

## The Board of Governors of The University of Alberta Mandate and Roles Document

### Preamble

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This Mandate and Roles Document for the Board of Governors of the University of Alberta (“the University”) has been developed collaboratively between the Minister of Advanced Education (“Minister”) and the University. This document is in furtherance of the parties’ legal obligations under the *Alberta Public Agencies Governance Act* (APAGA) to reflect a common understanding of respective roles and responsibilities in governance of the University of Alberta.

### 1. Mandate

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The University’s mandate is set out in the Investment Management Agreement entered into by the University and the Minister.

#### 1. Type of Institution, Sector, and Governance

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

#### 2. Outcomes

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

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

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

#### 3. Clients/Students

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

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

#### 4. Geographic Service Area and Type of Delivery

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

## **5. Program Mandates and Credentials Offering**

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

## **6. Special Program Areas/Areas of Specialization**

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

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

## **7. System Collaboration and Partnerships**

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

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

## **8. Research and Scholarly Activities**

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

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

## **9. System Mandate**

The University establishes and maintains an environment of inquiry-based learning anchored in strong academic programming and an array of co-curricular student life opportunities. Academic support, social/community enrichment, health and wellness, and career and life development are cornerstones of the University student experience. The intellectual and creative diversity of the campus, including its international and multicultural population and exchange programs, makes

for an engaging student experience. Fine arts displays, stage performances, museum collections, athletic and recreational opportunities combine with residence life to present multi-dimensional possibilities. Experiential learning opportunities based in the community augment on-campus activities with real-life applications. Engagement in research and innovation prepares students for life-long learning and problem solving.

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

## **2. Roles and Responsibilities**

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### **The Board**

The Board manages and operates the institution in accordance with its mandate and carries out the other duties and responsibilities legislated by the PSLA.

The Board sets strategic direction and monitors implementation.

The Board participates with the Minister in setting the institution's long-term objectives and short-term targets, if any.

### **Board Members**

All board members, regardless of the manner of their appointment, have the fiduciary duty to act in the best interest of the institution.

### **Board Chair**

The Chair is the interface between the University and the Minister and provides leadership to the Board.

### **President**

The President has general supervision over the direction of the operation of the institution and has other powers, duties, and functions that are assigned to the President by the Board.

### **Minister of Advanced Education**

The Minister is responsible for the performance of all public agencies under Advanced Education, including the University.

The Minister's responsibilities as legislated by the PSLA and APAGA include:

- appointing, or recommending the appointment of, the Board members and the Chair;
- monitoring whether the institution is acting within its mandate and achieving its long-term objectives and short-term targets;
- advising the institution respecting any government policies applicable to the institution or its activities or operations; and
- reviewing the mandate and operations of the institution at least every seven years.

## **Department of Advanced Education**

The Department supports the Minister and The University of Alberta in meeting their legislated responsibilities.

### **Subsidiaries**

University of Alberta Properties Trust (UAPTI):

- UAPTI manages the recruitment process of new UAPTI board directors to the subsidiary.
- Upon their appointment, new UAPTI board directors participate in an orientation process managed by UAPTI.
- The UAPTI Chair and/or the UAPTI President & CEO communicates to the public on behalf of the subsidiary.
- The subsidiary regularly evaluates the performance of individual members, and the effectiveness of the subsidiary as a whole.
- Of the directors appointed to the UAPTI Board, one is the Chair of the Board of Governors of the University of Alberta or his/her designate at the time of appointment, and two others are public members of the Board of Governors of the University.

University of Alberta Innovation Fund (Innovation Fund):

- The subsidiary manages the recruitment process of new Innovation Fund board directors to the subsidiary.
- Upon their appointment, new Innovation Fund board directors participate in an orientation process managed by the subsidiary.
- The subsidiary's Board Chair and/or Chief Executive Officer communicates to the public on behalf of the subsidiary.
- The subsidiary regularly evaluates the performance of individual members, and the effectiveness of the subsidiary as a whole.

### **3. Accountability Relationships of the Public Agency**

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The flow of accountability relationships at the agency is as follows:

- The President is accountable to the Board.
- The Board is accountable to the Minister through the Chair.
- The Chair is accountable to the Minister for the mandate and conduct of the public agency.

### **4. Process for Administering the Code of Conduct**

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The University's Code of Conduct is reviewed and approved by the Ethics Commissioner, and the Board ratifies and makes public the Code of Conduct. Updates to the Code of Conduct are submitted to the Ethics Commissioner for review. The Board Audit and Risk Committee Chair administers the Code of Conduct for the Chair.

### **5. Mutual Expectations – Communication, Collaboration, and Consultation**

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The Chair and the Minister will meet as required, have an ongoing relationship, and communicate in an open and collaborative manner.

Other officials, such as the Deputy Minister, will typically be in closer contact with the President and Vice-Presidents. Department staff may be in regular contact with staff of the University on areas of mutual interest.

All communications will be timely, clear, transparent, and constructive.

## 6. Committee Structure

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Committees of the Board include:

- The **Board Audit and Risk Committee** assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to all auditing, financial reporting and internal control functions; health, safety, environmental stewardship, and security of the University community; and enterprise risk management.
- The **Board Finance and Property Committee** assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight and foresight with respect to all significant financial and property matters of the University.
- The **Board Governance Committee** assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to the effectiveness, organization, and procedures of the Board of Governors, to enhance board governance performance.
- The **Board Human Resources and Compensation Committee** assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to University human resources policies, procedures, and trends; collective bargaining and related service contracts; and senior administration selection, review, compensation, and succession planning.
- The **Board Investment Committee** assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to all investments of the University Endowment Pool and the Non-Endowed Investment Pool as outlined in the University Funds Investment Policy.
- The **Board Learning, Research, and Student Experience Committee** assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to University academic, teaching, and research affairs, student wellness, and future educational expectations and challenges, all while respecting the academic governance role of the General Faculties Council.
- The **Board Reputation and Public Affairs Committee** assists the Board of Governors in fulfilling its governance responsibilities by providing strategic oversight, insight, and foresight with respect to University reputation, identity, strategic communication, community engagement, government relations, philanthropy and advancement.

## 7. Financial, Staffing, and Administrative Arrangements

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The University receives funding from the Government of Alberta via its Operating and Program Support Grant.

The Auditor General is the auditor of the University.

The University is subject to sections 1, 2(5), 5, 6, 7, 13(3), 57.1, 80, and 81 of the *Financial Administration Act*.

While the PSLA gives the Board of Governors broad authority to appoint employees, the President is the only employee that reports to and is directly accountable to the Board.

Compensation of senior executives is determined by the Board in accordance with any legislation, policies or guidelines governing compensation applicable to the institution as a public agency.

Administrative Arrangements:

- The University provides space in Enterprise Square to the University of Calgary's School of Social Work.
- The University of Calgary provides space on their downtown campus to the University for patient services provided by the Faculty of Rehabilitation Medicine.
- The University of Calgary provides space on their main campus to the University for a medical/surgical simulation lab for the Faculty of Medicine and Dentistry.

## 8. Planning and Reporting Requirements

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The Board is required to enter into an Investment Management Agreement with the Minister that includes:

- the mandate of the institution,
- performance metrics for the institution, and
- anything else determined by the Minister.

Annually, the University provides the Department with a Capital Plan and a Budget Plan.

Each year the Board must prepare and submit to the Minister a report that includes the audited financial statements for the preceding year.

The Board is also required under the PSLA to submit to the Minister any reports or other information required by the Minister.

## 9. Administration

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### Three Year Renewal or Revision

The Mandate and Roles Document must be reviewed and renewed, amended or replaced within three years after the day on which the document or the most recent amendment to the document was signed.

### Transparency


Copies of the Mandate and Roles Document will be filed with the Minister and the Public Agency Secretariat. This document will also be made publicly available on the Board's website and the Government of Alberta's website.

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

The Board of Governors of The University of Alberta

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Minister



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Board Chair

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Date

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November 6, 2024  
Date