- Develop a rigorous systematic framework and process for unit-level and system-wide advising quality assurance and continuous improvement and overseeing quality assurance process and results.
- Provide guidance on major initiatives impacting advising (including technology, system and process reviews).
- Support, and in some cases develop, responsive solutions to identified challenges across the advising landscape.

## 4. Scope

**The ALC is responsible for:**

- Providing expert diverse counsel and recommendations to the Deputy Provost, Students and Enrolment, on decisions impacting the advising system.

- Ensuring advising aligns with all institutional strategic and action plans including:
  - *SHAPE: A Strategic Plan of Impact*
    - Our institutional values
  - *Igniting Purpose: The Student Experience Action Plan*
  - *Braiding Past, Present and Future: The University of Alberta Indigenous Strategic Plan*
  - *Changing the Story: An Integrated Action Plan for transforming our vibrant and interconnected university community*
  - *Forward Together: The University of Alberta People Strategy*
  - *A Culture of Care: University of Alberta Safety Strategy*
  - Academic unit strategic plans
- Cross appointment of committee member to the Program Support Team (PST).
- Recommending system improvements.
- Facilitating ongoing quality assurance and providing recommendations for unit and system improvement.
- Regularly reviewing and advising on service pilots; making recommendations on wider adoption.
- Regularly reviewing and recommending improvements to training and PD programs.
- Regularly reporting on advising system to wider governance committees, UASU and GSA and to university leadership.

**Individual members are responsible for:**

- Representing others in similar roles or based on their constituency groups across the institution.
- Verifying and validating the recommendations proposed by the group can work for units across campus.
- Consulting with others impacted by potential changes to the advising system.
- Actively participating in meetings and activities.

## 5. Membership

Voting membership:

- a. Co Chair: AVP, Student Experience (permanent)
- b. Co Chair: Faculty Student Services manager (rotating, 2-year term)
- c. Director, Student Service Centre
- d. 1 additional representative, Student Service Centre
- e. 1 representative, Registrar's Office
- f. 4 representatives from faculty advising offices from faculties housed in colleges (2 managers and 2 front line advisors)
- g. 1 representative, Campus Saint-Jean
- h. 1 representative, Augustana Campus
- i. 1 representative, Faculty of Native Studies

- j. 1 representative, Colleges' Offices of Education
- k. 2 representatives, Associate Deans, Academic
- l. 1 representative, International Education and Enrolment
- m. 1 representative, Graduation and Postdoctoral Studies
- n. 2 students at large
- o. 1 University of Alberta Students' Union representative
- p. 1 Graduate Students' Association representative
- q. 1 representative, University Ombuds
- r. 1 representative, Student Success and Experience

Non-voting Membership:

- a. Implementation Lead (through 2027)
- b. Strategic Initiatives Officer, Student Advising

Representative positions appointed on a two-year rotating term; initial terms will vary in order to stagger turnover. If a member steps down midterm, they can be replaced through vote by the voting membership.

UASU and GSA representatives are active members during their term in office.

## 6. Quorum

Quorum is 50% of active voting membership plus one. Members who are unable to attend a meeting may send a delegate who will have voting rights. Delegates must be active in the same constituent group as the voting member.

Members who cannot attend a meeting are able to provide written feedback in advance of meetings on any agenda item which will be shared with the wider committee.

## 7. Meeting logistics

Meetings to be as frequent as bi-weekly during implementation year and then move to monthly. Meetings will be in person when possible.

Subcommittees may be developed to work on specific elements of the system as working groups with specific timelines and outputs assigned. These subcommittees will be supported through the project team with final work submitted to the co-chairs for wider committee discussion and final approval for recommendation to the DPSE. Subcommittees may add additional subject matter experts or system users to ensure wide representation.

## 8. Agenda and minutes

Agendas will be developed by the co-chairs with support from the project team and circulated one week in advance of each meeting date. Members will be expected to have thoroughly reviewed materials and consulted as appropriate with those they represent prior to meetings.

## 9. Approvals and amending the Terms of Reference

Approval of the Terms of Reference and amendments to the Terms of Reference must be made by majority vote of the committee and with endorsement from the Deputy Provost, Students and Enrolment.

## 10. Recommendations from ALC to leadership

Recommendations from the ALC will move forward to the Deputy Provost, Students and Enrolment, on successful majority votes. Recommendations will be accompanied by information on why the recommendation is being made and will include a summary of dissenting opinions as applicable.

## Appendix A: Initial implementation work

**Advising competencies framework creation:** either creating this from the ground up or agreeing on adoption of an existing framework such as the NACADA or NASPA framework. Any new model should also incorporate specific planning for supporting students facing barriers, moving between faculties and supporting advisors in connecting students to [high impact practices](#), such as undergraduate research, study abroad and internship participation. Advising offices across campus (university-wide services and local units) to align with the agreed upon framework.

**Quality assurance development:** adapt or develop a rigorous QA framework to support regular review of service units (see [CAS](#) self-study framework). Quality assurance framework should assess items such as advising pedagogy, response times, ratios, student progression and retention, student and advisor satisfaction, and should suggest continuous and system improvements. Establish QA cadence and proposed governance/accountability pathways.

**Advisor job card review:** Create unified standard advisor job cards that accurately reflect the role and responsibilities of a student advisor within faculties and across university-wide support services such as SSC. Explore standard job titles and review organizational structure to align across units. Have an updated job card reviewed for grade by HR. Discuss adding specialist or senior advisor roles to improve career pathways.

**Training and PD program framework:** common foundational skill development and ongoing learning planning and recommendations for timing and structure. Examples of possible modules include:

- Advising pedagogy
- Inter-unit training
- Intercultural competencies
- Technology systems training
- University governance training (appeal systems and student rights and responsibilities)
- External training (mental health first aid, ONN course)
- Service training (effective coaching, communication standards, etc.)
- Understanding UAPPOL and Calendar language
- Awareness of other campus services

*Recommendation to complete majority of initial work in subcommittees, such as Strategic Planning, Advisor Careers and Recognition, Training and Professional Development and Quality Assurance subcommittees. These subcommittees may include additional at-large members with expertise in the areas being reviewed.*

## Appendix B: Initial membership

| Category                                        | Representatives                                                                                                                                  |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| Project sponsor                                 | <b>Melissa Padfield</b> , Deputy Provost, Students and Enrolment                                                                                 |
| Implementation Lead                             | <b>Julie Naylor</b> , College General Manager, College of Natural and Applied Sciences                                                           |
| Strategic Initiatives Officer, Student Advising | <b>Stephanie Dickie</b> , Office of the Deputy Provost, Students and Enrolment                                                                   |
| Committee co-chairs                             | <b>Sarah Wolgemuth</b> , AVP Student Experience (Chair)<br><b>Kristy Wuetherick</b> , Faculty Student Services Manager, Arts (Rotating Co-Chair) |
| Student Service Centre (SSC)                    | <b>Courtney Rippin Kaufman</b> , Director, SSC<br><b>Amy Chae</b> , Manager, Service Improvement, SSC                                            |
| Office of the Registrar                         | <b>Courtney Walker</b> , Student Recruitment Director and Assistant Registrar                                                                    |
| International Education and Enrolment           | <b>Kumarie Achaibar-Morrison</b> , Director, International Student and Visitor Services                                                          |
| Access, Community and Belonging                 | <b>Remonia Stoddart-Morrison</b> , Graduate Ombudsperson                                                                                         |

|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Student Success and Experience        | <b>Emily Gregory</b> , Manager, Career Education                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Faculty and colleges                  | <p><b>Joanna Auger</b>, Associate Dean Undergraduate, Faculty of KSR</p> <p><b>Michelle Inness</b>, Associate Dean Undergraduate, Alberta School of Business</p> <p><b>Jim Bohun</b>, Director, Office of Education, College of Natural and Applied Sciences</p> <p><b>Stephanie Gillis</b>, Team Lead - Science Student Services, Faculty of Science</p> <p><b>Katelyn Brown</b>, Manager, Academic Services, Faculty of Rehabilitation Medicine</p> <p><b>Megan McCaskill</b>, Student Advisor, Faculty of Education</p> <p><b>Natasha Wismark</b>, Student Advisor, Faculty of ALES</p> <p><b>Kalli Lirette</b>, Team Lead, Student Services, Campus Saint-Jean</p> <p><b>Jayla Lindberg</b>, Manager, Work Integrated Learning and Student Supports, Augustana Campus</p> <p><b>Sara Horseman</b>, Faculty General Manager, Faculty of Native Studies</p> <p><b>Bobbi Schiestel</b>, Faculty General Manager, Faculty of GPS</p> |
| University of Alberta Students' Union | <b>Susan Huseynova</b> , Vice-President Academic, University of Alberta Students' Union                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Graduate Students' Association        | <b>Kingsley Igwilo</b> , VP Academic, Graduate Students' Association                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Students-at-large                     | To be confirmed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |