

The following Motions and Documents were considered by the Board of Governors during the Open Session of its Friday, May 13, 2022 meeting:

Agenda Title: **Amendment to Board of Governors Bylaws Section 6.0**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Governance Committee, approve amendments to Section 6.0 of the Board of Governors Bylaws, as set forth in Attachment 1, to take effect upon final approval.

Final Item: 4b.

Agenda Title: **Board Standing Committee Terms of Reference (Triennial Committee Review)**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Governance Committee and the other Board Standing Committees, approve proposed changes to the Standing Committees' Terms of Reference, as set forth in Attachment 1, to take effect July 1, 2022.

Final Item: 4c.

Agenda Title: **2022/23 Capital Plan (Infrastructure) for the Government of Alberta**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the 2022/23 Capital Plan (Infrastructure) as set forth in Attachment 1.

Final Item: 5.

Agenda Title: **2022-2025 Investment Management Agreement**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the 2022-2025 Investment Management Agreement, as presented in Attachment 1.

Final Item: 6.

Item No. 4b

Governance Executive Summary
Action Item

Agenda Title	Amendment to Board of Governors Bylaws Section 6.0
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Motion

THAT the Board of Governors, on the recommendation of the Board Governance Committee, approve amendments to Section 6.0 of the Board of Governors Bylaws, as set forth in Attachment 1, to take effect upon final approval.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Kate Chisholm, Chair, Board of Governors; Juli Zinken, Board Secretary and Manager of Board Services
Presenter(s)	Kate Chisholm, Chair, Board of Governors; Juli Zinken, Board Secretary and Manager of Board Services

Details

Office of Admin Responsibility	University Governance
The Purpose of the Proposal is (please be specific)	To approve amendments to Section 6.0 of the Board Bylaws to provide clarity on perceived conflicts related to tuition/fee matters.
Executive Summary (<i>outline the specific item – and remember your audience</i>)	<p>At its meeting on December 9, 2021, the Board of Governors approved revisions to its Code of Conduct and Bylaws, to allow for circumstances in which one of the permitted conditions of an allowed conflict would be the continued participation by the Board member in the discussion of and/or voting on the matter.</p> <p>One such matter that occurs regularly is the Board's consideration of tuition/other student fees. Subsequent to the changes to the Board's Code of Conduct, and per Section E.5.c of the Code, the Board Chair has determined that while there may be a perceived conflict if a Governor or Governor's spouse, child, or parent is affected by any tuition or student fees levied, because the decision is based on a shared interest, that conflict can be managed as an allowed conflict and those Governors may participate in the discussion of and vote on tuition/fee matters.</p> <p>The proposed Bylaws amendments, as set forth in Attachment 1, reflect the Chair's decision and are intended to provide clarity and consistency for future consideration of tuition/fee matters.</p>
Supplementary Notes / context	

Engagement and Routing (Include meeting dates)

<p>Consultation and Stakeholder Participation (parties who have seen the proposal and in what capacity)</p> <p><For information on the protocol see the Governance Resources section Student Participation Protocol></p>	<p><u>Those who are actively participating:</u></p> <ul style="list-style-type: none"> • Chair, Board of Governors • General Counsel and University Secretary • Board Secretary and Manager of Board Services <p><u>Those who have been consulted:</u></p> <ul style="list-style-type: none"> • Vice-Chair, Board of Governors; Chair, Board Governance Committee <p><u>Those who have been informed:</u></p>
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Item No. 4b

Approval Route (Governance) (including meeting dates)	Board Governance Committee – April 27, 2022 – for recommendation Board of Governors – May 13, 2022 – for approval
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Strategic Alignment

Alignment with <i>For the Public Good</i>	<i>SUSTAIN our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.</i> <i>21. Objective: Encourage continuous improvement in administrative, governance, planning, and stewardship systems, procedures, and policies that enable students, faculty, staff, and the institution as a whole to achieve shared strategic goals.</i>	
Alignment with Core Risk Area	Please note below the specific institutional risk(s) this proposal is addressing.	
	<input type="checkbox"/> Enrolment Management <input type="checkbox"/> Faculty and Staff <input type="checkbox"/> Funding and Resource Management <input type="checkbox"/> IT Services, Software and Hardware <input checked="" type="checkbox"/> Leadership and Change <input type="checkbox"/> Physical Infrastructure	<input checked="" type="checkbox"/> Relationship with Stakeholders <input type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input type="checkbox"/> Safety <input type="checkbox"/> Student Success
Legislative Compliance and jurisdiction	Board Governance Cttee Terms of Reference – Sections 2k; 3b Board of Governors Code of Conduct Board of Governors Bylaws	

Attachment:

1. Board of Governors Bylaws Section 6.0 – redline changes (1 page)

Prepared by: Juli Zinken, Board Secretary and Manager of Board Services

6.0 VOTING

6.1 General

Subject to a conflict of interest, including the conflicts of interest identified in the Code of Conduct, each present Governor may move, second, and vote on motions presented at Board meetings. ~~Governors declaring a conflict of interest must recuse themselves from voting on motions involving the conflict unless the determined method of managing an allowed conflict permits the Governor to vote.~~ Voting by proxy is not allowed. Each Governor is entitled to one vote and the Chair does not have a second vote in the event of a tie. If there is a tie vote, the motion is defeated. Motions will be passed by a majority of the votes cast by the Governors present and voting at the meeting and such motions are binding on all Governors. Abstentions will not be counted. The Chair will declare that a motion has been carried and an entry to that effect will be recorded in the minutes.

6.2 Electronic or Written Voting

The Board may use an electronic or written process for voting on motions outside of its regular meeting schedule. The Chair may designate matters that may be decided by electronic or written vote of the voting Governors. The outcome of an electronic or written vote will be reported at the next regular meeting of the Board and a record contained in the minutes of that meeting. A motion passed in this manner will be of the same force and effect as if it had been duly passed at a meeting.

6.3 Conflicts of Interest

~~Governors declaring a conflict of interest must recuse themselves from voting on motions involving the conflict unless the determined method of managing an allowed conflict permits the Governor to vote.~~

~~A Governor may participate in the discussion of and vote on matters related to tuition fees or other student fees that the University may levy, even if the Governor or the Governor's spouse, child, or parent is affected by any tuition or student fees levied.~~

**Governance Executive Summary
Action Item**

Agenda Title	Board Standing Committee Terms of Reference (Triennial Committee Review)
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Motion

THAT the Board of Governors, on the recommendation of the Board Governance Committee and the other Board Standing Committees, approve proposed changes to the Standing Committees' Terms of Reference, as set forth in Attachment 1, to take effect July 1, 2022.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Standing Committee Chairs; Juli Zinken, Board Secretary and Manager of Board Services; Erin Plume, Assistant Board Secretary
Presenters	Standing Committee Chairs; Juli Zinken, Board Secretary and Manager of Board Services; Erin Plume, Assistant Board Secretary

Details

Office of Admin Responsibility	University Governance
The Purpose of the Proposal is (please be specific)	To approve final changes to Board Standing Committees' terms of reference, mandate, and role and responsibilities, as part of the 2021-22 triennial review of committee structure and mandates.
Executive Summary <i>(outline the specific item – and remember your audience)</i>	<p><u>Committee Review – May to February:</u></p> <p>The Board Governance Committee (BGC) is responsible for reviewing the Board's committee structure and mandates to ensure committees remain relevant and effective, with a comprehensive review every three years.</p> <ul style="list-style-type: none"> BGC launched its first triennial committee review in May 2021 and asked committees to consider their mandates at that time. In September, Board standing committee members provided advance feedback on potential changes to their committees' terms of reference (ToR) and discussed those changes at the committee meeting. The advance feedback, discussions at the September committee meetings, and items identified by University Governance were compiled into proposed changes to the ToR, which committees discussed at their November meetings. Incorporating that feedback, University Governance drafted redlined versions of the standing committees' terms of reference for a special meeting of BGC in February. At that meeting, BGC reviewed all standing committee ToR to ensure committees remain relevant and effective and that the Board remains compliant with governance legislation and documents. <p><u>Proposed final Committee Terms of Reference – March to May:</u></p> <p>BGC's feedback was considered by the committees and incorporated into the final documents. At the March 2022 committee meetings, each standing committee reviewed and recommended changes to its ToR (attached). Those revised ToR were then considered by BGC at its April meeting and recommended for Board approval, to take effect July 1, 2022.</p> <p>Proposed redline changes are included with Attachment 1, along with the associated rationale for each change.</p>

Item No. 4c

Supplementary Notes / context	The Board approved revisions to the Committee Composition Frameworks (Section 4 of each committee's terms of reference) on March 25, 2022. Those changes will be incorporated into the final revised terms of reference.
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Engagement and Routing (Include proposed plan)

Consultation and Stakeholder Participation	Board Standing Committees – May 2021, September 2021, November 2021 Board Governance Committee – February 2, 2022 (review of all ToFR) Committee Administration – throughout General Counsel and University Secretary Board Secretary and Manager of Board Services Assistant Board Secretary
Approval Route (Governance)	Board Standing Committees – March 2022 (rec. of individual committee's ToFR) Board Governance Cttee – April 27, 2022 (recommendation of all committee ToFR) Board of Governors – May 13, 2022 (approval of all committee ToFR)

Strategic Alignment

Alignment with <i>For the Public Good</i>	<i>SUSTAIN: Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all. Objective 21: Encourage continuous improvement in administrative, governance, planning and stewardship systems, procedures, and policies that enable students, faculty, staff, and the institution as a whole to achieve shared strategic goals.</i>	
Alignment with Core Risk Area	Please note below the specific institutional risk(s) this proposal is addressing.	
	<input type="checkbox"/> Enrolment Management <input type="checkbox"/> Faculty and Staff <input type="checkbox"/> Funding and Resource Management <input type="checkbox"/> IT Services, Software and Hardware <input checked="" type="checkbox"/> Leadership and Change <input type="checkbox"/> Physical Infrastructure	<input type="checkbox"/> Relationship with Stakeholders <input type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input type="checkbox"/> Safety <input type="checkbox"/> Student Success
Legislative Compliance and jurisdiction	1. Post-Secondary Learning Act (PSLA), Section 60 (1)(b): 2. Principles for Board of Governors Delegation of Authority 3. Board Standing Committee Terms of Reference 4. Board Governance Committee Terms of Reference Sections 2(i), 5(c)	

Attachments:

1. Proposed Standing Committee Terms of Reference - **redlined** (18 pages)
 - a) Audit and Risk
 - b) Finance and Property
 - c) Governance
 - d) Human Resources and Compensation
 - e) Investment
 - f) Learning, Research and Student Experience
 - g) Reputation and Public Affairs

2. Proposed Standing Committee Terms of Reference - **clean** (17 pages)
 - a) Audit and Risk
 - b) Finance and Property
 - c) Governance
 - d) Human Resources and Compensation
 - e) Investment
 - f) Learning, Research and Student Experience
 - g) Reputation and Public Affairs



1. **Mandate and Role of the Committee** – The Board Audit and Risk Committee assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to all auditing, financial reporting and internal control functions; ~~occupational~~ health, safety, environmental stewardship, and security of the University community; and enterprise-wide risk management.

Commented [ZJ1]: As requested by the committee.

2. **Areas of Responsibility**

Without limiting the generality of the foregoing, the Committee:

Financial Reporting

- a) reviews with administration and the external auditor:
- i. the University's annual financial statements, including any relevant accounting or disclosure matters;
 - ii. the external auditor's audit findings report and draft opinion on the financial statements;
 - iii. any significant changes in the external auditor's audit plan, difficulties or disputes with Administration, or other matters related to the conduct of the audit which are to be communicated to the Committee under generally accepted auditing standards; and
 - iv. recommends the annual financial statements to the Board of Governors for approval.
- b) reviews with administration and the external auditor the appropriateness of the University's current and proposed accounting and financial disclosure policies, principles and practices.
- c) reviews regularly with the General Counsel, Administration, and the external auditors any legal claim, legal or regulatory matter, or other contingency that could have a material effect upon the financial position or operating results of the University and the manner in which these matters have been disclosed in the financial statements.
- d) reviews published documents containing financial information derived from the financial statements for consistency with the information contained in the financial statements.

Audit Oversight

- e) confirms and assures the independence of the University Auditor and the external auditor (including its agent).
- f) meets with the University Auditor, external auditor and Administration in separate in camera sessions to discuss any matters that the Committee or these groups believe should be discussed privately with the Committee.
- g) approves, in consultation with the external auditor and the University Auditor, their audit scope and plans.
- h) discusses audit findings and recommendations and confirms the appropriateness of administration's responses.
- i) reviews with the external auditor and the University Auditor the coordination of audit effort to assure completeness of coverage, reduction of redundant efforts and the effective use of audit resources.
- j) provides an open avenue of communication between the University Auditor, external auditor, Administration and the Board.

External Audit Oversight

- k) reviews the annual engagement letter.
- l) receives reports on external audits other than those done by the Office of the Auditor General.

Internal Audit Oversight

- m) approves the appointment, replacement, reassignment, or removal of the University Auditor.
- n) considers and reviews with Administration and the University Auditor:

BOARD AUDIT AND RISK COMMITTEE
Terms of Reference

- i. significant findings during the year and the responses of Administration thereto.
- ii. any difficulties encountered in the course of audits, including any restrictions on the scope of work or access to required information.
- iii. any changes required in the planned scope of the audit plan.
- iv. the internal audit department's charter, budget, staffing plan and work schedule.
- v. the internal audit department's compliance with applicable professional standards.

~~Enterprise-wide Risk Management~~

o) oversees the University's enterprise-wide risk management system on behalf of the Board. This includes:

- i. keeping the Board apprised of significant changes in risk levels and of emerging risks and opportunities.
- ii. guiding and coordinating consideration of risk by other Board committees.
- iii. overseeing the enterprise risk management system and processes, including risk identification, monitoring, reporting and management.
- iv. regular Board education about the enterprise risk management process and associated roles and responsibilities.

p) reviews with administration, the University Auditor and the external auditor significant risks or exposures and assesses the adequacy of internal controls and mitigation strategies and measures. This includes reviewing reports from administration and the auditors and assessing the adequacy of:

- i. insurance coverage.
- ii. disaster recovery and business continuity plans and processes.
- ~~iii. governance policies and procedures for information technology and information security controls.~~
- iv. other policies and procedures in place to minimize risks to asset value and mitigate damage to or deterioration of asset value.
- v. processes and controls to prevent and detect fraud and financial irregularities, including procedures for safe disclosure of complaints and concerns regarding financial irregularities or other accounting or auditing matters.

~~q) reviews reports, strategies, and plans regarding cybersecurity and risks related to University information technology systems.~~

~~r) obtains reasonable assurance that financial risk is being effectively managed or controlled by reviewing with Administration:~~

- i. the University's tolerance for financial risks.
- ii. its assessment of the significant financial risks facing the University.
- iii. the University's policies and any proposed changes thereto for managing those significant financial risks.

~~iv. its plans, processes and programs to manage and control such risks so as to ensure the protection of assets and investments from an enterprise perspective, including any strategies for mitigating foreign currency, interest rate and commodity price risk beyond those subject to the oversight by the University Board's Investment Committee.~~

~~s) reviews and approves authorized signing officers in respect of all banking and safekeeping.~~

~~t) reviews regularly with the University's General Counsel any legal or privacy claims or issues that could have a material effect upon the reputation or operations of the University.~~

~~u) reviews policies and reports on compliance therewith that require significant actual or potential liabilities, contingent or otherwise, to be reported to the Board in a timely fashion.~~

~~v) annually reviews a report on the compliance of travel and hosting expenditures incurred by the Board Chair, the President, and the Vice-Presidents with pertinent policies.~~

Occupational Health, Safety, Environmental Stewardship and Security

~~w) monitors compliance with pertinent legislation, regulations and University policies and procedures.~~

Commented [ZJ2]: Committee requested a section specific to Information Technology Risk / Cybersecurity, rather than a sub-bullet of 2(p).

Commented [ZJ3]: See comment above.

Commented [ZJ4]: Requested by the committee to provide role clarity between BARC and BIC re investment risks.

Commented [ZJ5]: Transferred from BFPC, with both committees' agreement.

BOARD AUDIT AND RISK COMMITTEE
Terms of Reference

- w)x) _____ reviews and provides advice and recommendations on:
- i. reports on significant incidents, trends and outcomes at the University.
 - ii. strategies and measures to support a culture that promotes occupational health, safety, environmental stewardship and security at the University.

*y) _____ receives and reviews an annual report from the Office of Safe Disclosure and Human Rights!

Commented [ZJ6]: Recommended by University Governance and supported by the Committee to clarify the committee's role re oversight for non-financial safe disclosure

Policy and Other Matters

y)z) _____ reviews and approves changes to existing University policies relating to the Committee's mandate, subject to the Limitations on Delegation as set out in paragraph 3.

z)aa) _____ reviews and recommends new University policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.

aa)bb) _____ considers other matters at the request of the Board.

3. Limitation on Delegation by the Board of Governors

The Committee functions in accordance with the Principles for Board of Governors Delegation of Authority. The general delegation of authority by the Board to the Committee is limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 2, the Board:

- a) approves the annual financial statements of the University.
- b) approves policy changes with significant institutional impact.
- c) approves new policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- d) reviews and approves decisions with respect to information from the Auditor General or the University Auditor on controls or related matters the Chair of the Committee or the Committee may consider prudent or necessary.
- e) approves recommendations and considers information and reports on matters that in the opinion of the Committee may pose significant risk to the University, ~~including to the health and safety of individuals.~~

Commented [ZJ7]: Suggested by the committee - saw it as an unnecessary specification.

4. Composition (*Redacted for current review purposes*)

5. Committee Process and Procedures

The Committee:

- a) functions in accordance with the ~~Board's General Committee Terms of Reference~~ Board of Governors Bylaws.
- b) develops and follows an annual work plan addressing both strategic and routine issues.
- ~~c) may ask members of Administration or others to attend a meeting and provide pertinent information as necessary.~~
- d)c) _____ has the power to conduct or authorize investigations into any matters within the Committee's scope of responsibilities. The Committee is empowered to retain independent counsel, accountants, or others to assist it in the conduct of any investigation.
- e)d) _____ annually reviews the terms of reference of the Committee and recommends to the Board Governance Committee any required changes.

Commented [ZJ8]: This is now in the Board Bylaws / redundant.

6. Reporting to the Board of Governors

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

Decision History:

DATE	DECISION-MAKER	DECISION
2019-05-27	Board Audit and Risk Committee (Board Audit Committee)	Recommended
2019-06-14	Board of Governors	Approved



1. Mandate and Role of the Committee – The Board Finance and Property Committee assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight and foresight with respect to all significant financial and property matters of the University.

2. Areas of Responsibility

Without limiting the generality of the foregoing, the Committee:

Financial

- a) reviews and monitors quarterly financial statements with respect to operating and capital funds.
- b) reviews and approves capitalization of funds to endowments.
- c) reviews and recommends approval of the annual consolidated ~~and capital budgets.~~
- ~~d) reviews and approves authorized signing officers in respect of all banking and safekeeping;~~
- ~~d) monitors trends and key budget drivers affecting the University and identifies the strategic implications of those trends for the University's future needs.~~
- e) ~~reviews and recommends sections of the Investment Management Agreement and / or a similar document that aligns with the committee's mandate and role.~~
- ~~f) with input from the Board Reputation and Public Affairs Committee, reviews the annual report on donations and gifts, monitors fundraising performance, and considers implications, within the Board Finance and Property Committee mandate, for the mission and sustainability of the University~~
- f) reviews, approves, and recommends approval of internal loans, as determined by the university's Internal Loan Policy.
- g) ~~reviews and recommends execution of borrowing resolutions, as required by the Alberta Post-Secondary Learning Act.~~

Tuition and Fees

- h) approves increases to domestic student tuition fees equal to or less than the Consumer Price Index, as defined under the Alberta *Post-Secondary Learning Act* and its associated Regulations.
- i) reviews and recommends new mandatory non-instructional fees ~~and non-credit international support fees~~, and approves increases to existing mandatory non-instructional fees ~~and non-credit international support fees~~ equal to or less than the agreed-upon weighted annual inflation with both a ceiling of 5.0% and a floor of 0%.
- j) approves new ~~non-regulated exclusion to program fees mandatory student instructional support fees~~, and changes to or deletions of existing ~~non-regulated exclusion to program fees mandatory student instructional support fees~~.
- k) reviews and recommends approval of international student tuition fees.
- l) approves the collection of fees on behalf of University of Alberta Students' Union and Graduate Students' Association.
- ~~m) reviews and approves residence rental rate increases equal to or less than 5.0%.~~
- ~~n) reviews and approves meal plan rate increases equal to or less than the most recently reported Alberta Consumer Price Index plus 1.0%.~~
- ~~o)m) reviews budget drivers for ancillary operations, including rates and financial targets for residences and meal plans, and receives an overview of residence system health, including quality of services provided.~~
- ~~p)n) reviews and recommends approval of parking rates.~~

Facilities, Property and Capital Expenditures

- ~~q)o) reviews, approves, and recommends approval of capital expenditures, as determined by the University's Capital Expenditure Authorization Request (CEAR) Policy.~~

Commented [EP1]: Removed because the capital budget is part of the consolidated budget.

Commented [EP2]: Moved to BARC, as per November 25, 2021 BGC and VP (F&A)

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Commented [EP3]: Added to align with a change to the BLRSEC Terms of Reference: the IMA is replacing the Comprehensive Institutional Plan (CIP), which was reviewed and recommended by both BFPC and BLRSEC

Commented [EP4]: As per BGC, BFPC and BRPAC - to remain with BRPAC only

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Commented [EP5]:

Commented [EP6]: As per BFPC discussions and VP (F&A), to align with PSLA(72)

Commented [EP7]: As per Provost and Vice-President (Academic) (PVPA)

Commented [EP8]: To replace Sections 2 m and n, as per discussions with BFPC, BFPC Chair and Vice-Chair, and VP (F&O). There is no specific reference to residence or meal plan rates in the PSLA or Tuition Regulations.

BOARD FINANCE AND PROPERTY COMMITTEE
Terms of Reference

- ~~f)p)~~ reviews and recommends approval of the acquisition or disposition of real property, as determined by the University's Real Property Acquisition and Disposition Procedures and as guided by the Capital Expenditure Authorization Request (CEAR) Policy approval limits.
- g) Identifies and monitors trends relating to the University's property and its deferred maintenance needs, and assesses the strategic impact of such trends and changes on the University.
- ~~e)r)~~ reviews and recommends approval of the capital plan.
- ~~t)s)~~ reviews quarterly planning reports for individual capital projects, reviews and recommends the Integrated Asset Management Strategy, including substantive updates, and receives regular updates on the institution's progress toward achieving the objectives outlined in the strategy.
- ~~u)t)~~ reviews and recommends approval of lands to be transferred to the University of Alberta Properties Trust Inc. as well as accompanying transfer terms to be negotiated with UAPTl reflecting the long term strategies under which transferred lands are to be managed and developed.
- ~~v)u)~~ reviews and ~~recommends~~ approve ~~seal~~ of the appointment and renewal of terms of office of directors of the University of Alberta Properties Trust Inc.
- ~~w)v)~~ reviews and recommends the university's long-range development plans and other master plans, including substantive amendments, for university lands, and monitors individual project proposals for implications to the university's long-range planning and strategic vision.
- ~~x)w)~~ approves expenditures of a non-capital nature from the real property reserve fund.

Information Technology and Intellectual Property

- ~~y)x)~~ reviews reports, strategies and plans regarding physical infrastructure and resource optimization for University information technology systems.
- ~~z)~~ reviews and recommends new University policies on intellectual property and technology transfer and approves changes to policy in consultation with the Board Learning, Research and Student Experience committee.

Policy and Other Matters

- ~~aa)y)~~ reviews and approves changes to existing University policies relating to the Committee's mandate, subject to the Limitations on Delegation as set out in paragraph 3.
- ~~bb)z)~~ reviews and recommends new University policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- ~~cc)aa)~~ considers enterprise risk and opportunities risks associated with all items before the Committee and communicates those as needed makes recommendations to the Board Audit and Risk Committee and the Board.
- ~~dd)bb)~~ considers other matters at the request of the Board.

3. Limitation on Delegation by the Board of Governors

The Committee functions in accordance with the Principles for Board of Governors Delegation of Authority. The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 2, the Board approves:

- a) policy changes with significant institutional impact.
- b) new policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- c) policies for the control and regulation of pedestrian and vehicle traffic on University lands.
- d) guiding principles for changes to approved budgets and for transfer or reallocation of monies included in approved budgets.
- ~~e)~~ the annual consolidated and capital budgets.
- ~~f)~~ the Investment Management Agreement and / or a similar document
- ~~e)g)~~ internal loans, as determined by the as determined by the university's Internal Loan Policy, and the execution of borrowing resolutions.
- ~~f)h)~~ international student tuition fees.

Commented [EP9]: To align with the PSLA

Commented [EP10]: As per VP (F&O), to align with current practice

Commented [EP11]: As per BGC

Commented [EP12]: At the request of BFPC and as per University Secretary and General Counsel, to incorporate oversight for long term strategy

Commented [EP13]: BFPC recommended delegating approval of UAPTl director appointments to itself, to allow the Board to pursue major policy and strategic issues

Commented [EP14]: Recommended by VP (F&O) to capture amendments and align with current practice

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Commented [15]: Remove - this is part of BLRSEC's mandate.

Commented [ZJ16]: Changes recommended by the Audit and Risk Committee (standard for all committees), to clarify the role of other standing committees regarding risk oversight.

Commented [EP17]: To align with changes to Section 2c

Commented [EP18]: To align with addition following Section 2e

Commented [EP19]: To align with addition following Section 2g

BOARD FINANCE AND PROPERTY COMMITTEE
Terms of Reference

- ~~g)j)~~ exceptional increases to domestic student tuition greater than the Consumer Price Index, as allowed under the Alberta *Post-Secondary Learning Act* and its associated Regulations.
- ~~h)j)~~ new mandatory non-instructional fees and non-credit international support fees.
- ~~i)k)~~ increases to mandatory non-instructional fees and non-credit international support fees greater than 5%, as allowed under the Alberta *Post-Secondary Learning Act* and its associated Regulations.
- ~~j)~~ ~~residence rental rate increases greater than 5.0%.~~
- ~~k)~~ ~~meal plan rate increases greater than the most recently reported Alberta Consumer Price Index plus 4.0%.~~
- l) parking rates.
- m) capital expenditures as determined by the University's Capital Expenditure Authorization Request Policy.
- n) the acquisition or disposition of real property as determined by the University's Real Property Compliance Policy.
- o) ~~the capital plan.~~
- ~~p)q)~~ ~~the Integrated Asset Management Strategy.~~
- ~~r)g)~~ lands to be transferred to the University of Alberta Properties Trust Inc., together as well as accompanying transfer terms to be negotiated with UAPTl reflecting the long term strategies under which transferred lands are to be managed and developed.
- ~~s)~~ ~~the appointment and renewal of terms of office of directors of the University of Alberta Properties Trust Inc.~~
- ~~t)r)~~ the university's long-range development plan and other master plans for university lands, including substantive amendments.
- ~~u)s)~~ recommendations, and considers information and reports, on matters that in the opinion of the Committee may pose significant risk to the University.

Commented [EP20]: To align with changes in Section 2i

Commented [EP21]: To align with changes in Section 2i

Commented [EP22]: To align with changes in Sections 2m and n

Commented [EP23]: To align with the new Section 2r.

Commented [EP24]: To align with addition following Section 2s

Commented [EP25]: To align with changes to Section 2t

Commented [EP26]: To align with changes to Section 2u

Commented [EP27]: To align with changes to Section 2V

4. Composition *(Redacted for current review purposes)*

5. Committee Process and Procedures

The Committee:

- a) functions in accordance with the Board of Governors Bylaws, Board's General Committee Terms of Reference.
- b) develops and follows an annual work plan addressing both strategic and routine issues.
- c) annually reviews the terms of reference of the Committee and recommends to the Board Governance Committee any required changes.

6. Reporting to the Board of Governors

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

Decision History:

DATE	DECISION-MAKER	DECISION
2019-05-28	Board Finance and Property Committee	Recommended
2019-06-14	Board of Governors	Approved
2020-05-26	Board Finance and Property Committee	Recommended
2020-06-19	Board of Governors	Approved



1. **Mandate and Role of the Committee** – The Board Governance Committee assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to the effectiveness, ~~impact,~~ organization, and procedures of the Board of Governors, to enhance board governance performance.

Commented [ZJ1]: Requested by committee, with the assumption that if BGC deals with effectiveness, organization, and procedures, the enhanced board performance will be impactful.

2. **Areas of Responsibility**

Without limiting the generality of the foregoing, the Committee shall:

Oversight of Institutional Strategic Plan

- a) support the University in the development and ongoing monitoring of the institutional strategic plan, and report thereon to the Board, as necessary.
- b) ~~in collaboration with the President, consider opportunities for forward-looking institutional strategy discussions with the Board and/or its standing committees, identify an annual outline of topics for discussion by the Board related to the institutional strategic plan, and also consider and explore other areas requiring additional focus by the Board or its committees.~~

Commented [ZJ2]: Requested by the committee to be less specific. Also addresses the Board-approved Mandates and Role Document which states: "The Board is responsible for ensuring that the institution is responsive to changing educational and societal needs."

Composition and Succession Planning

- c) ~~guided by principles of equity, diversity, and inclusion,~~ identify 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 a skills matrix for the Board to fulfil its responsibilities.
- d) ~~in consultation with Committee Chairs, review 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 recommend any required changes to the Board.~~
- e) work with the Board Chair to identify candidates as prospective Board members and/or committee members to fulfill the roles and responsibilities of the Board.
- f) develop and implement a systematic and open process for seeking nominations for ~~Non-Governor Committee Members~~ external members of the public to sit on Board committees.

Commented [ZJ3]: Recommended by University Governance to reflect the Board's commitment to the principles of equity, diversity, and inclusion.

Commented [ZJ4]: Requested by the committee to capture committee's role in review of committee composition, and to align with previously-approved Section 3c.

Commented [ZJ5]: To align with Board Bylaws

Orientation and Development

- g) facilitate opportunities related to Board member orientation, mentorship, development, continuing education, and Board strategic planning, including an annual Board retreat, to support a solid understanding of the University and good governance practices.
- h) oversee opportunities for member engagement with university stakeholders and key sectors of the broader community.

Board Self-Assessment and Governance Best-Practices

- i) oversee the Board self-evaluation process and report to the Board on any findings and outcomes.
- j) review the Board's committee structure and mandates to ensure committees remain relevant and effective, with a comprehensive review every three years.
- k) ~~coordinate the mandates and Terms of Reference of all Board Standing Committees, and recommend changes to the Board of Governors~~
- l) monitor, review, and ensure Board compliance with governance legislation and documents.
- m) review and revise Board by-laws and codes of conduct for approval by the Board of Governors.
- n) ~~in consultation with Committee Chairs,~~ review Board processes and meeting effectiveness, ensuring items before the Board or its committees are addressed efficiently, appropriately, and in accordance with legislated standards and best practices.

Commented [ZJ6]: Recommended by University Governance, to reflect BGC's authority to recommend all standing committees' terms of reference (as stated in other standing committees' Terms of Reference, where they recommend changes to BGC).

Commented [ZJ7]: Recommended by the committee to incorporate committee chair consultation.

BOARD GOVERNANCE COMMITTEE
Terms of Reference

- m) review the information needs and time commitment of members to ensure that information and meeting management systems and practices facilitate the most effective use of members' time.
- ~~n) ensure follow up on action items and other recommendations of the Board.~~

Commented [ZJ8]: As requested by the committee - felt it was unnecessary.

Other Matters

- ~~e) consider enterprise risk and opportunities risks associated with all items before the Committee and communicate those as needed makes recommendations to the Board Audit and Risk Committee and the Board.~~
- ~~p) consider other matters at the request of the Board.~~

Commented [ZJ9]: Changes recommended by the Audit and Risk Committee (standard for all committees), to clarify the role of other standing committees regarding risk oversight.

3. Limitation on Delegation by the Board of Governors

The Committee functions in accordance with the Principles for Board of Governors Delegation of Authority. The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 2, the Board shall make all decisions with respect to:

- ~~a) the institutional strategic plan.~~
- ~~a) decisions arising from the Board self-evaluation process.~~
- ~~b) the establishment or revisions of Board by-laws or codes of conduct.~~
- ~~c) the appointment of members to Board standing committees and other representative roles on behalf of the Board of Governors.~~
- ~~e) the mandates and Terms of Reference of all Board Standing Committees.~~

Commented [ZJ10]: Requested by the committee to confirm the Board's authority for approval and monitoring of the institutional strategic plan.

Commented [ZJ11]: To align with current practice (see section 2 above)

4. Composition *(Redacted for current review purposes)*

5. Committee Process and Procedures

The Committee:

- a) functions in accordance with the ~~Board of Governors Bylaws, Board's General Committee Terms of Reference.~~
- b) develops and follows an annual work plan addressing both strategic and routine issues.
- c) annually reviews the terms of reference of the Committee and recommends to the Board of Governors any required changes.

6. Reporting to the Board of Governors

The Committee should report regularly to the Board of Governors with respect to its activities and decisions.

Decision History:

DATE	DECISION-MAKER	DECISION
2018-10-12	Board of Governors	Approved
2018-12-14	Board of Governors	Approved
2019-05-24	Board Governance Committee	Recommended
2019-06-14	Board of Governors	Approved



1. **Mandate and Role of the Committee** – The Board Human Resources and Compensation Committee assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to University human resources policies, procedures, and trends; collective bargaining and related service contracts; and senior administration selection, review, compensation, and succession planning.

2. **Areas of Responsibility**

Without limiting the generality of the foregoing, the Committee:

Employee and Labour Relations ~~Collective Bargaining~~

- a) considers and recommends to the Board changes in collective agreements, as well as the Handbook of Terms and Conditions of Employment for Management and Professional Staff (Excluded) (MAPs);
- b) reviews and approves the mandates for negotiating committees with all bargaining units.
- c) receives updates on collective bargaining, the administration of collective agreements, and labour relations, and provides feedback and advice to the President.

Commented [ZJ1]: Recommended by University Governance to reflect the introduction of MAPs staff / handbook since the last Board committee review.

Senior Administration Appointments/Reviews

President

- d) monitors Presidential effectiveness and, through the Chair of the Committee, provides advice to the Chair of the Board on the performance of the President.
- e) annually solicits, reviews and evaluates the comments of the members of the Board with respect to the performance of the President and considers such other data, reports and information as the Committee considers useful.
- f) recommends the President's annual goals and objectives to the Board for approval.
- g) appoints Board members to search and review committees for the President as established under the University's Recruitment Policy and associated procedures.
- h) reviews and recommends the appointment, extension, reappointment and dismissal of the President.
- i) reviews and approves the compensation and all contractual terms and conditions for the President, prior to the execution thereof or any public announcement.
- j) reviews and recommends changes to the President's executive position description.

Commented [ZJ2]: Recommended by University Governance to clarify current practice / authority within the PSLA 81(3).

Vice-Presidents

- k) reviews and recommends the appointment, extension, reappointments and dismissals of Vice-Presidents.
- k) reviews and approves the compensation and all material contractual terms and conditions for the Vice-Presidents prior to the execution thereof or any public announcement, on the recommendation ~~advice~~ of the President.
- l) appoints Board members and external representatives of the Board to advisory search and review committees for Vice-Presidents, as established under the University's Recruitment Policy and associated procedures.
- m) annually provides advice to the President, through the Chair of the Committee, with respect to the responsibilities and performance (in relation thereto) of the Vice-Presidents.
- n) reviews and recommends changes to the Vice-Presidents' executive position descriptions.

Commented [ZJ3]: Recommended by University Governance / President's Office - would allow the President to bring a summary term sheet for approval, rather than the full contract.

Senior Administration

- o) reviews and approves the appointment, extension, reappointments and dismissals of Deans and the University Registrar.

Commented [ZJ4]: Recommended by University Governance to clarify current practice / authority within the PSLA 82(2).

BOARD HUMAN RESOURCES AND COMPENSATION COMMITTEE

Terms of Reference

- ~~p)q)~~ reviews and approves matters of a substantive nature with respect to the procedures for the selection of Deans, as established under the University's Recruitment Policy and associated procedures.
- ~~q)r)~~ reviews succession plans for senior administration.
- ~~r)s)~~ annually reviews the performance and approves the compensation of the Deputy Provost, the Deans, the University Registrar and the University Librarian, upon the advice and recommendation of the Provost.
- ~~s)t)~~ approves the appointment of Killam and Tory Chairs.

The Committee makes recommendations with respect to appointments, extensions, reappointments and dismissals of Vice-Presidents and Deans on the advice and recommendation of the President.

Reports, Advice, Trends

- ~~t)u)~~ considers trends affecting human resources policies of the University.
- ~~u)v)~~ receives annual reports on the university's pensions plans and provides feedback to the university representative(s);
- ~~w)~~ approves the nomination of a university representative to the Public Service Pension Plan (PSPP) Corporation Board of Directors, and the appointment of a university representative to the PSPP Sponsor Board, pursuant to the Joint Governance of Public Sector Pension Plans Act.
- ~~v)~~ approves the appointment of a university representative to the Universities Academic Pension Plan (UAPP) Board of Trustees, pursuant to the UAPP Sponsorship and Trust Agreement.
- ~~w)~~ receives the report of the nominee of the Board to the Board of Trustees, of the Universities Academic Pension Plan.
- ~~x)~~ receives the report of the nominee of the Board to the Public Service Pension Plan Sponsor Board.
- y) monitors trends in compensation and benefits for executives, senior administrators, faculty, staff and other employees.
- z) reviews and provides feedback on regular reports on hiring, retention, and other employment-related matters.
- aa) monitors the performance of the University in the areas of responsibility of the Committee against key strategic performance indicators and reports on this to the Board.

Commented [ZJ5]: Recommended by University Governance / Administration to clarify BHRCC's role re university pension oversight.

Includes recommendation to delegate approval of appointments of university representatives on PSPP and UAPP Boards.

Policy and Other Matters

- bb) reviews and approves changes to existing University policies relating to the Committee's mandate, subject to the Limitations on Delegation as set out in paragraph 3.
- cc) reviews and recommends new University policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- dd) considers ~~enterprise risk and opportunities risks~~ associated with all items before the Committee and ~~communicates those as needed makes recommendations~~ to the Board Audit and Risk Committee ~~and the Board~~.
- ee) considers other matters at the request of the Board.

Commented [ZJ6]: Changes recommended by the Audit and Risk Committee (standard for all committees), to clarify the role of other standing committees regarding risk oversight.

3. Limitation on Delegation by the Board of Governors

The Committee functions in accordance with the Principles for Board of Governors Delegation of Authority. The general delegation of authority by the Board to the Committee is limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 2, the Board approves:

- a) the appointment, extension, reappointment and dismissal of Vice-Presidents and the President
- ~~a)b)~~ changes to President and Vice-President executive position descriptions.
- ~~b)c)~~ goals and objectives for the President.
- ~~c)d)~~ collective agreements and substantial revisions thereof.

Commented [ZJ7]: To align with additions in Section 2

BOARD HUMAN RESOURCES AND COMPENSATION COMMITTEE

Terms of Reference

- ~~e)~~ _____ policy changes with significant institutional impact, including those related to the remuneration of Deans, Vice-Presidents and the President and other senior members of the Administration of the University.
- ~~f)~~ new policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- ~~g)~~ recommendations and considers information and reports on matters that in the opinion of the Committee may pose significant risk to the University.

4. Composition (*Redacted for current review purposes*)

5. Committee Process and Procedures

The Committee:

- a) functions in accordance with the ~~Board of Governors Bylaws, Board's General Committee Terms of Reference.~~
- b) develops and follows an annual work plan addressing both strategic and routine issues.
- c) annually reviews the terms of reference of the Committee and recommends to the Board Governance Committee any required changes.

6. Reporting to the Board of Governors

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

Decision History:

DATE	DECISION-MAKER	DECISION
2019-05-28	Board Human Resources and Compensation Committee	Recommended
2019-06-14	Board of Governors	Approved



1. Mandate and Role of the Committee – The Board Investment Committee assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to all investments of the University Endowment Pool and the Non-Ended Investment Pool as outlined in the University Funds Investment Policy.

Commented [ZJ1]: Requested by the committee and administration to provide clarification on what is meant by "all investments" in the context of BIC (for example, "all investments" was not intended to encompass real estate investments etc)

2. Areas of Responsibility

Without limiting the generality of the foregoing, the Committee:

Oversight of Investments

- a) reviews and approves Strategic Role Investment Guidelines and strategies in alignment with the University Funds Investment Policy.
- b) establishes and works within the University's investment principles and beliefs.
- c) monitors, at least quarterly, implementation and compliance with the Investment Policy.
- d) monitors, at least annually, the actual and expected risk-return profile of the investment programs; the value added by specific elements of the Investment Policy; the continued appropriateness of the Investment Policy; and the cost effectiveness of the investment program.

Commented [ZJ2]: Requested by the committee to keep the committee focused at a higher level of governance.

Oversight of University's investment custodians, advisors and managers

- e) reviews the appointment and termination of the University's investment custodians ~~and advisors.~~
- f) reviews reports from management on monitors at least quarterly, the performance of individual investment managers.
- g) reviews, monitors, and provides feedback on the process for the appointment and termination of ~~individual~~ investment managers and advisors.

Commented [ZJ3]: Requested by the committee to indicate that the committee isn't monitoring the performance of each individual manager.

Commented [ZJ4]: Requested by the committee

Policy and Other Matters

- h) reviews and approves changes to existing University policies relating to the Committee's mandate, subject to the Limitations on Delegation as set out in paragraph 3.
- i) reviews and recommends new University policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- j) reviews and approves the annual compliance certificate that confirms Investment and Treasury staff comply with the Employee Code of Conduct.
- k) ~~considers enterprise risk and opportunities risks~~ associated with all items before the Committee and communicates those as needed ~~makes recommendations~~ to the Board Audit and Risk Committee and the Board.
- l) considers other matters at the request of the Board.

Commented [ZJ5]: Changes recommended by the Audit and Risk Committee (standard for all committees), to clarify the role of other standing committees regarding risk oversight.

3. Limitation on Delegation by the Board of Governors

The Committee functions in accordance with the Principles for Board of Governors Delegation of Authority. The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 2, the Board approves:

- a) policy changes with significant institutional impact, including, but not limited to, the University Funds Investment Policy and the University Endowment Pool (UEP) Spending Policy, including:
 - i. the establishment of broad risk tolerances, strategic asset allocation, and responsible investment.
 - ii. investment objectives, and matters that affect the Effective Rate of Spending.
- b) new policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.

Commented [ZJ6]: Requested by the committee and administration to reflect the importance of these policies to BIC's mandate and function.

BOARD INVESTMENT COMMITTEE
Terms of Reference

- c) recommendations, and considers information and reports on matters that in the opinion of the Committee may pose significant risk to the University.

4. Composition *(Redacted for current review purposes)*

5. Committee Process and Procedures

The Committee:

- a) functions in accordance with the ~~Board of Governors Bylaws, Board's General Committee Terms of Reference.~~
- b) develops and follows an annual work plan addressing both strategic and routine issues.
- c) annually reviews the terms of reference for the Committee and recommends to the Board Governance Committee any required changes.

6. Reporting to the Board of Governors

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

Decision History:

<i>DATE</i>	<i>DECISION-MAKER</i>	<i>DECISION</i>
<i>2019-05-30</i>	<i>Board Investment Committee</i>	<i>Recommended</i>
<i>2019-06-14</i>	<i>Board of Governors</i>	<i>Approved</i>

1. **Mandate and Role of the Committee** - The Board Learning, Research, and Student Experience Committee assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to University academic, teaching, and research affairs, student mental health and wellness, and future educational expectations and challenges, all while respecting the academic governance role of the General Faculties Council.

Commented [EP1]: 1.At BLRSEC's request, to indicate that the committee's mandate encompasses more than teaching alone.

Commented [EP2]: 1.At BLRSEC's request, to align with industry standards

Commented [EP3]: 1.See below

2. **Areas of Responsibility**

~~Respecting the academic governance role of the General Faculties Council, the Committee assists the University to ensure that teaching, research and support for students advance in accordance with the University's vision, mission and strategic plan and in response to the evolving needs of students and society.~~

Subject to paragraph 3, the Committee:

- a) ~~monitors, evaluates, advises and makes decisions on behalf of the Board related to teaching, learning, research, and student experience, within the Board's legislative mandate.~~
- b) ~~keeps abreast of trends, opportunities and challenges in these areas and of evolving community and societal expectations; and~~
- c) ~~reviews the performance of the University in its areas of responsibility against appropriate performance measures and reports on this to the Board.~~

Commented [EP4]: 2a-c: This section is being deleted to align with the format of other committees' terms of reference, and because some sections were redundant. Anything not already included in other sections has been moved into a more appropriate spot.

Without limiting the generality of the foregoing, the Committee:

Oversight and Facilitation of Academic Mission

- ~~d)a) reviews and approves/recommends approval of major initiatives related to the overall academic mission and related plans and policies of the University.~~
- ~~e)b) keeps informed of how academic quality is measured at the university and regularly reviews and discusses quality assurance reports. Monitors academic quality at the university, including quality assurance reports, and reports material updates to the Board.~~
- ~~f) reviews and approves recommendations of General Faculties Council; for the establishment, continuation and re-organization of faculties, schools, departments and makes recommendations to the Board in respect thereof.~~
- ~~i-c) reviews and recommends on the establishment, termination, merger, or major reorganization of colleges, faculties, departments, and schools~~
- ~~d) reviews and recommends program approvals involving the creation or suspension of a degree program~~
- ~~e) reviews and approves the creation or suspension of specializations of an existing degree.~~
 - ~~ii- for major changes in instructional and research programs and other academic matters~~
 - ~~iii-f) concerning the Comprehensive Institutional Plan and/or a similar document as required and makes recommendations to the Board in respect thereof reviews and recommends sections of the Investment Management Agreement and / or a similar document that align with the committee's mandate and role~~
- g) reviews, provides feedback on and approves high level the institutional enrolment management strategy directions and annually reviews such enrolment plans and outcomes
- h) reviews and approves substantive amendments to the appeal procedures and powers of the Code of Student Behaviour, the Code of Applicant Behaviour and the Practicum Intervention Policy.
- i) monitors the quality of the educational experience at the university indicators, undertakes studies, and reviews academic matters that pertain to the quality of the educational experience at the University, in accordance with the Board's mandate.
- j) receives for information proposals approved by the GFC Academic Planning Committee respecting Shared Credential Programs.

Commented [EP5]: 2d- At BLRSEC's request to align with the limitations on delegated authority. Note: this is NOT a change in delegated authority but is instead aligning this section with previously-approved limitations on delegated authority outlined in section 3c

Commented [EP6]: 2e- Wording changed for clarity and to align with committee practice

Commented [EP7]: 2f- This section is being revised to move the sub bullets into stand-alone lines, as these are not the only items recommended by GFC and GFC's role in academic governance has been referenced in Section 1

Commented [EP8]: 2f.i - Recommended by University Governance to align with the PSLA 26(1)(l)

Commented [EP9]: 2.d Additions requested by University Governance to align with the limitations on delegated authority and UofA governance processes

Commented [EP10]: 2.e: As above

Commented [EP11]: 2fii - As per the VPRI / Provost – research programs do not exist and instructional matters are covered in Section 2d

Commented [EP12]: 2fiii - As per the Provost: the IMA is replacing the Comprehensive Institutional Plan (CIP), which was reviewed and recommended by both BFPC and BLRSEC

Commented [EP13]: 2g - As per the Provost to align with the Enrolment Management Procedure and current practice

Commented [EP14]: 2h - As per the Provost to align with the Enrolment Management Procedure and current practice

Commented [EP15]: 2i - Revised for clarity

Commented [EP16]: 2j - Revised for clarity

BOARD LEARNING, RESEARCH, & STUDENT EXPERIENCE COMMITTEE
Terms of Reference

Oversight and Facilitation of Research and Knowledge Mobilization

- k) ~~reviews and approves recommendations of General Faculties Council for major changes in research programs. ensures 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, and reports material updates to the Board.~~
- l) ~~reviews and provides feedback on regular reports on research and knowledge mobilization innovation, including the activities of centres and institutes, and reports material updates to the Board.~~
- m) monitors matters related to ~~intellectual property and~~ technology transfer ~~and knowledge mobilization, and reports material updates to the Board.~~

Commented [EP17]: 2.kAs above, and as per VPRI – revised to indicate the lack of research programs and to reflect current practice

Commented [EP18]: 2.l As per VPRI, these sections revised for clarity and brevity

- Knowledge mobilization and technology transfer work together in the same line
- Intellectual property is a subset of knowledge mobilization

Oversight and Facilitation of Quality of Students' Experience

- n) reviews and provides feedback on:
 - i. regular reports about student experience, wellness and success; ~~and-~~
 - ii. related campus programs, partnerships and strategies, including promotion of diversity and inclusion, ~~and reports material updates to the Board.~~
- o) monitors University compliance with student ~~health and~~ wellness legislation, regulations and University policies and procedures.

Policy and Other Matters

- p) reviews and approves changes to existing University policies relating to the Committee's mandate, subject to the Limitations on Delegation as set out in paragraph 3.
- q) reviews and recommends new University policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- r) considers ~~enterprise risk and opportunities~~ associated with ~~all~~ items before the Committee and ~~communicates those as needed makes recommendations~~ to the Board Audit and Risk Committee, ~~and the Board~~
- s) ~~reviews the performance of the University in its areas of responsibility against appropriate performance measures and reports on this to the Board~~
- e)t) considers other matters at the request of the Board; ~~and.~~

Commented [ZJ19]: Changes recommended by the Audit and Risk Committee (standard for all committees), to clarify the role of other standing committees regarding risk oversight.

Commented [EP20]: 2.s Moved from Section 2c (not new)

3. Limitation on Delegation by the Board of Governors

The Committee functions in accordance with the Principles for Board of Governors Delegation of Authority. The general delegation of authority by the Board to the Committee is limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 2, the Board approves:

- a) the establishment, ~~termination, merger, or major reorganization, continuation, reorganization or abolition of colleges,~~ faculties, schools and departments
- b) program approvals involving the creation or suspension of a degree program (but not specializations of an existing degree)
- c) ~~the Investment Management Agreement and / or a similar document~~
- e)d) proposals that deal with the academic transformation of the institution.
- d)e) policy changes with significant institutional impact.
- e)f) new policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- f)g) recommendations, and considers information and reports, on matters that in the opinion of the Committee may pose significant risk to the University.

Commented [EP21]: 3.a To align with Section 2c above.

Commented [EP22]: 3.c To align with Section 2f

4. Composition (Redacted for current review purposes)

BOARD LEARNING, RESEARCH, & STUDENT EXPERIENCE COMMITTEE
Terms of Reference

5. Committee Process and Procedures

The Committee:

- a) functions in accordance with the ~~Board of Governors Bylaws, Board's General Committee Terms of Reference.~~
- b) develops and follows an annual work plan including topics of strategic importance, identified in conjunction with the Provost and Vice-President (Academic) and the Vice-President (Research and Innovation).
- c) annually reviews the terms of reference for the committee and recommends to the Board any required changes.

6. Reporting to the Board of Governors

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

Decision History:

<i>DATE</i>	<i>DECISION-MAKER</i>	<i>DECISION</i>
2019-05-31	Board Learning and Discovery Committee	Recommended
2019-06-14	Board of Governors	Approved



1. **Mandate and Role of the Committee** –The Board Reputation and Public Affairs Committee assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to University reputation, identity, strategic communication, community engagement, government relations, philanthropy and advancement.

Commented [EP1]: 1. As per BRPAC, to reflect current practice and oversight. Also see a new line after Section 2h

2. **Areas of Responsibility**

Without limiting the generality of the foregoing, the Committee:

University Reputation

Commented [EP2]: 2. At BRPAC's suggestion, University is being removed from each heading to avoid redundancy in some areas and to encompass an external focus in others

- a) regularly reviews a multi-dimensional environmental scan on reputation, relationships and building trust, and other areas that administration has identified as adding value, with particular emphasis on identifying and mitigating reputational risks.
- b) regularly assesses local, provincial, national and international trends in university partnerships and positioning.
- c) reviews and approves honorific and philanthropic naming proposals of physical entities and, if necessary, recommends revocation of names of such entities to the Board for approval.
- e)d) oversees and guides efforts to safeguard and enhance the university's reputation.

Commented [EP3]: 2b. BRPAC also receives / discusses municipal trends. 'Local' was suggested by the committee to reflect the greater Edmonton area.

Commented [EP4]: 2c. Moved up from Policy and Other Matters, as per BRPAC

University Identity

- e)e) oversees and guides efforts to protect and enhance the University's identity, brand, institutional image, marketing, profile and brand promise management.
- e)f) regularly assesses local, provincial, national and international trends in university identity and brand.

University Strategic Communication

- f)g) reviews and monitors informs high-level strategic communication themes and key messages to target audiences as they relate to the University's relationships and mission.

Commented [EP5]: 2g. BRPAC requested this wording change to better align with the committee's role in providing strategic oversight, insight and foresight in this area

University Community Engagement and Government Relations

- g)h) regularly reviews and assesses the identification of internal and external stakeholder communities and advises on new communities of stakeholders on which to focus, as well as efforts to reach new stakeholders.
- h)i) monitors and provides advice on efforts to develop positive and productive relationships with the University's internal and external stakeholder communities.
- j) reviews and monitors local, provincial, and federal Government Relations' strategies
- i)k) reviews and recommends approval of the University of Alberta Annual Report to Government.

Commented [EP6]: 2h. At BRPAC's suggestion, to reflect that stakeholders can come from within the University community as well as externally.

University Philanthropy and Advancement

- j)l) reviews annual fundraising reports and Naming Opportunity plans.
- k)m) monitors donor growth, and regularly reviews plans and outcomes of plans for donor development and growth and reports on budgetary concerns to the Board Finance and Property Committee.

Policy and Other Matters

- l)n) reviews and approves changes to existing University policies relating to the Committee's mandate, subject to the Limitations on Delegation as set out in paragraph 3.
- m)o) reviews and recommends new University policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- n) reviews and approves honorific and philanthropic naming proposals of physical entities and, if necessary, recommends revocation of names of such entities to the Board for approval.

Commented [EP7]: 2n. Moved to follow Section 2b

BOARD REPUTATION AND PUBLIC AFFAIRS COMMITTEE

Terms of Reference

e)p) considers ~~enterprise risk and opportunities risks~~ associated with all items before the Committee and ~~communicates those as needed~~makes recommendations to the Board Audit and Risk Committee ~~and the Board.~~

p)q) considers other matters at the request of the Board.

Commented [ZJ8]: Changes recommended by the Audit and Risk Committee (standard for all committees), to clarify the role of other standing committees regarding risk oversight.

3. Limitation on Delegation by the Board of Governors

The Committee functions in accordance with the Principles for Board of Governors Delegation of Authority. The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 2, the Board approves:

- a) policy changes with significant institutional impact.
- b) new policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- c) revocation of honorific or philanthropic namings of physical entities
- d) the University of Alberta Annual Report to Government.
- e) Recommendations, and considers information and reports, on matters that in the opinion of the Committee may pose significant risk to the University.

4. Composition *(Redacted for current review purposes)*

5. Committee Process and Procedures

The Committee:

- a) functions in accordance with the ~~Board's General Committee Terms of Reference~~Board of Governors Bylaws.
- b) develops and follows an annual work plan focused on reputational enhancement; donor development and growth; and provincial, national and international partnerships and positioning, in conjunction with the Vice Presidents ~~(University-External Relations) and (Advancement)~~.
- c) annually reviews the terms of reference for the Committee and recommends to the Board Governance Committee any required changes.

6. Reporting to the Board of Governors

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

Decision History:

<i>DATE</i>	<i>DECISION-MAKER</i>	<i>DECISION</i>
2019-05-31	Board Reputation and Public Affairs (Board University Relations) Committee	Recommended
2019-06-14	Board of Governors	Approved



1. Mandate and Role of the Committee – The Board Audit and Risk Committee assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to all auditing, financial reporting and internal control functions; health, safety, environmental stewardship, and security of the University community; and enterprise risk management.

2. Areas of Responsibility

Without limiting the generality of the foregoing, the Committee:

Financial Reporting

- a) reviews with administration and the external auditor:
 - i. the University's annual financial statements, including any relevant accounting or disclosure matters;
 - ii. the external auditor's audit findings report and draft opinion on the financial statements;
 - iii. any significant changes in the external auditor's audit plan, difficulties or disputes with Administration, or other matters related to the conduct of the audit which are to be communicated to the Committee under generally accepted auditing standards; and
 - iv. recommends the annual financial statements to the Board of Governors for approval.
- b) reviews with administration and the external auditor the appropriateness of the University's current and proposed accounting and financial disclosure policies, principles and practices.
- c) reviews regularly with the General Counsel, Administration, and the external auditors any legal claim, legal or regulatory matter, or other contingency that could have a material effect upon the financial position or operating results of the University and the manner in which these matters have been disclosed in the financial statements.
- d) reviews published documents containing financial information derived from the financial statements for consistency with the information contained in the financial statements.

Audit Oversight

- e) confirms and assures the independence of the University Auditor and the external auditor (including its agent).
- f) meets with the University Auditor, external auditor and Administration in separate in camera sessions to discuss any matters that the Committee or these groups believe should be discussed privately with the Committee.
- g) approves, in consultation with the external auditor and the University Auditor, their audit scope and plans.
- h) discusses audit findings and recommendations and confirms the appropriateness of administration's responses.
- i) reviews with the external auditor and the University Auditor the coordination of audit effort to assure completeness of coverage, reduction of redundant efforts and the effective use of audit resources.
- j) provides an open avenue of communication between the University Auditor, external auditor, Administration and the Board.

External Audit Oversight

- k) reviews the annual engagement letter.
- l) receives reports on external audits other than those done by the Office of the Auditor General.

Internal Audit Oversight

- m) approves the appointment, replacement, reassignment, or removal of the University Auditor.
- n) considers and reviews with Administration and the University Auditor:
 - i. significant findings during the year and the responses of Administration thereto.

- ii. any difficulties encountered in the course of audits, including any restrictions on the scope of work or access to required information.
- iii. any changes required in the planned scope of the audit plan.
- iv. the internal audit department's charter, budget, staffing plan and work schedule.
- v. the internal audit department's compliance with applicable professional standards.

Enterprise Risk Management

- o) oversees the University's enterprise risk management system on behalf of the Board. This includes:
 - i. keeping the Board apprised of significant changes in risk levels and of emerging risks and opportunities.
 - ii. guiding and coordinating consideration of risk by other Board committees. .
 - iii. overseeing the enterprise risk management system and processes, including risk identification, monitoring, reporting and management.
 - iv. regular Board education about the enterprise risk management process and associated roles and responsibilities.
- p) reviews with administration, the University Auditor and the external auditor significant risks or exposures and assesses the adequacy of internal controls and mitigation strategies and measures. This includes reviewing reports from administration and the auditors and assessing the adequacy of:
 - i. insurance coverage.
 - ii. disaster recovery and business continuity plans and processes.
 - iii. other policies and procedures in place to minimize risks to asset value and mitigate damage to or deterioration of asset value.
 - iv. processes and controls to prevent and detect fraud and financial irregularities, including procedures for safe disclosure of complaints and concerns regarding financial irregularities or other accounting or auditing matters.
- q) reviews reports, strategies, and plans regarding cybersecurity and risks related to University information technology systems.
- r) obtains reasonable assurance that financial risk is being effectively managed or controlled by reviewing with Administration:
 - i. the University's tolerance for financial risks.
 - ii. its assessment of the significant financial risks facing the University.
 - iii. the University's policies and any proposed changes thereto for managing those significant financial risks.
 - iv. its plans, processes and programs to manage and control such risks so as to ensure the protection of assets and investments from an enterprise perspective.
- s) reviews and approves authorized signing officers in respect of all banking and safekeeping.
- t) reviews regularly with the University's General Counsel any legal or privacy claims or issues that could have a material effect upon the reputation or operations of the University.
- u) reviews policies and reports on compliance therewith that require significant actual or potential liabilities, contingent or otherwise, to be reported to the Board in a timely fashion.
- v) annually reviews a report on the compliance of travel and hosting expenditures incurred by the Board Chair, the President, and the Vice-Presidents with pertinent policies.

Health, Safety, Environmental Stewardship and Security

- w) monitors compliance with pertinent legislation, regulations and University policies and procedures.
- x) reviews and provides advice and recommendations on:
 - i. reports on significant incidents, trends and outcomes at the University.
 - ii. strategies and measures to support a culture that promotes occupational health, safety, environmental stewardship and security at the University.
- y) receives and reviews an annual report from the Office of Safe Disclosure and Human Rights.

Policy and Other Matters

- z) reviews and approves changes to existing University policies relating to the Committee's mandate, subject to the Limitations on Delegation as set out in paragraph 3.
- aa) reviews and recommends new University policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- bb) considers other matters at the request of the Board.

3. Limitation on Delegation by the Board of Governors

The Committee functions in accordance with the Principles for Board of Governors Delegation of Authority. The general delegation of authority by the Board to the Committee is limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 2, the Board:

- a) approves the annual financial statements of the University.
- b) approves policy changes with significant institutional impact.
- c) approves new policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- d) reviews and approves decisions with respect to information from the Auditor General or the University Auditor on controls or related matters the Chair of the Committee or the Committee may consider prudent or necessary.
- e) approves recommendations and considers information and reports on matters that in the opinion of the Committee may pose significant risk to the University.

4. Composition (*Redacted for current review purposes*)

5. Committee Process and Procedures

The Committee:

- a) functions in accordance with the Board of Governors Bylaws.
- b) develops and follows an annual work plan addressing both strategic and routine issues.
- c) has the power to conduct or authorize investigations into any matters within the Committee's scope of responsibilities. The Committee is empowered to retain independent counsel, accountants, or others to assist it in the conduct of any investigation.
- d) annually reviews the terms of reference of the Committee and recommends to the Board Governance Committee any required changes.

6. Reporting to the Board of Governors

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

Decision History:

DATE	DECISION-MAKER	DECISION
2019-05-27	Board Audit and Risk Committee (Board Audit Committee)	Recommended
2019-06-14	Board of Governors	Approved



1. **Mandate and Role of the Committee** – The Board Finance and Property Committee assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight and foresight with respect to all significant financial and property matters of the University.

2. **Areas of Responsibility**

Without limiting the generality of the foregoing, the Committee:

Financial

- a) reviews and monitors quarterly financial statements with respect to operating and capital funds.
- b) reviews and approves capitalization of funds to endowments.
- c) reviews and recommends approval of the annual consolidated budget.
- d) monitors trends and key budget drivers affecting the University and identifies the strategic implications of those trends for the University's future needs.
- e) reviews and recommends sections of the Investment Management Agreement and / or a similar document that aligns with the committee's mandate and role.
- f) reviews, approves, and recommends approval of internal loans, as determined by the university's Internal Loan Policy.
- g) reviews and recommends execution of borrowing resolutions, as required by the Alberta Post-Secondary Learning Act.

Tuition and Fees

- h) approves increases to domestic student tuition fees equal to or less than the Consumer Price Index, as defined under the Alberta *Post-Secondary Learning Act* and its associated Regulations.
- i) reviews and recommends new mandatory non-instructional fees and non-credit international support fees, and approves increases to existing mandatory non-instructional fees and non-credit international support fees equal to or less than the agreed-upon weighted annual inflation with both a ceiling of 5.0% and a floor of 0%.
- j) approves new non-regulated exclusion to program fees, and changes to or deletions of existing non-regulated exclusion to program fees.
- k) reviews and recommends approval of international student tuition fees.
- l) approves the collection of fees on behalf of University of Alberta Students' Union and Graduate Students' Association.
- m) reviews budget drivers for ancillary operations, including rates and financial targets for residences and meal plans, and receives an overview of residence system health, including quality of services provided.
- n) reviews and recommends approval of parking rates.

Facilities, Property and Capital Expenditures

- o) reviews, approves, and recommends approval of capital expenditures, as determined by the University's Capital Expenditure Authorization Request (CEAR) Policy.
- p) reviews and recommends approval of the acquisition or disposition of real property, as determined by the University's Real Property Acquisition and Disposition Procedures and as guided by the Capital Expenditure Authorization Request (CEAR) Policy approval limits.
- q) identifies and monitors trends relating to the University's property and its deferred maintenance needs, and assesses the strategic impact of such trends and changes on the University.
- r) reviews and recommends approval of the capital plan.
- s) reviews and recommends the Integrated Asset Management Strategy, including substantive updates, and receives regular updates on the institution's progress toward achieving the objectives outlined in the strategy.

- t) reviews and recommends approval of lands to be transferred to the University of Alberta Properties Trust Inc. as well as accompanying transfer terms to be negotiated with UAPTI reflecting the long term strategies under which transferred lands are to be managed and developed.
- u) reviews and approves the appointment and renewal of terms of office of directors of the University of Alberta Properties Trust Inc.
- v) reviews and recommends the university's long-range development plans and other master plans, including substantive amendments, for university lands, and monitors individual project proposals for implications to the university's long-range planning and strategic vision.
- w) approves expenditures of a non-capital nature from the real property reserve fund.

Information Technology

- x) reviews reports, strategies and plans regarding physical infrastructure and resource optimization for University information technology systems.

Policy and Other Matters

- y) reviews and approves changes to existing University policies relating to the Committee's mandate, subject to the Limitations on Delegation as set out in paragraph 3.
- z) reviews and recommends new University policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- aa) considers enterprise risk and opportunities associated with all items before the Committee and communicates those as needed to the Board Audit and Risk Committee.
- bb) considers other matters at the request of the Board.

3. Limitation on Delegation by the Board of Governors

The Committee functions in accordance with the Principles for Board of Governors Delegation of Authority. The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 2, the Board approves:

- a) policy changes with significant institutional impact.
- b) new policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- c) policies for the control and regulation of pedestrian and vehicle traffic on University lands.
- d) guiding principles for changes to approved budgets and for transfer or reallocation of monies included in approved budgets
- e) the annual consolidated budget.
- f) the Investment Management Agreement and / or a similar document.
- g) internal loans, as determined by the as determined by the university's Internal Loan Policy, and the execution of borrowing resolutions.
- h) international student tuition fees.
- i) exceptional increases to domestic student tuition greater than the Consumer Price Index, as allowed under the Alberta Post-Secondary Learning Act and its associated Regulations.
- j) new mandatory non-instructional fees and non-credit international support fees.
- k) increases to mandatory non-instructional fees and non-credit international support fees greater than 5%, as allowed under the Alberta Post-Secondary Learning Act and its associated Regulations.
- l) parking rates.
- m) capital expenditures as determined by the University's Capital Expenditure Authorization Request Policy.
- n) the acquisition or disposition of real property as determined by the University's Real Property Compliance Policy.
- o) the capital plan.
- p) the Integrated Asset Management Strategy.

- q) lands to be transferred to the University of Alberta Properties Trust Inc., as well as accompanying transfer terms to be negotiated with UAPTI reflecting the long term strategies under which transferred lands are to be managed and developed.
- r) the university's long-range development plan and other master plans for university lands, including substantive amendments.
- s) recommendations, and considers information and reports, on matters that in the opinion of the Committee may pose significant risk to the University.

4. **Composition** (*Redacted for current review purposes*)

5. **Committee Process and Procedures**

The Committee:

- a) functions in accordance with the Board of Governors Bylaws.
- b) develops and follows an annual work plan addressing both strategic and routine issues.
- c) annually reviews the terms of reference of the Committee and recommends to the Board Governance Committee any required changes.

6. **Reporting to the Board of Governors**

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

Decision History:

<i>DATE</i>	<i>DECISION-MAKER</i>	<i>DECISION</i>
2019-05-28	Board Finance and Property Committee	Recommended
2019-06-14	Board of Governors	Approved
2020-05-26	Board Finance and Property Committee	Recommended
2020-06-19	Board of Governors	Approved



1. Mandate and Role of the Committee – The Board Governance Committee assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to the effectiveness, organization, and procedures of the Board of Governors, to enhance board governance performance.

2. Areas of Responsibility

Without limiting the generality of the foregoing, the Committee shall:

Oversight of Institutional Strategic Plan

- a) support the University in the development and ongoing monitoring of the institutional strategic plan, and report thereon to the Board, as necessary.
- b) in collaboration with the President, consider opportunities for forward-looking institutional strategy discussions with the Board and/or its standing committees.

Composition and Succession Planning

- c) guided by principles of equity, diversity, and inclusion, identify 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 a skills matrix for the Board to fulfil its responsibilities.
- d) in consultation with Committee Chairs, review 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 recommend any required changes to the Board.
- e) work with the Board Chair to identify candidates as prospective Board members and/or committee members to fulfill the roles and responsibilities of the Board.
- f) develop and implement a systematic and open process for seeking nominations for Non-Governor Committee Members.

Orientation and Development

- g) facilitate opportunities related to Board member orientation, mentorship, development, continuing education, and Board strategic planning, including an annual Board retreat, to support a solid understanding of the University and good governance practices.
- h) oversee opportunities for member engagement with university stakeholders and key sectors of the broader community.

Board Self-Assessment and Governance Best-Practices

- i) oversee the Board self-evaluation process and report to the Board on any findings and outcomes.
- j) review the Board's committee structure and mandates to ensure committees remain relevant and effective, with a comprehensive review every three years.
- k) coordinate the mandates and Terms of Reference of all Board Standing Committees, and recommend changes to the Board of Governors
- l) monitor, review, and ensure Board compliance with governance legislation and documents.
- m) review and revise Board by-laws and codes of conduct for approval by the Board of Governors.
- n) in consultation with Committee Chairs, review Board processes and meeting effectiveness, ensuring items before the Board or its committees are addressed efficiently, appropriately, and in accordance with legislated standards and best practices.
- o) review the information needs and time commitment of members to ensure that information and meeting management systems and practices facilitate the most effective use of members' time.

Other Matters

- p) consider enterprise risk and opportunities associated with all items before the Committee and communicate those as needed to the Board Audit and Risk Committee.
- q) consider other matters at the request of the Board.

3. Limitation on Delegation by the Board of Governors

The Committee functions in accordance with the Principles for Board of Governors Delegation of Authority. The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 2, the Board shall make all decisions with respect to:

- a) the institutional strategic plan.
- b) decisions arising from the Board self-evaluation process.
- c) the establishment or revisions of Board by-laws or codes of conduct.
- d) the appointment of members to Board standing committees and other representative roles on behalf of the Board of Governors.
- e) the mandates and Terms of Reference of all Board Standing Committees.

4. Composition *(Redacted for current review purposes)*

5. Committee Process and Procedures

The Committee:

- a) functions in accordance with the Board of Governors Bylaws.
- b) develops and follows an annual work plan addressing both strategic and routine issues.
- c) annually reviews the terms of reference of the Committee and recommends to the Board of Governors any required changes.

6. Reporting to the Board of Governors

The Committee should report regularly to the Board of Governors with respect to its activities and decisions.

Decision History:

<i>DATE</i>	<i>DECISION-MAKER</i>	<i>DECISION</i>
<i>2018-10-12</i>	<i>Board of Governors</i>	<i>Approved</i>
<i>2018-12-14</i>	<i>Board of Governors</i>	<i>Approved</i>
<i>2019-05-24</i>	<i>Board Governance Committee</i>	<i>Recommended</i>
<i>2019-06-14</i>	<i>Board of Governors</i>	<i>Approved</i>



1. Mandate and Role of the Committee – The Board Human Resources and Compensation Committee assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to University human resources policies, procedures, and trends; collective bargaining and related service contracts; and senior administration selection, review, compensation, and succession planning.

2. Areas of Responsibility

Without limiting the generality of the foregoing, the Committee:

Employee and Labour Relations

- a) considers and recommends to the Board changes in collective agreements, as well as the Handbook of Terms and Conditions of Employment for Management and Professional Staff (Excluded) (MAPs).
- b) reviews and approves the mandates for negotiating committees with all bargaining units.
- c) receives updates on collective bargaining, the administration of collective agreements, and labour relations, and provides feedback and advice to the President.

Senior Administration Appointments/Reviews

President

- d) monitors Presidential effectiveness and, through the Chair of the Committee, provides advice to the Chair of the Board on the performance of the President.
- e) annually solicits, reviews and evaluates the comments of the members of the Board with respect to the performance of the President and considers such other data, reports and information as the Committee considers useful.
- f) recommends the President's annual goals and objectives to the Board for approval.
- g) appoints Board members to search and review committees for the President as established under the University's Recruitment Policy and associated procedures.
- h) reviews and recommends the appointment, extension, reappointment and dismissal of the President.
- i) reviews and approves the compensation and all contractual terms and conditions for the President, prior to the execution thereof or any public announcement.
- j) reviews and recommends changes to the President's executive position description.

Vice-Presidents

- k) reviews and recommends the appointment, extension, reappointments and dismissals of Vice-Presidents.
- l) reviews and approves the compensation and all material contractual terms and conditions for the Vice-Presidents prior to the execution thereof or any public announcement, on the recommendation of the President.
- m) appoints Board members and external representatives of the Board to advisory search and review committees for Vice-Presidents, as established under the University's Recruitment Policy and associated procedures.
- n) annually provides advice to the President, through the Chair of the Committee, with respect to the responsibilities and performance (in relation thereto) of the Vice-Presidents.
- o) reviews and recommends changes to the Vice-Presidents' executive position descriptions.

Senior Administration

- p) reviews and approves the appointment, extension, reappointments and dismissals of Deans and the University Registrar.
- q) reviews and approves matters of a substantive nature with respect to the procedures for the selection of Deans, as established under the University's Recruitment Policy and associated procedures.

- r) reviews succession plans for senior administration.
- s) annually reviews the performance and approves the compensation of the Deputy Provost, the Deans, the University Registrar and the University Librarian, upon the advice and recommendation of the Provost.
- t) approves the appointment of Killam and Tory Chairs.

The Committee makes recommendations with respect to appointments, extensions, reappointments and dismissals of Vice-Presidents and Deans on the advice and recommendation of the President.

Reports, Advice, Trends

- u) considers trends affecting human resources policies of the University.
- v) receives annual reports on the university's pensions plans and provides feedback to the university representative(s);
- w) approves the nomination of a university representative to the Public Service Pension Plan (PSPP) Corporation Board of Directors, and the appointment of a university representative to the PSPP Sponsor Board, pursuant to the Joint Governance of Public Sector Pension Plans Act.
- x) approves the appointment of a university representative to the Universities Academic Pension Plan (UAPP) Board of Trustees, pursuant to the UAPP Sponsorship and Trust Agreement.
- y) monitors trends in compensation and benefits for executives, senior administrators, faculty, staff and other employees.
- z) reviews and provides feedback on regular reports on hiring, retention, and other employment-related matters.
- aa) monitors the performance of the University in the areas of responsibility of the Committee against key strategic performance indicators and reports on this to the Board.

Policy and Other Matters

- bb) reviews and approves changes to existing University policies relating to the Committee's mandate, subject to the Limitations on Delegation as set out in paragraph 3.
- cc) reviews and recommends new University policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- dd) considers enterprise risk and opportunities associated with all items before the Committee and communicates those as needed to the Board Audit and Risk Committee.
- ee) considers other matters at the request of the Board.

3. Limitation on Delegation by the Board of Governors

The Committee functions in accordance with the Principles for Board of Governors Delegation of Authority. The general delegation of authority by the Board to the Committee is limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 2, the Board approves:

- a) the appointment, extension, reappointment and dismissal of Vice-Presidents and the President.
- b) changes to President and Vice-President executive position descriptions.
- c) goals and objectives for the President.
- d) collective agreements and substantial revisions thereof.
- e) policy changes with significant institutional impact, including those related to the remuneration of Deans, Vice-Presidents and the President and other senior members of the Administration of the University.
- f) new policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- g) recommendations and considers information and reports on matters that in the opinion of the Committee may pose significant risk to the University.

4. Composition *(Redacted for current review purposes)*

5. Committee Process and Procedures

The Committee:

- a) functions in accordance with the Board of Governors Bylaws.
- b) develops and follows an annual work plan addressing both strategic and routine issues.
- c) annually reviews the terms of reference of the Committee and recommends to the Board Governance Committee any required changes.

6. Reporting to the Board of Governors

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

Decision History:

<i>DATE</i>	<i>DECISION-MAKER</i>	<i>DECISION</i>
<i>2019-05-28</i>	<i>Board Human Resources and Compensation Committee</i>	<i>Recommended</i>
<i>2019-06-14</i>	<i>Board of Governors</i>	<i>Approved</i>



1. Mandate and Role of the Committee – The Board Investment Committee assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to all investments of the University Endowment Pool and the Non-Endowed Investment Pool as outlined in the University Funds Investment Policy.

2. Areas of Responsibility

Without limiting the generality of the foregoing, the Committee:

Oversight of Investments

- a) reviews and approves Strategic Role Investment Guidelines and strategies in alignment with the University Funds Investment Policy.
- b) establishes and works within the University's investment principles and beliefs.
- c) monitors implementation and compliance with the Investment Policy.
- d) monitors, at least annually, the actual and expected risk-return profile of the investment programs; the value added by specific elements of the Investment Policy; the continued appropriateness of the Investment Policy; and the cost effectiveness of the investment program.

Oversight of University's investment custodians, advisors and managers

- e) reviews the appointment and termination of the University's investment custodians.
- f) reviews reports from management on the performance of individual investment managers.
- g) reviews, monitors, and provides feedback on the process for the appointment and termination of investment managers and advisors.

Policy and Other Matters

- h) reviews and approves changes to existing University policies relating to the Committee's mandate, subject to the Limitations on Delegation as set out in paragraph 3.
- i) reviews and recommends new University policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- j) reviews and approves the annual compliance certificate that confirms Investment and Treasury staff comply with the Employee Code of Conduct.
- k) considers enterprise risk and opportunities associated with all items before the Committee and communicates those as needed to the Board Audit and Risk Committee.
- l) considers other matters at the request of the Board.

3. Limitation on Delegation by the Board of Governors

The Committee functions in accordance with the Principles for Board of Governors Delegation of Authority. The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 2, the Board approves:

- a) policy changes with significant institutional impact, including, but not limited to, the University Funds Investment Policy and the University Endowment Pool (UEP) Spending Policy, including:
 - i. the establishment of broad risk tolerances, strategic asset allocation, and responsible investment.
 - ii. investment objectives, and matters that affect the Effective Rate of Spending.
- b) new policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- c) recommendations, and considers information and reports on matters that in the opinion of the Committee may pose significant risk to the University.

4. Composition *(Redacted for current review purposes)*

5. Committee Process and Procedures

The Committee:

- a) functions in accordance with the Board of Governors Bylaws.
- b) develops and follows an annual work plan addressing both strategic and routine issues.
- c) annually reviews the terms of reference for the Committee and recommends to the Board Governance Committee any required changes.

6. Reporting to the Board of Governors

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

Decision History:

<i>DATE</i>	<i>DECISION-MAKER</i>	<i>DECISION</i>
2019-05-30	Board Investment Committee	Recommended
2019-06-14	Board of Governors	Approved



1. Mandate and Role of the Committee - The Board Learning, Research, and Student Experience Committee assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to University academic, teaching, and research affairs, student wellness, and future educational expectations and challenges, all while respecting the academic governance role of the General Faculties Council.

2. Areas of Responsibility

Without limiting the generality of the foregoing, the Committee:

Oversight and Facilitation of Academic Mission

- a) reviews and recommends approval of major initiatives related to the overall academic mission and related plans and policies of the University.
- b) monitors academic quality at the university, including quality assurance reports, and reports material updates to the Board.
- c) reviews and recommends on the establishment, termination, merger, or major reorganization of colleges, faculties, departments, and schools
- d) reviews and recommends program approvals involving the creation or suspension of a degree program
- e) reviews and approves the creation or suspension of specializations of an existing degree.
- f) reviews and recommends sections of the Investment Management Agreement and / or a similar document that align with the committee's mandate and role
- g) reviews, provides feedback on and approves institutional enrolment strategic directions and annually reviews enrolment plans and outcomes
- h) reviews and approves substantive amendments to the appeal procedures and powers of the Code of Student Behaviour, the Code of Applicant Behaviour and the Practicum Intervention Policy.
- i) monitors the quality of the educational experience at the university.
- j) receives for information proposals approved by GFC respecting Shared Credential Programs.

Oversight and Facilitation of Research and Knowledge Mobilization

- k) ensures 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, and reports material updates to the Board.
- l) reviews and provides feedback on regular reports on research and innovation, including the activities of centres and institutes, and reports material updates to the Board..
- m) monitors matters related to technology transfer and knowledge mobilization, and reports material updates to the Board..

Oversight and Facilitation of Quality of Students' Experience

- n) reviews and provides feedback on:
 - i. regular reports about student experience, wellness and success; and
 - ii. related campus programs, partnerships and strategies, including promotion of diversity and inclusion, and reports material updates to the Board..
- o) monitors University compliance with student wellness legislation, regulations and University policies and procedures.

Policy and Other Matters

- p) reviews and approves changes to existing University policies relating to the Committee's mandate, subject to the Limitations on Delegation as set out in paragraph 3.
- q) reviews and recommends new University policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.

- r) considers enterprise risk and opportunities associated with all items before the Committee and communicates those as needed to the Board Audit and Risk Committee.
- s) reviews the performance of the University in its areas of responsibility against appropriate performance measures and reports on this to the Board
- t) considers other matters at the request of the Board.

3. Limitation on Delegation by the Board of Governors

The Committee functions in accordance with the Principles for Board of Governors Delegation of Authority. The general delegation of authority by the Board to the Committee is limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 2, the Board approves:

- a) the establishment, termination, merger, or major reorganization of colleges, faculties, schools and departments
- b) program approvals involving the creation or suspension of a degree program (but not specializations of an existing degree)
- c) the Investment Management Agreement and / or a similar document
- d) proposals that deal with the academic transformation of the institution.
- e) policy changes with significant institutional impact.
- f) new policies relating to the Committee’s mandate, as set out in the University’s Policy Development Framework.
- g) recommendations, and considers information and reports, on matters that in the opinion of the Committee may pose significant risk to the University.

4. Composition *(Redacted for current review purposes)*

5. Committee Process and Procedures

The Committee:

- a) functions in accordance with the Board of Governors Bylaws.
- b) develops and follows an annual work plan including topics of strategic importance, identified in conjunction with the Provost and Vice-President (Academic) and the Vice-President (Research and Innovation).
- c) annually reviews the terms of reference for the committee and recommends to the Board any required changes.

6. Reporting to the Board of Governors

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

Decision History:

<i>DATE</i>	<i>DECISION-MAKER</i>	<i>DECISION</i>
2019-05-31	Board Learning and Discovery Committee	Recommended
2019-06-14	Board of Governors	Approved



1. **Mandate and Role of the Committee** – The Board Reputation and Public Affairs Committee assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to University reputation, identity, strategic communication, community engagement, government relations, philanthropy and advancement.

2. **Areas of Responsibility**

Without limiting the generality of the foregoing, the Committee:

Reputation

- a) regularly reviews a multi-dimensional environmental scan on reputation, relationships and building trust, and other areas that administration has identified as adding value, with particular emphasis on identifying and mitigating reputational risks.
- b) regularly assesses local, provincial, national and international trends in university partnerships and positioning.
- c) reviews and approves honorific and philanthropic naming proposals of physical entities and, if necessary, recommends revocation of names of such entities to the Board for approval.
- d) oversees and guides efforts to safeguard and enhance the university's reputation.

Identity

- e) oversees and guides efforts to protect and enhance the University's identity, brand, institutional image, marketing, profile and brand promise management.
- f) regularly assesses local, provincial, national and international trends in university identity and brand.

Strategic Communication

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

Community Engagement and Government Relations

- h) regularly reviews and assesses the identification of internal and external stakeholder communities and advises on new communities of stakeholders on which to focus, as well as efforts to reach new stakeholders.
- i) monitors and provides advice on efforts to develop positive and productive relationships with the University's internal and external stakeholder communities.
- j) reviews and monitors local, provincial, and federal Government Relations' strategies
- k) reviews and recommends approval of the University of Alberta Annual Report to Government.

Philanthropy and Advancement

- l) reviews annual fundraising reports and Naming Opportunity plans.
- m) monitors donor growth, and regularly reviews plans and outcomes of plans for donor development and growth and reports on budgetary concerns to the Board Finance and Property Committee.

Policy and Other Matters

- n) reviews and approves changes to existing University policies relating to the Committee's mandate, subject to the Limitations on Delegation as set out in paragraph 3.
- o) reviews and recommends new University policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- p) considers enterprise risk and opportunities associated with all items before the Committee and communicates those as needed to the Board Audit and Risk Committee.
- q) considers other matters at the request of the Board.

3. Limitation on Delegation by the Board of Governors

The Committee functions in accordance with the Principles for Board of Governors Delegation of Authority. The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 2, the Board approves:

- a) policy changes with significant institutional impact.
- b) new policies relating to the Committee's mandate, as set out in the University's Policy Development Framework.
- c) revocation of honorific or philanthropic namings of physical entities
- d) the University of Alberta Annual Report to Government.
- e) recommendations, and considers information and reports, on matters that in the opinion of the Committee may pose significant risk to the University.

4. Composition *(Redacted for current review purposes)***5. Committee Process and Procedures**

The Committee:

- a) functions in accordance with the Board of Governors Bylaws.
- b) develops and follows an annual work plan focused on reputational enhancement; donor development and growth; and provincial, national and international partnerships and positioning, in conjunction with the Vice President (External Relations) .
- c) annually reviews the terms of reference for the Committee and recommends to the Board Governance Committee any required changes.

6. Reporting to the Board of Governors

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

Decision History:

<i>DATE</i>	<i>DECISION-MAKER</i>	<i>DECISION</i>
<i>2019-05-31</i>	<i>Board Reputation and Public Affairs (Board University Relations) Committee</i>	<i>Recommended</i>
<i>2019-06-14</i>	<i>Board of Governors</i>	<i>Approved</i>

**Governance Executive Summary
Action Item**

Agenda Title	2022/23 Capital Plan (Infrastructure) for the Government of Alberta
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Motion

THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the 2022/23 Capital Plan (Infrastructure) as set forth in Attachment 1.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Andrew Sharman, Vice-President (Facilities and Operations)
Presenter(s)	Andrew Sharman, Vice-President (Facilities and Operations)

Details

Office of Administrative Responsibility	Office of the Vice-President (Facilities and Operations)
The Purpose of the Proposal is <i>(please be specific)</i>	The plan is before the Board for approval prior to submission to the Minister of Advanced Education as part of the 2022/23 budget plan.
Executive Summary <i>(outline the specific item – and remember your audience)</i>	<p>In accordance with the Post-secondary Learning Act, the University of Alberta is required to propose and submit to the Minister of Advanced Education an annual budget plan that includes a capital plan.</p> <p>The capital plan is to include a prioritized list of projects that support its mandate as well as student enrollment forecasts, research, and program plans. As required by the Minister, priority projects are limited to those that are able to proceed in the next three to five years to address critical infrastructure and capacity needs. Further, priority projects may result from an institution's:</p> <ul style="list-style-type: none"> • future accessibility and quality goals that support the delivery of high-demand programs; • infrastructure requirements to support research goals as outlined in the institution's mandate and provincial research targets and outcomes; • critical health and safety issues; and • critical information technology infrastructure. <p>In determining its priorities, the university carefully evaluates its known and projected academic program requirements to ensure that capital investments contribute to institutional needs. Priority investments aim to support an increased utilization of existing infrastructure, which may include identifying functionally inadequate spaces that can be reasonably renewed to meet the needs of today and tomorrow.</p> <p>Although the Government of Alberta requires inclusion of only those projects that exceed \$2.5 million or 50 percent of our capital maintenance renewal grant (\$17.5 million for the U of A), our project detailing is more comprehensive.</p> <p>The details of the 2022 capital plan are encapsulated within three appendices:</p>



Item No. 5

	<ul style="list-style-type: none"> • Appendix 1: A prioritized list of the major projects that will best enable the university achieve its teaching, research, and service mission. These projects are all unfunded and the reason for inclusion here is to telegraph to the Government of Alberta where the university’s infrastructure priorities lie. The projects are all designed to directly and significantly advance the principal infrastructure drivers of more efficiently using existing university space and decommissioning up to 15 percent of the overall building footprint. • Appendix 2: Details of the building assets that have been determined to be incapable of serving the university’s core mandate over the long-term. Some assets are well down the path of decommissioning while others are part of an under-development, long-term strategy to extricate the university from highest-cost / lowest-functioning spaces. • Appendix 3: Provides details of projects contained within the consolidated budget (including materials, supplies, and services; maintenance and renewal; and tangible capital acquisitions) approved by the Board of Governors in March 2022. <p>Including a project in the capital plan cannot anticipate that additional provincial funds will be available during the three-year planning cycle, however, the possibility of one-time targeted allocations is always present.</p>
Supplementary Notes and context	<p>At the request of the Board Finance and Property Committee Chair, this GES and the Capital Plan have been revised following BFPC’s recommendation to clarify that the attached Capital Plan is a requirement of the Government of Alberta and the PSLA. It has been expanded to further highlight to the Government our concerns with deferred maintenance and our need to reduce our physical footprint. It is noted that work will continue over the summer to develop a Capital Plan that the committee and the Board can use for future planning and decision making. BFPC members have been informed of the changes to the GES and the plan.</p> <p>The plan will be formatted before submission to the Provincial Government, but no changes to the content will be made.</p>

Engagement and Routing (Include meeting dates)

<p>Consultation and Stakeholder Participation (parties who have seen the proposal and in what capacity)</p>	<p><u><i>Those who are actively participating:</i></u></p> <ul style="list-style-type: none"> • Integrated Planning, Development, and Partnerships (F&O) • Asset Management and Operations (F&O) • Office of the Vice-President (Facilities and Operations) • Utilities (F&O)
<p><For information on the protocol see the Governance</p>	<p><u><i>Those who have been consulted:</i></u></p> <ul style="list-style-type: none"> • Vice-President (External Relations) • President’s Executive Committee (Strategic)



Resources section Student Participation Protocol >	<u>Those who have been informed:</u> •			
Approval Route (Governance) (including meeting dates)	BFPC – April 26, 2022 (recommendation) Board of Governors – May 13, 2022 (approval)			
Strategic Alignment				
Alignment with <i>For the Public Good</i>	SUSTAIN 23. OBJECTIVE: Ensure that the University of Alberta’s campuses, facilities, utility, and information technology infrastructure can continue to meet the needs and strategic goals of the university. Strategy: Secure and sustain funding to plan, operate, expand, renew, and optimize the use of campus infrastructure to meet evolving teaching and research priorities.			
Alignment with Core Risk Area	Please note below the specific institutional risk(s) this proposal is addressing. <table border="0" data-bbox="570 779 1549 989"> <tr> <td data-bbox="570 779 1089 989"> <input type="checkbox"/> Enrolment Management <input type="checkbox"/> Faculty and Staff <input type="checkbox"/> Funding and Resource Management <input type="checkbox"/> IT Services, Software and Hardware <input type="checkbox"/> Leadership and Change <input checked="" type="checkbox"/> Physical Infrastructure </td> <td data-bbox="1089 779 1549 989"> <input type="checkbox"/> Relationship with Stakeholders <input checked="" type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input checked="" type="checkbox"/> Safety <input checked="" type="checkbox"/> Student Success </td> </tr> </table>		<input type="checkbox"/> Enrolment Management <input type="checkbox"/> Faculty and Staff <input type="checkbox"/> Funding and Resource Management <input type="checkbox"/> IT Services, Software and Hardware <input type="checkbox"/> Leadership and Change <input checked="" type="checkbox"/> Physical Infrastructure	<input type="checkbox"/> Relationship with Stakeholders <input checked="" type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input checked="" type="checkbox"/> Safety <input checked="" type="checkbox"/> Student Success
<input type="checkbox"/> Enrolment Management <input type="checkbox"/> Faculty and Staff <input type="checkbox"/> Funding and Resource Management <input type="checkbox"/> IT Services, Software and Hardware <input type="checkbox"/> Leadership and Change <input checked="" type="checkbox"/> Physical Infrastructure	<input type="checkbox"/> Relationship with Stakeholders <input checked="" type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input checked="" type="checkbox"/> Safety <input checked="" type="checkbox"/> Student Success			
Legislative Compliance and jurisdiction	BFPC Terms of Reference 2r			

Attachments:

1. 2022/23 Capital Plan (Infrastructure) (21 pages)

Prepared by: Gordon Weighell
Chief of Staff, Office of the Vice-President (Facilities and Operations)
gordon.weighell@ualberta.ca

Message from the President

A leading comprehensive research university in Canada and the world, the University of Alberta is home to state-of-the-art infrastructure and equipment. Our students learn in technologically advanced classrooms, libraries and labs, while our research infrastructure supports activities as diverse as nanofabrication, cell manufacturing, printmaking and soil remediation. We come together with community and industry partners in spaces as unique as the University of Alberta Botanic Garden and the Elko Engineering garage.

Making the best possible use of the assets we need for excellence in teaching, research and community engagement is a key part of University of Alberta of Tomorrow. The U of A has over 480 buildings and 1.7 million gross square metres of space, a footprint that is one of the largest of any post-secondary institution in Canada. This Capital Plan sets the stage to right-size our footprint and infrastructure, optimize space usage, and plan for maintenance, renewal and, when appropriate, decommission and removal of buildings and other assets.

Guided by the university's core mission and Integrated Asset Management Strategy, this plan sets a strong foundation of financial and environmental sustainability. Through data-driven analysis and decision-making, it ensures that we will have the right buildings and lands in place to support future growth and continue to serve the university and the broader community well.

Message from the Vice President, Facilities and Operations

This Capital Plan identifies how we will build a stronger foundation in managing, maintaining, and removing our assets. It will position us to better respond to the growing needs of students, faculty, staff and the community, while achieving greater sustainability now and into the future. We will also focus on the impacts to our climate and the role our buildings play. We are proud of the work we do and what's been accomplished, and look forward to the growth and prosperity in the future.

While the reductions to our base operating grant were significant, an equally alarming impact is the institution's burgeoning deferred maintenance liability; reaching \$1 billion in the next five years. It is time to be more purposeful in our decisions that contribute to strong financial sustainability as well as reducing the risk of failure in some of our key teaching and research infrastructure. Through analytics and evidence-informed decisions, communication across the institution, and injections of sparse funds in targeted ways, we can right-size the infrastructure of the institution. With the appropriate space and facilities being optimized, it is my belief that we may meet not only the needs of today, but the future needs of increased enrollment and an expanded and robust research programs while still reducing our ecological and physical footprint.

I am confident that as you read through this Capital Plan and its various initiatives that you too will see the connections between, and opportunities for, strategic stewardship of our critical infrastructure and the improved outcomes for the academic and research mission, the student experience and our community. This capital plan is a legislated, annual accountability requirement of the Government of Alberta. The report must adhere to government guidelines, including demonstrating alignment with the strategic directions of the institution, the approved university capital budget, and identification of priority infrastructure for government investment.

Background

The University of Alberta is renowned for its world leading research, strength of academic programs, and excellence of its students. To ensure our responsive, relevant, and leading-edge research is successful, we must continue to attract strong students, researchers, faculty, and staff. A key component of success is the quality of our infrastructure and equipment, ensuring it meets the needs of today, but also our future. Infrastructure and equipment has a key role in recruitment of students, faculty and staff. The buildings, equipment, and grounds allow partnerships with other post-secondary institutions, organizations, and businesses. These partnerships are mutually beneficial to industry, public organizations, and our community as they explore, create, and innovate on our campuses while contributing to Alberta's economy, social fabric, and culture.

The U of A's rolling three-year capital plan aligns with the U of A's [Integrated Asset Management Strategy \(IAMS\): Taking Care of our Campuses](#). This strategy sets the direction for the University of Alberta's infrastructure assets while defining a long-term roadmap. It describes the current state and the conditions that created some current challenges while also identifying future direction and action. Lastly, it outlines how the institution intends to be effective and efficient stewards of its physical assets (buildings, roads, grounds, and utility infrastructure) through risk-based maintenance, triaging critical deferred maintenance, strategic investments, and appropriate partnerships.

In the past three years, the institution has faced increasing fiscal constraint and reductions to base operating grants. This fiscal reality required a new approach to many aspects of the institution's operations. As a result, two strategic endeavours were launched in 2020-2022: the University of Alberta for Tomorrow (UAT) project and the Service Excellence Transformation (SET) initiative. Both were bold in setting the foundation for living within the institution's means and making sustainable organizational changes. Both UAT and SET also required the institution to right-size its infrastructure. Operating and maintaining the volume of assets currently managed is no longer affordable and the University of Alberta must find a way to work within a smaller physical footprint.

IAMS, coupled with UAT and SET, situates all students, staff, faculty, visitors, and community members as stewards of the university's buildings and grounds. How each uses the institution today has a direct impact on its future state. These guiding documents set the collective mission, vision, principles, goals, and actions to future-proofing the university's infrastructure. They also help guide decisions to meet the needs of learners, faculty, staff and community today, while balancing the risks, opportunities, and fiscal environment. The university will continue to address emergent priorities, through a range of physical infrastructure opportunities, including: supporting our growing research agenda, renovating space to meet student needs, environmental sustainability and stewardship of our buildings, and ensuring support for the United Nations Declaration of the Rights of Indigenous Peoples.

Historical Context

The University of Alberta is Alberta's oldest and largest post-secondary institution, managing more than 1.5 million square metres of very complex facilities across five distinct campuses. The institution emerged from a period of significant growth in formal learning and research spaces, and some of its infrastructure predates World War I. More than 50 per cent of our buildings were built in the post-war (1951-1975) or modern (1976-1990) periods, both of which are known for lower standard construction practices. These buildings were built with a projected lifespan of 50 to 60 years and many of their critical systems (mechanical, electrical, and building envelope) are at or near their end of life. Catastrophic building failures are imminent. We have also experienced critical failures in newer and highly complex buildings, which is cause for concern given funding levels.

In 2022, Alberta continues to be impacted by considerable economic turmoil: the after-effects of the global pandemic, supply chain issues, inflationary impacts, increasing carbon tax and climate change legislation, changing non-renewable resource policies in the United States, and the overall effect on the local economy. These have impacted employment, reduced operating revenues for public institutions, and affected the demand and expectations from students and their families from post-secondary institutions. The U of A has developed plans and is working through these impacts. However, even in times of greater restraint, failure to invest in maintaining existing infrastructure will only lead to a larger deferred maintenance deficit, directly impacting teaching and research.

To operate and maintain its buildings, the U of A relies on grants from the Government of Alberta, with support from the Campus Alberta grant to offset general operational and maintenance costs (e.g. custodial, limited routine maintenance, utilities, and insurance). The government has also historically provided a variable grant under the Capital Maintenance Renewal (CMR) program, intended to help manage deferred maintenance liability. Given the size and complexity of the university's infrastructure assets, the reality is that these allocations alone are unable to meet critical needs. While crucial, these allocations do not allow for adequate investments in preventative or reactive maintenance, resulting in increasing deferred maintenance liabilities across the institution. The U of A's current deferred maintenance liability (as at May 3, 2022) is \$349.5 million and our 5-year projected liability is \$1.035 billion.

Infrastructure Planning

Over the years ahead, the U of A will grapple with competing demands in how it allocates, uses, operates, and maintains its space and buildings. The institution strives to support an additional 10,000 full load equivalent students, while also growing its research excellence and innovation agenda. There is also a need to support key priorities, including the vision for the Maskwa House of Learning and how Indigenous students can be best supported on North Campus.

While a number of Indigenous initiatives are already underway, ranging from repurposing existing space to providing healing and ceremony space across our campuses, the desire for a Maskwa House of Learning remains. While it is not in the capital plan at this time, it remains an area of continued interest with a full design in place for construction once funding is secured. Other priorities relating to sustainability, equity, and accessibility will also be considered as space and facilities are evaluated for programming and the needs of users.

Evidence will need to drive decisions about how space and buildings are used. The University of Alberta is unique amongst its U15 peers in having access to detailed analytics of each of its buildings. By leveraging robust data streams, significant subject matter expertise, a network of partners, and internal analytical capabilities, the university can best identify insights and directions on the full life cycle of buildings, land, and assets.

Space Optimization Strategy

In 2021/22, a Space Optimization Strategy (SOS) was developed to identify outcomes, goals and actions to best right-size buildings and space. This strategy falls under the broader focus on the IAMS and has been shared across many faculties and departments and has been implemented in various stages to move towards a 15% reduction in the institution's physical footprint. The strategy identified many key areas where the U of A is anomalous to its U15 peers. For example, the U of A has 50% more lab space, almost 50% greater average of the size of its administrative offices, and 30% more classroom space than its peer institutions. As a result of this comparative data and the financial constraints facing the institution, the SOS is a bold approach to right-sizing buildings while enabling continued excellence in the quality of teaching, learning, and research activities. By reducing our overall physical footprint, the institution can save significantly on operational costs that can be concentrated towards maintaining and renewing our remaining assets. Additionally, reductions in our physical footprint also mean that the institution can take the lead in the decarbonization of post-secondary institutions by reducing emissions, and will continue to pay dividends with reduced utility costs where carbon prices are expected to continue increasing significantly over time.

The SOS identified the need for a time-limited institutional governance structure that communicated, advocated for, and supported decisions related to use of space and buildings. An Executive Oversight Committee and Implementation Team were established to provide direction and analysis. They are implementing initiatives that set strategic direction for space optimization across the institution. In addition to a governance structure, the strategy identified the need for financial and environmental sustainability, and a requirement to update space policies and standards to prioritize space use and allocation.

Lastly, space and how people use it is very personal. Many faculty, students, and staff identify themselves by the space they work or spend time in, meaning the university will need a comprehensive and collaborative approach to the decisions made over-time. The U of A cannot

afford the space and buildings it has and the time is now to continue reducing this volume of assets.

Goals and Actions

Throughout this rolling three-year capital plan, the following goals and actions will drive many infrastructure decisions at the University of Alberta. They are relevant to the four stages of the life cycle of assets: 1) planning and programming; 2) creating and acquiring; 3) operating and maintaining; and 4) renewing or disposing. They are highly interdependent, suggesting the rigor and quality of each stage impacts the subsequent one. There are specific goals and actions that occur in each phase that are regularly monitored and reported. Each of these stages are impacted by a number of different drivers, ranging from functionality; safety and health; operating and maintenance costs; and equity, diversity, inclusion, and indigeneity. These drivers impact how each asset is reviewed and the resultant decisions that are proposed.

A. Planning and programming

Planning cycles are co and interdependent with many functional inputs across the institution, including: academic, research, operational, risk, equipment maintenance, deferred maintenance, and capital disposal. Aligning programming, planning, and functional design principles supports academics and research and is crucial to a good user experience.

Over the next three years, reducing the physical footprint of the institution will be a priority. Consolidation of space and cultural shifts from discrete 'ownership' to multi-use 'sharing' are key to right-sizing the infrastructure.

- a. Current space is optimized through the collection, analysis, and reporting of space data across the institution
- b. Space is reduced by a faculty, department, or unit as they shift to modernized or alternate space
- c. Space policies and standards are updated to align with best practice and institution's needs, recognizing that multi-use and shared space is an increasing priority
- d. Third parties on campus have a consistent approach to their agreements and the best interests of the university are the priority.

Where a building no longer meets the university's mission and the operational and maintenance costs are too high, thoughtful and beneficial partnerships with other organizations will be considered.

- a. The condition, operating and maintenance costs, and deferred maintenance liability of each building will be assessed with the data being made available more broadly.

- b. Buildings that no longer meet the research, academic and student success mission will be identified as a potential opportunity for a third party partnership. This will occur through partnership arrangements.
- c. Opportunities for partnerships with industry, community, public sector organizations and others will increasingly be assessed related to the institution's infrastructure and lands.

B. Creating and acquiring

At any given time, students, faculty, and staff will express a desire for new, expanded, or repurposed space. Over the next three years, it will be increasingly unlikely that the university will build new or expanded buildings. Repurposing is far more amenable to the broader institutional goals and will be the area of priority as emerging needs or new strategic directions require different space.

- a. Projects that require government funding support will be prioritized, benchmarked, and submitted for consideration within the BLIMS and/or federal government submission processes.

C. Operating and maintaining

Operating and maintaining the institution's assets can account for up to 90 per cent of the total cost of building ownership. It typically includes: routine and preventative maintenance, minor repairs, custodial services, fire protection services, pest control, snow removal, grounds care, environmental operations, and utilities. Through reducing the institution's physical footprint through removing assets, these costs will be reduced, as will targeted maintenance investments in buildings.

- a. Advance sustainable operations' practices and report regularly on impact.

D. Renewing or disposing

Over the next three years, the institution will continue to move out of externally-leased space to better use existing campuses and reduce lease costs. In addition, we will reduce the physical footprint and volume of buildings through the on-going identification of potential buildings for decanting, partnerships with other organizations, or demolition. These are never easy decisions, and will be driven by evidence, the best available data, and comparative good practices of other post-secondary institutions, public sector, and industry.

- a. Reduce external lease spaces and consolidate operations onto one of the institution's five campuses
- b. Demolition of buildings that are not viable for partnerships and too costly to continue to operate and maintain.

Summary

Over the course of the next ten years, the U of A has the opportunity to simultaneously reduce, modernize, and optimize its space with a goal of improving conditions, creating capacity for increased enrolment and expanded research, and also reducing the operational costs associated with the large infrastructure portfolio.

To do that, several initiatives aligned within the capital plan will come together to create a positive feedback loop of renewal and reduction:

- Integrated Asset Management Strategy - will continue to invest in, and renew our priority buildings for retention - leveraging opportunities for partnerships with government, our academic partners, and others. Partnerships for our space, that have value to the institution, will have an increased lens applied to how and who uses space. As space is consolidated and available for others' use, it will need to increasingly have a value proposition to the Institution and consideration for revenue back to the U of A.
- Space Optimization Strategy - will create good space governance, improve space standards, as well as prioritizing buildings for retention, disposal, or sale. The strategy is bringing partners across the university and externally together to invite collaboration and engagement. Cost savings from building reductions and lease exits will be directed towards renewal and optimization that enables further reductions. This work has started, with the university having already exited key lease agreements and re-directing those savings to enhancements of other buildings. This positive cycle of re-investment, while consolidating, will grow over the years ahead.

With a dedication to evidence informed decision-making with analytics and modeling to support our decisions, and a spirit of collaboration across the university, this capital plan seeks to provide the roadmap towards a more sustainable, resilient, and supportive infrastructure portfolio for the university.

Appendix 1: UNIVERSITY OF ALBERTA CAPITAL REQUESTS

The Government of Alberta requires the university to include a prioritized list of projects that support its mandate as well as student enrollment forecasts, research, and program plans. In determining its priorities, the university carefully evaluates its known and projected academic program requirements to ensure that capital investments contribute to institutional needs. Priority investments aim to support an increased utilization of existing infrastructure, which may include identifying functionally inadequate spaces that can be reasonably renewed to meet the needs of today and tomorrow.

In descending order, these “top ten” infrastructure priorities represent the university’s greatest opportunities to right-size its infrastructure assets, reduce our deferred maintenance liability, and, most importantly, create spaces that will serve the academic and research interests of the institution in the decades to come. Even though these projects are aspirational and pending funding, they fully reflect the university’s broader objectives of reducing the quantity of buildings while improving the functionality and use of space.

Each of these projects has been costed with considerable design work already completed meaning each could proceed in relatively short order once funding is identified.

<p>#1 - Biological Sciences Complex Modernization</p>
<p>Total Project Cost (four phases over six years): Phase 1: \$100 million Phase 2: \$150 million Phase 3: \$150 million Phase 4: \$100 million</p>
<p>Project Scope</p> <p>This project seeks to completely renew, modernize, and optimize the Biological Sciences Complex into a purpose-built, modular, and robust high service laboratory building. Wet labs are very expensive to construct, operate, and maintain and this project will enable the institution to reduce the number of buildings with high service labs by at least 20%. On a per capita basis, the University of Alberta has the highest quantity and lowest utilization of wet labs in the U15. Additionally, the long-ago practice of constructing labs in so many buildings has significantly increased its operating costs, increased the university’s risk profile, and exacerbated its deferred maintenance liability. With a concerted effort to consolidate teaching and research laboratories into fewer buildings, a multitude of strategic outcomes can be realized. The outcomes that place this project at the top of the priority list include:</p> <ul style="list-style-type: none"> ● Laboratory space will be significantly optimized, reducing the overall number of labs to maintain and lessening the demand on base building systems necessary to support these labs. ● Specifically, labs in Earth Sciences, Human Ecology, and the Research Transition Facility would be decommissioned creating opportunities for these buildings to

contribute to the university in other ways.

- Consolidating laboratories in one complex; agnostic to their disciplines, greater opportunities for interdisciplinarity and intersectionality of teaching and research are realized. We would aim to rename this renewed asset to reflect its value as a high service lab building, not specifically for a single faculty or department.
- The Biological Sciences Complex accounts for the university's largest source of current and projected deferred maintenance.

IAMS/SOS Alignment:

- Compression and optimization of very high-cost laboratory space.
- Eliminate \$81.9 million in five year deferred maintenance liabilities (2022).

#2 - Education Complex Redevelopment

Total Project Cost: \$124 million (1-2 years)

Project Scope

Located at the heart of North Campus, the Education Complex is proximal to a number of existing programs and services from a number of faculties. Additionally, by introducing modern design elements, the capacity of the buildings can be greatly increased. The project consists of three components, including fully renewing the buildings' base operating systems, modernizing and optimizing all internal spaces, and renewing the buildings' end of life envelope. Similar to Biological Sciences, these buildings create an opportunity to consolidate dry labs and offices creating numerous downstream benefits in buildings south of 87 Avenue.

IAMS/SOS Alignment:

- Compression/optimization of office space, a significant source of excess space.
- Development of right-sized teaching spaces in a central location, which increases utilization and access by more users, and the corresponding repurposing of underutilized teaching space elsewhere on campus.
- Eliminate \$49.4 million in five year deferred maintenance liabilities (2022).

#3 - Medical Sciences Building Redevelopment

Total Project Cost: \$162 million (4-5 years)

Project Scope

The Medical Sciences Building's long-term functionality remains crucial in the university's growth in both the volume and quality of health related research. Fully modernizing this building's base operating systems and redeveloping internal spaces will allow for a greater quantity of teaching and research in more-efficiently utilized space.

- The project will also allow for the eventual transition of highly complex and high-cost labs from the Clinical Sciences Building. Once completed, the Clinical Sciences Building would be considered for disposition.

IAMS/SOS Alignment:

- Significant compression and optimization of very high-cost laboratory space.
- Eventual disposition of the Clinical Sciences Building.
- Eliminate \$50.1 million in five year deferred maintenance liabilities (2022).

#4 - Central Academic Building Retrofill

Total Project Cost: \$30 million (1-2 years)

Project Scope

By design, Mathematical Sciences' relocation into University Commons frees up the upper floors of the Central Academic Building (CAB) to be reimagined to include student study space which will allow for a phased repurposing of the Cameron Library.

CAB already serves as a central gathering space for students from every corner of North Campus and includes amenities such as food and retail. Integrating student study spaces into a building already so central to the campus fabric provides an opportunity to use existing spaces more efficiently.

- To remain viable, the Cameron Library would require significant investments to address both deferred maintenance (\$21 million) and a failing building envelope (\$24 million). Additionally, the pedagogy of student study space has evolved considerably since the Cameron Library was constructed in 1964. Students require amenities such as power receptacles and breakout space that would be prohibitively expensive to introduce into a failing building.

IAMS/SOS Alignment:

- Retrofit and modernization of CAB's upper floors in a way that also creates modern student study space in a central, amenity rich location.
- Eventual repurposing of the Cameron Library
- Reduce deferred maintenance liability by \$8.2 million (2022) (\$2 million CAB + \$6.2 million Cameron Library, assuming building envelope is renewed).

#5 - Computing Science Centre / Athabasca Hall Redevelopment

Total Project Cost: \$90 million (2-3 years)

Project Scope

The Computing Sciences Centre (CSC) and Athabasca Hall are physically connected as one larger complex. As part of the University Commons redevelopment, the occupants of the CSC are slated for relocation to the new space. Decanted space in the CSC / Athabasca Hall offers the opportunity for redevelopment into a new classroom and office building that is space optimized to accept new occupants.

Optimized and compressed classroom and office space will allow for densified occupancy

leading to consolidation opportunities of other buildings with worse building condition and utilization.

Modernizing classrooms is paramount to meet the needs of today's teaching pedagogy. As a result, classroom utilization will be improved as right sized classrooms for today's lectures and seminars will become available compared to outdated classrooms that are either too large or too small to serve their intended purpose.

IAMS/SOS Alignment:

- Consolidation opportunity of other classroom and office space into optimized and modern buildings.
- Compressed and optimized classroom and office space are useful given that these two categories are noted as having considerable excess.
- Reduce five year deferred maintenance liabilities by \$2 million. (2022)

#6 - South Academic Building Retrofill

Total Project Cost: \$30 million (1-2 years)

Project Scope

As the various office and administrative offices move into University Commons, portions of the South Academic Building (SAB) can be redeveloped into modernized, purpose built space that supports the backfill space necessary to realize the objectives of the Space Optimization Strategy.

In particular, SAB houses several laboratory spaces, and the ability to create decant laboratory space is critical to the Space Optimization Strategy's initiatives to modernize and right-size laboratory space.

IAMS/SOS Alignment:

- Retrofill and space optimization of Levels 1 to 3 will create additional backfill space necessary for SOS initiatives to take place.
- Reduce five year deferred maintenance liabilities by \$200,000. (2022).

#7 - Chemistry East Teaching Lab Renewals

Total Project Cost: \$50 million (1-2 years)

Project Scope

A multi-year series of projects has seen the full renewal of the base building systems and the research labs in Chemistry West. To fulfill the vision, the teaching labs of Chemistry East are next.

Redeveloped floor plates will allow for more densified lab spaces resulting in an overall increase in available teaching labs to support additional student population growth.

Additionally, renewed lab spaces will be modern, reliable, and will improve teaching outcomes.

IAMS/SOS Alignment:

- Significant compression and optimization of high-cost laboratory space, which is the category with the most excess space.
- Reduce five year deferred maintenance liabilities by \$1 million (2022).

#8 - Animal Research Lab Renewals

Total Project Cost: \$7.2 million (1 year)

Project Scope

Several animal research laboratories require modernization to maintain compliance with national animal research requirements and to ensure continued robust research outcomes. Although this also provides an opportunity to densify and optimize these labs' design and location, ensuring compliance is the principal driver.

- The Canadian Council on Animal Care (CCAC) is the national peer-review organization responsible for setting, maintaining, and overseeing the implementation of high standards for animal ethics and care in science throughout Canada. Ensuring the university remains compliant with CCAC standards is crucial in achieving our research outcomes and to protect the university's reputation.

IAMS/SOS Alignment:

- Renewed labs will be compressed and right sized as appropriate, and will be consolidated to a common, more appropriate location.
- Reduce 5 year deferred maintenance liabilities by \$100,000 (2022).

#9 - Fine Arts Studio Space Consolidation and Renewal

Total Project Cost: \$30 million (2-3 years)

Project Scope

This project would see the optimization and modest expansion of the Fine Arts Building (FAB) to consolidate fine arts research studio and workshop space from across North Campus. By creating modern, well-ventilated, and optimized space in FAB, spaces in several buildings (e.g. Industrial Design Studio, Varsity Trailers, North Power Plant, and HUB Mall) could be vacated for future considerations.

IAMS/SOS Alignment:

- Optimized and consolidated space on North Campus.
- In particular, the space in HUB Mall has inherent potential to generate external revenue to support its own operation.
- Reduce 5 year deferred maintenance liabilities by \$2.4M, assuming the removal of

Industrial Design Studio (2022).

The university has one additional priority project as it is as much a priority for the citizens of Alberta as it is for the institution. The Universiade Pavilion, also known as the Butterdome, has been used to provide emergency support to wildfire evacuees as well as to Alberta Health Services for enduring periods of Alberta's COVID-19 pandemic response.

Universiade Pavilion (Butterdome) Building Envelope Renewal
Total Project Cost: \$22 million (1-2 years)
<p>Project Scope</p> <p>The Universiade Pavilion has supported many large-scale initiatives, at times at the request of the Government of Alberta. The building has been called into service to support Alberta's pandemic response and to serve populations impacted by natural disasters. Additionally, as the largest and most versatile building of its nature in the region, it has become the natural location for a wide array of community-based events.</p> <p>The building envelope has been failing for years and its degradation continues. It is tremendously inefficient from an energy-efficiency perspective and its very design creates a hazard in the winter with ice accumulations falling onto pedestrian walkways.</p> <p>IAMS/SOS Alignment:</p> <ul style="list-style-type: none"> ● This project is our provincial priority project as the Universiade Pavilion has become a significant part of emergency response situations for Northern Alberta. ● Reduce 5 year deferred maintenance liabilities by \$2.1 million. (2022)

The following table provides a summary of the university's priority projects and projected annual funding requirements.

(\$ million)

Priority	Project	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
1	Biological Sciences	75	75	85	85	90	90	500
2	Education	65	59					124
3	Medical Sciences	40	42	40	40			162
4	Central Academic Building	20	10					30
5	Computing Sciences	40	35	15				90
6	South Academic Building	20	10					30
7	Chemistry East	30	20					50
8	Animal Laboratories	7.2						7.2
9	Fine Arts Studios	15	10	5				30
*	Universiade Pavilion	12	10					22

Appendix 2: UNIVERSITY BUILDINGS THAT ARE BEING DECOMMISSIONED OR WHERE CONSIDERATION IS BEING GIVEN FOR POTENTIAL PARTNERSHIPS, FULL DECANTING, SALE/LEASE, AND/OR DEMOLITION

University of Alberta campuses are often ever-changing, adapting as the research, teaching, and learning needs evolve. In alignment with the university's Integrated Asset Management Strategy (IAMS), all university land and building assets are continuously evaluated to assess the degree to which they are capable of serving the teaching, research, and service mission of the institution. With over 480 buildings on five campuses - buildings ranging from simple offices to complex research facilities - it is critical that investments are made in support of continued excellence in education and research.

Every campus building that is approaching end-of-life is assessed as to whether it is reasonably capable of supporting the learning and/or research mandate of the university. Acknowledging that every building is unique as is its need for maintenance, repairs, and renewals, an iterative yet still robust decision-making process guides the university in determining whether a building is suitable for further investment or whether our limited financial resources would achieve more if invested in higher potential buildings. Both financial and environmental sustainability are important consideration factors if the building is determined to no longer fully support the academic and/or research needs of the institution.

With this in mind and in the context of a concerted effort of the university to achieve its goal of reducing its overall building footprint, several buildings have been identified for partnerships, closures, and in some instances disposition and/or demolition. These plans are at various stages for the buildings, with some having firm plans underway and others continuing to be in the exploration stage. The exploration stage can take three to five years to move into having firm plans in place, but in the spirit of transparency, all buildings are identified in this Capital Plan. The thirteen buildings identified below fall into categories of: 1) Initiatives Underway; and 2) Exploratory Initiatives.

Initiatives Underway

Administration Building

- Annual operating and maintenance costs - \$150,885
- Five year deferred maintenance liability - \$2.23 million

East Campus Village Houses (6)

- Annual operating and maintenance costs - \$N/A
- Five year deferred maintenance liability - \$725,000
- Purpose built as single-family homes. They have been used for a variety of purposes, ranging from space for professors emeriti, to fraternity use, to university social groups, etc. Each of the homes is functionally incapable of

supporting academic or research needs and have significant maintenance needs, making them unsustainable for the university to retain.

- In a purchase agreement that included the ring houses, two homes were also purchased by Primavera Development Group for relocation and one further home was purchased by a fraternity group for relocation. The remaining three homes will be taken down in the summer of 2022.

Human Ecology Building

- Annual operating and maintenance costs - \$400,913
- Five year deferred maintenance liability - \$5.42 million
- The Human Ecology Building is partially vacant, with high-service labs remaining only until a suitable alternate location is found.
- The building houses a textile research collection in less-than-ideal preservation space given the building's ongoing infrastructure issues such as intermittent flooding.

Research Transition Facility

- Annual operating and maintenance costs - \$774,150
- Five year deferred maintenance liability - \$10.5 million
- The building was originally constructed as a nurses residence and has been altered over many years. It has poor functionality for modern needs, has safety and security concerns, and a significant deferred maintenance and operating cost liability.
- The building is only partially occupied and plans to relocate remaining occupants are underway. The goal is to vacate it by 2024, though efforts are being made to fast-track that timeline.
- The majority of remaining occupants are with the Faculty of Medicine and Dentistry and they will be relocated to existing health sciences buildings which takes time to create space for these users.

Ring Houses (4)

- Annual operating and maintenance costs - \$150,885
- Five year deferred maintenance liability - \$2.23 million
- Purpose-built as single-family homes. Functionally, they are incapable of supporting the university's teaching and research mission and ongoing costs needed to make and keep them safe are unsustainable.

Exploratory Initiatives

Cameron Library

- Annual operating and maintenance costs - \$1.1 million
- Five year deferred maintenance liability - \$23.9 million + \$24 million (failing building envelope)

- Cameron Library is a mixed use building including the Centre for Teaching and Learning, Technology Training Centre, Library executive offices, stacks housing collections, student study, Digital Initiatives, and the Digital Scholarship. Working together with each of the stakeholders, each function would be relocated to alternate optimized locations that continue to serve students and staff.
- Given the building's condition, and particularly the failing building envelope, the relocation of these activities to other spaces is preferable over significant investment.

Clinical Sciences Building

- Annual operating and maintenance costs - \$2.1 million
- Five year deferred maintenance liability - \$25.5 million
- This building is uniquely situated adjacent to the Walter C. Mackenzie Health Sciences Centre and its primary occupants are a blend of U of A and Alberta Health Services (AHS) employees.
- Through other space consolidation initiatives, the university occupants could be appropriately re-located in existing health precinct buildings on North Campus, enabling the building to be available to AHS. Joint appointments between both organizations will require flexibility with the space, therefore requiring a focus on engagement between both organizations in this exploratory phase.

Earth Sciences Building

- Annual operating and maintenance costs - \$1.46 million
- Five year deferred maintenance liability - \$29.8 million
- Houses high service labs and research collections for geological and land research.
- A master planning study would need to be employed to understand the value and potential for this structure and alternate possibilities.
- For what is a relatively small building, its operating costs and deferred maintenance liabilities are very high, making it a candidate for review.

Humanities Building

- Annual operating and maintenance costs - \$944,255
- Five year deferred maintenance liability - \$16.4 million
- The Humanities Centre Building has been problematic to occupants with concerns ranging from temperature control, exposed asbestos, to maintenance issues. A space and occupancy plan endeavours to bring the Faculty of Arts into more co-located and consolidated spaces (currently spread over nine buildings), resulting in the eventual decanting of the building.
- Classrooms that are still used would need to be scheduled in alternate locations. The Office of the Registrar is currently assessing ways to entice faculties to use the full teaching window rather than only prime time hours. The system requires

right sized classrooms that reflect current pedagogy and the future Humanities classroom replacement would be part of that assessment.

- The university has explored partnerships with the K-12 education sector for use of the building via a lease agreement. No plans are currently in place.

Other buildings that are currently being programmed for densification and to support our core teaching and research mission include University Commons, with subsequent backfill work being conducted in the South Academic Building, Central Academic Building, and Athabasca Hall.

Building	Operating Cost (\$ / Year)	Deferred Maintenance Liability				Proposed Use
		Current (\$000)	5-Year (\$000)	10-Year (\$000)	20-Year (\$000)	
Initiatives Underway						
Administration	563,313	2,400	7,900	8,000	8,400	Removal
ECV Houses (6)	N/A	705	725	725	725	Removal
Human Ecology	400,913	1,070	5,420	6,880	7,740	Removal
Research Transition Facility	774,150	8,030	10,470	11,880	14,770	Removal or Partnerships
Ring Houses (4)	150,885	1,130	2,230	2,430	2,540	Removal
Exploratory Initiatives						
Cameron Library	1,110,000	14,610	23,890	24,420	29,890	Removal / Repurpose
Clinical Sciences	2,131,000	15,440	25,460	26,350	28,000	Partnerships
Earth Sciences	1,458,000	44	\$29,810	34,320	37,370	Modernize
Humanities Centre	944,255	7,900	16,400	17,520	20,570	Partnerships
Total	7,352,516	51,329	122,305	132,525	150,005	

Appendix 3: CAPITAL BUDGET

The following projects are reflected in the 2022-23 capital budget and overall institutional consolidated budget.

Major Projects Listing:

Project	2022-2023 Budget (\$000)	2023-2024 Projection (\$000)	2024-2025 Projection (\$000)
Dentistry Pharmacy Renewal and Repurpose	48,971	39,732	-
Biological Sciences - Zoology Wing	8,500	7,200	180
UA District Energy System (DES)	6,228	976	-
Lister Centre Classic Towers - Kelsey Hall	5,123	-	-
CAB Renovation (East Side)	3,850	-	-
Morrison Structures Lab	3,747	-	-
Health Science Infrastructure Optimization	3,741	1,000	-
Diwan Pavilion	2,370	-	-
HUB Mall Phases 7, 8, and 9	2,000	4,750	-
Lister Centre Classic Towers - Henday Hall	1,134	-	-
Subtotal	85,664	53,658	180
Other Capital Projects	18,439	1,800	41,250
CMR Capital	29,803	4,634	14,904
Total tangible capital acquisitions	133,906	60,092	56,334

Other Capital Projects Listing:

Project	2022-2023 Budget (\$000)	2023-2024 Projection (\$000)	2024-2025 Projection (\$000)
Biological Sciences - Aquatics Lab Z-023 (CEAR 20-018)	10.8	-	-
Construction of North Tower CME core and shell. (ICE) Innovation Centre Engineering CEAR 08-084	171.4	-	-
Devonian Islamic Garden DBG CEAR 16-080	13.1	-	-
ECERF/ETLC Smart-Grid Solar PV and storage technology pilot and demonstration CEAR 20-016	12.8	-	-
Energy Management Renovations	173.1	-	-
Energy Reduction Initiative Proj - Envision Year 3	70.1	-	-
Energy Reduction Initiative Proj - Envision Year 3	346.4	-	-
Energy Reduction Initiative Proj - Envision Year 4	5.9	-	-
Energy Reduction Initiative Proj - Envision Year 4	219.2	-	-
Energy Reduction Initiative Proj - Envision Year 4	534.3	-	-
Infrastructure Optimization (UAT)	8,000	-	-
Lister Community Plan CEAR 18-111	333.4	-	-
Lister Dining Hall	1,150	1,250	1,250
NREF renewal and renovation (Level 3 and 4) CEAR 17-065	150.5	-	-
Project Management for Devonian Islamic Garden DBG CEAR 16-080	38.5	-	-
Replacement of obsolete and failed HVAC system	2.2	-	-
Replacement of obsolete and failed make up air units	1	-	-
Replacement of obsolete and failed make up air units	489.8	-	-
Replacement of obsolete and failed unit heaters	1.7	-	-
Schaffer Elevator Modernization CEAR 22-006 funds for FY 21/22 \$250k	239	-	-
Science Infrastructure Optimization	1,509.3	-	-

SIF - ECERF FLOORS 2 & 7 (SIF Project # 35332) Cost also in AIM project 2913 \$193,790.94 CEAR 17-018	11.6	-	-
SOBB Student Collaboration Space	4,200	-	-
South Campus Arena	-	100	20,000
South Campus Greenhouse	-	100	20,000
South Campus Infrastructure Development (WO 295658)	229.2	350	-
Tory Tower Mechanical Upgrade (CEAR 20-055)	862.3	-	-

CMR Capital Projects Listing:

Project	2022-2023 Budget (\$000)	2023-2024 Projection (\$000)	2024-2025 Projection (\$000)
ACC VFD replacement/ Heating Plant VFD MC13	125	-	-
AgForestry LV Breaker Replacement	250	-	-
Athabasca Hall Electrical Upgrade CEAR 22-041	797.1	-	-
Biological Sciences Elevator 92 and 96 Modernization (CEAR 19-093)	725	146.9	-
Boiler #4 burner management system & combustion equip	1,500	-	-
Breaker Replacement	375	-	-
Cameron Library Elevator 39, 40, and 42 Modernization (CEAR 19-092)	800	123.4	-
Cameron Library Roof Repairs/Replacement	-	-	1,200
Chem Mat Elevator Replacement (CEAR 18-077)	39.3	-	-
ChemEast Exhaust Upgrade to North Wing	2,950	-	-
Chemistry Centre - East Roof Repair/Replacement	-	-	1,000
ChemWest Array Air Fan & Water Plant Upgrade	3,800	-	-
Computing Science - Replacement of high voltage distribution buildings CEAR - 22-030	1,444.6	-	-

Education Electrical Distribution Upgrade (CEAR 21-012) for FY 2020-21 expenses cannot exceed \$500k	1,697.6	-	-
F4 Poultry Building Roof Repairs/Replacement	400	-	-
HP DG Control Replacement	1,875	-	-
HP TX2 replacement	-	386	-
Katz Group Roof Repair/Replacement	-	-	2,000
Li Ka Shing Roof Repairs/Replacement	-	-	1,100
National Institute of NanoTechnology Roof Repairs/Replacement	-	-	1,400
Replace Breakers	300	-	-
Replacement of Essential Elevator	-	10	540
Replacement of Essential Elevator	-	10	540
Replacement of Supply AHUs (partnered with CMR)	2,300	-	-
Retrofit Supply Ventilation	-	500	3,750
Roofing Repairs/Replacement	1,300	-	-
SUB New Electrical Vault (CEAR 22-008)	5,600	318.8	-
University Terrace elevator modernization	650.0	265	-
Utilities Wide medium voltage cable replacement program	-	-	500
WS06 CP river water intake Repair	2,873.6	2,873.6	2,873.6

**Governance Executive Summary
Action Item**

Agenda Title	2022-2025 Investment Management Agreement
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Motion

THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the 2022-2025 Investment Management Agreement, as presented in Attachment 1.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Provost and Vice-President (Academic), Vice-President (University Services and Finance)
Presenter	Steven Dew, Provost and Vice-President (Academic), Todd Gilchrist, Vice-President (University Services and Finance)

Details

Responsibility	Provost and Vice-President (Academic), Vice-President (University Services and Finance)
The Purpose of the Proposal is (please be specific)	This proposal is before the Board to seek approval of the 2022-2025 Investment Management Agreement.
Executive Summary <i>(outline the specific item – and remember your audience)</i>	<p>In the spring of 2020, the Government of Alberta introduced performance-based funding for post-secondary institutions in the form of an Investment Management Agreement (IMA). Implementation of the IMAs was to begin in fiscal 2020-21, however, this was delayed due to the COVID pandemic. The IMAs were implemented in 2021-22 with one measure: proportion of programs with work-integrated learning (WIL). The University is on track to meet its 2021-2022 target of 78% of programs with WIL for which 5% of our funding is at risk.</p> <p>The 2022-2023 IMA will involve 15% of operating funding at risk across three mandatory funding measures: proportion of programs with work-integrated learning, domestic enrolment, and proportion of employed graduates in jobs related to their programs.</p> <p>In addition, the IMA will include up to four transparency measures, which are not attached to funding. Those measures are international enrolment, Indigenous enrolment, government revenue dependency, and proportion of graduates employed. Only the first of these is mandatory.</p> <p>The University has submitted targets for two of the transparency measures: international enrolment (which is a mandatory transparency metric), and Indigenous enrolment (which is optional). At this time, we have not provided targets for government revenue dependency or proportion of graduates employed.</p> <p>The Indigenous enrolment target does not appear in the attached document because it is an optional metric. For this metric, our 2020-2021 actual is 1,416, our 2021-2022 estimate is 1,543, and our 2022-23 target is also 1,543.</p>

Item No. 6

	The University of Alberta has worked with the Ministry of Advanced Education on the targets and tolerances in the attached material. The IMA will be submitted to the Minister of Advanced Education following Board approval, scheduled for May 13, 2022.
Supplementary Notes and context	<p>The 2022-23 IMA would also have been considered and recommended by the Board Learning, Research and Student Experience Committee (BLRSEC), but the April 29, 2022 BLRSEC meeting was cancelled.</p> <p>BFPC considered the item on April 26, 2022, and discussion focused on the following:</p> <ul style="list-style-type: none"> • additional information from the Provost and Vice-President (Academic) on the amount of funding at risk for each metric; • that the tolerance levels apply only in the negative (there are no penalties for exceeding the target), but gains in one area cannot offset losses in another • risks of not meeting the targets; • an explanation of the domestic enrolment baseline and targets; • whether these are stretch goals or accountability of funding; • that the work-integrated learning and employability metrics have good grounding in public policy; and • suggestions for IMA messaging.

Engagement and Routing (Include proposed plan)

Consultation and Stakeholder Participation	<ul style="list-style-type: none"> • Office of the Provost and Vice-President (Academic) • Office of the Vice-President (University Services and Finance) • Office of Disclosure, Assurance, and Institutional Research • Academic Planning Committee • Board Learning, Research, and Student Experience Committee • Board of Governors
Approval Route (Governance) (including meeting dates)	BFPC – April 26, 2022 (recommendation) Board of Governors – May 13, 2022 (approval)

Strategic Alignment

Alignment with <i>For the Public Good</i>	For the Public Good, Sustain	
Alignment with Core Risk Area	Please note below the specific institutional risk(s) this proposal is addressing.	
	<input type="checkbox"/> Enrolment Management <input type="checkbox"/> Faculty and Staff <input checked="" type="checkbox"/> Funding and Resource Management <input type="checkbox"/> IT Services, Software and Hardware <input type="checkbox"/> Leadership and Change <input type="checkbox"/> Physical Infrastructure	<input type="checkbox"/> Relationship with Stakeholders <input type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input type="checkbox"/> Safety <input type="checkbox"/> Student Success
Legislative Compliance and jurisdiction	Academic Planning Committee Terms of Reference BFPC Terms of Reference 2c BLRSEC Terms of Reference 2f.iii	

Attachments:

1. 2022-2025 Investment Management Agreement (6 pages)

Prepared by: Kathleen Brough, Chief of Staff, Office of the Provost and Vice-President (Academic)

2022-2025 Investment Management Agreement

PURPOSE

This three year Investment Management Agreement (IMA) with The Governors of The University of Alberta (“Institution”) describes the investment framework related to the Base Operating Grant (BOG). The purpose of the investment framework is to identify, and incentivize, measurable progress towards the vision and goals contained in *Alberta 2030: Building Skills for Jobs*.

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

TERM

This IMA is effective from April 1, 2022 to March 31, 2025 (“Term”).

CONDITIONS

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

Total Three Year At Risk Funding

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

Listed in the section PERFORMANCE METRICS below are the weighting, targets and tolerance bands for all Funding Metrics.

If an actual result for a specific funding metric does not meet the identified target, and is outside of the respective tolerance threshold, an adjustment will be applied to BOG funding. The calculated percentage reduction to the BOG that will be applied is subject to the final discretion of the Minister, but will not exceed the percentages listed above.

The adjustment will be contingent on the following factors:

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

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

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

All of the metric data, and their associated weightings, targets and thresholds, in the section PERFORMANCE METRICS below is subject to an annual review by the Minister and the Institution. The Minister may remove or add PERFORMANCE METRICS during the annual

review, and the Parties will amend this IMA to reflect amendments resulting from the annual review.

PERFORMANCE METRICS

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

Funding Metrics

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

Weighting: 4%	2020-21 Actual	2021-22 Estimate	2022-23 Target	Tolerance Threshold	2023-24 Target	2024-25 Target
Proportion of approved programs that offer WIL opportunities to students.	62%	78%	85%	5%	TBD	TBD

Funding Metric 2: Total Domestic Enrolment by School Year

Weighting: 8%	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Estimate	2022-23 Target	Tolerance Threshold	2023-24 Target	2024-25 Target
Total domestic Fulltime Learning Equivalents (FLE) enrolled in approved programs as reported in LERS	28,769	29,112	31,029	31,970	30,704	3%	TBD	TBD

Funding Metric 3: Graduate Outcomes by Survey Year*

Weighting: 3%	2018 Actual	2020 Actual	2022 Target	Tolerance Threshold	2024 Target	2025 Target
Proportion of recent graduates in employment two years after graduation whose current main job is very or somewhat related to the general skills and abilities acquired during their program	95%	97%	95%	8%	TBD	TBD

*The Graduate Outcome Survey is completed every two years.

Transparency Metric

Transparency Metric 1: International Student Enrolment by School Year

	2020-21 Actual	2021-22 Estimate	2022-23 Target	2023-24 Target	2024-25 Target
Total International FLE count as reported in LERS	7609	8261	8261	TBD	TBD

MANDATE

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

1. Type of Institution, Sector, and Governance

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

2. Outcomes

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

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

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

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

3. Clients/Students

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

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

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

4. Geographic Service Area and Type of Delivery

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

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

5. Program Mandates and Credentials Offering

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

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

6. Special Program Areas/Areas of Specialization

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

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

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

7. System Collaboration and Partnerships

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

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

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

8. Research and Scholarly Activities

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

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

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

9. System Mandate

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

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

opportunities based in the community augment on-campus activities with real-life applications. Engagement in research and innovation prepares students for life-long learning and problem solving.

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

10. Other

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

The Governors of The University of Alberta

Minister

Board Chair

Date

Date