

## 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 (“Board”) has been developed collaboratively between the Minister of Advanced Education (“Minister”) and the University of Alberta to reflect a common understanding of respective roles and responsibilities in governance of the University of Alberta.

### 1. Mandate

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#### Mandate

The University of Alberta is a service delivery public agency that operates in accordance with the *Post-secondary Learning Act* (PSLA) and the *Alberta Public Agencies Governance Act* (AGAPA).

The University of Alberta’s mandate is as follows (*from the Investment Management Agreement*):

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

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

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

#### 2. Outcomes

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

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

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

#### 3. Clients/Students

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

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

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

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

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

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

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

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

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

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

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

The University of Alberta's research and creative activities produce a dual impact through the preparation of highly qualified graduates and a continuous flow of innovation. The University attracts scholars of international reputation: undergraduate and graduate students, post-doctoral

fellows, staff and faculty. Collectively, they foster, conduct and disseminate research and creative activity, both pure and applied, within and across all the major program areas at a nationally and internationally-recognized level of excellence.

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

## **9. System Mandate**

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

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

## **2. Roles and Responsibilities**

### **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.

### **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 of Alberta 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 those 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 of Alberta.

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;
- 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.

The Department is headed by the Deputy Minister who supports and acts under the general direction of the Minister and is responsible for activities which have been delegated by the Minister.

## **Subsidiaries**

University of Alberta Properties Trust (UAPTI):

- UAPTI manages the recruitment process of new members to the subsidiary.
- Upon their appointment, new members participate in an orientation process managed by UAPTI.
- The UAPTI Chair or 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.

## **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.
- The Chair is accountable to the Minister.

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

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The University of Alberta'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 Chair administers the Code of Conduct for board members. The code administrator for the Chair is the Ethics Commissioner.

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

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The Minister communicates with The University of Alberta through the Chair.

The University of Alberta communicates to the Department through the Deputy Minister.

Board chairs meet regularly with the Minister.

#### **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**

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

The Auditor General is the auditor of The University of Alberta.

The University of Alberta is subject to the following sections of the *Financial Administration Act*: 1, 5, 6, 7, 13(3), 77, 80, 81.

While the *Post-secondary Learning Act* 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.

For Alberta's public post-secondary institutions, positions that are defined as "designated executives" by the *Reform of Agencies, Boards and Commissions Compensation Act (Post-secondary Institution) Regulation*, are subject to the total remuneration constraints established. Designated executive positions include the position of President (or equivalent), Tier A (the positions reporting directly to the position of President or equivalent), and Tier B (positions reporting to Tier A).

Administrative Arrangements:

- The University of Alberta 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 of Alberta for patient services provided by the Faculty of Rehabilitation Medicine.
- The University of Calgary provides space on their main campus to the University of Alberta for a medical/surgical simulation lab for the Faculty of Medicine and Dentistry.

## **8. Planning and Reporting Requirements**

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 agreed to by the Minister and the Board

Annually, The University of Alberta 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. In support of the principle of transparency this document will also be made available on the Board's website and the Government of Alberta's website.

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Chair, Board of Governors  
University of Alberta

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Minister of Advanced Education

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Date

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