



## June 17, 2011 – Board of Governors Meeting

The following Motions were approved by the Board of Governors in the Public Session of its meeting of June 17, 2011

### Item 4.1

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Agenda Title: **Management's Annual Financial Statements for the Year Ended March 31, 2011**

**MOTION:**

THAT the Board of Governors, on the recommendation of the Board Audit Committee, approve the Audited Financial Statements for the year ended March 31, 2011.

**CARRIED**

*Note: The approved version of the Audited Financial Statements will be posted on the Financial Services website at: <http://www.financial.ualberta.ca/en/AnnualFinancialStatements.aspx>*

### Item 5.1

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Agenda Title: **Faculté Saint-Jean and the Business Administration Diploma Program for Collège Saint- Jean**

**Motion:**

THAT the Board of Governors, on the recommendation of the Board of Finance and Property Committee, approve the proposed (new) Business Administration Diploma Program for Collège Saint-Jean, as submitted by Faculté Saint-Jean and as set out in Attachment 1, to be effective January, 2012.

**CARRIED**

*Agenda Documentation:*

*Item 5.1 Attachment 1: Proposal for the Establishment of the Bilingual Two-Year Business Administration Diploma program and Appendices at Collège Saint- Jean (Faculté Saint-Jean) (pages 1-83)*

### Item 5.2

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Agenda Title: **Next Generation Energy Management Program (2011-2012 – 2017-18)**

**MOTION 1:**

THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the Next Generation Energy Management Seven Year Program.

**CARRIED**

**MOTION 2:**

THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve and execute a Borrowing Resolution, as set forth in Attachment 2 of the agenda documentation, in an amount of not more than Five Million Dollars (\$5,000,000) in Canadian Funds from the Alberta Capital Finance Authority for a term not to exceed 15 years and at an interest rate of not more than 7.0% per annum, for purposes of funding the first year of the seven-year Next Generation Energy Management Program.

**CARRIED**



Agenda Documentation: Item 5.2

Attachment 1 (page(s) 27: Document titled, "Next Generation Energy Management Program (2011/12 – 2017/18)",  
Attachment 2 (page(s) 2: Borrowing Resolution

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### Item 5.3

Agenda Title: **Balmoral Repurposing Proposal**

#### **MOTION:**

THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve an expenditure of twenty-one million dollars (\$21,000,000) for the repurposing of the Balmoral facility, subject to senior administration completion of the necessary due diligence.

**CARRIED**

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### Item 6.1

Agenda Title: Faculté Saint-Jean and the Business Administration Diploma Program for Collège Saint- Jean

#### **MOTION:**

THAT the Board of Governors, on the recommendation of the Board Learning and Discovery Committee, approve the proposed (new) Business Administration Diploma Program for Collège Saint-Jean, as submitted by Faculté Saint-Jean and as set out in Attachment 1, to be effective January, 2012. CARRIED

Agenda Documentation:

Note that Item 6.1 Attachment 1 is the same as Attachment 1 for Item 5.1 above (pages 1-83)

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### Item 7.1

Agenda Title: **Off-Campus Activity and Travel Policy Suite**

#### **MOTION:**

THAT the Board of Governors, on the recommendation of the Board Safety, Health and Environment Committee approve:

- the new OFF-CAMPUS ACTIVITY AND TRAVEL POLICY, as set forth in Attachment 1;
- the Risk Assessment for Off-Campus Travel Involving Student Procedure , as set forth in Attachment 2;
- *the Off-Campus Activity and Travel Policy (Appendix A)* Guidelines for Faculty, Postdoctoral Fellow and Staff Travel , as set forth in Attachment 3; and
- *the Off-Campus Activity and Travel Policy (Appendix B)* Risk Assessment Matrix for Off-Campus Travel Involving Students, as set forth in Attachment 4;

all submitted by the Associate Vice-President (Risk Management Services), and to take effect upon final approval.

**CARRIED**

Agenda Documentation: Item 7.1:

Attachment 1: *Off-Campus Activity and Travel Policy (pages 1 – 5)*

Attachment 2: *Risk Assessment for Off-Campus Travel Involving Student Procedure (pages 1 – 3)*

Attachment 3: *Off-Campus Activity and Travel Policy (Appendix A) Guidelines for Faculty Postdoctoral Fellow and Staff Travel (pages 1 – 2)*

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*Attachment 4: Off-Campus Activity and Travel Policy (Appendix B) Risk Assessment Matrix for Off-Campus Travel Involving Students (pages 1 – 6)*

*Attachment 5: AASUA Consultations on the Off-Campus Activity and Travel Policy – Correspondence from the Associate Vice-President (Risk Management Services) (pages 1 – 2) (for information)*

*Note: Final approved policy and procedures will be posted on the UAPPOL web site at:*

[http://www.conman.ualberta.ca/stellent/groups/public/@ppoladmin/documents/infodoc/pp\\_ppol-home.hcsp](http://www.conman.ualberta.ca/stellent/groups/public/@ppoladmin/documents/infodoc/pp_ppol-home.hcsp)

## **Item 8.1**

Agenda Title: **Board Committee Appointments**

### **MOTION:**

THAT the Board of Governors, on the recommendation of the Board Chair, Mr. Brian Heidecker, approve the appointments and reappointments to Board and other Committees as set forth in Attachment 1 to the agenda documentation.

**CARRIED**

*Agenda Documentation :Item 8.1*

*Attachment 1: Recommended Appointments and Reappointments*

*Note: The 2011-2012 approved Committee Membership List will be posted on the University Governance website at:*

<http://www.governance.ualberta.ca/en/BoardofGovernors.aspx>

## **1- NEW PROGRAM PROPOSAL**

## **2- APPENDIX**

### **2.1- APPENDIX A**

A1- Technique d'administration des affaires –Program Profile

A2 – Courses description and instructional hours

### **2.2- APPENDIX B**

B1 - Collège Saint-Jean Budget

B2 – Tuition fees calculation

B3 – Calendar information

B4 – Library impact statement

B5 – Memorandum of understanding (MOU)

B6 - Letters of support (TAA)

B7- Letters of support – Work experience placement

## New Program Proposal Template

Directions: Complete each section. Cells will expand as you type.

### Basics

<b>Program name</b>	<b>Techniques d'administration des affaires (TAA) – Comptabilité, Finance, Management et Marketing</b>	
<b>Proposed program ID</b>		

<b>Program type</b>  Select one.	New program	<input checked="" type="checkbox"/>	<b>Provider contact</b> Collège Saint-Jean Campus Saint-Jean (CSJ) University of Alberta Dolorèse Nolette
	Program change		
	Applied degree		
	Phone		(780) 248-1658
	Fax		(780) 465-8780

<b>Credential</b> Select one.	No credential/not applicable	<input checked="" type="checkbox"/>	Diploma—Post-Degree	<input checked="" type="checkbox"/>
	Certificate		Degree—Applied	
	Certificate—Journeyman		Degree—Bachelor	
	Certificate—Post-Basic		Degree—Master	
	Certificate—Post-Degree		Degree—Doctoral	
	<b>Diploma</b>	<input checked="" type="checkbox"/>	University Transfer	
	Diploma—Post-Basic			

<b>Nature of proposal</b> Select one.	New	<input checked="" type="checkbox"/>	Suspension	<input checked="" type="checkbox"/>
	Expansion		Extension	
	Termination		Reactivation	
	Downsizing		<b>Other – Program transfer from NAIT to CSJ, U of A</b>	<input checked="" type="checkbox"/>

<b>Primary funding source</b> Select one (optional).	<b>AL—base grant</b>	<input checked="" type="checkbox"/>	Other public sources	<input checked="" type="checkbox"/>
	AL—new funds		Student sources	
	Other Alberta source		Private sources	
	Other government source		Other sources	

<b>Program length—years</b>	2 years (4, 16 week terms and 1 practicum, minimum 12 weeks )
<b>Program synopsis</b> Describe the program. Include curriculum content, target student group, target employment, further education options, etc.	
<p>The new Center for college, technical and continuing education for French speaking Albertans (<i>Collège Saint-Jean</i>) was created by virtue of a Board of Governors motion during its March 28, 2008 regular meeting. This motion led to a request made to Alberta Advanced Education and Technology by the Board of Governors for a review of the University of Alberta's mandate to include the nuance allowing for French-language programs leading to college certificates and diplomas. Said review to the mandate was approved by the Minister of Advanced Education and Technology on July 17, 2009. Securing funding for the implementation of <i>Collège Saint-Jean</i> then became the priority for Campus Saint-Jean's administrative team.</p> <p>In this proposal, approval is sought to offer a bilingual two-year Business Administration Diploma Program</p>	

(*Techniques d'administration des affaires*), formerly offered at NAIT and discontinued in 2006. It is our understanding that the pertinence of the program was questioned after it had been offered for ten years. Registrations were down significantly. *Collège Saint-Jean* feels that it can be successful in offering this program since it is an affiliation of Faculté Saint-Jean, whose strong presence and proven record in the Francophone community is a given. The possibility of tapping into resources meant to support students which have been developed over time provides an advantage to college-level students as they make their way through the program. Also, Faculté Saint-Jean has developed expertise in recruiting students from within this province and Western Canada as well as within several Francophone countries of the world. This established network will serve this program well and already, the international recruiter is indicating that there are several requests for junior level administration programs.

Courses in the first year of this program are common to all students and will be offered in French. The ten core first year courses must be successfully completed for entry to the second year. Near the end of the first year students must select among the following four areas of specialization: Accounting, Finance, Management or Marketing. Those courses that are common to the specializations will be offered in French to second year students, through a hybrid model of delivery involving the Moodle platform. The other courses will be delivered through a hybrid model of distance education by NAIT instructors. A work experience placement will complete the diploma program (Appendix A-1 provides program profile.)

Beyond the curriculum content which is described in detail in Appendix A-2, the training model will focus on the development of competencies in the following areas:

- Critical thinking and decision making
- Business and intercultural communications
- Information and communication technologies

The cooperative education model will incorporate a paid work experience placement thereby providing students with the opportunity to further develop and apply their newly acquired skills and abilities. These work placements are an integral part of the program and all students must complete a work placement. The primary purpose of the work placement is to provide practical, job related experience to students. They will be assigned to work placements in organizations or businesses which provide service in areas related to their specialization. Although the choice of organizations and businesses is not limited to those whose operations are in French, students must have the opportunity to interact in French at some point during their placement. Placements will not be limited to the Edmonton area if students wish to relocate. When a similar program was run by NAIT in the past, students were placed with various provincial and regional francophone community organizations, some federal agency offices, accounting and legal firms as well as various local businesses. Letters of commitment to the principle of creating work experience placements have been gathered in Section B7 of this proposal. Past students have gained employment through these placements. These work placements will be assigned, monitored and supervised by the Collège Saint-Jean staff.

The TAA program will be of interest to Francophone, French immersion and Core French high school graduates, to adults in pursuit of professional development or career reorientation, and to newcomers to Alberta alike. It is expected that the majority of these students will be from Alberta. It is anticipated that students from surrounding Western provinces and Northern Territories, from Central and Eastern Canada, and from beyond Canadian borders will also be attracted to the program by its uniqueness and the environment in which it will be delivered.

Employment opportunities are anticipated since there is a need for bilingual and multilingual personnel with the kind of credentials provided by this Diploma program. It is expected that this two year Diploma program will provide entry into public and private sector positions, in areas of the economy eager to add bilingual and multilingual personnel to their existing staffing complement. The Proposal for the Establishment of Collège Saint-Jean completed in November 2007 spoke to the expressed need for college-level French language training in Business Administration. No such training has been available since 2006 west of Manitoba. Since then, the Association of French-speaking Albertans indicates that the number of French language learners and speakers in Alberta continue to increase.

**Provider comments**

Include information about brokering arrangements, status of program accreditation or approval by an outside body, etc.

Collège Saint-Jean is a member in good standing of the *Réseau des cégeps et des collèges francophones du Canada – RCCFC* (Network of Francophone Cégeps and Colleges of Canada), among other organizations whose mandates specifically support college level studies in French across Canada. Several alliances have already been

established for the purposes of accessing program expertise and resources. Agreements are being defined whereby “collaborative” delivery will occur between francophone educational partners across Canada to ensure the feasibility of offering a broad range of options for students. By joining forces and blending our mutual resources – intellectual property, educational materials, content experts, technology, etc. – we find ourselves, along with our partners, well positioned to deliver as many educational options as feasible, of the highest quality possible, to the greatest number of students.

As well, to ensure our programs and curricula are in alignment with our English counterparts in Alberta, we are soliciting collaboration and support from other college level institutions, in this instance NAIT, as it has already validated its diploma programs through its Advisory Committees. The ultimate goal is to tap into already existing and proven solutions, and not to reinvent the wheel. The present Memorandum of Agreement with NAIT allows for the continued alignment of the learning outcomes between this *Techniques de l’administration des affaires* and their Business Administration Diploma program.

In addition, through its affiliations with the *Consortium national de développement de ressources pédagogique en français au collégial – CNDRPFC* (National Consortium for the Development of Pedagogical Resources in French at the College Level), the *Centre collégial de développement de matériel didactique – CCDMD* (College Centre for the development of didactic material), and the *Direction générale de l’éducation collégiale – DGEC* (General Directorate of College Education) of the *Ministère de l’éducation, du loisir et de la santé du Québec – MELS* (Quebec Department of Education, Sports and Wellness), Collège Saint-Jean has direct access not only to an extensive mediagraphy of educational materials in French in the field of business administration, but also to a wide selection of current traditional and on-line educational resources including text books, audio visual materials, interactive software, test banks, case studies, simulations, activities, etc.

## Details

### Section B: Detailed System Coordination Analysis

#### Fit with mandate and business plan

How does the proposed program fit with the institution’s mandate, business plan, and the priorities in the Alberta Access Planning Framework?

The *Techniques d’administration des affaires* program meets with the University of Alberta’s broadened mandate as approved on July 17, 2009 by Doug Horner, Minister of Advanced Education and Technology. The University of Alberta is currently the sole post-secondary institution in Alberta authorized to offer French-language college level programs. The goal of the latter, as is reflected in the University’s Academic Plan 2007-2011 “*dareto deliver*”, is to prepare future corporate citizens and leaders who will have insight into the social, cultural and economic paradigms of our times. The *Techniques d’administration des affaires* diploma program will provide graduates with the skills, competencies and attitudes they require to respond to the emerging needs of a multicultural work place. Likewise, our graduates will benefit from the philosophy promoted at Campus Saint-Jean, expressed in its document “Passport: a ‘cours classique’ for the 21<sup>st</sup> century – 2009 Portfolio”, in that to be successful, they will be called to develop their “... rigour, total commitment and hard work ... synonymous with quality, ... and knowledge” so that they may gain the “... know how, people skills and social graces” if they are to become a responsible and committed group capable of making our world a better place for all.

The learning and teaching strategies that have been selected for the delivery of the college programs, include the collaborative teaching model anticipated with our various intra and inter-provincial partners, the hybrid delivery modalities put into place to reach our learners (F2F, online synchronous, interactive, asynchronous, residencies, etc. ), the cooperative educational model calling upon the input and participation of business and industry. These strategies attest to the TAA program’s alignment with the University’s Vision as articulated in the document “*dareto discover*”.

The ultimate goal of the Alberta Access Planning Framework is to “... broaden access and ensure that Alberta’s post-secondary providers can respond to the needs of learners, the economy, and society.” Some of the key challenges listed in this document include the tendency for Albertans to delay entrance into post-secondary study. Among the opportunities listed, the Framework highlights the participation of under-represented groups in the post-secondary arena as well as migrants and immigrants. This sector of the population is expected to be among those most interested in the *Techniques d’administration des affaires* program.

**Relationship to existing programs at the institution**

How does the proposed program fit with other programs at the institution, in terms of program type, student mix, and instructional expertise? What are the anticipated impacts (positive or negative) on existing programs?

It must be noted here that there is a distinct difference in program content between this two year diploma program and the Bilingual Bachelor of Commerce, the four year degree being offered collaboratively between Campus Saint-Jean and the School of Business of the University of Alberta. For that reason, none of the courses offered in the two year diploma program will be transferrable towards the University of Alberta's Bachelor of Commerce or Bilingual Bachelor of Commerce programs.

There exists the potential for a very short lived negative impact on enrolment in the "*Baccalauréat bilingue en Administration des affaires*" program as students may be attracted by a shorter investment in time, energy and money by pursuing the TAA program. However, these possible "losses" will quickly be amortized as the distinction between and the potential of a diploma and a degree program is further established by the test of time.

The Collège Saint-Jean programs will be housed in *La Cité Francophone*, situated across the street from Campus Saint-Jean's buildings. This proximity will create a vibrant, dynamic and rich French-speaking and multicultural environment where students will thrive. It will also allow for sharing of student resources and services.

Collège Saint-Jean will seek instructional staff with the best expertise and language skills to provide quality instruction. Some instructors will be members of the French speaking business community. Others may be past or present NAIT instructors who have the ability to teach in French. During the second year of the program, others will definitely be NAIT instructors, specifically for those courses which will be offered in English by NAIT staff and supported by Collège Saint-Jean personnel. They will have appropriate content specific formal education and hold valid professional credentials. Should there be an opportunity to share staff expertise between Collège and Faculté programs, the fact that courses are offered on two different campuses will help to distinguish between the courses offered in these programs. (Furthermore, it will be impossible for Campus Saint-Jean students to register in Collège Saint-Jean courses if their objective is to gain credit towards a degree.)

**Similarity or relationship to other programs (in the region, province, country)**

How does the program fit within Alberta's post-secondary system? Which programs does it complement/compete with? If there is duplication, how is it warranted? What are the laddering opportunities to/from the program? What features make the program unique?

The learning outcomes of the *Techniques d'administration des affaires* diploma program are aligned with the current Business Administration Diplomas (Accounting, Finance, Management and Marketing) currently being offered at NAIT. These have been validated by industry and approved by Advanced Education and Technology.

The Collège *Techniques d'administration des affaires* program is unique and distinct from the degree programs or courses offered in the University faculties from which we have sought letters of support in that it is a two year diploma college level program and more than sixty percent(60%) of all content in the program will be delivered in French, providing opportunity to students to develop workplace skills and knowledge in both of Canada's official languages.

**Consultation with other Alberta institutions offering similar programs**

What consultations have taken place with institutions that offer similar programs or that may be affected by the implementation of the program? What are the potential student transfer arrangements?

Collège representatives have met with NAIT administration to discuss and finalize the Memorandum of Understanding that will set the parameters for partnering in this program development and delivery.

Letters of support have been gathered from the Augustana Faculty, Faculty of Extension and from the School of Business of the University of Alberta.

**What alternatives exist and why is this proposal the best strategy for the system?**

Why is a new program being developed rather than brokering or expanding an existing program? How will the system benefit from establishing the proposed program?

There exists no other viable alternative to provide for the delivery of a French-language college level program leading to a diploma in Business Administration. Currently, since NAIT suspended delivery of the "*Administration des affaires bilingue*" program in 2007, no other opportunity exists in Alberta or in any of the



neighbouring provinces or territories, to pursue this discipline in French. Students wishing to do so must leave the province, more often than not remaining in the region where they chose to study, to Alberta's loss of a valuable human resource.

Overall, Alberta's post-secondary system will benefit significantly from the establishment of the *Techniques d'administration des affaires* program. The Campus Alberta network has provided for an avenue allowing the programming offered in French at *Collège Saint-Jean* to be made available to other Alberta colleges and technical institutes interested in giving access to their own students to courses in French in that field of study, thus enriching their educational experience and improving on a second language skill. Courses will be made available by *Collège Saint-Jean* through hybrid delivery modes and strategies responding to the needs of these additional clientèles.

## Section C: Marketability Assessment

### Results of student demand analysis

What steps have been taken to assess student demand (Application Submission Initiative data; student inquiries, surveys, wait lists, etc.)? What are the qualitative/quantitative results? What is the institution's plan for student recruitment and selection?

More than 500 applications were received from 1996 through 2006 for NAIT's Bilingual Business Administration program. Of these, more than 350 students were admitted, and over 275 obtained their bilingual business administration diplomas.

In 2003-2004, the not-for-profit organization, *Les Entreprises Éducation-Formation-Emploi (EFE) Ltée*, conducted a survey of grade 10, 11 and 12 French immersion and Francophone students in Alberta. A high level of interest in the pursuit of post-secondary education in French at the college level was noted. Over 2,000 students responded, and 700 indicated an interest in pursuing their education in a French college programs. Business administration was among the top 10 priority areas of studies.

The study completed in November 2007 which led to the approval of the establishment of *Collège Saint-Jean* established the Business Administration program as the top priority in terms of program offerings.

### Results of economic demand analysis

What steps have been taken to assess regional, provincial, and national labour market demand (employer surveys, job ads, labour market statistics, etc.)? What are the qualitative/ quantitative results? If the program does not lead directly to employment, what are the long-term economic benefits for graduates?

One of the key Francophone community organizations dedicated to its economic development, the "*Conseil de développement économique de l'Alberta - CDÉA*" has worked very closely with the Alberta labour market. Because our economic development parameters and opportunities extend globally, members of the CDÉA have expressed their concern over the significant shortage of competent and proficient bilingual and multilingual personnel, in the area of business management and administration. Their letter of support is enclosed.

Many government agencies are working to provide increased services in French in various sectors. With the increase in the French speaking population in Alberta, due in part to immigration from French speaking Africa and migration from other parts of Canada as these services take root, the need for skilled personnel in administration becomes obvious. A multitude of opportunities for employment exist within the educational sector (French school boards and schools, French-immersion schools, Campus Saint-Jean, etc.), the health sector (health clinics, professional offices, extended care facilities, etc.), in Francophone and multicultural community based organizations, as well as in business and industry as they develop in a global economy. As evidence, a collection of over 100 positions related to business administration were posted in 2009 in Alberta's two local French newspapers – the provincial *Le Franco*, and Calgary's *Le Chinook*.

### Evidence of support from industry, employers, professional organizations, other institutions

Which employers, professional associations, regulatory bodies, and institutions were consulted, and which of them will be submitting letters in support of the program? If work experience is part of the program, which employers are willing to provide placements?

We have gathered letters of support for the transfer of the former *Administration des affaires bilingue* program to Campus Saint-Jean, and its reinstatement under the nomenclature *Techniques d'administration des affaires*. We have solicited support from government, business and industry, the educational sector, professional associations, community based organizations, as well as from our provincial and national partners, all of whom have provided such in the past both officially in written form, and unofficially, in oral form. The letters are annexed to this

<p>proposal.</p> <p>Past experience with the work experience component of the program at NAIT attests to the fact that opportunities for placements routinely exceeded the availability of students. There was a consistent high degree of satisfaction expressed by both the employers and the students engaged in the work placement experience. Additionally, up to 30% of these placements resulted in full-time employment opportunities upon graduation.</p> <p>Included in Section B7 of this proposal readers will find letters of support testifying to the fact that these organizations agree to establish work placements.</p>
<p><b>Employability outcomes</b></p> <p>What are the expected outcomes of the program in terms of employment, self-employment, or further education? What is the targeted employment and/or further education rate? How will this program fit into a student’s career path or lifelong learning plan?</p> <p>As previously stated, there are numerous possibilities for employment within the public, private and not-for-profit sectors to provide employment for future graduates of the <i>Techniques d’administration des affaires</i> program.</p> <p>Also, several graduates of the previously offered <i>Administration des affaires bilingue</i> are presently self employed having pursued other training in their specialization after completing this two year diploma program.</p>

## Section D: Demonstration of Financial Viability

<p><b>Annual budget and funding sources</b></p> <p>Provide detailed budget information in the Funding section. If necessary, use this section to include additional information.</p>	<p>See Appendix B1 – “Collège Saint-Jean, Budget Forecast 2010 to 2015– Minimalist scenario – Administration”</p> <p>Federal funding will be sought. Fundraising will be implemented to create capital financial resources, scholarships and bursary funds. Base funding will be solicited from Alberta Advanced Education and Technology.</p>
<p><b>Anticipated impact on internal resources</b></p> <p>If institutional resources will be a source of revenue, what is the source of funding (e.g.: fundraising, re-allocation)? What will the impact be on other programs and service areas (e.g.: student services, library, facilities)?</p>	<ul style="list-style-type: none"> <li>Library Impact Statement (Appendix B4 )</li> </ul>
<p><b>Anticipated financial impact on students and Students Finance</b></p> <p>How does the tuition fee compare with similar programs at the institution and across the system? What is the anticipated percentage of students who will seek SF support?</p>	<p>The tuition fee is in line with that of NAIT’s JR Shaw School of Business. It is anticipated that 50% or more students will require some degree of support from the Student Finance Board. (Appendix B2)</p> <p>The Department of Canadian Heritage awards approximately 300 bursaries (Fellowship for Full-time Studies in French) for students taking full-time post-secondary studies in French in any discipline. The awards are valued at \$500 to \$1,000 per term. This could potentially reduce the stress on the Student Finance Board.</p>

## Section E: Evaluation Plan

<p><b>Procedures for evaluation</b></p> <p>What are the institution’s procedures for program evaluation?</p> <p>The proposal to establish Collège Saint-Jean states that the Collège will employ a number of measures to evaluate the performance and success of the programs on an annual basis. Performance measures will be assessed and feedback from students, employers and the community will be integrated into follow-up actions. The evaluation team will be composed of the Dean of Faculté Saint-Jean, the Director of the Collège, the Chair of the Advisory Committee, a Collège Saint-Jean staff member and a student.</p> <p>Every five to seven years the Collège will be reviewed by an external review committee. Members of that team would be selected by the Dean of Faculté Saint-Jean.</p> <p>Since the Collège is not yet operational, and although they have not been tested, these seem like the best</p>
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procedures for program evaluation.
<p><b>Performance measures and expected outcomes or performance targets</b> What key performance indicators/targets will be used to measure success of the program?</p> <p>Once again, the proposal to establish Collège Saint-Jean states that the performance measures that will attest to the success of the programs will be :</p> <ul style="list-style-type: none"> <li>• Quality of programs</li> <li>• Quality of instruction</li> <li>• Quality and quantity of opportunities for practice-based learning</li> <li>• Sustained enrollment</li> <li>• Completion rate of at least 75%</li> <li>• Levels of satisfaction : students and graduates, employers, instructors</li> <li>• Financial sustainability</li> </ul> <p>The success of the program <i>Techniques d'administration des affaires</i> will be tracked using these indicators. Reports will be provided annually to the appropriate governing bodies and the report will track these performance indicators as well as any others that may be required by Alberta Advanced Education and Technology and/or the University of Alberta.</p>

## Appendices

<p><b>Appendix A—curriculum and program structure</b> List course names, numbers, credits/hours; practicum credits/hours; course descriptions; and total instructional hours.</p>	<p>Please see Appendix A-1 <i>Techniques d'administration des affaires</i> Program Profile</p> <ul style="list-style-type: none"> <li>• <i>Techniques d'administration des affaires</i> – Year 1 – Core Year</li> <li>• <i>Techniques d'administration des affaires</i> – <i>Comptabilité</i> – Year 2</li> <li>• <i>Techniques d'administration des affaires</i> – <i>Finance</i> – Year 2</li> <li>• <i>Techniques d'administration des affaires</i> – <i>Management</i> – Year 2</li> <li>• <i>Techniques d'administration des affaires</i> – <i>Marketing</i> – Year 2</li> </ul> <p>Appendix A-2 : course descriptions and instructional hours.</p>
<p><b>Appendix B—other</b> Include any additional information in support of the proposal.</p>	<p>Please see Appendix B –</p> <p>B-1 Collège Saint-Jean, Budget Forecast 2010 to 2014, Minimalist Scenario, Administration and Core Budget</p> <p>B-2 Tuition fees calculations</p> <p>B-3 Calendar information</p> <p>B-4 Library impact statement</p> <p>B-5 Memorandum of Agreement</p> <p>B-6 Letters of support.</p>

## Enrolment

List proposed enrolment data. If program implementation will occur over a number of years, provide data for each year up to full implementation. If part-time students are anticipated, convert part-time enrolments and include in full-time enrolment projections.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Ongoing
<b>Total full-time</b>							
Full-time year 1	20	20	20	20	20	20	20
Full-time year 2		15	15	15	15	15	15
Full-time year 3							
Full-time year 4							
Full-time year 5							
Full-time year 6							
<b>Total FLE number</b>	<b>20</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>
FLE year 1	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
FLE year 2		<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
FLE year 3							

FLE year 4						
FLE year 5						
FLE year 6						
<b>Number of graduates</b>		<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>Provider comments</b> Provide clarification of or additional information about the data in the enrolment table.	<p>In this “Minimalist Scenario”, all students complete a core first year of the <i>Techniques d’administration des affaires</i> program – 30 credits. In the second year of the program, they pursue one of four streams – Accounting, Finance, Management or Marketing, 30 credits each, with up to 50% of the program content being delivered in French, and the remaining being delivered in English by NAIT.</p> <p>The attrition rate between the first and second year is calculated at approximately 25%. The graduation rate though should be close to 100% of second year students. We feel confident that with the availability of the PPEP and the hybrid delivery model, student chances of success will be maximized.</p>					

## Funding

Provide the program budget, including the applicable sources of revenue in the following categories. If program implementation will occur over a number of years, provide data for each year up to full implementation.

	Year 1	Year 2	Year 3	Ongoing
<b>Annual budget amount</b> <i>(projected expenditures)</i>	1,280,798	1,471,953	1,667,834	
Institute resource amount <i>(institutional financial contribution)</i>	600,000	500,000	500,000	N/A
Tuition revenue amount <i>(total anticipated amount)</i>	75,684	137,853	159,477	
Partner contributions amount <i>(corporate, employer, or foundation support)</i>				
Other amount <i>(EPE, AIT, EII, or federal funding)</i>	539,000	534,250	535,563	
Student tuition rate <i>(per student/FLE tuition)</i>				+ 1.4% annual increments
Historical funding amount <i>(inactive)</i>				
Revised funding amount <i>(inactive)</i>				
<b>Provider comments</b> Provide a brief explanation of the budget information included in the funding table. Identify anticipated in-kind contributions by the institution or by corporations/employers.	<p>This “Minimalist Scenario” budget forecast includes program delivery, operational, administrative, on-line course development and cooperative program administration costs. (see Appendix B-1)</p>			

## Specialization

<b>Specialization name</b>	<i>Techniques d’administration des affaires (TAA) 1<sup>re</sup> année</i> <i>Techniques d’administration des affaires (TAA) – Comptabilité</i> <i>Techniques d’administration des affaires (TAA) – Finance</i> <i>Techniques d’administration des affaires (TAA) – Management</i> <i>Techniques d’administration des affaires (TAA) – Marketing</i>	<b>Nature of change</b>	Transfer and adaptation
<b>Specialization code</b>	TAATC – <i>Techniques d’administration des affaires – 1<sup>re</sup> année</i> TAACO – <i>Techniques d’administration des affaires – Comptabilité</i> TAAFI – <i>Techniques d’administration des affaires – Finance</i>	<b>Implementation date</b>	01/09/2011

	TAAMN – <i>Techniques d’administration des affaires – Management</i> TAAMK – <i>Techniques d’administration des affaires – Marketing</i>
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### Specialization Load/Length

<b>Instructional hours/credits</b>	1, 600 hours 65 credits
<b>Practicum hours/credits</b>	Minimum 12 weeks/ 420 hours 5 credits
<b>Work experience factor</b>	26.25% Cooperative Program Model
<b>Actual weeks</b>	16
<b>Adjusted actual weeks</b>	18

<b>Instructional load</b>	
<b>Practicum load</b>	
<b>Actual load</b>	
<b>Adjusted actual load</b>	
<b>Full load</b>	
<b>Full load equivalent (FLE)</b>	

### Providers

<b>Leading institution</b>	University of Alberta (Campus Saint-Jean, Collège Saint-Jean)
<b>Collaborating providers</b>	Northern Alberta Institute of Technology (JR Shaw School of Business)
<b>Specialization name</b>	
<b>Specialization code</b>	

### Institution Review and Approval

<b>Program Chair:</b>	Date:
Comments:	

<b>Dean:</b>	Date:
Comments:	

<b>Vice President Academic:</b>	Date:
Comments:	

<b>Academic Council</b>	Date:
Comments:	

Institution	Technique administration des affaires bilingues		Year 1 description	Specialization 1 description : Accounting	Specialization 2 description : Finance
	Year 1	Year 2 options			
Collège Saint Jean d'admistration des affaires bilingues	Commun core	<p>Students will choose a specialization among the following 4:</p> <ol style="list-style-type: none"> <li>1. Accounting</li> <li>2. Finance</li> <li>3. Marketing</li> <li>4. Management</li> </ol>	<p>Technique d'administration des affaires bilingues</p> <p>Year 1 gives students a common core of 10 courses to help them gain an appreciation for the wide assortment of career possibilities related to each diploma program. Near the end of Semester 2, students select a specialization that best suits their personal interests and career goals.</p> <p>Throught small class sizes, Collège Saint-Jean offers a personalized learning environnement, where instructors are focused on individual interests and academic progress.</p> <p>Other benefits include:</p> <ul style="list-style-type: none"> <li>* A curriculum that focuses on everyday real-life business situations;</li> <li>*Instructors with first-hand work experience in their field of specialization;</li> <li>* Flexible scheduleing and frequent star dates;</li> <li>*The latest business and educational technologies.</li> </ul>	<p><b>Technique d'administration des affaires bilingue - Accounting</b> program at Collège Saint-Jean provides students with practical, specialized training that enables them to operate in business with competence.</p> <p>The objectives of the program are to provide the student with a good working knowledge of accounting and information systems, and to understand the accountant's role in those systems. Accounting and information systems include familiarity with computer applications in business, understanding of quantitative analysis techniques and derivation of meaningful relationships in financial data. This program is recommended for those who want to pursue careers in accounting and who expect to make extensive use of accounting in their jobs.</p>	<p><b>Technique d'administration des affaires bilingues - Finance</b> program at Collège Saint-Jean provides students with practical and hands-on experiences focused on:</p> <ul style="list-style-type: none"> <li>* Money and credit</li> <li>* Financial planning</li> <li>* Investing</li> <li>* Wealth building</li> <li>* Ethical and social responsibility</li> </ul> <p>Graduates pursue careers in a broad range of financial enterprises, large and small, public and private, providing personalized service to their clients.</p>

Specialization 3 description : Marketing	Specialization 4 description: Management	Work experience Placement
<p><b>Technique d'administration des affaires bilingues Marketing.</b></p> <p>Marketing is more than selling and advertising. Its strategies include product development, marketing of services, pricing product development, supply chain management, and green and social marketing.</p> <p>Graduates of this program are well prepared to take on many different marketing-related tasks in organisation, small or large businesses. They are able to devise and implement advertising and promotional initiatives, capable of engaging in professional sales, and able to effectively participate in sport marketing, marketing research and service marketing.</p> <p>Students may chose between two streams:</p> <ul style="list-style-type: none"> <li>1- Strategic Sales Stream</li> <li>2- Advertising and Promotions Stream</li> </ul>	<p><b>Technique d'administration des affaires bilingues - Management</b> program at Collège Saint-Jean provides students with an understanding of modern business dynamics and organizational culture. We develop leaders. Graduates will have the skills required for entry-level positions.</p> <p>Students may choose between two streams:</p> <ul style="list-style-type: none"> <li>1- General Management</li> <li>2- Entrepreneurship</li> </ul>	<p>At the end of their second year, students will participate in a work placement program in a related field. The work term will extend from May to August. The minimum requirements is 12 weeks of full-time work. Students are paid salaries as determined by the employers. Students are expected to pay an application fee for the work placement. Collège Saint-Jean staff are responsible for preparing students to conduct an active personal job search well as for monitoring and evaluating their progress. Students will be responsible for obtaining suitable work experience placements. All work experience placements will be approved by Collège Saint-Jean</p>

Institution	Admission Requirements Year 1		English Language Requirements	French Language Requirements
	General	Program-specific		
Collège Saint-Jean - Technique d'administration des affaires bilingues	High school diploma not required	English 30-1 or English 30-2 or equivalent Math 30-1 or Math 30-2 or equivalent Français 30, 30-1, 30- 2 or Franch 30, French 30 (9 ans), 31 or French Language Arts 30-1, 30-2 or equivalent	<p>Candidates seeking admission at Collège Saint-Jean are required to demonstrate proficiency in English before being admitted. Applicants whose first language is not English and who have not graduated from high school in Alberta and do not have the prerequisites in English (English English 30-1 or 30-2) or their equivalent will be required to demonstrate proficiency in one of the following:</p> <p>a) TOEFL (Test of English as a Foreign Language) score of 80 iBT with a score of individual test component less than 20. If students are being tested on paper, they must obtain a minimum of 550.</p> <p>or</p> <p>b) IELTS (International English Language Testing System): Overall score of 6.5 with no section less than 5.0.</p> <p>or</p> <p>c) CAEL (Canadian Academic English Language Assessment): A score of 70.</p> <p>or</p> <p>d) MELAB (Michigan English Assessment Battery Language): A score of 85.</p> <p>*Students will be supported through various opportunities to develop their language skills.</p>	<p>French is the language of instruction in all programs at the Collège Saint-Jean. Therefore, all candidates must possess adequate knowledge of spoken and written French to be admitted to the College Saint-Jean. They can prove it by:</p> <p>a. Successfully completing one of the following courses (Alberta):</p> <p>-Français 30, 30-1, 30-2</p> <p>30-French, French 30 (9 years), 31</p> <p>-French Language Arts 30-1, 30-2</p> <p>Note: French 30 (3 years) may be accepted on the basis of the result of the placement test in French.</p> <p>OR</p> <p>b. Successfully completing four years of studying French full time. These studies may be a combination of secondary and postsecondary</p> <p>or</p> <p>c. Having a first diploma or degree from an accredited institution where French is the language of instruction.</p>



## (Year 2) Entrance requirements - Accounting

Institution	Entrance requirements : Accounting
<b>Collège Saint-Jean</b> <b>Technique d'administration des affaires bilingues</b>	<p>Specialization in <b>Accounting</b> of the Bilingual Business Administration Diploma requires completion of core curriculum. Students must complete ten courses for entry into Year 2 of the program. The ten courses are the following:</p> <p><b><u>SEMESTER 1</u></b></p> <p><b>TAATC 110</b> – Introduction à la comptabilité <b>TAATC 120</b> – Microéconomie <b>TAATC 100</b> – Communication des affaires Niveau 1 <b>TAATC 130</b> – Technologies de l'information et des communications <b>TAATC 140</b> - Introduction à la finance personnelle</p> <p><b><u>SEMESTER 2</u></b></p> <p><b>TAATC 121</b> – Macroéconomie <b>TAATC 111</b> – Comptabilité intermédiaire <b>TAATC 150</b> – Introduction au Marketing <b>TAATC 101</b> – Communication des affaires Niveau 2 <b>TAATC 160</b> - L'entreprise et les fonctions de travail en gestion.</p>

**(Year 2) Entrance requirements - Finance**

Institution	Entrance requirements : Finance
<b>Collège Saint-Jean</b> <b>Technique d'administration des affaires bilingues</b>	<p>Specialization in <b>Finance</b> of the Bilingual Business Administration Diploma requires completion of core curriculum. Students must complete ten courses for entry into Year 2 of the program. The ten courses are the following:</p> <p><b><u>SEMESTER 1</u></b></p> <p><b>TAATC 110</b> – Introduction à la comptabilité <b>TAATC 120</b> – Microéconomie <b>TAATC 100</b> – Communication des affaires Niveau 1 <b>TAATC 130</b> – Technologies de l’information et des communications <b>TAATC 140</b> - Introduction à la finance personnelle</p> <p><b><u>SEMESTER 2</u></b></p> <p><b>TAATC 121</b> – Macroéconomie <b>TAATC 111</b> – Comptabilité intermédiaire <b>TAATC 150</b> – Introduction au Marketing <b>TAATC 101</b> – Communication des affaires Niveau 2 <b>TAATC 160</b> - L’entreprise et les fonctions de travail en gestion.</p>

**(Year 2) Entrance requirements - Marketing**

Institution	Entrance requirements : Marketing
<p><b>Collège Saint-Jean</b> <b>Technique d'administration des affaires bilingues</b></p>	<p>Specialization in <b>Marketing</b> of the Bilingual Business Administration Diploma requires completion of core curriculum. Students must complete ten courses for entry into Year 2 of the program. The ten courses are the following:</p> <p><b><u>SEMESTER 1</u></b>  <b>TAATC 110</b> – Introduction à la comptabilité  <b>TAATC 120</b> – Microéconomie  <b>TAATC 100</b> – Communication des affaires Niveau 1  <b>TAATC 130</b> – Technologies de l’information et des communications  <b>TAATC 140</b> - Introduction à la finance personnelle</p> <p><b><u>SEMESTER 2</u></b>  <b>TAATC 121</b> – Macroéconomie  <b>TAATC 111</b> – Comptabilité intermédiaire  <b>TAATC 150</b> – Introduction au Marketing  <b>TAATC 101</b> – Communication des affaires Niveau 2  <b>TAATC 160</b> - L’entreprise et les fonctions de travail en gestion.</p>

### (Year 2) Entrance requirements - Management

Institution	Entrance requirement : Management
<b>Collège Saint-Jean</b> <b>Technique d'admistration des affaires bilingues</b>	<p>Specialization in <b>Management</b> of the Bilingual Business Administration Program requires completion of core curriculum. Students must complete ten courses for entry into Year 2 of the program. The ten courses are the following:</p> <p><b><u>SEMESTER 1</u></b></p> <p><b>TAATC 110</b> – Introduction à la comptabilité <b>TAATC 120</b> – Microéconomie <b>TAATC 100</b> – Communication des affaires Niveau 1 <b>TAATC 130</b> – Technologies de l’information et des communications <b>TAATC 140</b> - Introduction à la finance personnelle</p> <p><b><u>SEMESTER 2</u></b></p> <p><b>TAATC 121</b> – Macroéconomie <b>TAATC 111</b> – Comptabilité intermédiaire <b>TAATC 150</b> – Introduction au Marketing <b>TAATC 101</b> – Communication des affaires Niveau 2 <b>TAATC 160</b> - L’entreprise et les fonctions de travail en gestion.</p>

## Technologie de l'information et des communications

### TAATC 130

#### Programme techniques d'administration des affaires (TAA)

#### Collège Saint-Jean

<b>Code du cours:</b>	TAATC 130
<b>Nom du cours:</b>	Technologie de l'information et des communications
<b>Descriptif du cours:</b>	<p>Une démonstration d'une littératie fonctionnelle et la maîtrise en informatique appliquée sont essentielles au succès du monde des affaires. Ce cours présente une application spécifique de l'informatique à l'administration des affaires. Les logiciels et le matériel informatique, la communication, le réseautage et les questions d'éthiques et de sécurité sont abordés et explorés. L'accent sera mis sur le développement de compétences dans l'utilisation des outils de productivité et l'utilisation de logiciels d'application pour la résolution de problèmes et la prise de décision.</p>

<b>Code:</b>	TAATC130
<b>Name :</b>	Technology and Communications
<b>Description:</b>	<p>Demonstrating functional literacy and proficiency in applied computing is critical to business success. This course introduces computers and their applications in business. Computer hardware and software, communication, networking, ethical and security issues are explored. Emphasis will be placed on developing skills in the use of personal productivity tools, and using application software for problem-solving and decision-making.</p>

## Microéconomie

### TAATC 120

#### Programme techniques d'administration des affaires (TAA)

#### Collège Saint-Jean

<b>Code du cours:</b>	<b>TAATC 120</b>
<b>Nom du cours:</b>	<b>Microéconomie</b>
<b>Descriptif du cours:</b>	Ce cours vous initie aux principes de la microéconomie. Comme le cours se déroule, on examine la réalité de la rareté dans notre système de marché et comment les individus et les entreprises prennent des décisions économiques rationnelles. Après que vous familiariser avec les base des systèmes économiques, l'offre et la demande, l'élasticité, l'efficacité des marchés, l'économie du secteur public et les coûts de production, vous serez en mesure d'évaluer comment les entreprises opérant dans les structures de marché différentes atteindre les objectifs socio-économiques. Vous étudierez l'économie de l'environnement et le rôle du gouvernement dans notre économie de marché. Les applications aux événements actuels sont discutées où que s'approprie.

<b>Code:</b>	<b>TAATC 120</b>
<b>Name :</b>	<b>Microeconomics</b>
<b>Description:</b>	This course introduces you to the principles of microeconomics. As the course unfolds, we look at the reality of scarcity in our market system and how individuals and firms make rational economic decisions. After you learn the basics of economic systems, supply and demand, elasticity, market efficiency, economy and public sector costs of production, you'll be able to assess how companies operating in different market structures meet socioeconomic goals. You will study environmental economics and the role of government in our market economy. Applications to current events are discussed where appropriated.

## Macroéconomie

### TAATC 121

#### Programme techniques d'administration des affaires (TAA)

#### Collège Saint-Jean

<b>Code du cours:</b>	<b>TAATC 121</b>
<b>Nom du cours:</b>	<b>Macroéconomie</b>
<b>Descriptif du cours:</b>	Ce cours vous initie aux principes de la macroéconomie. La santé générale de l'économie, tel que mesuré par le revenu d'un pays, le produit intérieur brut (PIB) ainsi que d'autres mesures provenant des comptes nationaux sont le foyer primordial de ce cours. Comme le cours se déroule, on examine le comportement de l'économie réelle à long terme, incluant la production et la croissance, l'épargne, l'investissement et le système financier, le chômage et son taux naturel. L'évolution de la monnaie et des prix à long termes sont décrits, et les principes macroéconomiques de base d'une économie ouverte sont expliquer. Nous étudions ensuite les fluctuations économiques à court terme. Où que s'approprier, les événements actuels sont introduits et les sujets sont renforcés par les applications informatiques.

<b>Code:</b>	<b>TAATC121</b>
<b>Name :</b>	<b>Macroeconomics</b>
<b>Description:</b>	This course introduces you to the principles of macroeconomics. The general health of the economy, as measured by the income of a country, the gross domestic product (GDP) and other measures from the national accounts are the primary focus of this course. As the course unfolds, we examine the behavior of the long term real economy, including the production and growth, savings, investment and financial system, unemployment and natural rate. The long term evolution of money and prices are described and basic macroeconomic principles of an open economy are explained. We then study the short-term economic fluctuations. Wherever appropriate, current events are introduced and the subjects are enhanced by computer applications.

## L'entreprise et les fonctions de travail en gestion

### TAATC 160

#### Programme techniques d'administration des affaires (TAA)

#### Collège Saint-Jean

<b>Code du cours:</b>	TAATC 160
<b>Nom du cours:</b>	<b>L'entreprise et les fonctions de travail en gestion</b>
<b>Descriptif du cours:</b>	<p>Ce cours explore la nature de l'entreprise commerciale par la compréhension des conditions du monde des affaires au sein duquel il existe. Ce cours étudie l'activité de gestion de l'entreprise en débutant par l'organisation de ressources humaines jusqu'à la dominance du marché du travail. Le cours se concentrera sur la gestion des opérations de l'entreprise, y compris la production de biens et services, l'accroissement de la productivité et de la qualité, la conception de systèmes pour coordonner et intégrer les activités internes et d'enregistrer toutes les transactions commerciales. Elle étudiera la commercialisation, la promotion, la tarification et la distribution de biens et de services. Enfin, un des rôles les plus importants d'un gérant est de prendre des décisions financières pour l'entreprise. Ce cours présente brièvement les principes de base de l'administration des affaires. Par conséquent, vous aurez une compréhension de la dynamique de l'environnement externe auquel l'entreprise est confrontée. Vous aurez également une introduction des activités et des processus internes à l'entreprise, créée par les chefs d'entreprise, qui serviront à positionner stratégiquement les activités de l'entreprise dans son environnement.</p>

<b>Code:</b>	<b>TAATC160</b>
<b>Name :</b>	<b>Introduction to Business</b>
<b>Description:</b>	<p>This course will explore the nature of the business firm, by understanding the conditions of the business world within which it exists. We will study the business of managing the firm, from organizing to human resource to leading the work force. The course will focus on managing the operations of the firm, including producing goods and services, increasing productivity and quality, designing systems to coordinate and integrate internal activities and recording all business transactions. It will study the marketing, promoting, pricing and distribution of goods and services. Finally, the manager of the business firm needs to make financial decisions for the firm. This is a course that briefly introduces you, the student, to business principles. It is not intended to explore any one business activity in detail. That will come in higher level courses. Therefore, you will have an understanding of the external environmental dynamics that the firm is facing. You will also have an introduction only, to the activities and processes internal to the firm, created by business managers, to strategically position the firms activities in the environment.</p>



## **Introduction au Marketing**

### **TAATC 150**

#### **Programme techniques d'administration des affaires (TAA)**

#### **Collège Saint-Jean**

<b>Code du cours:</b>	<b>TAATC 150</b>
<b>Nom du cours:</b>	<b>Introduction au Marketing</b>
<b>Descriptif du cours:</b>	<p>Ce cours vous présente les principes de base du marketing. Les concepts clés, les méthodes d'analyse, les stratégies et les tactiques essentielles à la gestion des relations clients rentables dans un environnement dynamique et branché d'aujourd'hui seront présentés. L'accent est mis sur les applications stratégiques du marketing au sein d'un environnement d'affaires de plus en plus complexe. Les zones détaillées du produit, de la promotion, du prix et la distribution sont examinées en référence à la réalisation des objectifs de l'entreprise.</p>

<b>Code:</b>	<b>TAATC150</b>
<b>Name :</b>	<b>Introduction to Marketing</b>
<b>Description:</b>	<p>This course introduces you to the principles of marketing. The key concepts, methods of analysis, strategies, and tactics critical to managing profitable customer relationships in today's dynamic and connected environment are presented. Major emphasis is placed on the marketing mix and its strategic application to an increasingly complex business environment. In particular, the detailed areas of product, promotion, price, and distribution are examined in reference to achieving company objectives.</p>

## Introduction à la finance personnelle

### TAATC 140

#### Programme techniques d'administration des affaires (TAA)

#### Collège Saint-Jean

<b>Code du cours:</b>	<b>TAATC 140</b>
<b>Nom du cours:</b>	<b>Introduction à la finance personnelle</b>
<b>Descriptif du cours:</b>	<p>Ce cours présente des outils, des calculs et les composants nécessaires à la réalisation d'un plan financier personnel. La valeur temporelle de l'argent, l'établissement d'objectifs financiers, la planification fiscale et les concepts liés à la monnaie, le crédit et la gestion des risques seront pris en charge. Vous allez apprendre à calculer le coût des crédits renouvelables et à l'installation et à appliquer les outils et techniques nécessaires à l'achat et le financement d'une maison. Le cours introduit également des concepts fondamentaux de l'investissement, y compris un examen des fonds mutuels, actions et obligations. La retraite et les concepts de planification successorale, y compris les annuités et les calculs de revenu de retraite, seront discutés.</p>

<b>Code:</b>	<b>TAATC140</b>
<b>Name :</b>	<b>Introduction to personal finance</b>
<b>Description:</b>	<p>This course provides tools, calculations and components necessary for the realization of a personal financial plan. The time value of money, setting financial goals, tax planning and concepts related to money, credit and risk management will be study in this class. You'll learn how to calculate the cost of revolving loans and installing and applying the tools and techniques necessary for buying and financing a home. The course also introduces basic concepts of investment, including a review of mutual funds, stocks and bonds. Retirement and estate planning concepts, including annuities and retirement income calculations will be discussed.</p>

## **Introduction à la comptabilité**

### **TAATC 110**

**Programme techniques d'administration des affaires (TAA)**

**Collège Saint-Jean**

<b>Code du cours:</b>	<b>TAATC 110</b>
<b>Nom du cours:</b>	<b>Introduction à la comptabilité</b>
<b>Descriptif du cours:</b>	Ce cours initie les élèves aux principes de base du cycle comptable, y compris les écritures de journal, les écritures de régularisation, les écritures de clôture, l'équilibre de vérification et les états financiers. Principes comptables généralement reconnus sont abordés tout au long du parcours. Comme une intégration définitive de tous les concepts, les étudiants étudient et analysent les états financiers.

<b>Code:</b>	<b>TAATC110</b>
<b>Name :</b>	<b>Introduction to accounting</b>
<b>Description:</b>	This course introduces students to basic principles of accounting cycle, including journal entries, adjusting entries, closing entries, balance and audits the financial statements. General accounting principles are discussed throughout the course. As a final integration of all concepts, students will discuss and analyze financial statements.

## Comptabilité intermédiaire

### TAATC 111

#### Programme techniques d'administration des affaires (TAA)

#### Collège Saint-Jean

<b>Code du cours:</b>	<b>TAATC 111</b>
<b>Nom du cours:</b>	<b>Comptabilité intermédiaire</b>
<b>Descriptif du cours:</b>	<p>Ce cours présente des techniques comptables utilisées par les gestionnaires pour prendre des décisions des coûts et d'affaires. Après avoir étudié le comportement des coûts, les élèves apprendront comment appliquer l'analyse coût-volume-bénéfice, l'évaluation des performances, des méthodes de tarification, de budgétisation et l'analyse des coûts pertinents. Des projets d'investissement seront analysés afin de déterminer la faisabilité du projet. Grâce à des travaux pratiques, les étudiants acquerront de l'expérience dans l'application de compétences en comptabilité de gestion.</p>

<b>Code:</b>	<b>TAATC111</b>
<b>Name :</b>	<b>Intermediate Accounting</b>
<b>Description:</b>	<p>This course presents the accounting techniques used by managers to make decisions and business costs. After studying cost behavior, students learn how to apply cost-volume-profit, performance evaluation, pricing methods, budgeting and analysis of relevant costs. Investment projects will be analyzed to determine the feasibility of the project. Through practical work, students gain experience in applying skills in management accounting.</p>

## Communication des affaires Niveau 2

### TAATC 101

#### Programme techniques d'administration des affaires (TAA)

#### Collège Saint-Jean

<b>Code du cours:</b>	<b>TAATC 101</b>
<b>Nom du cours:</b>	<b>Communication des affaires Niveau 2</b>
<b>Descriptif du cours:</b>	<p>Le cours porte sur les techniques d'écriture descriptive appropriée pour les résumés et les critiques ainsi que les techniques d'écriture persuasive appropriées pour des lettres d'affaires et des rapports officiels. Des techniques de communication pour la recherche d'emploi (CV, lettres de candidature, et les entretiens d'embauche) sont également couvertes dans un projet qui comprend des activités d'équipe ainsi que des missions ponctuelles. Les élèves feront des recherches, compiler et interpréter les données pour construire un rapport analytique. Ils perfectionneront leurs compétences orales en préparant des présentations orales ainsi qu'une présentation formelle d'affaires.</p>

<b>Code:</b>	<b>TAATC 101</b>
<b>Name :</b>	<b>Business communication 2</b>
<b>Description:</b>	<p>The course covers expository writing techniques suitable for abstracts and critiques, as well as persuasive writing techniques suitable for business letters and reports. Job search communications (resumes, application letters, and job interviews) are covered in a project that includes team activities as well as individual assignments. Students will research, compile, and interpret data to build an analytical report. They will polish their oral skills by preparing and delivering impromptu oral presentations as well as one formal business presentation.</p>

## Communication des affaires Niveau 1

### TAATC 100

#### Programme techniques d'administration des affaires (TAA)

#### Collège Saint-Jean

<b>Code du cours:</b>	<b>TAATC 100</b>
<b>Nom du cours:</b>	<b>Communication des affaires niveau 1</b>
<b>Descriptif du cours:</b>	<p>Ce cours initie l'étudiant à la complexité de la communication écrite, électronique et par voie orale. Les étudiants apprendront les stratégies et les techniques de communication des affaires écrites et appliqueront celles-ci à des documents d'affaires et à des outils de communication en ligne. Les élèves apprendront à utiliser un logiciel pour composer, éditer et réviser des correspondances. Ils acquerront de l'expérience en écrivant des lettres d'affaires, des courriels et des blogs efficaces. En plus des rédactions de correspondance d'affaires, ils sont tenus d'appliquer ces techniques lors de recherches de documentations et lors de l'utilisation de bases de données. Les étudiants seront initiés à la mise en forme APA et devront l'utiliser pour compiler et écrire des rapports d'information officiels. En plus d'acquérir des compétences pour l'écriture efficace, les étudiants apprendront également de bonnes aptitudes de communication en public.</p>

<b>Code:</b>	<b>TAATC100</b>
<b>Name :</b>	<b>Business communication 1</b>
<b>Description:</b>	<p>This course introduces the student to the complexities of written, online, and oral communication. The students learn business writing strategies and techniques and apply them to business documents and online communication tools. Students will use software to compose, edit and revise assignments. They will gain experience in writing effective business letters, emails, blogs and wikis. In addition to students writing business correspondence, they are required to apply effective online and database research techniques and APA documentation to compile and write a formal, informational report. In addition to students gaining skills for effective writing, they will also learn effective public speaking skills.</p>

**Collège St. Jean**

**First Year (Tronc Commun) - Techniques d'administration des affaires (TAA)**

	Course Designator	Core Course	Number of Hours	Face-to-face	Experiential	Individual work
<b>Semester 1</b>	TAATC 110	Introduction à la comptabilité	64	1	1	2
	TAATC 120	Microéconomie	64	1	1	2
	TAATC 100	Communications d'affaires - Niveau 1	80	1	2	2
	TAATC 130	Technologies de l'information et des communications	64	1	1	2
	TAATC 140	Introduction à la finance personnelle	64	1	1	2
<b>Semester 2</b>	TAATC 121	Macroéconomie	64	1	1	2
	TAATC 111	Comptabilité intermédiaire	64	1	1	2
	TAATC 150	Introduction au marketing	64	1	1	2
	TAATC 102	Communications d'affaires - Niveau 2	80	1	2	2
	TAATC 160	L'entreprise et les fonctions de travail en gestion	64	1	1	2
		<b>TOTAL HOURS</b>	<b>672</b>			
		<b>TOTAL HOURS PER WEEK</b>	<b>21</b>			

**Core Budget**  
**Minimalist Scenario 4 Programs**  
**Budget Forecast 2010 to 2014**

Item 5.1 Attachment 1  
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Description	Start-up 2010-2011	Year 1 2011-2012	Year 2 2012-2013	Year 3 2013-2014
<b>ANNUAL FLE</b>	<b>0</b>	<b>28</b>	<b>51</b>	<b>59</b>
<b>REVENUE</b>				
OLE	1 800 000	600 000	500 000	500 000
EPE	508 000	508 000	508 000	508 000
WED	442 950	31 000	26 250	27 563
Tuition	0	75 684	137 853	159 477
<b>TOTAL REVENUE</b>	<b>2 750 950</b>	<b>1 214 684</b>	<b>1 172 103</b>	<b>1 195 040</b>
<b>EXPENDITURES</b>				
<b>PROGRAM COSTS</b>				
Preparatory Program for Post-Secondary Studies (PPEP)	18 500	89 540	89 455	96 028
Administration	18 500	170 270	248 321	327 038
Health Sciences	0	37 865	98 196	177 206
Tourism	18 500	90 852	90 833	91 475
<b>Program Costs Sub-Total</b>	<b>55 500</b>	<b>388 526</b>	<b>526 806</b>	<b>691 746</b>
<b>PROGRAM AND COURSE DEVELOPMENT</b>	<b>113 500</b>	<b>50 000</b>	<b>50 000</b>	<b>50 000</b>
<b>OPERATIONAL INFRASTRUCTURE</b>				
<b>Salaries and Benefits</b>				
Director of College	52 988	55 107	57 311	59 604
Academic Director	50 673	105 399	109 615	113 999
Financial Officer	34 781	36 172	37 619	39 123
Administrative Support - General - 1.0	46 442	48 300	50 232	52 241
Benefits (20%)	36 977	48 995	50 955	52 993
<b>Salaries and Benefits Sub-Total</b>	<b>221 859</b>	<b>293 973</b>	<b>305 732</b>	<b>317 961</b>
<b>Supply and Sundries</b>				
Rent/Lease	50 000	300 000	300 000	300 000
Utilities, management fee, taxes		95 200	104 720	115 192
Signage	125 000	1 000	1 050	1 103
9 Smart Classrooms, Upgrades and Equipment	217 600	15 000	15 750	16 538
Office Furniture and Arrangements	220 000	20 000	21 000	22 050
Office equipment	207 350	10 000	10 500	11 025
Office services (phones, photocopies, maintenance, etc.)	3 640	3 640	3 822	4 013
Office supplies	4 200	2 100	2 205	2 315
Meetings	1 000	1 250	1 500	1 575
Travel	15 000	15 000	15 750	16 538
Relocation of Instructors	0	20 000	21 000	22 050
Library services - collection	30 000	15 000	15 750	16 538
Student Field Placement; Employment Support		24 000	48 301	50 233
Previously Committed Funds	175 783	0	0	0
<b>Supply and Sundries Sub-Total</b>	<b>1 049 573</b>	<b>522 190</b>	<b>561 348</b>	<b>579 168</b>
<b>ADMINISTRATIVE COSTS</b>	<b>52 479</b>	<b>26 110</b>	<b>28 067</b>	<b>28 958</b>
<b>LEASEHOLD IMPROVEMENTS</b>	<b>1 000 000</b>			
<b>TOTAL EXPENDITURES</b>	<b>2 492 911</b>	<b>1 280 798</b>	<b>1 471 953</b>	<b>1 667 834</b>

WED	Start-up 2010-2011	Year 1 2011-2012	Year 2 2012-2013	Year 3 2013-2014
9 Smart Classrooms, Upgrades and Equipment	217 600	15 000	15 750	16 538
Office IT equipment	207 350	10 000	10 500	11 025
PPEP: Computers (Capital Items)	6 000	0	0	0
Administration: Computers (Capital Items)	6 000	0	0	0
Health Sciences: Computers (Capital Items)	0	6 000	0	0
Tourism: Computers (Capital Items)	6 000	0	0	0
<b>TOTAL</b>	<b>442 950</b>	<b>31 000</b>	<b>26 250</b>	<b>27 563</b>



**Collège Saint-Jean**  
**Budget Forecast 2010 to 2014**  
**Minimalist Scenario**

**ADMINISTRATION**

Description	Start-up 2010-2011	Year 1 2011-2012	Year 2 2012-2013	Year 3 2013-2014	Comments
<b>Annual FLE</b>		20	35	35	3 two-year diplomas, including 1 with 4 streams
Sections		20	30	40	
<b>SALARIES</b>					
Program Coordination	-	-	-	-	
Academic Staff		130 000	195 000	260 000	\$6,500 per section
Non-academic		0	0	0	
Benefits (20%)	0	26 000	39 000	52 000	
<b>Salaries &amp; Benefits Sub-total</b>	<b>0</b>	<b>156 000</b>	<b>234 000</b>	<b>312 000</b>	
<b>COURSE DEVELOPMENT (1)</b>	<b>25 000</b>	<b>12 500</b>	<b>12 500</b>	<b>12 500</b>	<b>Course development for 3 two-year diplomas, including 1</b>
<b>OPERATING</b>					
Communications/marketing	5 000	5 250	5 513	5 788	PR /advertisement
Capital items	6 000	0	0	0	computers @\$2,000
Office furniture	7 500	0	0	0	Desk, chair and shelving unit for \$600
Equipment	0	2 888	3 032	3 183	items under \$750
Reference books	0	2 625	2 756	2 894	
Office services (phone, photocopies, maintenance, etc.)	0	1 092	1 147	1 204	2 phones, Caller Id + Voicemail, Internet, Printing costs
Office supplies	0	1 260	662	695	
Meetings	0	1 155	1 213	1 273	
<b>Operating Sub-total</b>	<b>18 500</b>	<b>14 270</b>	<b>14 321</b>	<b>15 038</b>	
<b>TOTAL SALARIES AND OPERATING</b>	<b>18 500</b>	<b>170 270</b>	<b>248 321</b>	<b>327 038</b>	
<b>GRAND TOTAL</b>	<b>43 500</b>	<b>187 000</b>	<b>260 770</b>	<b>338 821</b>	

(1) Course Development is only included in the Grand-Total as it is a separate line item in the Core Budget

**College St. Jean Tuition Comparison per Term**  
Based on 2010 - 2011 Tuition and Fee Rates

Canadian		International	
<b>NAIT (<a href="http://www.nait.ca/43902.htm">http://www.nait.ca/43902.htm</a>)</b>			
Tuition	1 946,00	International Tuition	6 500,00
Student Association	137,50	Student Association	137,50
U Pass	110,00	U Pass	110,00
Health & Dental	103,00	Health & Dental	103,00
Total Non Instructional	350,50	Total Non Instructional	350,50
<b>Total Canadian Tuition and Fees per term</b>	<b>2 296,50</b>	<b>Total International Tuition and Fees per term</b>	<b>6 850,50</b>
<b>Grant MacEwan (<a href="http://business.macewan.ca/gmcc/acct/Program/DetailsPage.cfm?id=2531">http://business.macewan.ca/gmcc/acct/Program/DetailsPage.cfm?id=2531</a>)</b>			
Tuition	1 761,50	International Tuition	6 987,50
Student Association	81,00	Student Association	81,00
Health & Dental	99,00	Health & Dental	99,00
Various Fees	116,50	Various Fees	116,50
U Pass	110,00	U Pass	110,00
Total Non Instructional	406,50	Total Non Instructional	406,50
<b>Total Canadian Tuition and Fees per term</b>	<b>2 168,00</b>	<b>Total International Tuition and Fees per term</b>	<b>7 394,00</b>
<b>NorQuest (<a href="http://www.norquest.ab.ca/programs/certificate_diploma/business_admin.asp">http://www.norquest.ab.ca/programs/certificate_diploma/business_admin.asp</a>)</b>			
Tuition	1 995,00	No International Rate Listed	
Student Association	34,20		
Health & Dental	254,00		
Total Non Instructional	288,20		
<b>Total Canadian Tuition and Fees per term</b>	<b>2 283,20</b>		
<b>University of Alberta</b>			
<b>Proposed Tuition &amp; Fees*</b>			
<b>5 courses per term at *6</b>		International Fee Index Value (C33*2.48+C33)	160,08
Fee Index Value	46,00	International Tuition	4 802,40
Tuition	1 380,00	Registration & Transcript	72,28
Registration & Transcript	72,28	Student Services	54,08
Student Services	54,08	Students' Union	70,47
Students' Union	70,47	Health & Dental	192,34
Health & Dental	192,34	Athletics & Recreation	62,18
Athletics & Recreation	62,18	Health Services	25,66
Health Services	25,66	U Pass	91,67
U Pass	91,67	CoSSS	145,00
CoSSS	145,00	Total Non Instructional	713,68
Total Non Instructional	713,68	<b>Total International Tuition and Fees per term</b>	<b>5 516,08</b>
<b>Total Canadian Tuition and Fees per term</b>	<b>2 093,68</b>		

Note 1: U of A Non Instructional Fees are 2010/2011 rates.

Note 2: Fees are for tuition and non-instructional. Costs for supplies and books are not included.

Note 3: PAW Fee: The fee shall be no greater than \$29.00 per term in Fall and Winter Terms;  
The fee shall be no greater than \$14.50 per term in Spring and Summer. The fee shall not be assessed until the construction of the facility is complete and the student component is operational.  
([http://www.su.ualberta.ca/student\\_government/elections/pleb\\_ref](http://www.su.ualberta.ca/student_government/elections/pleb_ref))

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	2010-11 Non-Instr Fess		2011-12	
	Full-Time / Term	Part-Time / Term	Full-Time/Term	Part-Time/Term
Registration and Transcript	72,28	36,14	72,84	36,42
CoSSS	145,00	72,50	146,16	73,08
Student Services	54,08	27,04	54,5	27,25
Students' Union Membership	35,68	17,40	tba	tba
Students' Union Dedicated	34,79	31,96	tba	tba
Students' Union Health Plan *	109,34	109,34	tba	tba
Students' Union Dental Plan *	83,00	83,00	tba	tba
Athletics and Recreation	62,18	31,09	62,66	31,33
Health Services	25,66	12,83	25,86	12,93
U-Pass	91,67	91,67	104,17	104,17
<b>Total</b>	<b>713,68</b>	<b>512,97</b>		

\*Assessed in Fall Term only

ASC March 24 e-mail vote: Attachment 3  
FOR INFORMATION

## Faculté Saint-Jean

### CALENDAR CHANGE REQUEST FORM

**IMPLEMENTATION**

Normal:

Early:

**PROGRAM:** Technique d'administration des affaires bilingues

**TYPE OF CHANGE:**

Program Regulation Change:

Other: X

Course Change:

Course Deletion:

New Course:

CURRENT	PROPOSED
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### 180 Faculté Saint-Jean

**Please Note:**

- (1) *Important Notice:* first page of the calendar.
- (2) *Please Note:* Table of Contents of the Calendar.
- (3) §10 *Inquiries*

All correspondence to the main campus should contain the suffix University of Alberta, Edmonton, T6G 2E2

All correspondence to Faculté Saint-Jean should be addressed to 8406 91 Street, Edmonton, Alberta T6C 4G9

Telephone:  
Main campus (780) 492-3113  
Faculté Saint-Jean (780) 465-8700

(4) The office hours of the University are from 0800 to 1200 and from 1300 to 1630 Monday to Friday (except holidays); in May, June, July, and August the office hours are from 0800 to 1200, and from 1300 to 1600.

(5) The office hours of the Faculté Saint-Jean are

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Telephone:  
Main campus (780) 492-3113  
Faculté Saint-Jean (780) 465-8700  
Collège Saint-Jean : to be determined

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## 181 The Professors

### 181.1 Historical Note and Aims

Juniorat Saint-Jean was founded in 1908, the same year as the inauguration of the Faculty of Arts and Sciences of the University of Alberta.

Though of the same age, the two institutions have evolved in very differing fashions. On November 27, 1970, the Collège became Collège Universitaire Saint-Jean, an integral part and a bilingual sector of the University of Alberta. Official Faculty status was granted in September 1977, and the name changed to Faculté Saint-Jean in May 1978.

Today, Faculté Saint-Jean is characterized by its French language university status. It serves students capable of pursuing university studies in French. The Faculté has taken on the mission of serving the particular needs of Francophones in western Canada.

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For several decades, the French speaking community in Alberta has been lobbying for college level and continuing education programs to be offered in French in Alberta. This led to the Bisonnette Report which was completed in 2005. Following its recommendation, a proposal was submitted to the Board of Governors of the University of Alberta seeking to establish Collège Saint-Jean within Faculté Saint-Jean. In July 2009, the Minister of Advanced Education and Technology approved a change in the mandate of the University of Alberta thereby allowing it to offer French language programs leading to college certificates and diplomas.

In the context of college courses, a program leading to a certificate or a diploma is a program that is usually completed within a two year period which prepares students for entry level jobs.

It is the duty of every university to enrich, as much as possible, not only the intellectual but also the cultural life of its students. Therefore Faculté Saint-Jean finds itself with the special mission of contributing to the cultural enrichment of its students as well as of the whole of French life in Alberta. Through this commitment (which has taken concrete form in the development of Saint-Jean) the University hopes to foster French culture in western Canada.

## 181.2 Personnel académique de la Faculté

### Personnel

#### Doyen

M Arnal, PhD (Administration de l'éducation)

#### Vice-doyen aux affaires académiques

EV Blackburn, PhD (Sciences)

#### Vice-doyen à la recherche

H Safouhi, PhD  
(Mathématiques)

#### Vice-doyen à la technologie

D Ipperciel, PhD (Philosophie)

#### Professeurs émérites

JA Bour, PhD (Français)  
G Cadrin, PhD (Français)  
L Godbout, PhD  
F Levasseur-Ouimet, PhD  
(Éducation)  
F McMahon, PhD (Éducation)  
Y Mahé, PhD (Éducation)  
C Tardif, PhD (Éducation)  
Professeurs titulaires  
EA Aunger, PhD (Science  
Politique/Économie)  
EV Blackburn, PhD (Chimie)  
C Couture, PhD (Histoire)  
P Dubé, PhD (Français)  
D Gignac, PhD (Écologie  
végétale)  
D Ipperciel, PhD (Philosophie)  
L Ladouceur, PhD (Français)  
M de Montigny, PhD (Physique)  
S Ravi, PhD (Littérature  
française)  
H Safouhi, PhD (Mathématique)  
P Sing, PhD (Français)

#### Professeurs agrégés

M Beaudoin, PhD (Linguistique)  
JA Boeglin, PhD (Psychologie)  
F Boily, PhD (Science politique)  
A Bouferguène, PhD  
(Mathématique)  
L Camarata, PhD (Éducation)  
M Cavanagh, PhD (Éducation)

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L Camarata, PhD (Éducation)  
M Cavanagh, PhD (Éducation)

<p>Y d'Entremont, PhD (Éducation) S El Ghoul, PhD (Finance) L Fagnan, PhD (Musique) F Gobeil-Dwyer, PhD (Éducation) N Kermaal, PhD (Histoire) R Langevin, PhD (Éducation) L Mandin, PhD (Éducation) D Mounsef, PhD (Arts) P Mulatris, PhD (Sciences Sociales) R Parent, PhD (Français)</p> <p>Professeurs adjoints F Davoine, PhD (Biologie) S ElAtia, PhD (Éducation) E Lemaire, PhD (Français) H Lemieux, PhD (Biologie) C Léonard, PhD (Éducation) M Pellerin, PhD (Éducation) R Skogen, PhD (Éducation)</p> <p><b>Directrice, Bibliothèque Saint-Jean</b> T Usova, MLIS</p> <p><b>Faculty Service Officer</b> S Pelletier, PhD</p> <p><b>Personnel administratif Bibliothécaire, référence</b> K Frail, MLIS</p> <p><b>Doyen adjoint aux affaires étudiantes</b> D Fontaine, Med</p> <p><b>Doyen adjoint aux affaires externes</b> D Fortin, M.A.P.</p> <p><b>Directeur des finances et des installations</b> C Charest, BAA</p> <p><b>Directrice aux affaires académiques et à la gouvernances</b> D Nolette, Med</p> <p><b>Directeur de l'Institut du Patrimoine de la francophonie de l'Ouest canadien</b> F McMahon, PhD (Éducation)</p> <p><b>Autres membres du Conseil de la Faculté</b></p> <p><b>Présidente de l'Université</b> IV Samarasekera, O.C.</p> <p><b>Registraire de l'Université Représentant de la Faculty of Arts</b> G Maheux-Pelletier, PhD</p> <p><b>Représentant de la Faculty of Agricultural, Life and Environmental Sciences</b> P Marcoul, PhD</p> <p><b>Représentant de la Faculty of Augustana</b> R Epp, PhD</p>	<p>Y d'Entremont, PhD (Éducation) S El Ghoul, PhD (Finance) L Fagnan, PhD (Musique) F Gobeil-Dwyer, PhD (Éducation) N Kermaal, PhD (Histoire) R Langevin, PhD (Éducation) L Mandin, PhD (Éducation) D Mounsef, PhD (Arts) P Mulatris, PhD (Sciences Sociales) R Parent, PhD (Français)</p> <p>Professeurs adjoints F Davoine, PhD (Biologie) S ElAtia, PhD (Éducation) E Lemaire, PhD (Français) H Lemieux, PhD (Biologie) C Léonard, PhD (Éducation) M Pellerin, PhD (Éducation) R Skogen, PhD (Éducation)</p> <p><b>Directrice, Bibliothèque Saint-Jean</b> T Usova, MLIS</p> <p><b>Faculty Service Officer</b> S Pelletier, PhD</p> <p><b>Personnel administratif Bibliothécaire, référence</b> K Frail, MLIS</p> <p><b>Doyen adjoint aux affaires étudiantes</b> D Fontaine, Med</p> <p><b>Doyen adjoint aux affaires externes</b> D Fortin, M.A.P.</p> <p><b>Directeur des finances et des installations</b> C Charest, BAA</p> <p><b>Directrice aux affaires académiques et à la gouvernances</b> D Nolette, Med</p> <p><b>Directeur de l'Institut du Patrimoine de la francophonie de l'Ouest canadien</b> F McMahon, PhD (Éducation)</p> <p><b><u>Directeur du Collège Saint-Jean</u></b> <u>A déterminer</u></p> <p><b>Autres membres du Conseil de la Faculté</b></p> <p><b>Présidente de l'Université</b> IV Samarasekera, O.C.</p> <p><b>Registraire de l'Université Représentant de la Faculty of Arts</b> G Maheux-Pelletier, PhD</p> <p><b>Représentant de la Faculty of Agricultural, Life and Environmental Sciences</b> P Marcoul, PhD</p> <p><b>Représentant de la Faculty of Augustana</b> R Epp, PhD</p>
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<p><b>Représentant de la Faculty of Business</b></p> <p><b>Représentant de la Faculty of Education</b> C Peck, PhD</p> <p><b>Représentant de la Faculty of Nursing</b> Phyllis Castellain, PhD</p> <p><b>Représentant de Registrar and Student Awards</b> J Raymond</p> <p><b>Représentant de la Faculty of Science</b> P Boulanger, PhD</p> <p><b>Représentant de l'Association canadienne française de l'Alberta</b> C Duret</p> <p><b>Représentant de la Alberta Teachers' Association</b> F Ruban</p> <p><b>Représentant de Canadian Parents for French</b></p> <p><b>Représentant de Société Radio-Canada</b> F Pageau</p> <p><b>Représentants (2) des chargés de cours</b></p> <p><b>Représentant de l'Association des étudiants à la maîtrise</b> M Gravel</p> <p><b>Représentants (3) de l'Association des universitaires de la Faculté Saint-Jean</b></p>	<p><b>Représentant de la Faculty of Business</b></p> <p><b>Représentant de la Faculty of Education</b> C Peck, PhD</p> <p><b>Représentant de la Faculty of Nursing</b> Phyllis Castellain, PhD</p> <p><b>Représentant de Registrar and Student Awards</b> J Raymond</p> <p><b>Représentant de la Faculty of Science</b> P Boulanger, PhD</p> <p><b>Représentant de l'Association canadienne française de l'Alberta</b> C Duret</p> <p><b>Représentant de l'Alberta Teachers' Association</b> F Ruban</p> <p><b>Représentant de Canadian Parents for French</b></p> <p><b>Représentant de Société Radio-Canada</b> F Pageau</p> <p><b>Représentants (2) des chargés de cours</b></p> <p><b>Représentant de l'Association des étudiants à la maîtrise</b> M Gravel</p> <p><b>Représentants (3) de l'Association des universitaires de la Faculté Saint-Jean</b></p>
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**Rationale:**  
**Submitted by:**  
**Approved by:**

**Date:**  
**Date:**



## Faculté Saint-Jean

### CALENDAR CHANGE REQUEST FORM

**IMPLEMENTATION**

Normal:

Early:

**PROGRAM:** Technique d'administration des affaires bilingues

**TYPE OF CHANGE:**

Program Regulation Change:

Other: X

Course Change:

Course Deletion:

New Course:

CURRENT	PROPOSED
<p data-bbox="240 947 781 999"><b>180 Faculté Saint Jean</b></p> <p data-bbox="240 1066 418 1094"><b>Avis important:</b></p> <p data-bbox="240 1098 691 1155">(1) <i>Important Notice</i> à la première page de l'annuaire</p> <p data-bbox="240 1159 675 1215">(2) <i>Please Note</i> à la table des matières de l'annuaire</p> <p data-bbox="240 1220 418 1247">(3) §10 <i>Inquiries</i></p> <p data-bbox="310 1251 769 1339">Toute correspondance au campus principal devra porter la mention: <i>University of Alberta, Edmonton, Alberta, T6G 2E2</i></p> <p data-bbox="310 1373 748 1493">Toute correspondance à la Faculté Saint-Jean devra porter la mention: <i>8406, rue Marie-Anne Gaboury (91 Street), Edmonton, Alberta, T6C 4G9</i></p> <p data-bbox="310 1707 683 1795">Téléphone: Campus principal (780) 492-3113, Faculté Saint-Jean (780) 465-8700</p>	<p data-bbox="846 921 1263 1031"><b>180 Faculté Saint Jean</b></p> <p data-bbox="846 1066 1024 1094"><b>Avis important:</b></p> <p data-bbox="846 1098 1300 1155">(1) <i>Important Notice</i> à la première page de l'annuaire</p> <p data-bbox="846 1159 1284 1215">(2) <i>Please Note</i> à la table des matières de l'annuaire</p> <p data-bbox="846 1220 1024 1247">(3) §10 <i>Inquiries</i></p> <p data-bbox="915 1251 1375 1339">Toute correspondance au campus principal devra porter la mention: <i>University of Alberta, Edmonton, Alberta, T6G 2E2</i></p> <p data-bbox="915 1373 1354 1493">Toute correspondance à la Faculté Saint-Jean devra porter la mention: <i>8406, rue Marie-Anne Gaboury (91 Street), Edmonton, Alberta, T6C 4G9</i></p> <p data-bbox="927 1526 1380 1646"><u>Toute correspondance au Collège Saint-Jean devra porter la mention : #140, 8627 Marie-Anne Gaboury (91street) Edmonton, AB, T6C 3N2</u></p> <p data-bbox="915 1707 1289 1827">Téléphone: Campus principal (780) 492-3113, Faculté Saint-Jean (780) 465-8700 <u>Collège Saint-Jean : à déterminer</u></p>

(4) Heures d'ouverture de l'Université: 8 h à 12 h, 13 h à 16 h 30, du lundi au vendredi (excepté les jours fériés); durant les mois de mai, juin, juillet et août: 8 h à 12 h, 13 h à 16 h.

(5) Heures d'ouverture de la Faculté Saint-Jean: 8 h 30 à 16 h 30, du lundi au vendredi (excepté les jours fériés); durant les mois de mai, juin, juillet et août: 8 h à 12 h, 13 h à 16 h.

## 181 La Faculté

### 181.1 Note historique et buts

Le Juniorat Saint-Jean a été fondé en 1908, l'année même où a été inaugurée la Faculty of Arts and Sciences de l'Université de l'Alberta. Les deux institutions ont le même âge, mais ont évolué de façon très différente. Le Collège est devenu Collège Universitaire Saint-Jean, partie intégrante et secteur bilingue de l'Université de l'Alberta, 62 ans après sa fondation, le 27 novembre 1970. Le statut officiel de Faculté lui fut accordé en septembre 1977 et sa dénomination devint "Faculté Saint-Jean" en mai 1978.

La Faculté Saint-Jean se définit aujourd'hui par son statut universitaire de langue française. Elle dessert les étudiants capables de poursuivre en français des études universitaires. La Faculté se donne pour mission de répondre aux besoins particuliers des francophones de l'Ouest du Canada.

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## 181 La Faculté

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De plus, au cours des vingt dernières années, la communauté francophone de l'Alberta a fait du lobbying pour le développement de programmes de niveau collégial et des programmes de formation continue en français en Alberta. Cette action a menée à une étude approfondie menée qui s'est achevée en 2005. Suite à la recommandation de cette étude, une proposition a été soumise au Board of Governors de l'Université de l'Alberta qui a par la suite demandé un changement de son mandat auprès du Gouvernement de l'Alberta.

En juillet 2009, le ministre de l'Enseignement supérieur et de la Technologie a approuvé une modification du mandat de l'Université de l'Alberta. Ce changement permet maintenant l'offre de

<p>Tout centre universitaire se doit d'enrichir dans la mesure du possible la vie non seulement intellectuelle mais culturelle de sa clientèle. Aussi, la Faculté Saint-Jean se voit-elle la mission particulière de contribuer à l'enrichissement culturel de ses étudiants aussi bien que de l'ensemble de la vie française en Alberta. Par cet engagement (concrétisé dans le développement de Saint-Jean) l'Université espère promouvoir la culture française dans l'Ouest du Canada.</p> <h2>181.2 Personnel académique de la Faculté</h2> <h3>Personnel</h3> <p><b>Doyen</b> M Arnal, PhD (Administration de l'éducation)</p> <p><b>Vice-doyen aux affaires académiques</b> EV Blackburn, PhD (Sciences)</p> <p><b>Vice-doyen à la recherche</b> H Safouhi, PhD (Mathématiques)</p> <p><b>Vice-doyen à la technologie</b> D Ipperciel, PhD (Philosophie)</p> <p><b>Professeurs émérites</b> JA Bour, PhD (Français) G Cadrin, PhD (Français) L Godbout, PhD F Levasseur-Ouimet, PhD (Éducation) F McMahon, PhD (Éducation) Y Mahé, PhD (Éducation) C Tardif, PhD (Éducation) Professeurs titulaires EA Aunger, PhD (Science Politique/Économie) EV Blackburn, PhD (Chimie) C Couture, PhD (Histoire) P Dubé, PhD (Français) D Gignac, PhD (Écologie végétale) D Ipperciel, PhD (Philosophie) L Ladouceur, PhD (Français) M de Montigny, PhD (Physique) S Ravi, PhD (Littérature française) H Safouhi, PhD (Mathématique) P Sing, PhD (Français)</p> <p><b>Professeurs agrégés</b></p>	<p><u>programmes de langue française menant à des certificats ou des diplômes de niveau collégial.</u></p> <p><u>Dans le contexte collégial, un programme menant à un certificat ou un diplôme est un programme de deux ans ou moins qui prépare l'étudiant à des emplois de début de carrière.</u></p> <p>Tout centre universitaire se doit d'enrichir dans la mesure du possible la vie non seulement intellectuelle mais culturelle de sa clientèle. Aussi, la Faculté Saint-Jean se voit-elle la mission particulière de contribuer à l'enrichissement culturel de ses étudiants aussi bien que de l'ensemble de la vie française en Alberta. Par cet engagement (concrétisé dans le développement de Saint-Jean) l'Université espère promouvoir la culture française dans l'Ouest du Canada.</p> <h2>181.2 Personnel académique de la Faculté</h2> <h3>Personnel</h3> <p><b>Doyen</b> M Arnal, PhD (Administration de l'éducation)</p> <p><b>Vice-doyen aux affaires académiques</b> EV Blackburn, PhD (Sciences)</p> <p><b>Vice-doyen à la recherche</b> H Safouhi, PhD (Mathématiques)</p> <p><b>Vice-doyen à la technologie</b> D Ipperciel, PhD (Philosophie)</p> <p><b>Professeurs émérites</b> JA Bour, PhD (Français) G Cadrin, PhD (Français) L Godbout, PhD F Levasseur-Ouimet, PhD (Éducation) F McMahon, PhD (Éducation) Y Mahé, PhD (Éducation) C Tardif, PhD (Éducation) Professeurs titulaires EA Aunger, PhD (Science Politique/Économie) EV Blackburn, PhD (Chimie) C Couture, PhD (Histoire) P Dubé, PhD (Français) D Gignac, PhD (Écologie végétale) D Ipperciel, PhD (Philosophie) L Ladouceur, PhD (Français) M de Montigny, PhD (Physique) S Ravi, PhD (Littérature française) H Safouhi, PhD (Mathématique) P Sing, PhD (Français)</p> <p><b>Professeurs agrégés</b></p>
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Item 5.1 Attachment 1  
Public Session | 2011-06-17

<p>M Beaudoin, PhD (Linguistique) JA Boeglin, PhD (Psychologie) F Boily, PhD (Science politique) A Bouferguène, PhD (Mathématique) L Camarata, PhD (Éducation) M Cavanagh, PhD (Éducation) Y d'Entremont, PhD (Éducation) S El Ghoul, PhD (Finance) L Fagnan, PhD (Musique) F Gobeil-Dwyer, PhD (Éducation) N Kermaal, PhD (Histoire) R Langevin, PhD (Éducation) L Mandin, PhD (Éducation) D Mounsef, PhD (Arts) P Mulatris, PhD (Sciences Sociales) R Parent, PhD (Français)</p> <p>Professeurs adjoints F Davoine, PhD (Biologie) S ElAtia, PhD (Éducation) E Lemaire, PhD (Français) H Lemieux, PhD (Biologie) C Léonard, PhD (Éducation) M Pellerin, PhD (Éducation) R Skogen, PhD (Éducation)</p> <p><b>Directrice, Bibliothèque Saint-Jean</b> T Usova, MLIS</p> <p><b>Faculty Service Officer</b> S Pelletier, PhD</p> <p><b>Personnel administratif Bibliothécaire, référence</b> K Frail, MLIS</p> <p><b>Doyen adjoint aux affaires étudiantes</b> D Fontaine, Med</p> <p><b>Doyen adjoint aux affaires externes</b> D Fortin, M.A.P.</p> <p><b>Directeur des finances et des installations</b> C Charest, BAA</p> <p><b>Directrice aux affaires académiques et à la gouvernances</b> D Nolette, Med</p> <p><b>Directeur de l'Institut du Patrimoine de la francophonie de l'Ouest canadien</b> F McMahon, PhD (Éducation)</p> <p><b>Autres membres du Conseil de la Faculté</b></p> <p><b>Présidente de l'Université</b> IV Samarasekera, O.C.</p> <p><b>Registraire de l'Université Représentant de la Faculty of Arts</b> G Maheux-Pelletier, PhD</p> <p><b>Représentant de la Faculty</b></p>	<p>M Beaudoin, PhD (Linguistique) JA Boeglin, PhD (Psychologie) F Boily, PhD (Science politique) A Bouferguène, PhD (Mathématique) L Camarata, PhD (Éducation) M Cavanagh, PhD (Éducation) Y d'Entremont, PhD (Éducation) S El Ghoul, PhD (Finance) L Fagnan, PhD (Musique) F Gobeil-Dwyer, PhD (Éducation) N Kermaal, PhD (Histoire) R Langevin, PhD (Éducation) L Mandin, PhD (Éducation) D Mounsef, PhD (Arts) P Mulatris, PhD (Sciences Sociales) R Parent, PhD (Français)</p> <p>Professeurs adjoints F Davoine, PhD (Biologie) S ElAtia, PhD (Éducation) E Lemaire, PhD (Français) H Lemieux, PhD (Biologie) C Léonard, PhD (Éducation) M Pellerin, PhD (Éducation) R Skogen, PhD (Éducation)</p> <p><b>Directrice, Bibliothèque Saint-Jean</b> T Usova, MLIS</p> <p><b>Faculty Service Officer</b> S Pelletier, PhD</p> <p><b>Personnel administratif Bibliothécaire, référence</b> K Frail, MLIS</p> <p><b>Doyen adjoint aux affaires étudiantes</b> D Fontaine, Med</p> <p><b>Doyen adjoint aux affaires externes</b> D Fortin, M.A.P.</p> <p><b>Directeur des finances et des installations</b> C Charest, BAA</p> <p><b>Directrice aux affaires académiques et à la gouvernances</b> D Nolette, Med</p> <p><b>Directeur de l'Institut du Patrimoine de la francophonie de l'Ouest canadien</b> F McMahon, PhD (Éducation)</p> <p><b>Directeur du Collège Saint-Jean</b> <u><a href="#">A déterminer</a></u></p> <p><b>Autres membres du Conseil de la Faculté</b></p> <p><b>Présidente de l'Université</b> IV Samarasekera, O.C.</p> <p><b>Registraire de l'Université Représentant de la Faculty of Arts</b> G Maheux-Pelletier, PhD</p> <p><b>Représentant de la Faculty</b></p>
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<p><b>of Agricultural, Life and Environmental Sciences</b> P Marcoul, PhD</p> <p><b>Représentant de la Faculty of Augustana</b> R Epp, PhD</p> <p><b>Représentant de la Faculty of Business</b></p> <p><b>Représentant de la Faculty of Education</b> C Peck, PhD</p> <p><b>Représentant de la Faculty of Nursing</b> Phyllis Castellain, PhD</p> <p><b>Représentant de Registrar and Student Awards</b> J Raymond</p> <p><b>Représentant de la Faculty of Science</b> P Boulanger, PhD</p> <p><b>Représentant de l'Association canadienne française de l'Alberta</b> C Duret</p> <p><b>Représentant de la Alberta Teachers' Association</b> F Ruban</p> <p><b>Représentant de Canadian Parents for French</b></p> <p><b>Représentant de Société Radio-Canada</b> F Pageau</p> <p><b>Représentants (2) des chargés de cours</b></p> <p><b>Représentant de l'Association des étudiants à la maîtrise</b> M Gravel</p> <p><b>Représentants (3) de l'Association des universitaires de la Faculté Saint-Jean</b></p>	<p><b>of Agricultural, Life and Environmental Sciences</b> P Marcoul, PhD</p> <p><b>Représentant de la Faculty of Augustana</b> R Epp, PhD</p> <p><b>Représentant de la Faculty of Business</b></p> <p><b>Représentant de la Faculty of Education</b> C Peck, PhD</p> <p><b>Représentant de la Faculty of Nursing</b> Phyllis Castellain, PhD</p> <p><b>Représentant de Registrar and Student Awards</b> J Raymond</p> <p><b>Représentant de la Faculty of Science</b> P Boulanger, PhD</p> <p><b>Représentant de l'Association canadienne française de l'Alberta</b> C Duret</p> <p><b>Représentant de l'Alberta Teachers' Association</b> F Ruban</p> <p><b>Représentant de Canadian Parents for French</b></p> <p><b>Représentant de Société Radio-Canada</b> F Pageau</p> <p><b>Représentants (2) des chargés de cours</b></p> <p><b>Représentant de l'Association des étudiants à la maîtrise</b> M Gravel</p> <p><b>Représentants (3) de l'Association des universitaires de la Faculté Saint-Jean</b></p>
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**Rationale:**  
**Submitted by:**  
**Approved by:**

**Date:**  
**Date:**

## Collège Saint-Jean

Item 5.1 Attachment 1  
Public Session | 2011-06-17

**\*\*\* Will be a separate publication.  
Will not appear in the calendar \*\*\***

### IMPLEMENTATION

Normal:

Early:

**PROGRAM:** Calendar information for Collège Saint-Jean in a separate publication, style to be determined AND Technique d'administration des affaires bilingues

### TYPE OF CHANGE:

Program Regulation Change:

Other: X

Course Change:

Course Deletion:

New Course:

	<p><b>Collège Saint-Jean</b></p> <p><b>Table of Contents</b> Welcome Notes General Information Application for Admission Academic Standing and Graduation Programs -Techniques d'administration des affaires</p> <p>....</p> <p><b>Inquiries:</b> Collège Saint-Jean #140, 8627 rue Marie-anne Gaboury(91 Street) Edmonton AB T6C 3N2</p> <p>Telephone: • Collège Saint-Jean to be determined</p> <p>....</p> <p><b>Office hours</b> of the Collège Saint-Jean are from 0800 to 1630 Monday to Friday (except holidays); in May, June, July and August the office hours are from 0800 to 1200 and from 1300 to 1600.</p> <p>....</p> <p><b>Notes</b></p> <p>For several decades, the French speaking community in Alberta had been lobbying for college level and continuing education programs to be offered in French in Alberta.</p>
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This action led to the Bissonnette Report, completed in 2005. Following its recommendation, a proposal was submitted to the Board of Governors of the University of Alberta seeking to establish Collège Saint-Jean within Faculté Saint-Jean. In July 2009, the Minister of Advanced Education and Technology approved a change in the mandate of the University of Alberta thereby allowing it to offer French language programs leading to college certificates and diplomas.

College diploma programs are generally two years in length and serve to prepare graduates for employment in a broad range of entry-level positions. Certificate programs are primarily one year of study and also prepare graduates for entry-level employment.

Courses offered in the two year diploma program in Technique d'administration des affaires will not be transferable towards the University of Alberta's Bachelor of Commerce or Bilingual Bachelor of Commerce programs.

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**Dean, Campus Saint-Jean**  
M. Arnal

**Acting Director, Collège Saint-Jean**  
D. Nolette

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## **General Information**

### **Calendar 2012-2013**

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### **Language Policy**

At Collège Saint-Jean all courses are taught in French. French is also the language used by the administrators, the instructors and the support staff.

Students at Collège Saint-Jean must, at all times, respect the French character of the institution.

### **Services**

**(1) Library:** The University of Alberta library system makes available to the instructors and students of the Collège Saint-Jean a library well stocked with books in all areas of study. Works may be consulted on the premises or may be available for loan. All students also have access to the libraries on the north campus of the University of Alberta.

**(2) Counseling:** Student Counseling Services offers a wide range of counseling services directed at helping students who are experiencing personal or academic difficulties. These services are offered in French at the Faculté Saint-Jean.

**(3) Residence:** The residence is a service which complements the educational experience offered by the Collège Saint-Jean. Students who ask for admission to the residence commit themselves to the active pursuit of the goals of residence, namely, to live and study in a French environment. The residence is on the Faculté Saint-Jean campus and can accommodate approximately 100 students. More detailed information may be obtained at Service des Résidences, 214 Résidence Saint-Jean (780) 466-3824.

Students who are not interested in living in residence can find rooms in private homes or in apartments near the Collège Saint-Jean.

(4) Language skills: Students will have access to opportunities to develop their language skills. Students requiring assistance with their language skills should contact Student Counselling Services at Campus Saint-Jean to receive information about their options.

### **Application for Admission**

You can apply to the Collège Saint-Jean online by completing the PDF admission form for admission at <http://registrar.ualberta.ca/apply>

It is also possible to book an appointment with the Admissions office at the Faculté Saint-Jean. To book an appointment use email [recrutement@csj.ualberta.ca](mailto:recrutement@csj.ualberta.ca) or call 780-465-8790.

#### **Note:**

(1) No definite and final ruling concerning admission can be given until all certificates and transcripts of standing have been reviewed. The Collège Saint-Jean consults with prospective students and advises regarding programs of study, but all decisions are unofficial and tentative until official documents have been received and evaluated.

(2) Deadlines for applications for admission and readmission are posted on the web site: <http://www.csj.ualberta.ca/index.php/les-etudes/programmes-collegiaux/>

### **Admission requirements**

#### **General admission requirements:**

##### **French Language Proficiency :**

French is the language of instruction in all programs at the Collège Saint-Jean. Therefore, all applicants must possess adequate knowledge of spoken and written French as a prerequisite to admission. All applicants will be required to demonstrate proficiency in the French language prior to admission.

#### **Admission requirements for**

#### ***Technique d'administration des affaires bilingues program***

##### **(1) General requirements**

Candidates for *Techniques d'administration des affaires* must have successfully completed:

##### **a) French**

One of Français 30-1, Français 30-2, French 30 (9 years), French 31, French Language Arts 30-1, French Language Arts 30-2, or equivalent.

Note: French 30 (3 years) may be accepted on the basis of the result of the placement test in French. Applicants will be contacted with regards to the placement test. .



OR

Successful completion of four years of full time study in French. These studies may be a combination of secondary and postsecondary work.

OR

Having completed a first diploma from an accredited institution where French is the language of instruction.

**b) Mathematics**

One of Pure Mathematics 30, Applied Mathematics 30, Mathematics 30-1, Mathematics 30-2, or equivalent.

**c) English**

One of English 30-1, English 30-2, or equivalent.

### **Admission with deficiency in English**

By the end of their first year, students enrolled in *Techniques d'administration des affaires* must demonstrate an acceptable level of English proficiency. Applicants whose first language is not English and do not present English (English 30-1 or 30-2 or their equivalent) upon admission will be required to demonstrate proficiency at the end of the first year of the program in one of the following ways:

a) TOEFL (Test of English as a Foreign Language) score of 80 iBT with a score of individual test component less than 20. If students are being tested on paper, they must obtain a minimum of 550.

or

b) IELTS (International English Language Testing System): Overall score of 6.5 with no section less than 5.0.

or

c) CAEL (Canadian Academic English Language Assessment): A score of 70.

or

d) MELAB (Michigan English Assessment Battery Language): A score of 85.

Students will have access to opportunities to develop their English language skills. Students requiring assistance with their language skills should contact Student Counselling Services at Campus Saint-Jean to receive information about their options.

### **Admission from Another Province**

(1) Students from other Canadian provinces who have successfully completed work at the high school level will be considered for admission to the Collège Saint-Jean provided they present admission subjects equivalent to the requirements of the program.

(2) Equivalent: The Collège Saint-Jean has the right to judge the equivalent values and the classification of courses taken in other provinces.

(3) All students who do not present the requirements should contact the Admissions office at the Faculté Saint-Jean. To book an appointment use email [recrutement@csj.ualberta.ca](mailto:recrutement@csj.ualberta.ca) or call 780-465-8790.

### **Academic Standing and Graduation**

### **Academic Standing**

At the end of each academic year (Fall/Winter) and according to the grade point average (GPA) of that academic year, students are placed in one of the three following categories: (Note: a minimum grade point average of 2.0 is required to obtain a diploma.)

- a) **Satisfactory standing:** Students who maintain a sessional GPA of 2.0 or more may continue their studies at Collège Saint-Jean.
- b) **Marginal standing:** Students who receive a GPA of 1.7 to 1.9 inclusive will be placed on academic probation and warned that if they have not met the requirements of the probation, they must withdraw from the program.
- c) **Unsatisfactory standing:** Students who receive a GPA of 1.6 or less will be required to withdraw from the program. Such students may apply for readmission, although normally at least one year must elapse before readmission will be granted (on a probationary basis).

Students are expected to maintain satisfactory performance and achievement levels in all elements of their program including classroom, laboratory/shop, work experience practicums, field trips assignments, tests, and examinations. The instructors shall determine and communicate to the student the criteria for satisfactory performance.

### **Graduation**

A minimum grade point average of 2.0 is required for graduation.

### **Reexamination**

Students may obtain information regarding policies and procedures from the Admissions office at Faculté Saint-Jean.

### **Academic Advising**

Since the program requirements are pre-determined, all students are encouraged to meet with the Academic Advisor prior to choosing a program.

At the end of the first year of the program, students may consult with the Academic Advisor when choosing the second year diploma specialization.

### **International Students**

International students should contact the Admissions office at the Faculté Saint-Jean. To book an appointment email to [recrutement@csj.ualberta.ca](mailto:recrutement@csj.ualberta.ca) or call: 780-465-8790.

### **Collège Programs**

#### **Techniques d'administration des affaires bilingues program**

The *Techniques d'administration des affaires biligues* program - Year 1 gives students a common core of 10 courses to help them gain an appreciation for the wide assortment of career possibilities related to each specialization. Near the end of Term 2, students

select a specialization that best suits their personal interests and career goals among the following four options: accounting, finance, marketing and management. Through small class sizes, the Collège Saint-Jean offers a personalized learning environment, where instructors are focused on individual interests and academic progress.

### **Program Year 1**

All students in this diploma program will automatically be enrolled in the following ten courses in their first year.

#### **Fall Term**

**TAATC 110** – Introduction à la comptabilité

**TAATC 120** – Microéconomie

**TAATC 100** – Communication des affaires Niveau 1

**TAATC 130** – Technologies de l'information et des communications

**TAATC 140** - Introduction à la finance personnelle

#### **Winter Term**

**TAATC 121** – Macroéconomie

**TAATC 111** – Comptabilité intermédiaire

**TAATC 150** – Introduction au Marketing

**TAATC 101** – Communication des affaires Niveau 2

**TAATC 160** - L'entreprise et les fonctions de travail en gestion.

### **Program Year 2**

In the second year students will select a specialization that best suits their personal interests and career goals among the following four options: **accounting, finance, marketing and management.**

#### **a) ACCOUNTING:**

Students registered in the **accounting** specialization will automatically be enrolled in the following courses in their second year.

#### **Fall Term**

**TAATC 270** - Droit des affaires

**TAATC 280** - Statistiques des affaires

**TAACO 210** – Compatibilité de gestion

**TAACO 213** – Fiscalité

**TAACO 241** – Computer applications in Business

**TAACO 244** – Accounting Information systems

#### **Winter Term**

**TAAFI 243S** – Séminaire sur les carrières en finance

**TAAFI 242** – Finance Corporative

**TAAFI 241** – Investissements

**TAACO 212** –Intermediate managerial accounting Niveau 2

**TAACO 240** - Special Applications (accounting)

**TAACO 211** - Intermediate managerial Accounting

**TAACO 206** –Intermediate Financial Accounting Niveau 1

#### **Spring Term**

**TAACO STG** : Stage en milieu de travail – ~~Compatibilité~~ Comptabilité

#### **b) FINANCE:**

Students registered in the **finance** specialization will automatically be enrolled in the

following courses in their second year.

**Fall Term**

**TAATC 270** - Droit des affaires  
**TAATC 280** - Statistiques des affaires  
**TAACO 212** – Compatibilité de gestion  
**TAACO 213** – Fiscalité  
**TAAFI 211** – Cash Management

**Winter Term**

**TAAFI 243S** – Séminaire sur les carrières en finance  
**TAAFI 242** – Finance Corporative  
**TAAFI 241** – Investissements  
**TAACO 212** – Intermediate managerial accounting Niveau 2  
**TAAFI 236** - Financial Systeme  
**TAAFI 252** – Credit / Financial Analysis  
**TAAFI 281** – Stock Market Simulation

**Spring Term**

**TAAFI STG** : Stage en milieu de travail – Finance

**c) MARKETING:**

Students registered in the **marketing** specialization will automatically be enrolled in the following courses in their second year.

**Fall Term**

**TAATC 270** - Droit des affaires  
**TAATC 280** - Statistiques des affaires  
**TAAMG 202** - Communication d'affaires - Niveau 3  
**TAATC 231** - Systèmes de gestion d'information  
**TAAMG 276** - Promotional Management  
**TAAMK 360** - Applied Research Methods

**Winter Term**

**TAAMK 252S** - Séminaire sur les carrières en marketing et gestion  
**TAAMG 261** - Introduction aux ressources humaines  
**TAAMK 251** - Gestion de marché de détail et de la vente  
**TAAMK 265** - Marketing Management  
**TAAMK 260** - International Business  
**TAAMK 372** - Sales Management  
**TAAMK 378** - Public Relations  
**TAAMK 279** - e-Communications  
**TAAMK 377** - Promotional Campaign Planning

**Spring Term**

**TAAMK STG** : Stage en milieu de travail – Marketing

**d) MANAGEMENT :**

Students registered in the **management** specialization will automatically be enrolled in the following courses in their second year.

**Fall Term**

**TAATC 270** - Droit des affaires

**TAATC 280** - Statistiques des affaires  
**TAAMG 202** - Communication d'affaires - Niveau 3  
**TAATC 231** - Systèmes de gestion d'information  
**TAAMG 220** - Intro to Project Management  
**TAAMG 256** - Intro to Strategic Management

**Winter Term**

**TAAMK 252S** - Séminaire sur les carrières en marketing et gestion  
**TAAMG 261** - Introduction aux ressources humaines  
**TAAMK 251** - Gestion de marché de détail et de la vente  
**TAAMG 255** - Small Business Management  
**TAAMG 300** – Leadership  
**TAAMG 356** - Advanced Strategic Management  
**TAAMG 354** - Entrepreneurship & New Venture Creation

**Spring Term**

**TAAMG STG** : Stage en milieu de travail – Management

## Annexe 1

### TAA Course Naming Convention

#### Description of Course Designators

Course Name	First Five Letters		Last Three Numbers		
	Program Code	Core or Specialization Code	Year of Study	Subject Area	Order of Classes
Title of Course	TAA	TC	X	X	X

#### Details of First Five Letters

Program Code	Designator
Techniques d'administration des affaires	TAA

#### Details of Last Three Numbers

Year of Study	Designator
Year One or Year Two	1 – 2 or 3*

\* Some courses begin with the number 3 as these are courses provided by NAIT and the numbering follows the numbering used at NAIT.

These courses are taught in the second year of the TAA program.

Core or Specialization Code	Designator
Tronc Commun	TC
Finance	FI
Accounting	CO
Marketing	MK
Management	MG

Subject Area	Designator
Communications	0
Accounting	1
Economics	2
IT/Computer	3
Finance	4
Marketing	5
Management	6
Law	7
Math/Stats	8

Order of Classes	Designator
Introductory, Intermediate, Advanced (I, II, III)	1, 2, 3, 4...

Example: **TAATC 100** Communications d'affaires - Niveau 1

**TAA** - indicates program "Techniques d'administration des affaires"

**TC** - indicates "tronc commun" (core course)

**1** - indicates first year of study

**0** - indicates "communications" subject area

**0** - indicates first class within subject area



## NEW ACADEMIC PROGRAM LIBRARY IMPACT STATEMENT CERTIFICATION

Submitted to the Academic Development Committee

The Library has examined the proposal for the introduction of the new bilingual diploma program *Techniques d'administration des affaires (TAA)* as part of the Campus Community College proposal *Collège Saint-Jean*. TAA is a two year diploma program with the objective of training multilingual skilled individuals capable of responding to the complex demands of a globalized market place.

The attached commentary outlines the anticipated impact on Library services and facilities of the above program, indicating the Library's current ability to support the program and any additional costs it might entail. At the Bibliothèque Saint-Jean (BSJ), we base estimates on the fact that all new students enrolled in this program will be considered University of Alberta students.

Executive summary of costs

Total Costs	Start Up	2011-2012	2012-2013	Ongoing (expected annual maintenance cost)
1. Collections budget	\$ 15,210	\$ 14,810	\$ 21,122	
2. Capital budget	---	---	---	
3. Operating/staffing budget		\$ 2,900	\$ 2,800	
Total costs: Summary	\$ 15,210	\$ 17,710	\$ 23,922	\$ 24,000

We support the changes proposed by the Faculty and look forward to working with its instructors and students.

Mary-Jo Romaniuk  
Chief Librarian (Acting)

Tatiana Usova  
Head, Bibliothèque Saint-Jean

December 16 2010



The new program *Techniques d'administration des affaires* (TAA) will incur additional costs for Library acquisitions and for library staff time.

### **Impact on Collections:**

#### **Monographs**

Out of 48 courses, only half (24) will be offered in French by University of Alberta. The number of specialized courses will be delivered in English by NAIT. Since Campus Saint-Jean is already offering *Bilingual Bachelor of Commerce* program, some of the proposed TAA courses hold sufficient print monograph, journal and database resources at the library. However, these materials aim for a university clientele and not for college level programs. A purchase of 10 supplementary items in these areas will be necessary. Ten of the TAA courses are new subject areas and require the BSJ to establish basic-level collections for:

- Introduction à la comptabilité
- Communications d'affaires
- Introduction à la finance personnelle
- Comptabilité intermédiaire
- Introduction au marketing
- Fiscalité
- Finance corporative
- Investissements
- Introduction aux ressources humaines
- Système de gestion d'information

We need to acquire at least 20 titles for each of these courses in the first year. For the second and following years we count 10 titles/course in these areas, which includes new titles and new editions of existing titles. We will give priority to purchasing e-books to support the TAA studies. The cost of these resources is based on the average observed in 2010 (\$70) and on anticipation of 4% inflation/year.

#### **Periodicals**

The periodical collection of the BSJ covers the sectors of business sufficiently well. However, new journal subscriptions will be required to support the program. 6 titles related to marketing, finance and accounting were identified for a purchase.

#### **Databases**

Databases available at the BSJ cover the subject fields of the TAA program. The addition of new students to the Library's licenses for electronic resources incurs a cost of \$200 per student/year. For the first year of the program the cost for 20 students will be \$4,000. For the consecutive years the cost will increase with the increase of the number of students and will be equal to \$7,000/year (35 students × \$200).

An equivalent to one Faculty position (FTE) in the first year and an equivalent to a second Faculty position in the second year will be hired to teach the program. The addition of new

Faculty members to the university has a standard cost of \$3,000/person taking into account the incremental resources needed to address the unique library expectations of each new Faculty position.

Thus, in total the impact on collections will be the following:

Start-up: 210 books + 6 periodicals (210×\$70 + 6×\$85). Total: \$15,210.

2011-2012 : 100 books + 6 periodicals (100×\$70 + 6×\$85 = \$ 7510 + est. inflation 4% = \$ 7,810) , plus \$4,000 + \$3,000 (electronic resources). Total: \$14,810

2012-2013: 100 books + 6 periodicals (\$8,122), plus \$7,000 + \$6,000 (electronic resources). Total: \$21,122

**Impact on Library space, equipment and technology:**

Since The *Collège Saint-Jean* programs will be housed in “*La Cité Francophone*” that will have 9 smartrooms, we do not expect a significant impact on Library space and equipment.

**Impact on Library staff:** The proposed program would have an impact in terms of staff time.

The creation of libguides to support the program will require 20 staff hours the first year and 10 hours/year for the maintenance in subsequent years.

Three hours of library instruction time will be necessary in the first year to introduce new students to Library resources. For the second year we anticipate one hour of instructional time for each of the four program streams: Accounting, Finance, Management and Marketing.

During both the first and second years of the program, a number of reference requests are expected as students proceed with major assignments during their course work. This is estimated to amount to 5 hours in the first year and 10 hours in each of the consecutive years.

In total, some 29 hours of instructional and consultation time will be required the first year, and 28 hours each consecutive year. The additional hours of librarian time spent in preparation for instructional sessions, consultations, and in securing the resources to support the program, are estimated to double this total to 58 hours the first year and 56 hours in subsequent years. It amounts to \$ 2,900 the first year and \$2,800 the second year (the rate used is \$50/hour).

As program grows, the Library will be monitoring the impact on staff, equipment and facilities needs.

Submitted by

Tatiana Usova  
Head, Bibliothèque Saint-Jean  
December 16 2010

## Letter of Intent

**BETWEEN:**                                    **BOARD OF GOVERNORS OF THE NORTHERN  
ALBERTA INSTITUTE OF TECHNOLOGY (“NAIT”)**

**AND:**    **THE GOVERNORS OF THE  
UNIVERSITY OF ALBERTA (“University of Alberta”)**

**WHEREAS** the University of Alberta is a University continued pursuant to the terms of the *Post-secondary Learning Act* and that **Campus Saint-Jean** is a Faculty of University of Alberta, and **Collège Saint-Jean** is a French-language college related to Campus Saint-Jean that offers diploma programs in various areas of study.

**WHEREAS** NAIT is a Post-secondary Institution and provides learning opportunities to adult students in various fields such as the Business Administration Diploma and the Bachelor of Business Administration Degree (“the Programs”);

**WHEREAS** NAIT and Campus Saint-Jean of the University of Alberta would like to work together to develop a bilingual Business Administration Diploma (*Diplôme bilingue des Techniques de l’administration des affaires (TAA)*);

**WHEREAS** NAIT and **Campus Saint-Jean** are committed to increasing educational opportunities for students and both parties have agreed to support this initiative;

**WHEREAS** NAIT has established credible curricula for delivery of the Programs in English which would serve as the template for bilingual instruction;

**WHEREAS** NAIT and **Campus Saint-Jean** agree that they will establish a process for communication and consultation mutually agreeable to both parties;

**WHEREAS** both institutions are autonomous, self-governing entities with the power to enter into binding agreements considered to be in their best interests and to advance their ability to achieve the requirements of their mission and mandate;

**AND WHEREAS** NAIT and the University of Alberta have agreed to enter into this non-binding Letter of Intent (the “Letter”) that enables them to work together in the pursuit of the objectives set out herein.

**NOW THEREFORE** this Letter sets out the intent of the working relationship between the parties as follows:

## **1. NATURE OF THE LETTER OF INTENT**

- 1.1 This Letter of Intent establishes the framework by which the parties will work together in an effort to provide a bilingual Business Administration Diploma in a manner that is consistent with the mandates, policies, priorities, and resources of each party and which is in accordance with the *Post-secondary Learning Act*.
- 1.2 Except for the provisions herein dealing with confidentiality, the issuance of press releases or public statements, and the *Freedom of Information and Protection of Privacy Act* of Alberta, this Letter does not create any legally binding obligation on the part of the parties. The parties may enter into specific contracts with respect to activities pursued pursuant to this Letter of Intent.

## **2. OBJECTIVES**

The general intent of this Letter of Intent is to develop parameters to guide the offering of the *Diplôme bilingue des Techniques d'administration des affaires (TAA)* which mirrors the course content of the Business Administration Diploma at NAIT so as to offer Collège Saint-Jean students the opportunity to apply for NAIT admission to the third year of NAIT's Bachelor of Business Administration program.

### 3. COLLABORATIVE PROJECTS

#### 3.1 NAIT would provide:

- Business Administration Diploma current course outlines which contain course outcomes, objectives and recommended ancillary materials, to serve as a guide for the development of curriculum for TAA.
- Quality assurance oversight as it relates to revisions in the TAA curriculum.
- Instructional opportunities for NAIT faculty (for a negotiated fee to be determined) at NAIT, or at Collège Saint-Jean for certain second year courses in various streams as identified during the implementation of the TAA.

#### 3.2 The University of Alberta would provide:

- Contracts for instructors or tuition agreements for second year courses to be offered in English, depending on student demographics and availability of French-speaking instructors.
- Access to French language courses at Campus Saint-Jean, subject to normal admissions and registration processes, for NAIT business administration diploma students.
- A bilingual Business Administration Diploma (*Diplôme bilingue des Techniques de l'administration des affaires (TAA)*)
- The curriculum development for the courses within the bilingual TAA program. The ownership of the curriculum developed for the TAA program shall vest with the party that developed the materials

3.3 All subsequent student programming agreements developed between the parties, including transfer or articulations, and any agreements related to staff exchange or secondment, curriculum development services, or instructional services, would conform to the principles of this Letter of Intent and be approved by the Provost and Vice-President (Academic), University of Alberta, or designate, and the NAIT Provost and Vice-President Academic or designate.

#### **4. CONFIDENTIALITY**

4.1 Each party acknowledges that in the process of furthering discussions under this Letter of Intent it may come into possession of confidential information of the other party. Accordingly, each party agrees that it will only use such confidential information for the purposes of furthering discussions under this Letter of Intent and that it will not, without the prior, written consent of the other party; disclose to any third party such confidential information. For the purposes of this Letter of Intent, confidential information shall not include information which:

- a) was in the recipient's possession before receipt from discloser;
- b) is or becomes a matter of public knowledge through no fault of recipient;
- c) is rightfully received by recipient from a third party without a duty of confidentiality on the third party;
- d) is required by discloser under any applicable law or by order of a court.

4.2 The receiving party will return the confidential information of the other party upon the termination of this Letter of Intent or upon receipt of a written request from the other party.

4.3 NAIT and the University of Alberta shall consult with one another prior to the issuance of any press release or public statement relating to this Letter of Intent. Such consultation shall include prior notification of a party's intent to issue a press release or public statement accompanied by a copy of the proposed language of such press release or public statement. If a party has a concern with the proposed wording of the other party's press release or public statement, it shall notify the other party immediately and the parties shall work together to ensure that the press release or public statement is acceptable to both parties.

#### **5. COSTS AND EXPENSES**

Each party shall bear its own costs and expenses arising from this Letter of Intent unless otherwise mutually arranged and agreed to.

## 6. **TERM**

- 6.1 This Letter of Intent shall become of force and effect from the date of execution on behalf of both the University of Alberta and NAIT and shall continue in effect until terminated by mutual agreement or pursuant to paragraph 6.2.
- 6.2 Either party may terminate this Letter of Intent on thirty (30) days written notice to the other party.

## 7. NOTICES

All notices to be given pursuant to this Letter of Intent shall be in writing hand delivered or faxed to the following individuals:

### **Northern Alberta Institute of Technology**

Name: Dr. Paula Burns  
Position: Provost and Vice-President Academic  
Fax: 780.471.8583  
Address: NAIT 11762-106 St. Edmonton, AB T5G 3H1

### **JR Shaw School of Business at NAIT**

Name: Tad Drinkwater  
Position: Acting Dean, JR Shaw School of Business  
Fax: 780.471.7708  
Address: NAIT 11762-106 St. Edmonton, AB T5G 3H1

### **University of Alberta**

Name: Dr. Carl G. Amrhein  
Position: Provost and Vice-President (Academic)  
Fax: (780) 492-1438  
Address: University of Alberta  
2-10 University Hall Edmonton, AB T6G 2J9

### **Campus Saint Jean**

Name: Dr. Marc Arnal  
Position: Dean  
Fax: 780.465.8760  
Address: Campus Saint Jean  
8406-91 Street Edmonton, AB T6C 4G9

Notice shall be deemed to be received on the date of delivery if delivered by hand or transmitted by facsimile.

## 8. FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY

NAIT and the University of Alberta, as public bodies under the *Freedom of Information and Protection of Privacy Act* of Alberta, shall ensure that through this Letter of Intent and any



further agreements as to specific collaborative projects, adherence is made to the requirements of the privacy legislation and attended regulations.

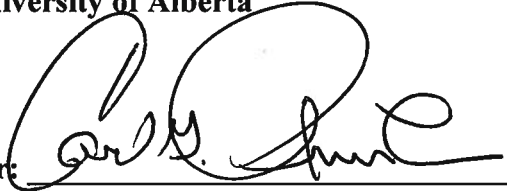
In WITNESS WHEREOF the parties have caused this Letter to be executed on the dates indicated below.

**Board of Governors of the  
Northern Alberta Institute of Technology**

Per: 

March 21, 2011  
Date

**The Governors of the  
University of Alberta**

Per: 

MAR 29 2011  
Date

## **APPENDIX B6- Letters of support for Bilingual Business Administration Diploma (TAA)**

-Dean, University of Alberta – Faculty of Extension

November 8, 2010

Marc Arnal, PhD  
Dean, Faculte Saint Jean

Dear Marc,

I have read with interest the proposal for *Techniques d'administration des affaires (TAA): Comptabilite, Finances, Management et Marketing*. I applaud the efforts of your Faculty to enhance access to bilingual post-secondary learning opportunities in Alberta and, indeed, in Western Canada. The program has been in operation for some time at NAIT and by giving it a new home, academic oversight and a potential pathway to a degree at various institutions in Campus Alberta CSJ will increase flexibility within the adult learning system. The program, and direction, align very well with your academic plan and with the emerging academic plan of the University of Alberta.

I have shared the proposal with our Associate Dean, Professor Lois Gander and with the Executive Director of Professional Programs, the unit in which our business programs reside. We have no objections to the plan; on the contrary we congratulate you on this initiative.

Sincerely

Katy Campbell, PhD  
Dean

Office of the Dean  
Faculty of Extension

2<sup>nd</sup> Floor Enterprise Square, 10230 Jasper Avenue  
Edmonton, Alberta, Canada T5J 4P6

[www.extension.uaberta.ca](http://www.extension.uaberta.ca)  
Tel: 780 492 2681  
extdean@uaibena.ca  
Fax: 780 492 6735

## **APPENDIX B6- Letters of support for Bilingual Business Administration Diploma (TAA)**

-Dean, University of Alberta – Augustana Campus



UNIVERSITY OF  
**ALBERTA**

AUGUSTANA CAMPUS

4901 - 46 Ave  
Camrose, Alberta, Canada T4V 2R3

www.augustana.ualberta.ca

Tel: 780.679.1100  
Fax: 780.679.1129

Office of the Dean

Dr. Marc Arnal, Doyen  
Campus Saint-Jean  
2-02J Pav McMahon  
Edmonton, AB T6C 4G9



3 November 2010

Dear Marc:

With this letter I am pleased to indicate my support for the proposed *Techniques d'administration des affaires* (TAA) program to be housed within Collège Saint-Jean.

It is important for campuses such as ours to respond to the educational needs of our respective communities. I appreciate that your proposal reflects a careful assessment of those needs and of the best home for the program within the public post-secondary system. I also note the possibilities that may open up through the proposed program for further French-language engagement with other institutions in Campus Alberta.

All the best as you bring the program to a successful launch.

Sincerely,

A handwritten signature in black ink, appearing to be 'REPP', written over a horizontal line.

Roger Epp  
Dean



**APPENDIX B6 – Letters of support for Bilingual Business Administration  
Diploma (TAA)**

Le 21 juillet 2010

Monsieur Marc Arnal, doyen  
Campus Saint-Jean  
Université de l'Alberta  
8406 – rue Marie-Anne-Gaboury (91<sup>e</sup> rue)  
Edmonton, AB  
T6C 4G9



Cher monsieur le doyen,

Premièrement je voudrais vous faire part de mes excuses d'avoir pris un si grand retard avant de répondre à votre appel d'appui.

En dépit de ce retard, je considère l'initiative éducative de niveau collégiale comme étant crucial pour assurer la pérennité de nos communautés et donc, je tiens à vous apporter sans réserve mon appui à ce projet. Je voudrais mettre en contexte ce besoin dans ma vie quotidienne en tant que courtier immobilier. Le dossier collégial et plus précisément la formation proposée en Administration des affaires répond à un besoin criant que moi et mes collègues cherchons constamment. Ce que nous cherchons ce sont des gens compétents et ambitieux pour occuper des postes de gestionnaires dans nos bureaux.

Je tiens à vous féliciter pour tout le travail que vous apportez au soutien de la francophonie et de la promotion de l'importance d'une bonne éducation en français. Je veux aussi souligner le geste important que vous avez fait en apportant un changement important au statut de l'Université en obtenant une reconnaissance formelle de la part du ministère de l'éducation supérieur ou le A.E & T d'accorder des certificats et diplôme collégiale en français. C'est tout un exploit et il faut que nous, la communauté, appuyions et applaudissons vos efforts.

Je réitère mon appui inconditionnel pour cette initiative et je vous invite à me contacter pour toute autre action ou geste d'appui que je pourrais apporter à une des grandes institutions postes secondaire francophones du Canada, le Campus Saint-Jean.

Veuillez accepter, cher monsieur le Doyen, mes plus sincères salutations.

A handwritten signature in black ink, appearing to read "Paul Blais".

Paul Blais,  
Courtier Immobilier  
REMAX Elite

## **APPENDIX B7- Letters of support – Work experience placement**

-CDEA – Conseil de développement économique de l'Alberta





Edmonton, le 17 février 2011

M. Marc Arnal  
Doyen, Campus Saint-Jean  
8406, rue Marie-Anne Gaboury (91 rue)  
Edmonton, Alberta  
T6C 4G9

Cher Monsieur le Doyen,

Par la présente, le Conseil de développement économique de l'Alberta (CDÉA) désire vous apporter son appui et son entière collaboration vis-à-vis le programme « technique d'administration des affaires » qui est en lien étroit avec le développement économique communautaire francophone de l'Alberta.

Comme vous le savez, nous avons déjà collaboré avec vous sur plusieurs initiatives, incluant l'offre de soutien et de formation avec le club entrepreneur, la création d'un partenariat avec le Cégep de Matane dans le cadre du programme de formation touristique, et plus récemment, en organisant des rencontres de consultation et de planification pour établir les compétences requises par les gradués d'un programme éventuel de formation touristique, ici en Alberta. Ces expériences nous ont permis d'établir un lien de confiance entre nos deux entités et d'assurer un dialogue constructif dans l'atteinte de résultats tangibles.

L'implication du CDÉA au programme de « technique d'administration des affaires » sera d'offrir un soutien actif en matière de réseautage auprès des différents agents économiques de l'Alberta (ex. Accès emploi et les entrepreneurs francophones de toutes les régions albertaines). La contribution du CDÉA sera en nature, et consistera à réseauter, organiser et mobiliser les acteurs clés pour soutenir l'initiative collégiale de manière générale, mais aussi pour des fonctions plus spécifiques, telle qu'une collaboration étroite pour aider à offrir des stages aux étudiants de ce nouveau programme.

Le Conseil de développement économique de l'Alberta est l'organisme reconnu comme chef de file en développement économique en français en Alberta. Au cours des dernières années, l'éducation et la formation entrepreneuriale se sont solidifiées dans les priorités du CDÉA, d'où notre collaboration active avec les écoles, le Campus St-Jean et le Centre collégial de l'Alberta.

Veuillez agréer, Monsieur le Doyen, l'expression de mes sentiments les plus distingués.

Marc S. Tremblay  
Directeur général

## **APPENDIX B7- Letters of support – Work experience placement**

-Businesses and community organizations



Calgary, le 8 mars 2011

Dr. Marc Arnal  
Doyen  
Campus Saint-Jean, Université de l'Alberta  
8406, rue Marie-Anne-Gaboury (91<sup>e</sup> Rue)  
Edmonton (Alberta) T6C 4G9

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Professional  
Corporation  
Member of  
Certified  
Management  
Accountants  
of Alberta

**Objet : Offre de stage pour les étudiants de la technique d'administration des affaires bilingues**

Monsieur Anal,

AFISCOM est heureux d'apporter son support au nouveau programme « Techniques d'administration des affaires bilingues » du Collège Saint-Jean. Nous croyons en l'importance de l'offre d'un tel programme en français en Alberta. Avec le nombre grandissant de francophones et francophiles en Alberta, nous devons être en mesure d'offrir des programmes de niveau post-secondaire en français qui répondent au besoin de la communauté d'affaires.

AFISCOM sera fier de collaborer avec ce programme collégial en offrant des opportunités de stages aux étudiants inscrits au programme « Techniques d'administration des affaires bilingues ». Cette opportunité de collaboration permettra aux étudiants de gagner de l'expérience de travail tout en aidant les organismes et les entreprises offrant des services en français en Alberta à combler leurs besoins en ressources humaines. De plus, dû la pénurie de la main d'œuvre qualifiée francophone en Alberta, ces expériences de stages pourront se transformer en offre d'emplois permanents pour ces étudiants.

En espérant que ce projet obtiendra une réponse favorable et l'appui qu'il mérite, je vous prie d'agréer, Monsieur, l'expression de mes sentiments les plus distingués.

**AFISCOM Comptable professionnel**

A handwritten signature in black ink, appearing to read "M. Beaudoin". The signature is fluid and cursive, written over a light blue horizontal line.

Marcel Beaudoin, BAA, CMA



Edmonton, Alberta

le 7 mars 2011,

Dr. Marc Arnal  
Doyen  
Campus Saint-Jean, Université de l'Alberta  
8406, rue Marie-Anne-Gaboury (91<sup>e</sup> Rue)  
Edmonton (Alberta) T6C 4G9

**Objet : Offre de stage pour les étudiants de la technique d'administration des affaires bilingues**

~~MARC~~  
Monsieur,

Bergeron & Co. est heureux d'apporter son support au programme « Techniques d'administration des affaires bilingues » du Collège Saint-Jean. Nous croyons en l'importance de l'offre d'un tel programme en français en Alberta. Avec le nombre grandissant de francophones et francophiles en Alberta, nous devons être en mesure d'offrir des programmes de niveau post-secondaire en français qui répondent au besoin de la communauté.

Bergeron & Co. sera fier de collaborer avec ce programme collégial en offrant des opportunités de stages aux étudiants inscrits au programme « Techniques d'administration des affaires bilingues ». Cette opportunité de collaboration permettra aux étudiants de gagner de l'expérience de travail tout en aidant les organismes et les entreprises offrant des services en français en Alberta à combler leurs besoins en ressources humaines. De plus, dû la pénurie de la main d'œuvre qualifiée francophone en Alberta, ces expériences de stages pourront se transformer en offre d'emplois permanents pour ces étudiants.

En espérant que ce projet obtiendra une réponse favorable et l'appui qu'il mérite, je vous prie d'agréer, Monsieur, l'expression de mes sentiments les plus distingués.

  
Pierre Bergeron, CGA

Bergeron & Co.

GHISLAIN BERGERON, B.Sc., CGA \*  
PIERRE BERGERON, B.A., CGA \*  
SIMON BELZILE, CGA \*

\* Professional Corporation



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ST. PAUL, ALBERTA TEL. (780) 645-5393 LEGAL, ALBERTA TEL. (780) 961-3106



Conseil scolaire du  
NORD-OUEST N°1

Le 8 mars 2011

*Alberici*



Dr. Marc Arnal,  
Doyen  
Campus Saint-Jean, Université de l'Alberta  
8406, rue Marie-Anne-Gaboury (91<sup>e</sup> Rue)  
Edmonton (Alberta) T6C 4G9

**Objet : Offre de stage pour les étudiants de la technique d'administration des affaires bilingues**

Monsieur,

Le Conseil scolaire du Nord-Ouest N° 1 est heureux d'apporter son support au programme « Techniques d'administration des affaires bilingues » du Collège Saint-Jean. Nous croyons en l'importance de l'offre d'un tel programme en français en Alberta. Avec le nombre grandissant de francophones et francophiles en Alberta, nous devons être en mesure d'offrir des programmes de niveau post-secondaire en français qui répondent au besoin de la communauté.

Le Conseil scolaire du Nord-Ouest N° 1 sera fier de collaborer avec ce programme collégial en offrant des opportunités de stages aux étudiants inscrits au programme « Techniques d'administration des affaires bilingues ». Cette opportunité de collaboration permettra aux étudiants de gagner de l'expérience de travail tout en aidant les organismes et les entreprises offrant des services en français en Alberta à combler leurs besoins en ressources humaines. De plus, dû la pénurie de la main d'œuvre qualifiée francophone en Alberta, ces expériences de stages pourront se transformer en offre d'emplois permanents pour ces étudiants.

En espérant que ce projet obtiendra une réponse favorable et l'appui qu'il mérite, je vous prie d'agréer, Monsieur, l'expression de mes sentiments les plus distingués.

Le directeur général,

  
Marcel Lizotte

*Se donner  
des racines et  
des ailes*

[www.csno.ab.ca](http://www.csno.ab.ca)





8627<sup>e</sup> rue Marie-Anne-Gaboury (91<sup>e</sup> Rue)  
Bureau 303  
Edmonton, Alberta T6C 3N1

[www.acfa.ab.ca](http://www.acfa.ab.ca)

Edmonton, le 7 mars 2011

Dr. Marc Arnal  
Doyen  
Campus Saint-Jean, Université de l'Alberta  
8406, rue Marie-Anne-Gaboury (91<sup>e</sup> Rue)  
Edmonton (Alberta) T6C 4G9

**Objet : Offre de stage pour les étudiants de la technique d'administration des affaires bilingues**

Monsieur,

Au nom de l'ACFA, qui est l'organisme porte-parole de la francophonie albertaine, j'aimerais apporter notre support au programme « Techniques d'administration des affaires bilingues » du Collège Saint-Jean. Nous croyons en l'importance de l'offre d'un tel programme en français en Alberta. Avec le nombre grandissant de francophones et francophiles en Alberta, nous devons être en mesure d'offrir des programmes de niveau postsecondaire en français qui répondent au besoin de la communauté.

L'ACFA sera fière de collaborer avec ce programme collégial en offrant des opportunités de stages aux étudiants inscrits au programme « Techniques d'administration des affaires bilingues ». Cette opportunité de collaboration permettra aux étudiants de gagner de l'expérience de travail tout en aidant les organismes et les entreprises offrant des services en français en Alberta à combler leurs besoins en ressources humaines. De plus, dû la pénurie de la main d'œuvre qualifiée francophone en Alberta, ces expériences de stages pourront se transformer en offre d'emplois permanents pour ces étudiants.

En espérant que ce projet obtiendra une réponse favorable et l'appui qu'il mérite, je vous prie d'agréer, Monsieur, l'expression de mes sentiments les plus distingués.

Le directeur général,

Denis Perreux



**ACFA**  
Régionale d'Edmonton

102, 8627 rue Marie-Anne-Gaboury  
Edmonton, AB, T6C 3N1  
Tel : (780) 469-4401  
Fax : (780) 469-3997

Edmonton, le 8 mars 2011

Dr. Marc Arnal  
Doyen  
Campus Saint-Jean, Université de l'Alberta  
8406, rue Marie-Anne-Gaboury (91<sup>e</sup> Rue)  
Edmonton (Alberta) T6C 4G9

**Objet : Offre de stage pour les étudiants de la technique d'administration des affaires bilingues**

Monsieur,

L'ACFA régionale d'Edmonton est heureuse d'apporter son support au programme « Techniques d'administration des affaires bilingues » du Collège Saint- Jean. Nous croyons en l'importance de l'offre d'un tel programme en français en Alberta. Avec le nombre grandissant de francophones et francophiles en Alberta, nous devons être en mesure d'offrir des programmes de niveau post-secondaire en français qui répondent au besoin de la communauté.

L'ACFA régionale d'Edmonton sera fière de collaborer avec ce programme collégial en offrant des opportunités de stages aux étudiants inscrits au programme « Techniques d'administration des affaires bilingues ». Cette opportunité de collaboration permettra aux étudiants de gagner de l'expérience de travail tout en aidant les organismes et les entreprises offrant des services en français en Alberta à combler leurs besoins en ressources humaines. De plus, dû la pénurie de la main d'œuvre qualifiée francophone en Alberta, ces expériences de stages pourront se transformer en offre d'emplois permanents pour ces étudiants.

En espérant que ce projet obtiendra une réponse favorable et l'appui qu'il mérite, je vous prie d'agréer, Monsieur, l'expression de mes sentiments les plus distingués.

Céline Dumay  
Agente de développement





Edmonton, le 7 mars 2011

Dr. Marc Arnal  
Doyen  
Campus Saint-Jean, Université de l'Alberta  
8406, rue Marie-Anne-Gaboury (91<sup>e</sup> Rue)  
Edmonton (Alberta) T6C 4G9

**Objet : Offre de stage pour les étudiants de la technique d'administration des affaires bilingues**

Monsieur,

Le Centre de développement musical (CDM) est heureux d'apporter son support au programme « Techniques d'administration des affaires bilingues » du Collège Saint-Jean. Nous croyons en l'importance de l'offre d'un tel programme en français en Alberta. Avec le nombre grandissant de francophones et francophiles en Alberta, nous devons être en mesure d'offrir des programmes de niveau post-secondaire en français qui répondent au besoin de la communauté.

Le CDM sera fier de collaborer avec ce programme collégial en offrant des opportunités de stages aux étudiants inscrits au programme « Techniques d'administration des affaires bilingues ». Cette opportunité de collaboration permettra aux étudiants de gagner de l'expérience de travail tout en aidant les organismes et les entreprises offrant des services en français en Alberta à combler leurs besoins en ressources humaines. De plus, dû la pénurie de la main d'œuvre qualifiée francophone en Alberta, ces expériences de stages pourront se transformer en offre d'emplois permanents pour ces étudiants.

En espérant que ce projet obtiendra une réponse favorable et l'appui qu'il mérite, je vous prie d'agréer, Monsieur, l'expression de mes sentiments les plus distingués.

  
Lisette Trottier  
Directrice

201, 8627, rue Marie-Anne-Gaboury (91<sup>e</sup> rue), Edmonton (Alberta) T6C 3N1  
Tél. : (780) 462-0502 Téléc. : (780) 450-1253 Courriel : cdma@telusplanet.net  
[www.cdmalberta.ca](http://www.cdmalberta.ca)



Edmonton, le 8 mars 2011

Dr. Marc Arnal  
Doyen  
Campus Saint-Jean, Université de l'Alberta  
8406, rue Marie-Anne-Gaboury (91<sup>e</sup> Rue)  
Edmonton (Alberta) T6C 4G9

**Objet : Offre de stage pour les étudiants de la technique d'administration des affaires bilingues**

Monsieur,

Francophonie jeunesse de l'Alberta (FJA) est heureux d'apporter son support au programme « Techniques d'administration des affaires bilingues » du Collège Saint-Jean.

Comme organisme qui a comme mission de stimuler la jeunesse albertaine d'expression française à se découvrir et vivre son plein potentiel, FJA manifeste vivement son appui envers ce programme postsecondaire qui répondra sans doute aux besoins exprimés par la jeunesse albertaine d'expression française.

FJA participe à de nombreux programmes gouvernementaux de création d'emploi pour les jeunes. À FJA, nous croyons dans un environnement de travail qui favorise l'apprentissage et le dépassement de soi. Ainsi, FJA sera fier de collaborer avec ce programme collégial en offrant des opportunités de stages aux étudiants inscrits au programme « Techniques d'administration des affaires bilingues ». Cette opportunité de collaboration permettra aux étudiants de gagner de l'expérience de travail tout en aidant les organismes et les entreprises offrant des services en français en Alberta à combler leurs besoins en ressources humaines. De plus, dû la pénurie de la main-d'œuvre francophone qualifiée en Alberta, ces expériences de stages pourront se transformer en offre d'emploi permanents pour ces étudiants.

En espérant que ce projet obtiendra une réponse favorable et l'appui qu'il mérite, je vous prie d'agréer, Monsieur, l'expression de mes sentiments les plus distingués.

Rhéal Poirier  
Directeur général

Francophonie jeunesse de l'Alberta (FJA)  
8406, rue Marie-Anne-Gaboury (91<sup>e</sup> Rue)  
Edmonton (Alberta) T6C 4G9  
Téléphone : 780-462-0344  
Télécopieur : 780-462-0014



Edmonton, 7 mars 2011

Dr. Marc Arnal  
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Campus Saint-Jean, Université de l'Alberta  
8406, rue Marie-Anne-Gaboury (91<sup>e</sup> Rue)  
Edmonton (Alberta) T6C 4G9

**Objet : Offre de stage pour les étudiants de la technique d'administration des affaires bilingues**

Monsieur,

La Fédération du Sport Francophone de l'Alberta est heureuse d'apporter son support au programme « Techniques d'administration des affaires bilingues » du Collège Saint-Jean. Nous croyons en l'importance de l'offre d'un tel programme en français en Alberta et des retombés positifs que ce programme aura au sein de la communauté. Avec le nombre grandissant de francophones et francophiles en Alberta, nous devons être en mesure d'offrir des programmes de niveau post-secondaire en français qui répondent au besoin de la communauté.

La Fédération du Sport Francophone de l'Alberta sera fière de collaborer avec ce programme collégial en offrant des opportunités de stages aux étudiants inscrits au programme « Techniques d'administration des affaires bilingues ». Cette opportunité de collaboration permettra aux étudiants de gagner de l'expérience de travail tout en aidant les organismes et les entreprises offrant des services en français en Alberta à combler leurs besoins en ressources humaines. De plus, dû la pénurie de la main d'œuvre qualifiée francophone en Alberta, ces expériences de stages pourront facilement se transformer en offre d'emplois permanents pour ces étudiants.

En espérant que ce projet obtiendra une réponse favorable et l'appui qu'il mérite, je vous prie d'agréer, Monsieur, l'expression de mes sentiments les plus distingués.

Monique Witzell  
Directrice Générale



Regroupement artistique  
francophone de l'Alberta

200 - 8627, rue Marie-Anne-Gaboury  
Edmonton, Alberta T6C 3N1  
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Le 7 mars 2011

Dr. Marc Arnal  
Doyen  
Campus Saint-Jean, Université de l'Alberta  
8406, rue Marie-Anne-Gaboury (91<sup>e</sup> Rue)  
Edmonton (Alberta) T6C 4G9

**Objet : Offre de stage pour les étudiants de la technique d'administration des affaires bilingues**

Monsieur,

Le Regroupement artistique francophone de l'Alberta (RAFA) est heureux d'apporter son support au programme « Techniques d'administration des affaires bilingues » du Collège Saint-Jean. Nous croyons en l'importance de l'offre d'un tel programme en français en Alberta. Avec le nombre grandissant de francophones et francophiles en Alberta, nous devons être en mesure d'offrir des programmes de niveau post-secondaire en français qui répondent au besoin de la communauté.

Le RAFA sera fier de collaborer avec ce programme collégial en offrant des opportunités de stages aux étudiants inscrits au programme « Techniques d'administration des affaires bilingues ». Cette opportunité de collaboration permettra aux étudiants de gagner de l'expérience de travail tout en aidant les organismes et les entreprises offrant des services en français en Alberta à combler leurs besoins en ressources humaines. De plus, dû la pénurie de la main d'œuvre qualifiée francophone en Alberta, ces expériences de stages pourront se transformer en offre d'emplois permanents pour ces étudiants.

En espérant que ce projet obtiendra une réponse favorable et l'appui qu'il mérite, je vous prie d'agréer, Monsieur, l'expression de mes sentiments les plus distingués.

Marlette Rainville  
Directrice générale, RAFA

March 10, 2010

Marc Arnal, Dean  
Campus Saint-Jean, University of Alberta  
8406 Marie-Anne Gaboury Street  
Edmonton, AB, T6C 4G9

Dear Dean Arnal,

The School of Business has been asked to review and support a proposal from Collège Saint Jean to create a two year diploma program, Techniques d'Administration des Affaires (TAA), with 4 areas of specialization – Finance, Accounting, Marketing and Management. We have recognized that there is a shortage of French language instruction in the Alberta post-secondary system. We know that there is currently no French language college program in Alberta in any area. Students who have graduated from Alberta high schools and want to continue post-secondary studies in French at the college level have no options within Alberta to do this. Students coming to Alberta from other jurisdictions who wish to study in French at the college level have no available programs from which to choose. The proposal from Collège Saint Jean fills this gap and provides access to college level Business courses to students who are not able or do not wish to take University level post-secondary studies. This is an important service to be provided to the Francophone community of Alberta, and to others who wish to continue French language studies at the college level in Alberta.

It is important to separate the functions of the Collège in providing college level Business education, and the School of Business and Faculté Saint Jean in providing University level Business education and Baccalaureate degrees in Business. Faculté Saint Jean successfully provides and has provided university level programs and courses for many years. The School of Business has had a successful partnership with Faculté Saint Jean in creating and running the Bilingual Bachelor of Commerce degree. Students looking for university level Business education in French in Alberta have an excellent option in that program.

Courses in the Collège will be aimed at students who not possess the qualifications to enter a 4-year university degree program, or do not have the inclination to do so. Instruction will be more basic and practical. Students will be looking for a shorter program that provides a more practical introduction to Business and a quicker entry into the working world. They are not looking for a university preparation program. This is in contrast to the School of Business who provides a four year degree program with significant academic challenge aimed at students with high academic achievement.

March 10, 2010  
Marc Arnal, Dean  
Campus Saint-Jean, University of Alberta  
Page 2

The School of Business cannot support a program at the University of Alberta aimed at the same students that the School recruits. French speaking students interested in a university level education have the option of the Bilingual Bachelor of Commerce at Faculté Saint Jean. We can, and do support a college program that exists to fulfill the need for college level programming in French in Alberta. Our approval is conditional upon the TAA existing as a diploma program only and not as a feeder into 4 year university programs at the University of Alberta. To that extent, we support it as a welcome addition to the array of choices available for students in the post-secondary system in the Province of Alberta.

Yours truly,



Mike Percy  
Stanley A. Milner Professor and Dean



UNIVERSITY OF ALBERTA  
FACILITIES AND OPERATIONS

# *Next Generation Energy Management Program*

2011/2012 to 2017/2018

Energy Management and  
Sustainable Operations

May 5, 2011

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## Executive Summary

A very successful Energy Management Program has been in place at the University of Alberta since the mid-1970s. The University's program resulted in an annual cost avoidance of \$15,114,030 in 2009/2010, with accumulated cost avoidance in excess of \$258,000,000 achieved since its inception in 1975/1976. As well the program has resulted in a cumulative reduction in excess of 2,300,000 tonnes of CO<sub>2</sub>.

The University is currently in the final year of its seven-year, \$25,000,000 Energy Management Program, which upon completion is anticipated to save approximately \$3,500,000 annually and reduce CO<sub>2</sub> emissions by 27,000 tonnes per year.

Notwithstanding the University's past success, including that of the program currently nearing completion, significant energy reduction opportunities remain. A further major energy reduction implementation is warranted to keep our energy bill as low as cost effectively feasible. Other benefits that would also result are reduced operating and maintenance costs, improved space conditions, infrastructure renewal to address deferred maintenance, reduced demand on utility plant and distribution infrastructure, and significant environmental benefits. Continuation of this long-standing program will also further demonstrate the University's solid and on-going actions and commitment to sustainability. Actions taken by the University of Alberta to improve energy efficiency align with the strategic direction of the University and contribute to city-wide, regional, provincial and national efforts to reduce the impact of greenhouse gas emissions on the global climate.

Based on our significant knowledge and experience in this area, and a preliminary assessment and analysis of potential energy reduction measures, we estimate that a further energy reduction program in the amount of \$35,000,000 is feasible. It is proposed that this program be executed over a seven year period at approximately \$5,000,000 per year. Annual savings at the completion of the program are estimated to be approximately \$3,800,000 and CO<sub>2</sub> emission reductions are anticipated to be in the order of 30,000 tonnes.

In addition to the typical implementations that would be undertaken and consistent with the previous program, such as lighting retrofits, variable speed drives, and heat recovery systems, the Next Generation Energy Management Program will also focus on water conservation, incorporation of energy projects with building and building system renewals, energy reduction in Ancillary facilities, renewable energy technologies, and education, awareness, and behavioural change programs. As well, we are looking at incorporating a special energy initiative project within one of our upcoming capital projects such as the PAW Centre and/or Dentistry Pharmacy Centre redevelopment, which will also provide an opportunity to raise the profile and awareness of our Energy Management Program, which although highly effective is often unnoticed.

The University has maintained a very successful energy management program to date. To continue this successful program and to further reap significant benefits, it is recommended that:

- The University reaffirms its strong commitment to energy management and sustainability, by supporting development and implementation of the Next Generation Energy Management Program in the amount of \$35,000,000.
- A commitment be made to providing a steady source of funding of \$5,000,000 per year over a seven year period to provide necessary stability to the program, and to allow a steady process of planning, development and implementation.

- Energy Management and Sustainable Operations annually prepare a list of projects, including funding requirements, for approval by the Vice President, Facilities and Operations.
- Energy Management and Sustainable Operations, in conjunction with the Vice-President, Facilities and Operations, annually review available funding options (capital, internal loan, borrowing from the Alberta Capital Financing Authority, or combinations thereof) to identify the source of funding.
- In the absence of other sources of funding, that borrowing from the Alberta Capital Finance Authority be utilized as may be required for the first and subsequent years of the program.
- The University borrow not more than \$5,000,000 from the Alberta Capital Finance Authority for a term not to exceed fifteen years at an interest rate not to exceed 7% for the purpose of funding the first year of the seven-year Next Generation Energy Management Program.

## **Section 1 Introduction**

A very successful Energy Management Program has been in place at the University of Alberta since 1975. Notwithstanding the University's past success, including that of the program currently being completed, significant energy reduction opportunities remain. A major energy reduction implementation is necessary to keep our energy bill as low as cost-effectively feasible and to realize many other benefits.

This report will identify the benefits that have accrued to the University over time as a result of an effective energy management program, the types of implementations that can still be made, the size of a major energy reduction initiative, and the subsequent benefits that would result.

As the University is very knowledgeable in determining which measures to implement and how to effectively implement them, the only limitation to a major energy reduction program, under the current economic circumstances, is a stable and continued source of funding.

The report will provide recommendations and a proposed course of action that provides the necessary flexibility in the University's interests to continue a very successful Energy Management Program.

## **Section 2 Energy Management Objectives**

Within Energy Management and Sustainable Operations, the role of the Energy Management unit is to reduce the University's utility consumption and greenhouse gas (GHG) emissions as much as practical with due regard to cost, benefit, and technological capability, to maintain the University's commitment to energy management, and to ensure that:

- previous gains made are built upon,
- our energy bills are as low as practical,
- energy is used efficiently to reduce consumption of non-renewable resources,
- our impact on the environment is reduced, and
- the University continues to develop and operate in a sustainable manner.

## Section 3 Program Success

The University's Energy Management Program has been very successful. The energy reduction projects implemented in existing buildings from 1975/76 to 2009/10 have achieved an accumulated cost avoidance of \$258,138,166. The annual and accumulated cost avoidance has helped to reduce the University's expenditures, and allowed funding to be allocated to institutional programs rather than to utility payments.

The following is additional information of note:

- Annual cost avoidance of \$15,114,030 achieved in 2009/10.
- Annual main campus utility costs in the order of \$30,000,000 in 2009/10 would be in the order of \$45,000,000 without energy conservation measures.
- Building area has increased 49% since 1975/76, while utility consumption per square metre has decreased.
- Utility consumption per square metre for electricity, steam, and water has decreased by 24%, 46%, and 70% respectively since 1975/76.
- Utility rates for electricity, steam, and domestic water & sewer have increased by approximately 836%, 1560%, and 1027% respectively over the last 35 years.
- Cumulative emission reductions of 2,367,147 tonnes of CO<sub>2</sub>, 3054 tonnes of NO<sub>x</sub>, and 2383 tonnes of SO<sub>2</sub> since 1975/76.

The University is currently in the final year of its seven-year, \$25,000,000 Energy Management Program, which upon completion is anticipated to save in the order of \$3,500,000 annually and reduce emissions of CO<sub>2</sub> by 27,000 tonnes, SO<sub>2</sub> by 70 tonnes, and NO<sub>x</sub> by 67 tonnes per year.

The success of the overall program is also demonstrated in the various tables and graphs included in Appendices 1-6.

## Section 4 Pursuit of Further Energy Reductions

In spite of the significant energy reductions that have been made in the past and a strong commitment to energy management by the University, concerns about energy usage, environmental impacts, and increasing utility costs remain.

As well:

- Heavier energy demands are being placed on existing facilities with respect to occupancy and usage, and facilities are continually becoming more equipment intensive.
- Upgrading funds are not keeping pace with the decay of facilities. Facilities and systems are continually aging and decaying with subsequent loss of efficiency and increased energy consumption. With an on-going deterioration of facilities, there is also a continual erosion of energy efficient operation strategies to solve immediate operating problems.
- Systems are required to run for longer hours including increased usage after normal hours to meet the increased demands being placed on facilities.

- The ongoing growth of the University and addition of new facilities over time increases the University's consumption of energy and increases utility costs.

These factors all result in increasing energy consumption, and the off-setting of previous gains. The presence of these factors are compounded by rising utility rates over time, resulting in increased utility costs to the University overall.

We are not immune to utility rate increases and have no control over the world or local market forces that influence them. However, through vigilance in our energy conservation efforts we can exercise control over our energy consumption, and consequently the cost of our utility bill and our impact on the environment.

In this regard, significant cost-effective energy reductions remain to be made at the University of Alberta to address these issues and concerns. A continued energy reduction program is necessary to keep our energy bill as low as cost-effectively feasible, to reduce our consumption of non-renewable resources, and minimize our environmental impact in the best long-term interests of the University.

## Section 5 Strategic Alignments

Initiatives conducted under the Energy Management Program align with the direction and objectives of the University of Alberta and its partners.

In 2008, the University of Alberta's Board of Governors endorsed the University of Alberta's Sustainability Commitment and Guiding Principles and launched the Office of Sustainability as part of an institution-wide sustainability initiative. The Office of Sustainability has a mandate to continually work to integrate environmental, economic and social sustainability into the University's facilities, operations, and services, its teaching, research, learning, and outreach and engagement.

*Dare to Deliver*, the University of Alberta's 2011-2015 Academic Plan, outlines the University's strategic commitment to building four institutional cornerstones: talented people, learning, discovery and citizenship, connecting communities and transformative organization and support. The Energy Management Program is aligned with the latter cornerstone, which encourages the continued transformation of the University of Alberta through a focus on sustainability and physical upgrades and improvements.

The University of Alberta is a continuing member of the Alberta Capital Region Airshed Alliance (ACRAA). ACRAA positions itself as a means for local stakeholders to design solutions for local air quality issues and identifies its mission as "...protect[ing] and improve[ing] air quality in the Capital Region for our current residents and visitors, as well as for future generations."<sup>1</sup>

The City of Edmonton has expressed support for reducing its energy consumption and acting on climate change through endorsement for the ICLEI<sup>2</sup> Local Governments Sustainability Declaration on Climate Change and the Urban Environment, joining the Federation of Canadian

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<sup>1</sup> Alberta Capital Region Airshed Alliance (2009). *Alberta Capital Region Airshed Alliance: Business Plan, 2009-2011*. p. 5. Available online at:

<http://www.capitalairshed.ca/LinkClick.aspx?fileticket=sCEq3O6OIRc%3d&tabid=56>.

<sup>2</sup> ICLEI – Local Governments for Sustainability, formerly known as International Council for Local Environmental Initiatives. Available online at: <http://www.iclei.org/index.php?id=iclei-home>

Municipalities' Partners for Climate Protection program (1995), approving the City's first Greenhouse Gas Emissions (GHG) Reduction Plan for City Operation (1999) and by supporting the Alberta Urban Municipalities Association's (AUMA) resolution for climate change initiatives, which states: "a global reduction in emissions of greenhouse gases is necessary to slow climate change and reduce the risks to human health the physical environment, economy and quality of life (2007:30)."<sup>3</sup> The City is currently in the process of developing a new environmental strategic plan (The Way We Green) to guide future strategies and actions for reducing the City's impact on the environment. Recent drafts of this strategy identify energy and climate as the most important sustainability challenge facing the City, and adopts several strategies to meet the objectives of having an energy efficient building stock and overall built environment.<sup>4</sup>

In January 2008, the Government of Alberta released *Alberta's 2008 Climate Change Strategy: Responsibility, Leadership, Action*.<sup>5</sup> The strategy identifies 'conserving and using energy efficiently' as one of three main areas for action and commits the province to reducing greenhouse gas emission by 50 per cent below business as usual level and 14 per cent below 2005 levels by 2050. The strategy commits to a variety of strategies for improving energy efficiency and reducing the amount of energy consumed in the province, including the development of an Energy Efficiency Act, providing government leadership in introducing energy efficiency standards for government buildings, and establishing a team to raise public awareness of energy efficiency and conservation across the province.

The Government of Canada has also outlined its commitment to reducing greenhouse gas emissions and improving energy efficiency. *Turning the Corner: Taking Action to Fight Climate Change*,<sup>6</sup> Canada's national climate change strategy, adopts the goal of reducing Canada's greenhouse gas emissions by 20% below 2006 levels by 2020. In order to meet this goal, the government had developed a number of sector specific targets, which include improving Canada's energy efficiency by 20 per cent between 2008 and 2020. In December 2009, Canada signed the Copenhagen Accord, reaffirming its commitment to immediate action on climate change. As part of the Copenhagen Accord ratification process, Canada slightly adjusted its original emissions reduction target to a new goal of 17% below 2005 levels, to ensure alignment with the target and baseline adopted by our major trading partner, the United States.<sup>7</sup>

In summary, actions taken by the University of Alberta to improve energy efficiency align with the strategic direction of the University and contribute to city-wide, regional, provincial and national efforts to reduce the impact of greenhouse gas emissions on the global climate.

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<sup>3</sup> Cited in AUMA (2007). *2007 Convention Policy and Resolutions Handbooks*. Available online at: [http://www.auma.ca/live/digitalAssets/14/14038\\_2007\\_Resolutions\\_Book.pdf](http://www.auma.ca/live/digitalAssets/14/14038_2007_Resolutions_Book.pdf)

<sup>4</sup> City of Edmonton, The (2011). *The Way We Green: The City of Edmonton's Environmental Strategic Plan*. Draft Version 9.4 Available online at: [http://www.edmonton.ca/city\\_government/documents/TheWayWeGreen\\_%28draft%29.pdf](http://www.edmonton.ca/city_government/documents/TheWayWeGreen_%28draft%29.pdf).

<sup>5</sup> Alberta, Government of (2008). *Alberta's 2008 Climate Change Strategy: Responsibility, Leadership, Action*. Available online at: <http://environment.gov.ab.ca/info/library/7894.pdf>

<sup>6</sup> Canada, Government of (2008). *Turning the Corner: Taking Action to Fight Climate Change*. Available online at: [http://www.ec.gc.ca/doc/virage-corner/2008-03/pdf/572\\_eng.pdf](http://www.ec.gc.ca/doc/virage-corner/2008-03/pdf/572_eng.pdf)

<sup>7</sup> Canada, Government of (2010). *A Climate Change Plan for the Purposes of the Kyoto Protocol*. Available online at: [http://www.climatechange.gc.ca/Content/4/0/4/4044AE7-3ED0-4897-A73E-D11C62D954FD/KPIA\\_2010.pdf](http://www.climatechange.gc.ca/Content/4/0/4/4044AE7-3ED0-4897-A73E-D11C62D954FD/KPIA_2010.pdf)

## Section 6 Potential Energy Reduction Measures

While further detailed energy auditing and analysis is required to determine the full extent of cost-effective potential energy reduction measures in each facility, the following list represents the potential actions that exist and the known types of typical implementations that can be undertaken.

- Lighting system upgrades and retrofits
- Fan system upgrades
- Upgrades and improvements in efficiency to heating, ventilating, and air-conditioning systems
- Re-commissioning and system optimization
- Fume hood replacements and controls upgrades
- High efficiency motor replacements
- Waste heat recovery systems (air and water)
- Variable speed drive installations (fans and pumps)
- Controls systems modifications and upgrades
- Automation of building room controls
- Piping and equipment insulation
- Building envelope sealing and upgrades
- Micro-steam turbines

In addition to the preceding list, the Next Generation Energy Management Program will also focus on several additional program areas, including water conservation, infrastructure renewal and energy reduction synergies, energy reduction for Ancillary Services, renewable energy, and education and awareness. Each of these initiatives is outlined briefly as follows.

### ***Water Conservation***

The next generation of the program will focus on water conservation. Two water audits and feasibility studies are currently in progress in the Students Union Building and the School of Business. The findings of these studies will assist in the assessment, and identification of the scale and scope of a campus-wide water reduction initiative.

### ***Infrastructure Renewal & Energy Reduction Synergies***

In the implementation of the current Energy Management Program, opportunities were sought and taken where feasible, to implement energy management initiatives in conjunction with maintenance, infrastructure renewal, or facility alteration projects where energy savings, operational, maintenance, space environmental benefits, and infrastructure upgrades will collectively occur, but cannot be achieved totally on energy savings or capital or operational dollars alone. This allows the optimization of available funding and an efficient use of resources to mutual benefit. Strong relationships and collaborations have developed in the process, and the next generation of the program will continue and expand on the synergies gained through this approach.



These collaborations have also resulted in the piloting and testing of higher efficiency fan, ventilation, cooling, and fume hood/exhaust systems for example to gain experience with new technologies and approaches. This has set the stage for future larger scale implementations of these technologies as part of maintenance, renewal, alteration, and energy initiatives singly or in concert.

### ***Ancillary Facilities – Energy Reduction***

The next generation of program will also extend its reach into Ancillary facilities, such as parkades, residences, conference, dining, and common space facilities. A feasibility study on lighting upgrades in a number of parking facilities has already been completed, and execution of this upgrade is planned for the first year of the next generation of program. Audits and feasibility studies will be conducted on other Ancillary facilities, and upgrades will be developed for further implementation in subsequent years. Loans undertaken to implement measures in Ancillary facilities will be repaid specifically from the energy savings achieved in the Ancillary areas.

### ***Renewable Energy***

A focus on the implementation of renewable energy technologies is also planned in the next generation of the program. Although solar photovoltaic (PV) offers good potential for generating renewable electricity on site, at this time its implementation cannot be supported on energy savings alone (payback is beyond fifteen years). We have previously submitted grant applications for funding for this type of project from the federal NRCan Clean Energy Fund and the provincial Climate Change and Emissions Management Corporation (CCEMC) fund. We have not yet been successful on these applications, however will continue to pursue these potentials as they become available.

Notwithstanding the current economics of renewable technologies, we have heard predictions that through increased demand for renewables, acceleration of the technological development curve and increasing competitiveness, the costs for renewables will come down. Moreover, carbon-based energy costs are anticipated to rise over time, meaning that grid parity for solar energy is possible in the foreseeable future<sup>8</sup> (or at least with much better relative financial performance, within the next few years). On the basis of these predictions we anticipate an increased focus on the implementation of renewable energy technologies in the mid to latter part of the program. However, in the initial stages of the program, it is our intention to undertake a series of pilot projects to test, gain experience, and demonstrate various renewable energy technologies. Some of the technologies under consideration are solar thermal, solar PV, wind, geothermal, and fuel cells. Sites under consideration for these implementations include the engineering buildings and the PAW Centre. These implementations would also create opportunities for teaching and experiential learning, course work, education and awareness, and the engagement of students, faculty, and staff.

### ***Education and Awareness***

In conjunction with the Office of Sustainability, campus-wide education, awareness, engagement, and behavioural change programs are also planned.

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<sup>8</sup> United States. Department of Energy. Office of Public Affairs. "DOE Pursues SunShot Initiative to Achieve Cost Competitive Solar Energy by 2020." Press Release. U.S. Department of Energy, 4 Feb 2011. Available online at: <http://www.energy.gov/news/10050.htm>.



## **Section 7                    Magnitude of Energy Reduction Program**

Based on our significant knowledge and experience in this area, and a preliminary assessment and analysis of the above potential energy reduction measures, we estimate an overall program in the amount of \$35,000,000 is feasible. It is proposed that this program be executed over a seven-year period at approximately \$5,000,000 per year.

Annual savings at the completion of the program are estimated to be in the order of \$3,800,000 with mitigation of 30,000 tonnes of CO<sub>2</sub> annually.

As outlined later in Section 10, a number of projects have been identified for development and implementation of the first year of the next generation seven-year program.

Further energy audits and feasibility studies on an on-going basis will continue to identify additional projects for development and implementation in subsequent years of the program.

## **Section 8                    Project Implementation Benefits**

In addition to the significant cost-savings and financial advantages provided by the University of Alberta's Energy Management Program, program implementation yields a number of important environmental, operational and social benefits.

### ***Reduced Environmental Footprint***

By decreasing demand for energy generated from fossil fuels, the Energy Management Program results in reductions in the size of the University of Alberta's carbon footprint. Since the start of the program, energy management initiatives at the University have resulted in cumulative emissions reductions of over 2.3 million tonnes of CO<sub>2</sub> (up to fiscal year 2009/10). In addition, initiatives under the EMP have also led to enhanced local air quality through cumulative emissions reductions of nitrous oxide (NO<sub>x</sub>) (3,054 tonnes) and sulphur dioxide (SO<sub>2</sub>) (2,383 tonnes), which are both air pollutants harmful to human health.

Implementation of the Next Generation Energy Management Program proposed in this document will result in additional annual reductions of 30,000 tonnes of CO<sub>2</sub>, 74 tonnes of NO<sub>x</sub> and 80 tonnes of SO<sub>2</sub>. These annual reductions, combined with previous energy management initiatives, will result in total cumulative emissions reductions of 2.7 million tonnes CO<sub>2</sub>, 3800 tonnes NO<sub>x</sub>, and 3100 tonnes of SO<sub>2</sub>, following completion of the proposed program.

### ***Enhanced Operational Efficiencies***

In addition to increasing energy efficiency, the Energy Management Program also contributes to the general efficiency of campus operations. Decreased demand for energy reduces loading on the existing utility plant and utility distribution infrastructure, which prolongs the life of existing facilities and equipment. As well, the reduced demand on heating, ventilating, and air-conditioning systems frees up capacity and improves the capability of existing systems to meet the needs of the facility. Energy Management projects provide infrastructure renewal and rejuvenation of specific systems or system components in a facility. For example, a lighting

system upgrade achieves the dual purpose of improving energy efficiency and providing a facility with a new state-of-the-art system with a 25-30 year life span. In addition, retrofitting existing lighting and HVAC systems with newer technologies, generally allows for improved control and monitoring of the facility and occupied spaces. Finally, Energy Management Program projects reduce operating and maintenance costs overall, which allows limited resources to be redirected to address other critical areas of need.

### ***Social Benefits – Enhanced Occupant Comfort***

Upgrades conducted under the Energy Management Program have beneficial impacts on the working environment of building occupants. Lighting retrofits improve the lighting quality and visual character of workspaces by ensuring more uniform illumination values. HVAC system upgrades increase the physical comfort of occupants by reducing cooling loads and allowing for better temperature control and system response to occupant complaints.

## **Section 9 Program Approach and Funding**

The University of Alberta has significant expertise and experience in energy management, and has effectively managed successive initiatives since the mid-1970s. The energy reduction projects which are being proposed for the Next Generation Energy Management Program are consistent with the projects implemented in the seven-year program currently being completed and with past proven projects with successful financial performance.

A number of funding considerations and implementation approaches to execute the program have been reviewed and assessed. These included traditional capital funding, infrastructure maintenance funding, internal-financing via the Investment Office, as well as an Energy Performance Contracting (EPC) approach.

Traditional capital funding or infrastructure maintenance funding specifically for energy management initiatives is not available at this time due to other funding priorities. Limitations exist on the use of internal financing through the University's Investment Office due to the amount of internal financing available at any one time, as well as limits on the amortization periods.

The University undertook a very intensive investigation, analysis, and assessment of the EPC approach as an alternative method to implementing energy reduction projects a number of years ago. This process included an actual Request for Proposal on the Education Complex, a review of vendor submissions, and interviews with the vendors to obtain the necessary information and data to conduct this analysis. In general it was found that this approach resulted in long paybacks, and that the monitoring, verification, and administration of these contracts over the long term in a dynamic setting such as the University would be very administratively and resource-intensive. It was also found that there were substantial cost premiums involved with the EPC approach in comparison to the University's own proven previous experience and approach in managing the execution of this type of work. These cost premiums, which can be upwards of or in excess of 30%, substantially increase the cost of the work, result in long paybacks, and do not add any capital upgrading value to the University. In conclusion it was determined that the EPC approach did not effectively meet the University's needs, was not in its best interests, and did not offer any real advantages in an area of work that the University is very familiar with, and which the University has very effectively managed for over 35 years.

The University of Alberta may be unique to other institutions due to its size, and that it has significant experience, expertise, and capabilities in the energy management area. The University's goal has always been to maximize and make best use of the available dollar, and the University needs to retain the flexibility to assess and use the approach that best meets its needs for specific types of work.

The seven-year Energy Management Program currently being completed has been successfully implemented by borrowing from the Alberta Capital Finance Authority (ACFA) with payback from the energy savings over an amortization period of ten years (for Years 1 to 4) and fifteen years (for Years 5 to 7 of the program). As the loans from the current seven-year program begin to successively retire, starting in 2015/16, these savings can be reinvested into the next generation of energy management program and other sustainability initiatives.

The University has significant knowledge and experience in, and has very effectively managed, an ongoing Energy Management Program for over 35 years. A financing approach through ACFA to fund the first and subsequent years of a seven-year Next Generation Energy Management Program with payback from the energy savings, allows the University to continue its effective management and implementation of an ongoing program. As individual loans are paid off, the subsequent energy savings can be applied to further energy reduction initiatives, sustainability programs, or debt reduction on remaining energy management program loans.

The use of an ACFA approach does not preclude various combinations of funding options, depending on the circumstances, to provide maximum flexibility and effectiveness throughout implementation of the program, and best meet the needs of the University.

Opportunities are sought and taken where feasible, to implement energy management initiatives in conjunction with maintenance, infrastructure renewal, or facility alteration projects where energy savings, operational, maintenance, space environmental benefits, and infrastructure upgrades will collectively occur, but cannot be achieved totally on energy savings or capital or operational dollars alone. This allows an optimization of available funding and an efficient use of resources to mutual benefit.

It should be noted that while the University manages the Energy Management Program, the private sector is primarily used in the actual implementation of the various projects. Preliminary audits, detailed audits, engineering design, and tender/construction phase services are contracted to various external consulting engineering firms, and the construction is executed by various external contractors.

## Section 10 Year One of Next Generation of Program

Preliminary assessment and early project identification has been conducted for the first year of the Next Generation Energy Management Program. The following projects have been identified and are currently being further investigated and developed:

Steam System Insulation – Medical Sci, Biological Sciences, Agriculture Forestry
Air System VSD's and Controls – Human Ecology, Campus St Jean, Augustana
Solar Thermal Water Heating and Air System Heat Recovery - Phys. Ed
Small Scale Solar PV – Engineering Buildings
Domestic Water Reduction –Students Union, School of Business
Air System Upgrades – Ed North, Clinical Sci, Cameron
Retrofit Room Controls – Central Academic, Tory, Assiniboia
Pump System VSD's and Controls - Medical Sci, Bio Sci, Agriculture Forestry
Parkade Lighting Retrofits – Education, Timms/Telus, Stadium, Windsor
Various Renewable Technologies – PAW Centre

Based on the analysis to date, the estimated cost for implementation of Year 1 of the next generation of Energy Management Program is \$5,000,000. Average annual energy savings from this implementation over the fifteen-year period is estimated in the order of \$556,071. Based on Utility forecasts to 2014/15 and a 1.5% escalation thereafter, payback of the first year of the program occurs within a fifteen year period. As in the previous seven-year Energy Management Program, it is proposed that these projects be financed through borrowing from the Alberta Capital Finance Authority over a fifteen-year amortization period.

Financial feasibility is checked through each stage of development of a project (preliminary feasibility, detailed audit, preliminary design, detailed design, and tender) with project costs and energy savings refined at each stage of the process to confirm viability. Projects are modified if necessary during the various development stages to maintain feasibility. As well, the annual programs and the program as a whole are reviewed on an on-going basis to confirm viability.

## Section 11 Program and Year One Financial Analysis

### ***Financial Feasibility and Viability of the Next Generation of Energy Management Program***

A financial feasibility analysis has been conducted on the overall \$35,000,000 Next Generation Energy Management Program implemented over a seven-year period.

The following table is an indication of the estimated financial performance of the next generation of the program.

<b>Financial Element</b>	<b>Anticipated Performance</b>
Project cost (construction costs and soft costs)	\$35,000,000
Annual Savings at completion of program	\$3,800,000
Payback within	15 years
NPV	\$21,300,000
IRR	10%

Utility rate escalation assumed to be 1.5% beyond 2014/15.

The net present value (NPV)<sup>9</sup> for the next generation of the program with a fifteen year amortization period is \$21,300,000.

The internal rate of return (IRR) for the next generation of the program with a twenty-five year economic life is 10%.<sup>10</sup>

The 10% IRR is well above the opportunity cost of capital at 4%, and the NPV is positive, which would indicate good project viability for the next generation of the Energy Management Program.

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<sup>9</sup> NPV is the value of the monetary impact of the project in terms of today's dollars, i.e. if all future cash flows are discounted into today's dollars, and the cost of the project is subtracted, this will give a NPV total. If the total is positive the project is deemed as acceptable, if negative it is not. For this analysis, an opportunity cost of capital of 4% was used and financing costs were assumed to be 7.0%.

<sup>10</sup> IRR is a measure of the interest yield on a project over its useful life. As long as the IRR is greater than the opportunity cost of capital (4.0%), the project is deemed acceptable.

### ***Financial Analysis – First Year of the Program***

Following is the financial analysis for the first year of the next generation of program and the cash flow projection and payment schedule that would be required to service a \$5,000,000 loan over a fifteen-year term, modeled at an anticipated interest rate of 5.5%. *(The lending rate from the Alberta Capital Finance Authority (ACFA) as of May 1, 2011, is 3.857% per annum for a fifteen-year amortization period, but it is anticipated to rise by at least 1.0% in the next two years.)*

To establish an upper limit for borrowing purposes, an analysis and cash flow projection was also performed to determine the effect if inflationary pressures caused interest rates to rise above the 5.5% used in the model, with concurrent inflation/escalation on the utility rates. The fifteen-year amortization financial model can support interest rate increases up to 7% with 1.5% escalation in utility rates.

The savings are based on the University of Alberta Utilities Department electricity cost forecast of \$91.441/MWh in 2013/14, \$91.740/MWh in 2014/15. This cost is a combined power cost that consists of an energy/consumption cost component and a wires/demand cost component. Savings in heating energy are based on the Utilities Department steam cost forecast of \$29.223/tonne (1000 kg) in 2013/14, \$29.991/tonne in 2014/15. The financial model for the fifteen-year term allows for a 1.5% per year increase in utility rates from 2015/16 onwards. *(However over the last twenty years, utility rates have increased, on average, 5% per year compounded. This averaging effect over the long term normalizes unexpected short-term trends and spikes.)*

The internal rate of return (IRR) for Year-1 of the Program with an economic life of twenty-five years is 10.23%.

The net present value (NPV) for Year-1 of the Program (with a fifteen year amortization period, 4% opportunity cost of capital, and 7% assumed financing cost) is \$3,009,000.

The 10.23% IRR is well above the opportunity cost of capital at 4%, and the NPV is positive, which would indicate good project viability for Year-1 of the program.

Financial Analysis (continued)

## Likely Projected Cash Flow, Loan Payment and Savings Schedule 15 Year Amortization Period, 5.5% Interest Model

Fiscal Year	Project Expense	Energy Savings	ACFA Loan Payment	Principal	Loan Interest 5.5%	ACFA Loan Balance	Net Cumulative Cash Flow
Mar-12	\$30,000						-\$30,000
Apr-12	\$40,000						-\$70,000
May-12	\$70,000						-\$140,000
Jun-12	\$100,000						-\$240,000
Jul-12	\$140,000						-\$380,000
Aug-12	\$190,000						-\$570,000
Sep-12	\$540,000						-\$1,110,000
Oct-12	\$720,000						-\$1,830,000
Nov-12	\$740,000						-\$2,570,000
Dec-12	\$630,000						-\$3,200,000
Jan-13	\$610,000						-\$3,810,000
Feb-13	\$600,000						-\$4,410,000
Mar-13	\$590,000		\$5,000,000				\$0
2013/14		\$500,000	(\$498,128)	\$223,128	\$275,000	\$4,776,872	\$1,872
2014/15		\$507,387	(\$498,128)	\$235,400	\$262,728	\$4,541,472	\$11,131
2015/16	1.5%	\$514,998	(\$498,128)	\$248,347	\$249,781	\$4,293,125	\$28,001
2016/17		\$522,723	(\$498,128)	\$262,006	\$236,122	\$4,031,119	\$52,596
2017/18		\$530,564	(\$498,128)	\$276,416	\$221,712	\$3,754,702	\$85,032
2018/19		\$538,522	(\$498,128)	\$291,619	\$206,509	\$3,463,083	\$125,426
2019/20		\$546,600	(\$498,128)	\$307,658	\$190,470	\$3,155,425	\$173,898
2020/21		\$554,799	(\$498,128)	\$324,580	\$173,548	\$2,830,845	\$230,569
2021/22		\$563,121	(\$498,128)	\$342,432	\$155,696	\$2,488,413	\$295,562
2022/23		\$571,568	(\$498,128)	\$361,265	\$136,863	\$2,127,148	\$369,002
2023/24		\$580,141	(\$498,128)	\$381,135	\$116,993	\$1,746,013	\$451,015
2024/25		\$588,843	(\$498,128)	\$402,097	\$96,031	\$1,343,916	\$541,731
2025/26		\$597,676	(\$498,128)	\$424,213	\$73,915	\$919,704	\$641,279
2026/27		\$606,641	(\$498,128)	\$447,544	\$50,584	\$472,159	\$749,792
2027/28		\$615,741	(\$498,128)	\$472,159	\$25,969	\$0	\$867,405
2028/29		\$624,977		\$0	\$0	\$0	\$1,492,382
2029/30		\$634,352		\$0	\$0	\$0	\$2,126,734
2030/31		\$643,867		\$0	\$0	\$0	\$2,770,601
2031/32		\$653,525		\$0	\$0	\$0	\$3,424,126
2032/33		\$663,328		\$0	\$0	\$0	\$4,087,454
2033/34		\$673,278		\$0	\$0	\$0	\$4,760,732
2034/35		\$683,377		\$0	\$0	\$0	\$5,444,108
2035/36		\$693,628		\$0	\$0	\$0	\$6,137,736
2036/37		\$704,032		\$0	\$0	\$0	\$6,841,768
2037/38		\$714,592		\$0	\$0	\$0	\$7,556,360
<b>TOTAL</b>		<b>\$15,028,280</b>	<b>(\$7,471,920)</b>	<b>\$5,000,000</b>	<b>\$2,471,920</b>		<b>\$7,556,360</b>



Financial Analysis (continued)

**Projected Cash Flow, Loan Payment, and Savings Schedule**  
 (to establish upper limit of borrowing)  
**15 Year Amortization Period, 7.0% Interest Model**

Fiscal Year	Project Expense	Energy Savings	ACFA Loan Payment	Principal	Loan Interest 7.0%	ACFA Loan Balance	Net Cumulative Cash Flow
Mar-12	\$30,000						-\$30,000
Apr-12	\$40,000						-\$70,000
May-12	\$70,000						-\$140,000
Jun-12	\$100,000						-\$240,000
Jul-12	\$140,000						-\$380,000
Aug-12	\$190,000						-\$570,000
Sep-12	\$540,000						-\$1,110,000
Oct-12	\$720,000						-\$1,830,000
Nov-12	\$740,000						-\$2,570,000
Dec-12	\$630,000						-\$3,200,000
Jan-13	\$610,000						-\$3,810,000
Feb-13	\$600,000						-\$4,410,000
Mar-13	\$590,000		\$5,000,000				\$0
2013/14		\$500,000	(\$548,973)	\$198,973	\$350,000	\$4,801,027	-\$48,973
2014/15		\$507,387	(\$548,973)	\$212,901	\$336,072	\$4,588,126	-\$90,559
2015/16	1.5%	\$514,998	(\$548,973)	\$227,804	\$321,169	\$4,360,321	-\$124,534
2016/17		\$522,723	(\$548,973)	\$243,751	\$305,222	\$4,116,571	-\$150,784
2017/18		\$530,564	(\$548,973)	\$260,813	\$288,160	\$3,855,757	-\$169,194
2018/19		\$538,522	(\$548,973)	\$279,070	\$269,903	\$3,576,687	-\$179,645
2019/20		\$546,600	(\$548,973)	\$298,605	\$250,368	\$3,278,082	-\$182,018
2020/21		\$554,799	(\$548,973)	\$319,507	\$229,466	\$2,958,575	-\$176,192
2021/22		\$563,121	(\$548,973)	\$341,873	\$207,100	\$2,616,702	-\$162,044
2022/23		\$571,568	(\$548,973)	\$365,804	\$183,169	\$2,250,898	-\$139,449
2023/24		\$580,141	(\$548,973)	\$391,410	\$157,563	\$1,859,488	-\$108,281
2024/25		\$588,843	(\$548,973)	\$418,809	\$130,164	\$1,440,679	-\$68,411
2025/26		\$597,676	(\$548,973)	\$448,126	\$100,848	\$992,553	-\$19,708
2026/27		\$606,641	(\$548,973)	\$479,494	\$69,479	\$513,059	\$37,961
2027/28		\$615,741	(\$548,973)	\$513,059	\$35,914	\$0	\$104,728
2028/29		\$624,977		\$0	\$0	\$0	\$729,705
2029/30		\$634,352		\$0	\$0	\$0	\$1,364,057
2030/31		\$643,867		\$0	\$0	\$0	\$2,007,924
2031/32		\$653,525		\$0	\$0	\$0	\$2,661,449
2032/33		\$663,328		\$0	\$0	\$0	\$3,324,777
2033/34		\$673,278		\$0	\$0	\$0	\$3,998,055
2034/35		\$683,377		\$0	\$0	\$0	\$4,681,431
2035/36		\$693,628		\$0	\$0	\$0	\$5,375,059
2036/37		\$704,032		\$0	\$0	\$0	\$6,079,091
2037/38		\$714,592		\$0	\$0	\$0	\$6,793,683
<b>TOTAL</b>		<b>\$15,028,280</b>	<b>(\$8,234,597)</b>	<b>\$5,000,000</b>	<b>\$3,234,597</b>		<b>\$6,793,683</b>



## Section 12 Conclusion and Recommendations

Notwithstanding the University's past success, including that of the program currently being completed, significant energy reduction opportunities remain. A further major energy reduction implementation is warranted to keep our energy bill as low as cost effectively feasible, reduce our consumption of non-renewable resources, minimize our environmental impact, demonstrate our commitment to sustainability, and realize many other benefits.

It is recommended that:

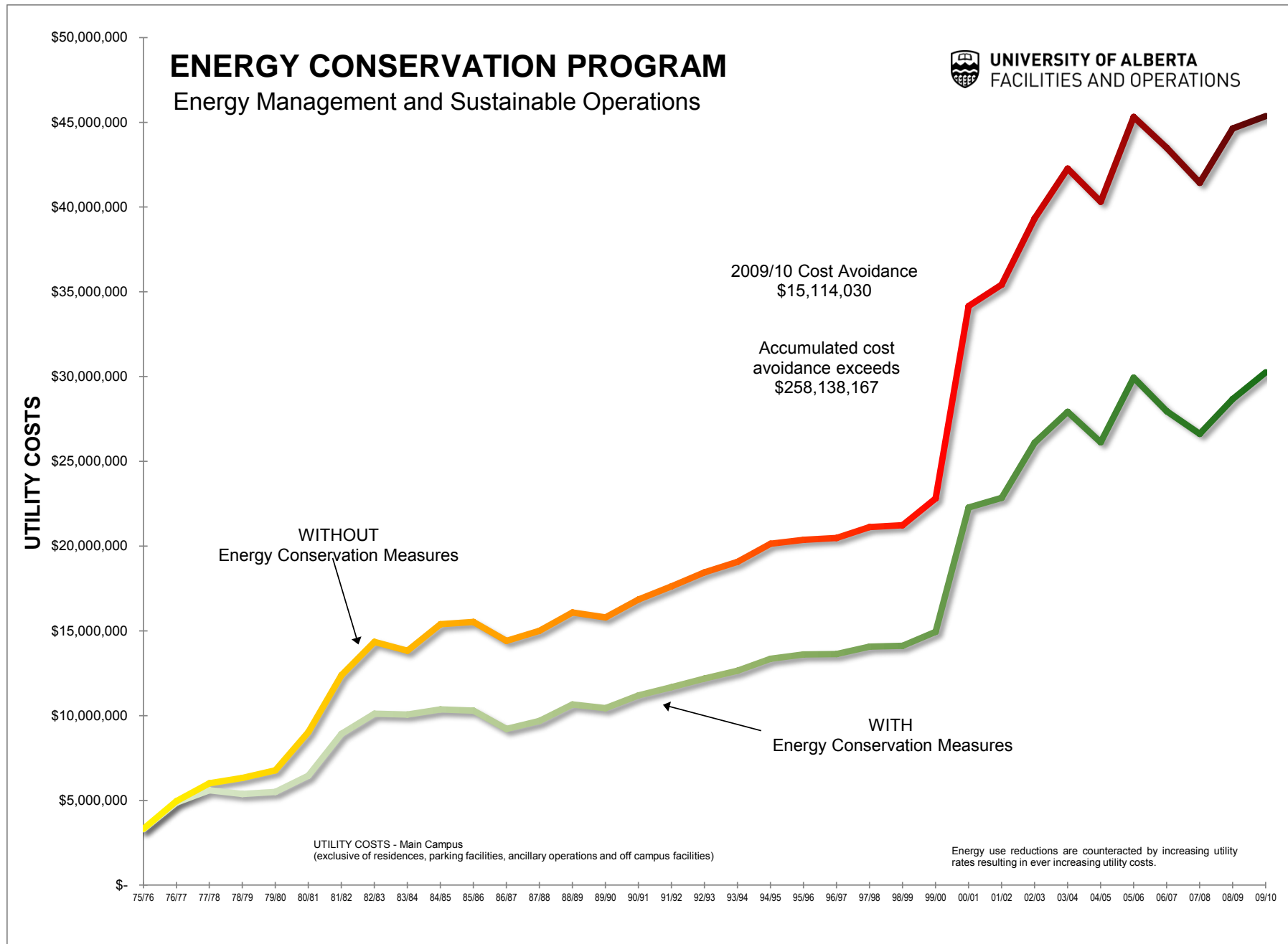
- The University reaffirms its strong commitment to energy management and sustainability, by supporting development and implementation of the Next Generation Energy Management Program in the amount of \$35,000,000.
- A commitment be made to providing a steady source of funding of \$5,000,000 per year over a seven-year period to provide necessary stability to the program, and to allow a steady process of development and implementation.
- Energy Management and Sustainable Operations annually prepare a list of projects, including funding requirements, for approval by the Vice President, Facilities and Operations.
- Energy Management and Sustainable Operations, in conjunction with the Vice-President, Facilities & Operations, annually review available funding options (capital, internal loan, borrowing from the Alberta Capital Financing Authority, or combinations thereof) to identify the source of funding.
- In the absence of other sources of funding, that borrowing from Alberta Capital Finance Authority be utilized as may be required for the first and subsequent years of the program.
- The University borrow not more than \$5,000,000 from the Alberta Capital Finance Authority for a term not to exceed fifteen years at an interest rate not to exceed 7% for the purpose of funding the first year of the seven-year Next Generation Energy Management Program.

# APPENDICES

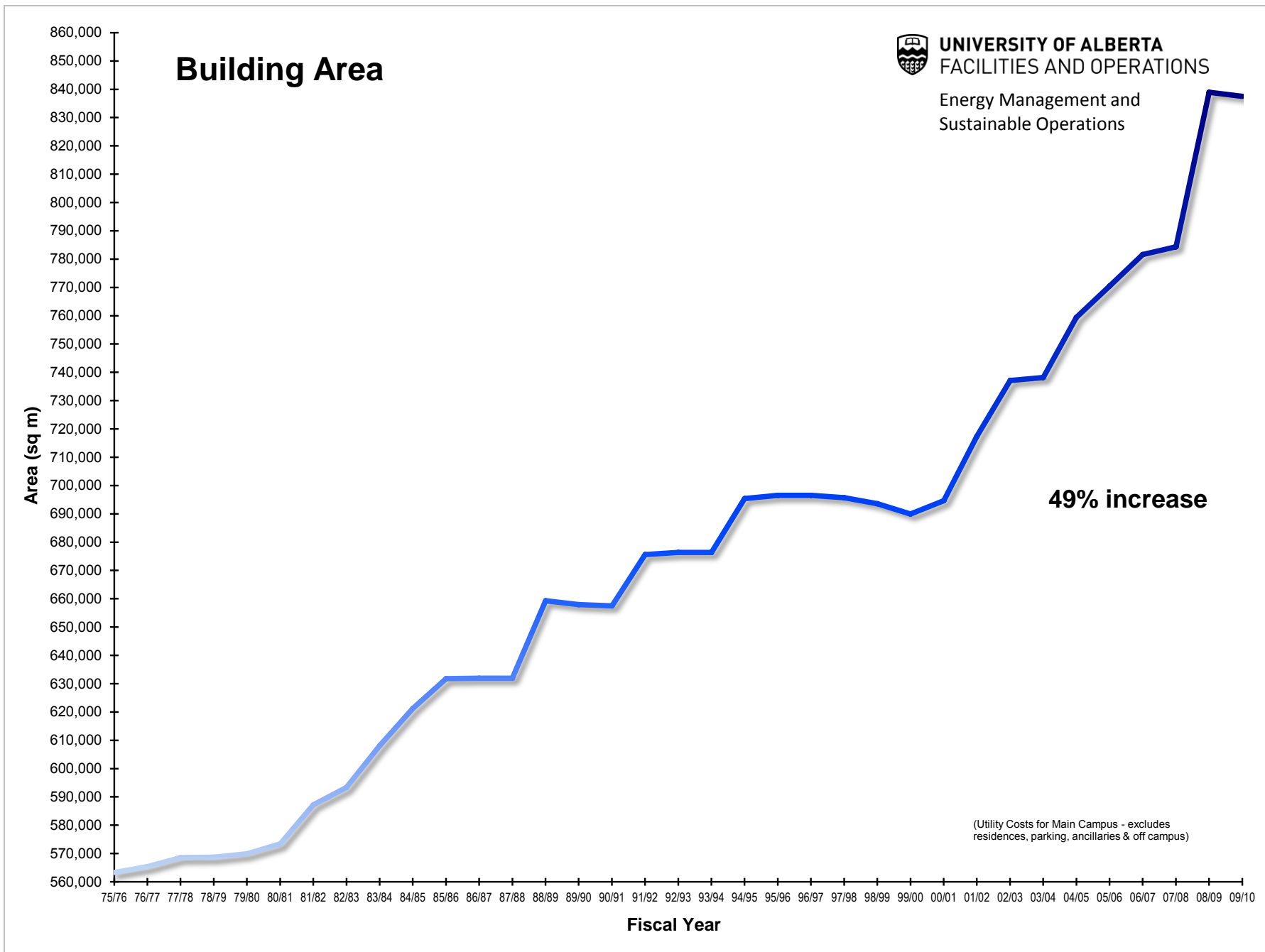
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1. Utility Costs - With vs. Without Energy Conservation
2. Building Area
3. Electrical Consumption
4. Steam Consumption
5. Water Consumption
6. Current Energy Management Program Years 1-7 Assessment

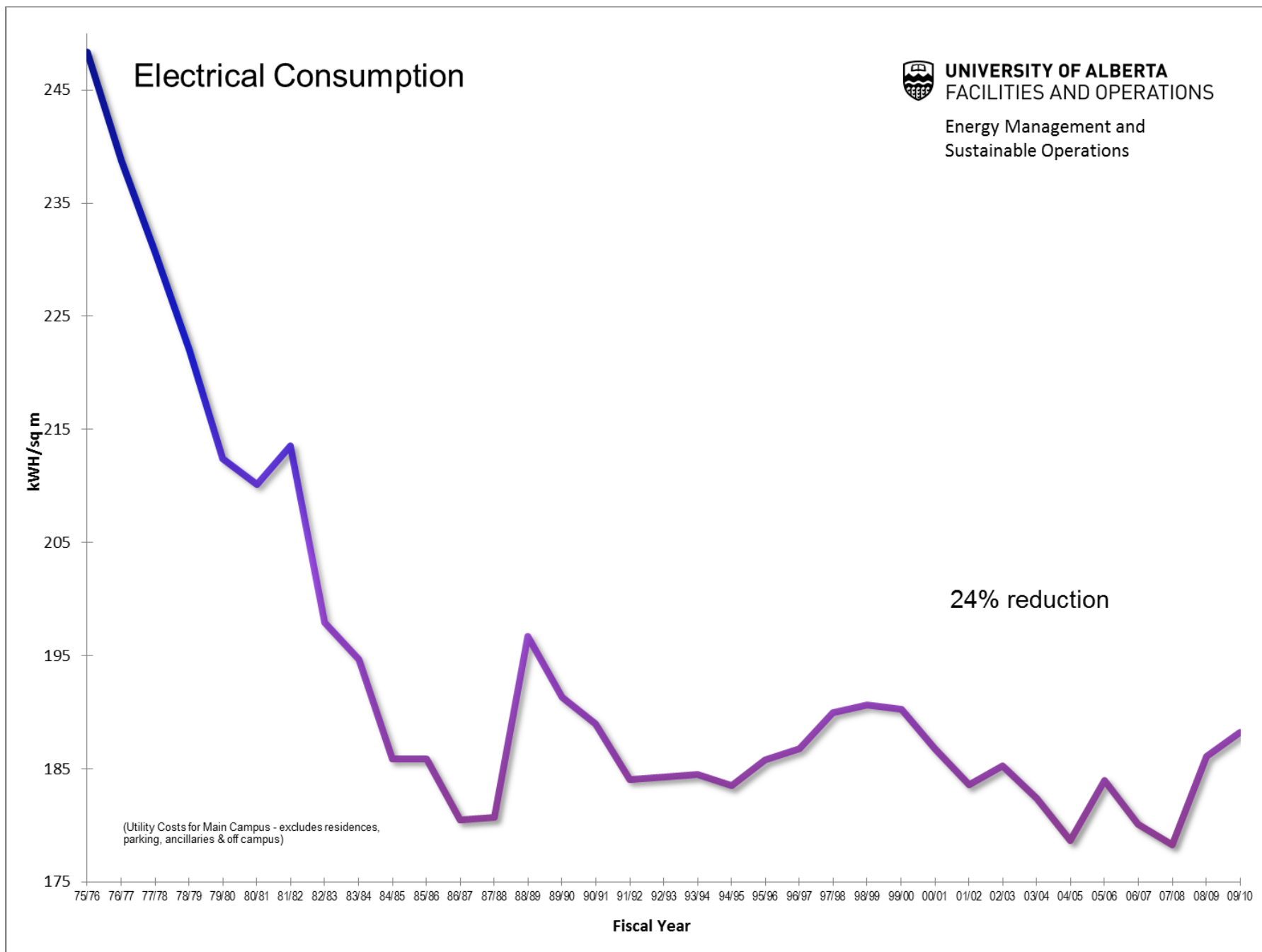
Next Generation Energy Management Program - 2011/12 to 2017/18



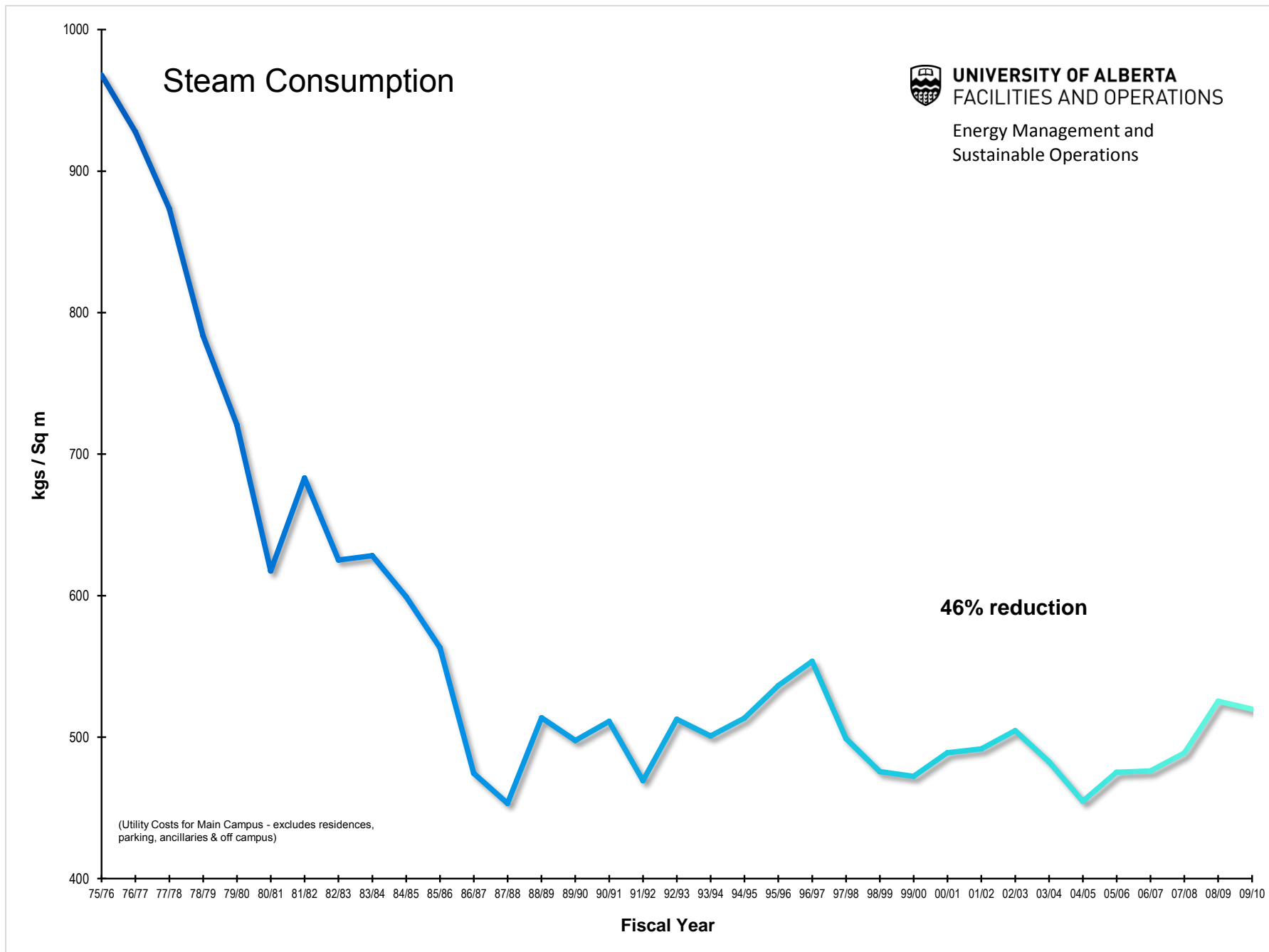
### Next Generation Energy Management Program - 2011/12 to 2017/18



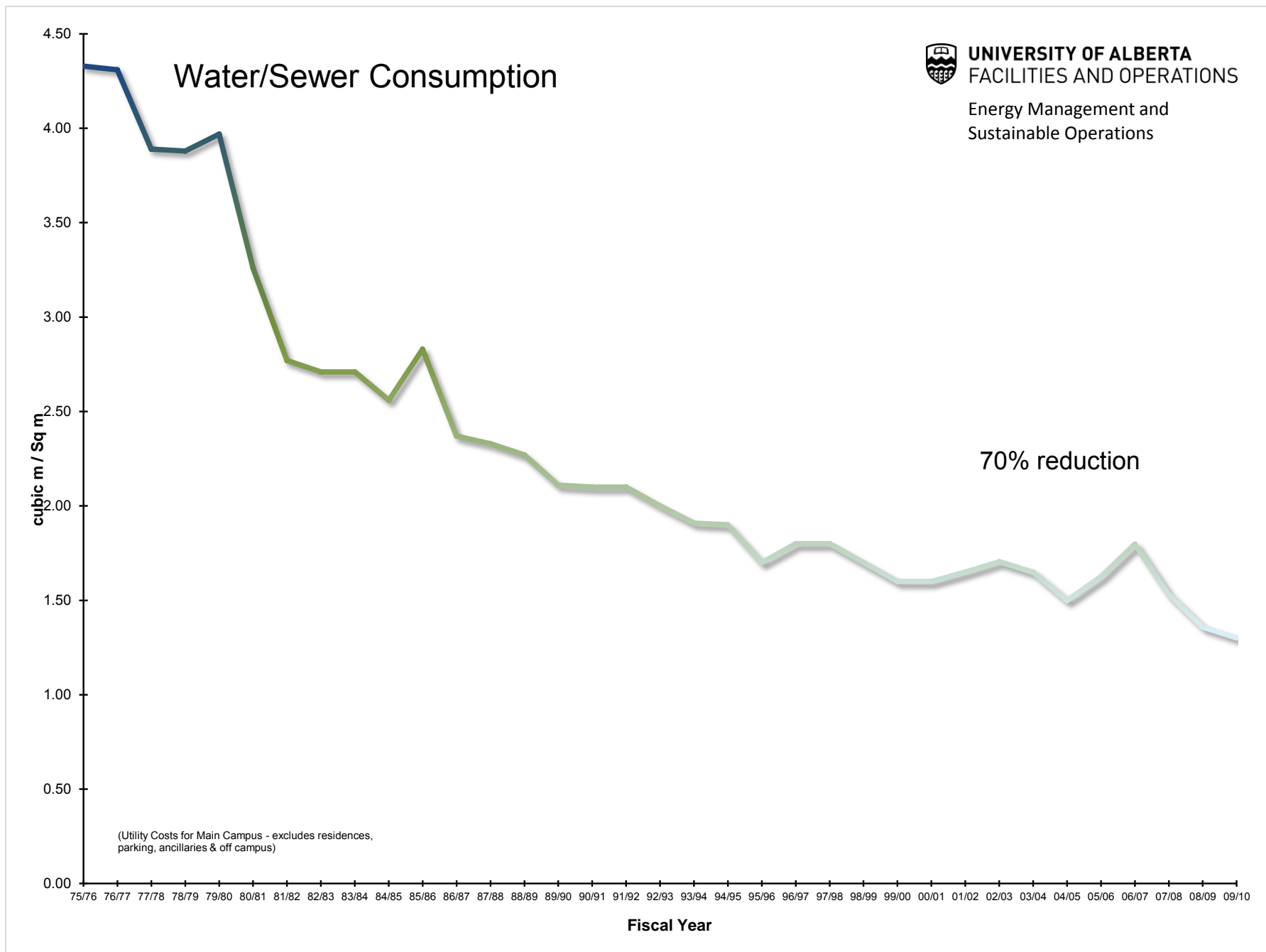
### Next Generation Energy Management Program - 2011/12 to 2017/18



### Next Generation Energy Management Program - 2011/12 to 2017/18



### Next Generation Energy Management Program - 2011/12 to 2017/18



## Current Energy Management Program Years One to Seven Assessment

Building Name	Total Project Cost Estimate/Actual	Annual Cost Savings	Financed Payback
<b>YEAR 1</b>	<b>Actual</b>	<b>Actual</b>	
Biological Sciences Lighting Upgrade	\$ 1,817,773	\$299,120	
VFD Projects:			
Zoology, Genetics, Microbiology, Botany	\$ 218,350	\$71,639	
Ruth N, Cameron, Humanities	\$ 172,075	\$41,893	
GSB, Mech E, EdCarpark	\$ 171,000	\$52,372	
Other Projects:			
Ice Arena Heat Recovery	\$ 114,000	\$44,773	
Law Lighting	\$ 340,700	\$53,134	
AgForestry Growth Chambers	\$ 275,000	\$75,963	
Materials Mgmt Lighting	\$ 35,000	\$4,798	
Extension Classroom Lighting	\$ 20,000	\$2,864	
GSB 4 <sup>th</sup> Floor Lighting	\$ 20,000	\$2,680	
Exterior Lighting Upgrade	\$ 71,775	\$13,383	
Audits and Studies	\$ 244,327		
<b>Year 1 Total:</b>	<b>\$ 3,500,000</b>	<b>\$ 662,618</b>	<b>6.9 years</b>
<b>YEAR 2</b>	<b>Actual</b>	<b>Actual</b>	
Medical Sciences Lighting	\$ 1,150,000	\$115,663	
Rutherford North Lighting	\$ 706,000	\$158,788	
Earth Sciences Lighting	\$ 535,000	\$77,521	
Ag/Forestry Centre Lighting	\$ 605,000	\$99,958	
Ag/Forestry Greenhouse Lighting	\$ 540,000	\$65,357	
Arts Building Lighting	\$ 335,000	\$46,314	
Exterior Lighting Upgrade	\$ 39,000	\$9,814	
Audits and Studies	\$ 15,000		
<b>Year 2 Total:</b>	<b>\$ 3,925,000</b>	<b>\$ 573,415</b>	<b>9.1 years</b>
<b>YEAR 3</b>	<b>Actual</b>	<b>Actual</b>	
Van Vliet Centre E & W Lighting	\$ 685,000	\$78,574	
Pavilion Lighting	\$ 590,000	\$90,749	
H. M. Tory Lighting	\$ 825,000	\$107,364	
Humanities Lighting	\$ 405,000	\$51,094	
Extension Centre Lighting	\$ 330,000	\$43,694	
Exterior Lighting Upgrade	\$ 130,000	\$45,432	
Bio/HUB VFD's	\$350,000	\$89,199	
Clare Drake Arena Ice Controls	\$40,000	\$6,187	
CCIS-II NLT VSD	\$40,000	\$17,934	
ERS F75 Poultry Research Lighting	\$10,000	\$2,185	
Audits and Studies	\$95,000		
<b>Year 3 Total:</b>	<b>\$ 3,500,000</b>	<b>\$ 532,412</b>	<b>8.1 years</b>



Building Name	Total Project Cost Estimate/Actual	Annual Cost Savings	Financed Payback
<b>YEAR 4</b>	<b>Actual/Estimate</b>	<b>Actual/Estimate</b>	
Agriculture/Forestry Heat Recovery	\$ 375,000	\$104,111	
Biological Science Cage Washer	\$ 134,000	\$32,130	
Corbett Hall Lighting	\$ 335,000	\$33,719	
Student's Union Lighting	\$ 390,000	\$59,634	
General Services Lighting	\$ 365,000	\$38,973	
Chemistry East Lighting	\$ 463,000	\$55,374	
Fine Arts Lighting	\$462,000	\$55,688	
Chemistry West Heat Recovery	\$400,000	\$226,339	
Tory, Humanities, GSB Window Tinting	\$220,000	\$46,697	
GSB Mechanical HVAC Optimization	\$220,000*	\$16,000*	
Audits and Studies	\$136,000		
<b>Year 4 Total:</b>	<b>\$ 3,500,000</b>	<b>\$ 668,665</b>	<b>6.0 years</b>
<b>YEAR 5</b>	<b>Actual/Estimate</b>	<b>Actual/Estimate</b>	
Mechanical Engineering Lighting	\$532,000	\$75,196	
Education North Lighting	\$525,000	\$53,427	
Education South Lighting	\$900,000*	\$90,057*	
HRIF Steam Turbine	\$600,000*	\$50,598*	
Admin Lighting	\$170,000	\$13,079	
HUB Main Floor Lighting	\$520,000	\$64,281	
CAB Window Film	\$95,000	\$15,615	
Morrison Structural Lighting	\$31,000	\$2,995	
RTF Light Project	\$5,000	\$600	
RCMS Light Project	\$7,000	\$1,269	
Chemistry West V-Wing AHU	\$20,000	\$18,375	
Industrial Design Studio Lighting	\$55,000	\$4,585	
Audits and Studies	\$40,000		
<b>Year 5 Total:</b>	<b>\$ 3,500,000</b>	<b>\$ 390,078</b>	<b>10.8 years</b>
<b>YEAR 6</b>	<b>Actual/Estimate</b>	<b>Actual/Estimate</b>	
Timms Centre Lighting	\$125,000*	\$7,884*	
CSJ Campus Lighting	\$250,000*	\$19,069*	
Augustana Campus	\$350,000	\$35,910	
Bio Sciences H.R.	\$1,245,000*	\$127,881*	
Environmental Engineering	\$40,000*	\$4,668*	
GSB Condenser removal + HR	\$104,000*	\$39,176*	
Htg. Plant, Corridor & Ext LED Lighting	\$206,000	\$37,672	
HMRC Lighting	\$1,180,000*	\$108,488*	
<b>Year 6 Total:</b>	<b>\$ 3,500,000</b>	<b>\$ 380,748</b>	<b>12.2 years</b>
<b>YEAR 7</b>	<b>Actual/Estimate</b>	<b>Actual/Estimate</b>	
Telus Lighting	\$105,000*	\$6,439*	
Clinical Sciences Lighting	\$1,100,000*	\$88,734*	
Human Ecology Lighting	\$40,000*	\$2,435*	
AHU VSD and Controls	\$500,000*	\$120,060*	
Campus wide lighting controls	\$500,000*	\$46,839*	
Med. Sciences Heat Recovery	\$800,000*	\$59,448*	
GSB Rad Heating / AHU optimization	\$400,000*	\$42,378*	
Ed South Window Tint	\$130,000*	\$24,759*	
<b>Year 7 Total:</b>	<b>\$ 3,575,000</b>	<b>\$ 391,092</b>	<b>12.6 years</b>
<b>PROGRAM TOTAL:</b>	<b>\$ 25,000,000</b>	<b>\$ 3,599,028</b>	<b>8.4 years</b>

**Notes** \*Indicates estimated amounts:

1. Energy savings and payback are based on the University of Alberta Utilities Department cost forecast for electricity and steam in 2010/11 to 2014/15 with escalation of 1.5% after 2014/15.
2. The current 7-Year Energy Management Program is on track with the initial estimated cost of \$25,000,000, with savings of \$3,599,028 exceeding the initial estimated savings of \$3,300,000 and meets targeted payback within 10 years (for Years 1-4) and 15 years (for Years 5-7).

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

Whereas:

- A. The Board of Governors, to carry out the purposes of the University, deems it appropriate and necessary to proceed with the implementation of the first year of a seven-year Next Generation Energy Management Program at a currently budgeted cost of Five Million Dollars in Canadian funds (\$5,000,000) (the "Project");

And

- B. The Board of Governors considers it appropriate and necessary that the University, in accordance with this Resolution, fund the Project by borrowing an amount not to exceed Five Million Dollars in Canadian funds (\$5,000,000) from the Lender defined herein.

IT IS HEREBY RESOLVED THAT:

1. Pursuant to Section 73 of the *Post-Secondary Learning Act* and subject to the prior approval of the Lieutenant Governor in Council, the Board of Governors, for the purposes of the University, authorizes and approves the borrowing of an amount to fund the Project not to exceed Five Million Dollars in Canadian funds (\$5,000,000) (the "Loan").
2. The Loan be:
  - (a) from a lender (the "Lender") which is the Alberta Capital Finance Authority in an amount not to exceed Five Million Dollars in Canadian funds (\$5,000,000);
  - (b) for a term not to exceed fifteen (15) years;
  - (c) at an interest rate not to exceed seven percent (7.0%) per annum;

and that within the foregoing parameters, the establishment of the amount, term and interest rate be made by the Vice-President (Finance and Administration).

3. To secure the repayment of the Loan, the University grant to the Lender such security as may be required by the Lender and agreed to by the Vice-President (Finance and Administration).

4. The Vice-President (Finance and Administration) is hereby authorized for and on behalf of the University:
  - a) to negotiate, execute and deliver to the Lender such notes, bonds, debentures or other securities in such form, with or without seal, and containing such terms and conditions related to the Loan including amount, denomination, time and place of payment, principal and interest and redemption as agreed with such Lender;
  - b) to include in the security agreed with such Lender in conjunction with the Loan all such securities, debentures, charges, pledges, mortgages, conveyances, assignments and transfers to or in favour of the Lender of all or any property, real or personal, moveable or immovable, owned by the University or in which it may have an interest as may be agreed with such Lender;
  - c) to give to the Lender any other documents or contracts necessary to give or furnish to the Lender the security or securities required by the Lender including without limiting the generality of the foregoing, all or any receivables, book debts due or growing due, stocks, bonds, insurance policies, promissory notes, bills of exchange and securities of all kinds.
5. All agreements, securities, documents and instruments purporting to be signed, made, drawn, accepted, executed or endorsed as hereinbefore provided shall be valid and binding upon the University.
6. The Lender shall be furnished with a certified copy of this Resolution.

I hereby certify that this Resolution has full force and effect on the \_\_\_\_ day of \_\_\_\_\_, 2011.

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Chair of The Board of Governors of the  
University of Alberta

<b>Go to:</b>	<a href="#">[Overview]</a>	<a href="#">[Purpose]</a>	<a href="#">[POLICY]</a>	<a href="#">[DEFINITIONS]</a>	<a href="#">[RELATED LINKS]</a>
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This document is the parent policy for any associated procedures or appendices. Questions regarding this policy should be addressed to the Office of Administrative Responsibility.

## Off-Campus Activity and Travel Policy

<b>Office of Accountability:</b>	Provost and Vice-President (Academic) Vice-President (Finance and Administration)
<b>Office of Administrative Responsibility:</b>	Insurance and Risk Assessment (Risk Management Services)
<b>Approver:</b>	Board of Governors (Board Safety, Health and Environment Committee)
<b>Scope:</b>	<p>This policy applies to all members of the University community involved in <b>off-campus activities and travel</b> related to the mandate of the University and to travel organized by registered Student Groups for curricular or non-curricular activities.</p> <p>This policy does not apply to activities within the same municipality as the campus (eg: meetings, conferences and other activities such as student group movie night within Edmonton or Camrose).</p> <p>If unsure whether the policy applies to specific off-campus activities and travel please contact the Office of Insurance &amp; Risk Assessment for clarification.</p>

### Overview

The University of Alberta strongly believes in the benefits of a national and international approach to learning, research, scholarship and citizenship. Off-campus activities and travel allows members of the University community to broaden their experiences, expand and share their knowledge and encourages innovation and collaboration in support of the University's mission. The University has cultivated a variety of national and international programs and partnerships that offer unique programs for faculty and students and enhances the research and teaching aspects of the University's mandate. Not only do these activities benefit the members of the University community by creating a vibrant learning and research environment, they also allow members of the University community to bring their knowledge and expertise to others and help the University build a strong international reputation.

As with on-campus activities off-campus activities and travel can incur some level of risk. The University is committed to supporting its travelers in planning and participating in safe and enjoyable travel experiences.

This policy does not address the procedure used for the reimbursement of business travel expenditures or expense reimbursement procedures for goods and services. These procedures can be accessed through the Related Links section below.

## Purpose

To state the University's position on off-campus activities and travel and to provide direction and tools for planning safe travel experiences in a way that:

- recognizes the importance of travel
- balances independence and academic freedom with managing risks
- recognizes the independence of faculty, staff and postdoctoral fellows
- reduces liability to organizers/leaders by assisting them in assessing and managing risks
- is consistent with existing practices across campus, including those of University of Alberta International, the Field Research Office, the Office of Insurance & Risk Assessment and those of individual Faculties, Departments and Units.

## POLICY

The University of Alberta will take reasonable steps to support and promote the health, safety and security of participants in off-campus activities and travel. Faculties, departments, units and individual travelers share responsibility with the University to assess and manage the risk of off-campus activities and travel, particularly when students are involved.

Should a significant incident such as a natural disaster, political uprising or terrorist activity that affects the safety of participants occur, the University will assist in arranging return travel and may assist in covering the associated costs. Any applicable insurance coverage will be used before any University funds are used. Given the unique and unpredictable nature of these types of situations, they will be dealt with on a case by case basis. The Provost has the final authority in determining appropriate actions and whether University funds will be used.

The University has an Off-Campus Incident Response Team that can be activated to assess the implications of significant incidents, provide advice on how to handle the situation and make recommendations for either managing the increased risks or assisting travelers in removing themselves from the situation.

Should individuals choose to return early for personal reasons, the University is not responsible for arranging return travel or any of the associated costs.

### **Emergency Health and Personal Travel Coverage When Traveling Outside Canada**

Any member of the University community who is engaged in off-campus activities and travel should have appropriate **emergency health coverage**. It is recommended that they also have appropriate **personal travel insurance**.

Faculty and staff have comprehensive emergency health coverage through their benefits plan.

Postdoctoral fellows and students are offered emergency health coverage through their respective benefits programs. This coverage may be subject to exclusions or limitations such as travel to locations where the Department of Foreign Affairs and International Trade has issued a travel warning, the performance of certain activities or the presence of pre-existing medical conditions.

It is the responsibility of individual travelers to review their emergency health coverage to determine if there are exclusions that are applicable. Should a traveler choose to undertake off-campus activities and travel where an exclusion is present, they are doing so at their own risk and the University assumes no liability or responsibility for emergency health care or related costs should they arise. Further information and resources on emergency health insurance can be found on the Department of Foreign Affairs and International Trade website.

Personal travel insurance is not generally provided to faculty, postdoctoral fellows, staff or students through their respective benefits program.

VERSION A16 DRAFT DATE: April 27, 2011 (Note: "A" Versions begin in May 2010).

### **Travel Involving only Faculty, Postdoctoral Fellows and/or Staff**

The University respects the independence of faculty, postdoctoral fellows and staff in planning and undertaking their own off-campus and travel activities. These individuals are responsible for informing themselves of the risks associated with their travel and managing them accordingly.

The University suggests that faculty, postdoctoral fellow and staff travelers review *Appendix A: Faculty, Postdoctoral Fellow and Staff Travel Guidelines* and complete the checklist that is included. This tool is designed to help them plan a safe and enjoyable travel experience.

The appropriate Dean, Chair or Vice-President may recommend that faculty, postdoctoral fellow and staff travelers cancel any off-campus activity or travel if after careful consideration of the situation it is believed the risks are unacceptable or unwarranted and cannot be reasonably managed. The appropriate Vice-President may also recommend that faculty, postdoctoral fellow and staff travelers return from their off-campus activity or travel based on an assessment of the risk to their safety and health. Should a faculty, postdoctoral fellow or staff traveler choose not to cancel or return on the recommendation of an appropriate University official as outlined above, the University is under no obligation to provide assistance at a later date and assumes no liability. This does not apply to individuals who are unable to comply due to reasons beyond their control. The decision to recommend cancellation or recall is a serious one that is not taken lightly and should be made in consultation with Insurance & Risk Assessment. If appropriate the Off-Campus Incident Response Team may also be consulted with. The individual making the decision takes many factors into consideration such as federal travel warnings, the perspective of the traveler and implications on the traveler's work and/or research. Appeals regarding a recommendation to cancel or recall may be made to the appropriate supervisor, Chair, Dean or Administrative Unit head. The Provost has the final authority.

If faculty, postdoctoral fellows or staff are planning or leading an off-campus activity or travel that involves students the requirements outlined below and in the *Risk Assessment for Off-Campus Travel Involving Students Procedure* apply.

### **Travel Involving Students**

The University owes a higher duty of care to its students and has a responsibility to address the health and safety of students who are traveling. All off-campus activities and travel involving students, including but not limited to faculty led programs, trips planned by registered Student Groups and individual student travel for University related purposes must follow the risk assessment process as outlined in the *Risk Assessment for Off-Campus Travel Involving Students Procedure*. If the off-campus activity and travel involves one individual, that individual is responsible for following the procedure. If the activity involves a group, the group leader is responsible for following the procedure taking into consideration the group as a whole. Approval must be obtained if required and the actions identified to manage risks must be followed.

When students are involved, the appropriate Dean, Chair or Vice President may cancel any off-campus activity or travel if they believe the risks are unacceptable or unwarranted and cannot be reasonably managed. The appropriate Vice President may also recall students from their off-campus activity or travel based on an assessment of the risk to their safety and health. Students who do not comply with a cancellation or recall of this nature will be considered to be on personal travel and will no longer have access to University assistance. This does not apply to students who are unable to comply due to reasons beyond their control.

The decision to cancel or recall is a serious one that is not taken lightly and should be made in consultation with Insurance & Risk Assessment and University of Alberta International. If appropriate the Off-Campus Incident Response Team may also be consulted with. The individual making the decision takes many factors into consideration such as federal travel warnings, the perspective of the group traveling and implications on the students' studies and/or research. A faculty member may appeal a decision to cancel to the appropriate supervisor, Chair, Dean or Administrative Unit head. The Provost has the final authority.

The University recognizes that there are many well established and recurring programs involving student travel. The history and importance of these programs is acknowledged in the *Risk Assessment for Off-*

VERSION A16 DRAFT DATE: April 27, 2011 (Note: "A" Versions begin in May 2010).

*Campus Travel Involving Students Procedure and Appendix B: Risk Assessment Matrix for Off-Campus Travel Involving Students.*

## Travel Involving Volunteers

Volunteers of the University of Alberta participating in off-campus activities and travel are responsible for informing themselves of the risks and completing an appropriate waiver form as outlined in the [Waiver and Release of Liability and Informed Consent Procedure](#).

## Compliance Expectations

While undertaking off-campus activities and travel the Code of Student Behaviour, collective agreements and other University of Alberta policies and procedures continue to apply. Participants must also obey the laws of the country they are in.

Instances where students do not follow the requirements set out in this policy and its related procedure and appendices may be addressed through the Code of Student Behaviour. Instances where faculty, staff or postdoctoral fellows do not follow the requirements set out in this policy and its related procedure and appendices may be addressed by the appropriate supervisor, Chair, Dean or Administrative Unit head and, if necessary, through the processes outlined in the appropriate collective agreement or policy.

## DEFINITIONS

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

<p><b>Off-Campus Activities and Travel</b></p>	<p>Activities and travel undertaken by a member of the university community that takes place away from university owned, leased or rented property for reasons related to the mandate of the University. This includes, but is not limited to teaching programs, field schools, practicum placements, research and graduate studies, faculty or student exchanges, conferences and seminars, extra-curricular activities that involve the formal representation of the University by student ambassadors such as varsity athletics and discipline-based competitions, and trips organized by registered Student Groups.</p> <p>This does not include activities within the same municipality as the campus (eg: meetings, conferences and other activities such as student group movie night within Edmonton or Camrose).</p>
<p><b>Emergency Health Coverage</b></p>	<p>Coverage for emergency health expenses while travelling such as hospital and physician services, prescription drugs, dental care; health related emergency transportation and evacuation; and trip interruption due to a medical emergency.</p>
<p><b>Personal Travel Insurance</b></p>	<p>Insurance not related to health or medical emergencies that covers aspects such as trip cancellation and trip interruption due to circumstances beyond your control (eg: the death of a family member, weather conditions, mechanical failure or act of terrorism) and loss or damage to luggage and personal effects.</p>

## **RELATED LINKS**

Should a link fail, please contact [uappol@ualberta.ca](mailto:uappol@ualberta.ca). [[▲ Top](#)]

[Field Research Office](#)

[University of Alberta International - Education Abroad](#)

[Office of the Dean of Students - Student Groups](#)

[Students Union - Student Group Services](#)

[Office of Insurance & Risk Assessment](#)

[University of Alberta Protective Services](#)

[Human Resource Services - WCB Administration and Reporting](#)

[Human Resource Services - Benefits](#)

[Postdoctoral Fellows Supplemental Health Plan](#)

[Student's Union Health and Dental Plan](#)

[Graduate Students Association Health and Dental Plan](#)

[Code of Student Behaviour](#)

[Alcohol at University Events Policy](#)

[Travel and Hosting Expense Reimbursement Procedure](#)

[Expense Reimbursement Procedure - Goods and Services](#)

[Waiver and Release of Liability and Informed Consent Procedure](#)



<b>Go to:</b>	<a href="#">[Purpose]</a>	<a href="#">[PROCEDURE]</a>	<a href="#">[DEFINITIONS]</a>	<a href="#">[FORMS]</a>	<a href="#">[RELATED LINKS]</a>
This procedure is governed by its parent policy. Questions regarding this procedure should be addressed to the Office of Administrative Responsibility.					

## Risk Assessment for Off-Campus Travel Involving Students Procedure

<b>Office of Administrative Responsibility:</b>	Insurance and Risk Assessment (Risk Management Services)
<b>Approver:</b>	Vice President (Finance and Administration) Provost and Vice President (Academic)
<b>Scope:</b>	<p>This procedure applies to all members of the University Community involved in <b>off-campus activities and travel</b> where students are participants and to all travel organized by registered Student Groups for curricular or non-curricular activities.</p> <p>This procedure does not apply to activities within the same municipality as the campus (eg: meetings, conferences and other activities such as student group movie night within Edmonton or Camrose).</p> <p>If unsure whether the procedure applies to specific off-campus activities and travel please contact the Office of Insurance &amp; Risk Assessment for clarification.</p>

### Overview

The University supports and encourages students to engage in off-campus activities and travel. The University also owes a duty of care to its students and must do its due diligence in supporting safe and enjoyable travel experiences. For this reason a risk assessment is completed for all off-campus activities and travel involving students and actions are required to help manage risks.

The responsibility for assessing risk and creating and implementing comprehensive plans to manage or mitigate those risks is shared by the traveler and the institution. While it is important to do our best to implement safe travel practices, it is also important that the process not be overly complex or time consuming and that it be supportive of all involved. With this in mind a straightforward and easy to use Risk Assessment Matrix for Off-Campus Travel Involving Students (Appendix B) has been developed to guide individuals in assessing the risks and identifying appropriate actions to manage risks.

### Purpose

To outline the requirements and processes for assessing risks, obtaining approval if required and managing risks related to off-campus activities and travel involving students.

## **PROCEDURE**

All off-campus activities and travel involving students must follow the risk assessment process outlined below.

If the off-campus activity and travel involves one individual, that individual is responsible for following the risk assessment process. If the activity involves a group, the group leader is responsible for following the risk assessment process taking into consideration the group as a whole. In most cases there will be a person of authority, such as a faculty or staff member, who is the group leader and assessor. In cases where there is not, such as extra-curricular trips planned by registered Student Groups, one of the student participants will act as the leader and assessor.

The assessor will:

1. Use chart 1 in *Appendix B: Risk Assessment Matrix for Off-Campus Travel Involving Students* to assess the risks based on the category of student traveling, the kind of activity they will be doing and where they are traveling to.
2. Assign a final risk level – this will be the highest risk level identified in any of the three areas assessed.
3. If required in chart 2 of *Appendix B*, obtain approval of the risk assessment. This is not intended to be an approval of the merits of the off-campus activity and travel. It is to verify that the risk assessment has been performed appropriately and that the off-campus activity and travel may proceed.
  - Approval requests should include information such as location, duration of travel, the activity being performed and strategies to manage identified risks. Assessors may use existing approval mechanisms within their Faculties/Departments/Units, or they may choose to use the sample Approval of Risk Assessment for Off-Campus Travel Involving Students form.
  - The approver may ask the assessor to re-visit and re-submit any portion of the assessment if they conclude that it was not appropriately or adequately completed.
  - The approver may seek advice from others such as the Field Research Office, Insurance & Risk Assessment and University of Alberta International when deciding whether or not to approve and if they feel it necessary may escalate the level of approval required to a higher authority within the appropriate faculty, department or unit and ultimately to the Provost.
  - The approver may require specific risk management strategies be developed and implemented.
  - The approver may choose not to approve the off-campus activity and travel to proceed if they believe the risks are unacceptable or unwarranted and cannot be reasonably managed. Appeals regarding a decision not to approve a risk assessment may be made to the appropriate supervisor, Chair, Dean or Administrative Unit head. The Provost has the final authority.
4. Make sure the actions identified for the assessed risk level are completed prior to departure.

Some off-campus activities and travel programs may involve different domestic locations for each participant (eg: co-op and practicum placements) or several trips within a period of time to different domestic locations (eg: varsity athletics). In such cases the risk assessment should be performed for the program as a whole, rather than for each individual placement or trip. However, individual risk assessments should be performed for instances that are unique or different from the rest of the program (eg: domestic VS foreign location, office work VS field work).

Recurring off-campus activities and travel with a person of authority such as a faculty or staff member as the leader do not have to have a new risk assessment prior to each recurrence unless there has been a

change to the category of student travelling, the type of activity being performed, the location or the risks associated with any of these. If there has been a change of this nature the leader will follow the full risk assessment process outlined above. Even if there was not a change of this nature, the actions identified in the existing risk assessment must still be performed prior to each recurrence.

Recurring off-campus activities and travel without a person of authority such as a faculty or staff member as the leader (eg: extra-curricular trips planned by registered Student Groups) must have a full risk assessment performed as outlined above prior to each recurrence.

## **DEFINITIONS**

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

### **Off-Campus Activities and Travel**

Activities and travel undertaken by a member of the university community that takes place away from university owned, leased or rented property for reasons related to the mandate of the University. This includes, but is not limited to teaching programs, field schools, practicum placements, research and graduate studies, faculty or student exchanges, conferences and seminars, extra-curricular activities that involve the formal representation of the University by student ambassadors such as varsity athletics and discipline-based competitions, and trips organized by registered Student Groups.

This does not include activities within the same municipality as the campus (eg: meetings, conferences and other activities such as student group movie night within Edmonton or Camrose).

## **FORMS**

Should a link fail, please contact [uappol@ualberta.ca](mailto:uappol@ualberta.ca). [[▲Top](#)]

Approval of Risk Assessment for Off-Campus Travel Involving Students form

## **RELATED LINKS**

Should a link fail, please contact [uappol@ualberta.ca](mailto:uappol@ualberta.ca). [[▲Top](#)]

[Field Research Office](#)

[University of Alberta International - Education Abroad](#)

[Office of the Dean of Students - Student Groups](#)

[Students Union - Student Group Services](#)

[Office of Insurance & Risk Assessment](#)

[University of Alberta Protective Services](#)

[Department of Foreign Affairs and International Trade Canada](#)

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

## Off-Campus Activity and Travel Policy (Appendix A) Guidelines for Faculty, Postdoctoral Fellow & Staff Travel

<b>Office of Administrative Responsibility:</b>	Insurance & Risk Assessment (Risk Management Services)
<b>Approver:</b>	Provost and Vice President (Academic) Vice President (Finance and Administration)

The University strongly suggests all faculty, postdoctoral fellows and staff use the below checklist, particularly when traveling internationally.

Please note: if faculty, postdoctoral fellows or staff are leading a trip where students are involved they must follow the *Risk Assessment for Off-Campus Travel Involving Students Procedure*.

### FACULTY, POSTDOCTORAL FELLOW AND STAFF TRAVEL CHECKLIST

- Advise a supervisor or the Department/Unit as appropriate of your travel plans
- Provide emergency contact information to a supervisor or the Department/Unit as appropriate
- Bring contact information in case you need to contact the University while traveling (eg: supervisor, University of Alberta Protective Services)
- If performing field research complete a Field Activities Plan

If traveling outside Canada:

- Check Department of Foreign Affairs and International Trade (DFAIT) website for:
  - Travel reports and warnings
  - Profiles and information about the country you are traveling to
  - Information about Consular Services, which are available in many countries
  - A variety of other information and resources related to international travel
- If DFAIT has issued a travel warning identify the risks and plan to manage them
  - You may want to contact the Office of Insurance & Risk Assessment or University of Alberta International for advice on identifying and managing risks.
  - Discuss with your supervisor, Chair, Dean, or head of your administrative unit as appropriate.
- If appropriate contact University of Alberta International for travel advice, information and pre-departure sessions. Likely not appropriate for travel to relatively safe and familiar locations such as the US or UK.

- Determine whether you want to purchase personal travel insurance (recommended)
- Get a copy of the "Personal Safety While Traveling Abroad" booklet from University of Alberta Protective Services
- Register with University of Alberta Protective Services' Travel Abroad Emergency Support Program
- Register with DFAIT's Registration of Canadians Abroad program

## **RELATED LINKS**

Should a link fail, please contact [uappol@ualberta.ca](mailto:uappol@ualberta.ca). [[▲ TOP](#)]

[Department of Foreign Affairs and International Trade Canada](#)

[Field Activity Plan \(Field Research Office\)](#)

[University of Alberta International](#)

[Office of Insurance & Risk Assessment](#)

[University of Alberta Protective Services](#)

[Human Resource Services - Benefits](#)

[Postdoctoral Fellows Supplemental Health Plan](#)

## Off-Campus Activity and Travel Policy

### Appendix B: Risk Assessment Matrix for Off-Campus Travel Involving Students

**Instructions:**

- Review column 1 and determine the appropriate risk level based on the category of student traveling.
- Review column 2 and determine the appropriate risk level based on the kind of activity being performed.
- Review column 3 and determine the appropriate risk level based on where the travelers are going.
- Assign a final risk level. This will be the highest risk level identified in any of the three columns.

<b>Chart 1: Risk Assessment</b>			
Risk Level	1) Who is traveling?	2) What kind of activity are they doing?	3) Where are they going?
<b>Low</b>	Graduate students engaged in research.	An activity that entails hazards or risk no greater than those encountered by participants in their everyday lives ( <i>e.g. meetings, conferences</i> ).	A location where Foreign Affairs and International Trade Canada Travel Reports indicate “exercise normal security precautions”.  Typically travel within Canada is low risk. However, possible risks such as natural disasters and public health issues should be taken into consideration in determining whether the risk level should increase.
<b>Medium</b>	Undergraduate students. Graduate students not engaged in research.	Activities that entail a higher level of risk than individuals would encounter in their daily lives, but those risks are easily mitigated ( <i>e.g. most field research activities, off-road vehicle use, sharps use</i> ).	A location where Foreign Affairs and International Trade Canada Travel Reports indicate “exercise high degree of caution”.
<b>High</b>		Activities that have the potential to expose participants to hazards that are significantly greater than those likely to be encountered in their everyday lives but which can be minimized through planning, training, standard operating procedures, etc. ( <i>e.g. direct work with dangerous wildlife, travel or work in extremely isolated locations</i> ).	A location where Foreign Affairs and International Trade Canada Travel Reports include a Travel Warning that indicates “avoid non-essential travel”.
<b>Extreme</b>		An activity for which there is substantial risk to participants, which strategic planning cannot effectively minimize with any reasonable probability ( <i>e.g. activities that result in a high probability of an incident that could result in serious injury or death</i> ).	A location where Foreign Affairs and International Trade Canada Travel Reports include a Travel Warning that indicates “avoid all travel”.

**Related Links:**

[Department of Foreign Affairs and International Trade Travel Reports and Warnings](#)  
[Public Health Agency of Canada Travel Health Notices](#)  
[Public Safety Canada](#)  
[Alberta Emergency Management Agency Emergency Alerts](#)

## Off-Campus Activity and Travel Policy

### Appendix B: Risk Assessment Matrix for Off-Campus Travel Involving Students

**Instructions:**

- Review the row associated with the final risk level assigned from chart 1.
- Obtain approval if required as indicated in the “approval” column. You may use existing approval mechanisms within your Faculty/Department/Unit, or you may choose to use the sample Approval of Risk Assessment for Off-Campus Travel Involving Students form.
- Perform the actions listed in the “actions” column.

**Chart 2: Approval and Actions**

Risk Level	Approval	Actions
<b>Low</b>	None required.	<ul style="list-style-type: none"> <li>• Should advise a supervisor or the Department/Unit as appropriate of the travel plans.</li> <li>• Should provide emergency contact information for all travelers to a supervisor or the Department/Unit as appropriate. If your program does not already have a mechanism for this you may choose to use the sample Emergency Contact Form.</li> </ul> <p><b>If traveling outside Canada:</b></p> <ul style="list-style-type: none"> <li>• Faculties are encouraged to advise University of Alberta International of any programs they have that involve student travel outside Canada.</li> <li>• All travelers must have appropriate emergency health coverage and should consider purchasing personal travel insurance coverage*.</li> <li>• Travelers are encouraged to visit the DFAIT website for a variety of information including country profiles, Consular Services, general hints and tips and a variety of other information.</li> <li>• Please note: there may be special considerations to take into account for international students who are traveling (eg: insurance eligibility, country responsible for emergency evacuation). University of Alberta International can provide information and advice regarding this.</li> </ul>

**Off-Campus Activity and Travel Policy**  
**Appendix B: Risk Assessment Matrix for Off-Campus Travel Involving Students**

**Chart 2: Approval and Actions**

Risk Level	Approval	Actions
<b>Medium</b>	<p>For Graduate Students engaged in research: the principal investigator or faculty supervisor.</p> <p>For registered student groups: Student Group Services</p> <p>For all other student travel: the appropriate Department Chair.</p>	<ul style="list-style-type: none"> <li>• Must advise the Department/Unit or Student Group Services as appropriate of the travel plans. <i>(University of Alberta International is also examining options for an electronic registration system).</i></li> <li>• Must provide emergency contact information for all travelers to the Department/Unit or Student Group Services. If your program does not already have a mechanism for this you may choose to use the sample Emergency Contact Form.</li> <li>• All travelers must complete the appropriate waiver form if required as outlined in the <a href="#">Waiver and Release of Liability and Informed Consent Procedure</a>.</li> <li>• For field research &amp; field courses it is recommended that a <a href="#">Field Activities Plan</a> be prepared.</li> <li>• For student group activities a “Student Group Activity Plan” must be prepared. <i>(to be developed)</i></li> </ul> <p><b>If traveling outside Canada:</b></p> <ul style="list-style-type: none"> <li>• Faculties are encouraged to advise University of Alberta International of any programs they have that involve student travel outside Canada.</li> <li>• All travelers must have appropriate emergency health coverage and should consider purchasing personal travel insurance coverage*.</li> <li>• The group leader must consult with University of Alberta International and all travelers must complete any pre-departure orientation as advised.</li> <li>• Travelers are encouraged to visit the DFAIT website for a variety of information including country profiles, Consular Services, general hints and tips and a variety of other information.</li> <li>• Please note: there may be special considerations to take into account for international students who are traveling (eg: insurance eligibility, country responsible for emergency evacuation). University of Alberta International can provide information and advice regarding this.</li> </ul>



**Off-Campus Activity and Travel Policy**  
**Appendix B: Risk Assessment Matrix for Off-Campus Travel Involving Students**

**Chart 2: Approval and Actions**

Risk Level	Approval	Actions
<b>High</b>	<p>For Graduate Students engaged in research: the principal investigator or faculty supervisor.</p> <p>For registered student groups: Student Group Services</p> <p>For all other student travel: the appropriate Faculty Dean in consultation with Insurance &amp; Risk Assessment.</p>	<ul style="list-style-type: none"> <li>• Must advise the Department/Unit or Student Group Services as appropriate of the travel plans. <i>(University of Alberta International is also examining options for an electronic registration system).</i></li> <li>• Must provide emergency contact information for all travelers to the Department/Unit or Student Group Services. If your program does not already have a mechanism for this you may choose to use the sample Emergency Contact Form.</li> <li>• All travelers must complete the appropriate waiver form if required as outlined in the <a href="#">Waiver and Release of Liability and Informed Consent Procedure</a>.</li> <li>• For field research &amp; field courses a <a href="#">Field Activities Plan</a> must be prepared.</li> <li>• For student group activities a “Student Group Activity Plan” must be prepared. <i>(to be developed)</i></li> </ul> <p><b>If traveling outside Canada:</b></p> <ul style="list-style-type: none"> <li>• Faculties are encouraged to advise University of Alberta International of any programs they have that involve student travel outside Canada.</li> <li>• There may be exclusions or limitations to emergency health coverage* due to a Travel Warning for the location or the nature of the activities being performed. Travelers must review their coverage to determine if there are any applicable exclusions or limitations. If exclusions or limitations exist consult Insurance &amp; Risk Assessment to determine appropriate risk management strategies.</li> <li>• All travelers should consider purchasing personal travel insurance coverage*.</li> <li>• The group leader must consult with University of Alberta International and all travelers must complete any pre-departure orientation as advised.</li> <li>• Travelers are encouraged to visit the DFAIT website for a variety of information including country profiles, Consular Services, general hints and tips and a variety of other information.</li> <li>• Please note: there may be special considerations to take into account for international students who are traveling (eg: insurance eligibility, country responsible for emergency evacuation). University of Alberta International can provide information and advice regarding this.</li> </ul>

**Off-Campus Activity and Travel Policy**  
**Appendix B: Risk Assessment Matrix for Off-Campus Travel Involving Students**

**Chart 2: Approval and Actions**

Risk Level	Approval	Actions
<b>Extreme</b>	<p>For registered student groups: Student Group Services in consultation with Insurance &amp; Risk Assessment.</p> <p>For all other student travel: the appropriate Faculty Dean in consultation with Insurance &amp; Risk Assessment.</p> <p>Final authority lies with the Provost. (only approved in exceptional circumstances)</p>	<ul style="list-style-type: none"> <li>• Must advise the Department/Unit or Student Group Services as appropriate of the travel plans. <i>(University of Alberta International is also examining options for an electronic registration system).</i></li> <li>• Must provide emergency contact information for all travelers to the Department/Unit or Student Group Services. If your program does not already have a mechanism for this you may choose to use the sample Emergency Contact Form.</li> <li>• All travelers must complete the appropriate waiver form if required as outlined in the <a href="#">Waiver and Release of Liability and Informed Consent Procedure</a>.</li> <li>• For field research &amp; field courses a <a href="#">Field Activities Plan</a> must be prepared.</li> <li>• For student group activities a “Student Group Activity Plan” must be prepared. <i>(to be developed)</i></li> <li>• The group leader must work with the Office of Insurance &amp; Risk Assessment and/or University of Alberta International to identify risks and develop appropriate risk management strategies.</li> </ul> <p><b>If traveling outside Canada:</b></p> <ul style="list-style-type: none"> <li>• Faculties are encouraged to advise University of Alberta International of their programs that involve student travel outside Canada.</li> <li>• There may be exclusions or limitations to emergency health coverage* due to a Travel Warning for the location or the nature of the activities being performed. Travelers must review their coverage to determine if there are any applicable exclusions or limitations. If exclusions or limitations exist consult Insurance &amp; Risk Assessment to determine appropriate risk management strategies.</li> <li>• All travelers should consider purchasing personal travel insurance coverage*.</li> <li>• The group leader must consult with University of Alberta International and all travelers must complete any pre-departure orientation as advised.</li> <li>• Travelers are encouraged to visit the DFAIT website for a variety of information including country profiles, Consular Services, general hints and tips and a variety of other information.</li> <li>• Please note: there may be special considerations to take into account for international students who are traveling (eg: insurance eligibility, country responsible for emergency evacuation). University of Alberta International can provide information and advice regarding this.</li> </ul>

\* Emergency health coverage refers to coverage for emergency health expenses while travelling such as hospital and physician services, prescription drugs, dental care; health related emergency transportation and evacuation; and trip interruption due to a medical emergency.

## Off-Campus Activity and Travel Policy

### Appendix B: Risk Assessment Matrix for Off-Campus Travel Involving Students

Personal travel insurance refers to insurance that covers aspects of travel not related to health or medical emergencies such as trip cancellation, trip interruption, theft and lost luggage.

- \* Students are offered emergency health coverage through their respective benefits programs. This coverage may be subject to exclusions or limitations such as travel to locations where the Department of Foreign Affairs and International Trade has issued a travel warning, the performance of certain activities or the presence of pre-existing medical conditions.
- \* It is the responsibility of individual travelers to review their emergency health coverage to determine if there are exclusions that are applicable. Should a traveler choose to undertake off-campus activities and travel where an exclusion is present, they are doing so at their own risk and the University assumes no liability or responsibility for emergency health care or related costs should they arise. Further information and resources on emergency health insurance can be found on the Department of Foreign Affairs and International Trade website.
- \* Personal travel insurance is not generally provided to faculty, postdoctoral fellows, staff and students through their respective benefits program.

#### **Related Links:**

[Field Research Office](#)

[University of Alberta International - Education Abroad](#)

[Office of the Dean of Students - Student Groups](#)

[Students Union - Student Group Services](#)

[Office of Insurance & Risk Assessment](#)

Approval of Risk Assessment for Off-Campus Travel Involving Students form



# Interdepartmental Correspondence

**Risk Management Services**  
1204 College Plaza  
8215-112 Street  
Edmonton, Alberta, Canada T6G 2C8

Tel: 780.248.1147  
Fax: 780.492.2230  
<http://www.rms.ualberta.ca/>

Date: Monday, May 17, 2011

To: Members of General Faculties Council

From: Philip Stack, Associate Vice President (Risk Management Services)

Cc:

Re: AASUA Consultations on the *Off Campus Travel and Activity Policy*

The following is a summary of AASUA comments regarding administration's proposal to introduce an *Off Campus Travel and Activity* policy and the University's response to AASUA's comments.

AASUA recognized the benefit and advisability of the policy and through the consultation process identified ten points for consideration by administration including: how the matrix assists in risk reduction and mitigation; the adequacy of the risk assessment matrix; the time and financial impact of the policy including the time to complete and sign-off the risk assessment; the new roles required of faculty that they may not be trained for and any associated liability arising from the completion of the risk assessments; the need for appropriate awareness, orientation and training associated with the policy; the suggestion of a one year trial period for the policy; the recommendation for faculty to acquire additional trip interruption insurance and who would pay for such insurance; who would pay for associated costs if a University official cancelled a trip; and clarification that current faculty health insurance benefits continue during sabbaticals and SPA activity.

As a result of the broad consultation process the University will be developing a comprehensive travel web page and on-line assessment tool to be rolled out once the policy is approved. The rollout will include broad based communication and orientation sessions regarding the policy and its requirements. Through the use of the matrix and the development of a *Field Research or Student Group Activity Plan*, the appropriate risk mitigation strategies would be developed. As we learned through the consultation process, as many of the practices outlined in the policy are already in place, Faculties and departments will be able to continue to use existing forms and practices that are consistent with the policy thus limiting any additional time and workload. In addition, the offices of Insurance and Risk Assessment, University of Alberta International, the Field Research Office and Student Services will be available as resources to address any questions regarding the risk assessment process or assist the approver in determining whether the appropriate risk management strategies are in place.

The primary goal of the policy is to assist the University community in undertaking safe and enjoyable off-campus travel activity. To ensure that the policy is achieving this goal the University will undertake a review of the policy following the first year.

Through the policy development process a number of important facts were confirmed regarding faculty and staff travel health insurance benefits. Very importantly as the faculty and staff travel health insurance is a benefit, it remains in effect at all times pursuant to the University's benefit plan and remains in place for SPA activity and during sabbaticals. In terms of other insurance such as personal travel insurance, these are recommendations within the policy and if obtained can be reimbursed through PER.

Any decision by a University official involving the cancellation or re-call of a trip is taken very seriously and will be dealt with on a case by case basis given the many varying factors that will need to be assessed. When only faculty, staff or post doctoral fellows are involved the University can only recommend cancellation or recall. In either case of involving just faculty or students, if costs are incurred associated with the cancellation or re-call of a trip, the appropriate Vice-President will be involved to determine any costs to be covered by the University.

Finally, the University maintains an extensive liability insurance program that covers faculty, staff and students while undertaking their duties as an employee or students participating in University regular or extraordinary study activities. Insurance is provided through the University's liability insurance program, errors and omissions insurance program, WCB insurance, and umbrella insurance. If a staff member, as part of their duties is performing a risk assessment or a student is participating in a University regular or extraordinary study activity and an incident occurs, the University's insurance programs will respond on behalf of the University, the staff member or the student. The first exclusion to the insurance coverage is if there are acts of active and deliberate dishonesty committed by an individual with an actual dishonest purpose and intent that were material to the claim. This exclusion does not apply to those who did not participate in the dishonesty nor had no knowledge of it. The second exclusion is claims involving the willful violation of statute.

## **COMMITTEE APPOINTMENTS FOR BOARD CONSIDERATION**

### **BOARD MEMBERS**

#### **Conclusion of Membership:**

1. Conclude the membership of Mr. Bob Campenot on the Board Safety, Health & Environment Committee.
2. Conclude the membership of Mr. C.H. William Cheung on the Board Human Resources and Compensation Committee and on the Board Finance and Property Committee.
3. Concluded the membership of Mr. Roy Coulthard on the Board Safety, Health and Environment Committee.
4. Conclude the membership of Mr. Marc De La Bruyère on the Board University Relations Committee.
5. Conclude the member of Dr. Louis Francescutti on the Board University Relations Committee.
6. Conclude the member of Mr. Brian Heidecker as Board Representative to the Senate
7. Conclude the member of Mr. Jim Hole on the Board University Relations Committee.
8. Conclude the membership of Mr. Jay Nagendran as Vice-Chair and member of the Board Safety, Health & Environment Committee and as Vice-Chair and member of the Board University Relations Committee.
9. Conclude the membership of Mr. Robert Teskey as Chair and member of the Board Learning and Discovery Committee.
10. Conclude the membership of Mr. Sol Rolinger as Chair and member of the Safety, Health & Environment Committee, as Vice-Chair and member of the Board Human Resources and Compensation Committee, and as Vice-Chair and member of the Learning and Discovery Committee.

#### **New Appointments:**

1. Appoint Mr. Bob Campenot to the Board University Relations Committee.

2. Appoint Mr. Don Fleming to the Board Finance and Property Committee and the Board University Relations Committee.
3. Appoint Dr. Louis Francescutti to the Board Safety, Health and Environment Committee
4. Appoint Ms. Dawn Graham to the Board Human Resources and Compensation Committee.
5. Appoint Mr. Jim Hole to as Chair and member of the Board Safety, Health and Environment Committee
6. Appoint Ms. Shenaz Jeraj as Board Representative to the Senate
7. Appoint Mr. Don Matthew to the Board Human Resources & Compensation Committee.
8. Appoint Mr. Ove Minsos as Chair and member of the Board Learning and Discovery Committee
9. Appoint Mr. Bernd Reuscher to the Board Learning and Discovery Committee and to the Board University Relations Committee.
10. Appoint Mr. Bob Teskey to the Board Audit Committee.

**External Committee Members:**

**Conclusion of Membership:**

1. Conclude the membership of Mr. Fred Barth to the Board Investment Committee.
2. Conclude the membership of Ms. Phyllis Kobasiuk to the Board University Relations Committee.
3. Conclude the membership of Mr. Doug McCutcheon to the Board Safety, Health & Environment Committee.
4. Conclude the membership of Ms. Loraine Oxley to the Board Audit Committee

**Appointments and Reappointments**

1. Reappoint Mr. Ken Bancroft to the Board Investment Committee for a three-year term, effective June 17, 2011, to expire on June 30, 2014
2. Reappoint Ms. Barbara Belch to the Board Investment Committee for a two-year term, effective June 17, 2011 to expire on June 30, 2013

3. Appoint Mr. Ross Danyluk to the Board University Relations Committee for a one-year term, effective June 17, 2011, to expire on June 30, 2012
4. Reappoint Ms. Lynne Duncan to the Board Investment Committee for a one-year term, effective June 17, 2011 to expire on June 30, 2012
5. Reappoint Mr. Jim Drinkwater to the Board Investment Committee for a three-year term, effective June 17, 2011, to expire on June 30, 2014
6. Reappoint Ms. Louise Hayes to the Board University Relations Committee for a one-year term effective June 17, 2011 to expire on June 30, 2012
7. Appoint Ms. Tamara Korassa to the Board Safety, Health and Environment Committee for a one-year term, effective June 17, 2011, to expire on June 30, 2012
8. Reappoint Ms. Allister McPherson for a two-year term effective June 17, 2011 to expire on June 30, 2013
9. Appoint Mr. Dave Lawson to the Board Investment Committee for a three-year term, effective June 17, 201, to expire on June 30, 2014
10. Appoint Mr. Gordon Winkel to the Board Safety, Health & Environment Committee for a two-year term, effective June 17, 2011, to expire on June 30, 2013