

The following Motions and Documents were considered by the Board of Governors during the Open Session of its Friday, June 20, 2025 meeting:

Agenda Title: **Accommodation Policy**

APPROVED MOTION: THAT The Governors of The University of Alberta (the “Board”), on the recommendation of the Board Human Resources and Compensation Committee and the Board Learning, Research and Student Experience Committee, approve the Accommodation Policy in the form disseminated to the Board.

Final Item: 9.3

Agenda Title: **Discrimination and Harassment Policy**

APPROVED MOTION: THAT The Governors of The University of Alberta (the “Board”), on the recommendation of the Board Human Resources and Compensation Committee and the Board Learning, Research and Student Experience Committee, approve the Discrimination and Harassment Policy in the form disseminated to the Board.

Final Item: 9.4

Agenda Title: **Long Range Development Plan Amendment**

APPROVED MOTION: THAT The Governors of The University of Alberta (the “Board”), on the recommendation of the Board Finance and Property Committee, approve the amended Long Range Development Plan, in the form disseminated to the Board.

Final Item: 9.5

Agenda Title: **Strategic Initiative Fund Allocations**

APPROVED MOTION: THAT The Governors of The University of Alberta (the “Board”), on the recommendation of the Board Finance and Property Committee, approve the allocations from the Strategic Initiatives Fund, as presented to the Board.

Final Item: 9.6

Agenda Title: **Infrastructure Capital Expenditure Policy**

APPROVED MOTION: THAT The Governors of The University of Alberta (the “Board”), on the recommendation of the Board Finance and Property Committee, approve the Infrastructure Capital Expenditure Authorization (ICEA) Policy, in the form disseminated to the Board.

Final Item: 9.7

Agenda Title: **2024-25 Triennial Review: Board Committee Terms of Reference**

APPROVED MOTION: THAT The Governors of The University of Alberta (the “ Board ”):

- (a) on the recommendation of the Board Governance Committee and the other Board standing committees, approve revised Terms of Reference for the Board standing committees substantially in the forms disseminated to the Board;
- (b) on the recommendation of the Board Finance and Property Committee, approve a delegation by the Board of the power, duty and function to establish fees respecting the parking of vehicles on University campuses and provide for the collection of those fees, in the form disseminated to the Board; and
- (c) on the recommendation of the Board Human Resources and Compensation Committee (“ BHRCC ”), approve a delegation by the Board of the power, duty and function to appoint, extend, reappoint and dismiss academic Deans (and matters ancillary thereto) in the form disseminated to the Board, and direct that the language comprising sub-section 2.(a) of the delegation be added to the BHRCC Terms of Reference, with such grammatical changes as are required.

Final Item: 9.8

Agenda Title: **Proposed Changes to Executive Roles and Responsibilities in Finance**

APPROVED MOTION: THAT The Governors of the University of Alberta (the “Board”), on the recommendation of the Board Human Resources and Compensation Committee, approve that the position description for the office of the Vice-President (University Services, Operations and Finance) be amended as shown in the form of revised position description circulated to the Board for its review.

Final Item: 9.9

Agenda Title: **Statement of Investment Principles and Beliefs**

APPROVED MOTION: THAT The Governors of The University of Alberta (the “Board”), on the recommendation of the Board Investment Committee, approve the revised Statement of Investment Principles and Beliefs, in the form disseminated to the Board, with changes to take effect upon final approval.

Final Item: 9.10

Agenda Title: **University Funds Investment Policy**

APPROVED MOTION: THAT The Governors of The University of Alberta (the “Board”), on the recommendation of the Board Investment Committee, approve the revised University Funds Investment Policy, in the form disseminated to the Board, with changes to take effect upon final approval.

Final Item: 9.11



AGENDA ITEM NO. 9.3

☒ Decision ☐ Discussion ☐ Information

ITEM OBJECTIVE: To obtain Board of Governors approval of the Accommodation Policy.

DATE	June 20, 2025
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Provost and Vice-President, Academic Vice-President, University Services, Operations and Finance

MOTION: THAT The Governors of The University of Alberta (the “**Board**”), on the recommendation of the Board Human Resources and Compensation Committee and the Board Learning, Research and Student Experience Committee, approve the Accommodation Policy in the form disseminated to the Board.

EXECUTIVE SUMMARY:

Following the first round of governance reviews, the draft Accommodation Policy and procedures have been updated to align the language with the name change to the office of the Vice-Provost (Access, Community, and Belonging). Comprehensive feedback was received at the March 11, 2025, BHRCC meeting, particularly as it relates to reducing and simplifying language in the policy document, being mindful to place details in the procedures, and reviewing certain terminology and definitions. This feedback has been fully considered and the policy has been revised and will be brought forward for a recommendation for approval by the Board of Governors at their June 2025 meeting.

- The policy and procedure language was streamlined to reduce duplication and to ensure a clear distinction between the policy and procedures. This entailed removing some overly procedural language that was originally in the policy.
- Plain language was adopted for clarity and ease of use.
- There were no substantive changes to the intent, policy direction, procedural steps or underlying values/principles.

Provided for review are:

- a revised Summary of Changes (Attachment 1).
- the updated draft Accommodation Policy for recommendation for approval (Attachments 2 - 4).
- the updated draft Procedures for information (Attachments 5 - 7).
- additional Reference Material (development timeline and consultation list) (Attachments 8 - 9).

Background

In 2022, the university updated the Discrimination, Harassment, and Duty to Accommodate (DHDA)



AGENDA ITEM NO. 9.3

policy suite¹ to ensure alignment with the Occupational Health and Safety (OHS) Act, specifically with respect to the prevention of violence and harassment as well as a number of friendly edits (Phase 1).

Based on feedback received during Phase 1, it was acknowledged that a more fulsome review and revision was required (Phase 2). Phase 2 recommendations for the policy updates included:

- Parsing **accommodation** from **discrimination and harassment** to create two distinct policy suites.
- Creating **separate**, detailed **procedures** for **faculty/staff** and **students**, respectively.

In August 2022, PEC-O endorsed this approach. Policy development work has since been conducted taking feedback from Phase 1 and consultation from Phase 2 into consideration. A development timeline and consultation list are provided as Reference Materials (Attachments 9 and 10).

The draft policy and procedures were brought to PEC-O for feedback at their December 5, 2024 meeting. From January to March, 2025, the drafts were circulated for discussion to the Council on Student Affairs (COSA), the Academic Planning Committee (APC), the General Faculties Council (GFC), the Board Human Resources and Compensation Committee (BHRCC), the Board Learning, Research and Student Experience Committee (BLRSEC) and the Board of Governors (BG) and for information to the Board Audit and Risk Committee (BARC).

The **redline versions** track the changes from the current policy to the proposed draft policy. The **blueline versions** track the changes resulting from comments and feedback received during the spring 2025 consultations.

Next Steps

Step	Timeframe
Governance reviews and approval <ul style="list-style-type: none">• For recommendation for approval: APC, GFC, BHRCC, BLRSEC• For approval: Board of Governors	May - June 2025 <i>Anticipate seeking final approval at Board of Governors June 20, 2025 meeting</i>
Socialization, communication and publication of approved policies along with application and interpretation guidelines.	June - December 2025

SUPPORTING MATERIALS: (shared as links)

1. [Summary of Changes](#) (4 pages) *For information*

DRAFT Accommodation Policy

2. Accommodation Policy Clean Version ([clean](#)) (8 pages) *For approval and attached*
3. Accommodation Policy Blueline ([blueline](#)) (25 pages) *For information*
4. Accommodation Policy Redline ([redline](#)) (25 pages) *For information*

¹ [Discrimination, Harassment and Duty to Accommodate Policy](#), [Discrimination and Harassment Prevention Procedure](#), [Duty to Accommodate Procedure](#)



AGENDA ITEM NO. 9.3

DRAFT Accommodation Procedures

5. Accommodation Procedure for Faculty and Staff ([clean](#)) ([blue](#)) ([red](#)) *For information*
6. Accommodation Procedure for Students ([clean](#)) ([blue](#)) ([red](#)) *For information*
7. Student Accommodation Review Procedure - ([clean](#)) ([blue](#)) *For information*
As this is a new procedure; no redline is being provided.

Reference Materials:

8. [Timeline - Discrimination & Harassment and Accommodation Policies](#) (2 pages) *For information*
9. [Awareness & Consultation List - DH + A - Phase 2](#) (1 Page) *For information*

Original Approval Date:

Most Recent Approval:

Most Recent Editorial Date:

DRAFT - Accommodation Policy

Office of Accountability:	Provost and Vice-President (Academic) Vice-President (University Services, Operations and Finance)
Office of Administrative Responsibility:	Vice-Provost (Access, Community and Belonging) Vice-Provost and Dean of Students Associate Vice-President, Human Resources, Health, Safety and Environment
Approver:	Board of Governors (Board Human Resources and Compensation Committee) General Faculties Council (GFC Executive Committee)
Scope:	Compliance with this University policy extends to all academic, support and excluded staff, postdoctoral fellows, and academic colleagues as outlined and defined in the Recruitment Policy (Appendix A and Appendix B: Definitions and Categories); undergraduate and graduate students and post-graduate learners; emeriti; and members of the Board of Governors.

Overview

The *Alberta Human Rights Act* (the “Act”) prohibits discriminatory conduct against, or effects on, individuals in connection with a characteristic that falls within a **protected ground**, in certain **protected areas**.

Individuals who would experience discrimination in a protected area because of a protected ground have the right to be reasonably accommodated and those operating in the protected

areas, such as the university, have a corresponding duty to provide reasonable **accommodations** for those individuals.

This policy is accompanied by three procedures:

- the *Accommodation Procedure for Students*
- the *Student Accommodation Review Procedure*, and
- the *Accommodation Procedure for Faculty and Staff*.

Where there is a dispute between the policy and a Collective Agreement, the Agreement will take precedence in that matter.

Purpose

The purpose of this policy is to describe:

- the principles that guide the application and interpretation of this policy and its related procedures
- the university's duty to provide reasonable accommodations and the concepts of **undue hardship** and **bona fide requirements (BFR)** as limits on the duty to accommodate
- the university's **duty to inquire**
- some of the responsibilities in the accommodation process
- how the university protects privacy and when it may use and disclose personal information
- available on-campus support and assistance
- the periodic review of this policy and its related procedures
- the definitions which apply to the bolded terms in this policy and its related procedures.

Policy

1. Guiding principles

This policy and its associated procedures are guided by and will be interpreted and applied with reference to the following principles:

- a. The provision of reasonable accommodations supports the inherent dignity of each individual and enables individuals to equitably access and participate in protected areas.
- b. The university is committed to meeting the duty to accommodate by providing



transparent, respectful, timely, effective and fair processes.

- c. The provision of reasonable accommodations does not lower academic or employment performance standards or give individuals an unfair advantage over others.

2. University's duty to provide reasonable accommodations

- a. The university is required to provide reasonable accommodations to individuals who experience barriers in their employment, academic programs, tenancy, access to university services or other protected area(s) that arise from a protected ground(s) up to the point of undue hardship.
- b. The threshold of undue hardship is high and contemplates that a degree of hardship - including inconvenience, disruption, or additional resources - may be required in order to provide reasonable accommodations.
- c. Limits on the right to reasonable accommodation are only justified where the university can show that the discriminatory practice, standard, rule or other condition is a BFR or a **bona fide occupational requirement (BFOR)** and/or that the accommodation would impose undue hardship on the university. See *Reasonable Accommodation: Bona Fide Requirements and Undue Hardship Application and Interpretation Guide* for more information.
- d. The offices of Dean of Students and Human Resources, Health, Safety and Environment determine the existence of a BFR, BFOR or undue hardship in consultation with appropriate units of the university.
- e. Requests for, and the duty to provide, reasonable accommodations are shared between the university and the individual requiring accommodations. The search for reasonable accommodations is an iterative process of consultation with appropriate units of the university.
- f. Although the university is required to provide reasonable accommodations, it is not required to provide perfect or instant accommodations.
- g. Requests for accommodation are considered on a case-by-case basis.
- h. Accommodation decisions will be made as quickly as reasonably possible within the constraints of operational realities.

3. Duty to inquire

- a. In addition to the university's duty to accommodate, the university also has a duty to inquire as to whether an individual may need accommodations.



- b. The duty to inquire arises where the circumstances reasonably suggest that an individual may require accommodation due to a protected ground.

4. Accommodation accountabilities

- a. The university operates and carries out its mission and responsibilities through its officers and employees. Therefore, university administrators, faculty and staff - particularly those with authority, oversight or supervision of the university's students and employees - are accountable for meeting the university's duty to accommodate and duty to inquire.
- b. In particular, the Offices of Accountability and Administrative Responsibility for this policy are responsible for
 - i. regularly reviewing the university's accommodation policy and related procedures to ensure their effectiveness and currency,
 - ii. building capacity and raising awareness about the policy, procedures, and support services on campus
 - iii. identifying common barriers and developing proposals, recommendations and/or solutions to alleviate the impacts of those barriers
- c. Senior university leaders - including the President, Vice-Presidents, Associate Vice-Presidents, Deputy Provost, Vice-Provosts, College Deans, Deans, Vice-Deans, Directors, Chairs, General Managers and other officers - are responsible for
 - i. working with the Offices of Accountability and Administrative Responsibility to implement their proposals, recommendations and/or solutions to alleviate the impacts of barriers identified in their areas of responsibility.
- d. The individual with the right to reasonable accommodation is responsible for:
 - i. bringing their accommodation needs to the attention of the university as soon as possible and following the applicable procedure for seeking reasonable accommodations,
 - ii. providing the information needed to establish the accommodation,
 - iii. being open to and trying suggested or recommended accommodations, and
 - iv. participating and working collaboratively with relevant units.

5. Privacy, personal information and document retention

- a. The university's use and disclosure of personal information contemplated in this policy and the related procedures will be in accordance with the *Freedom of Information and Protection of Privacy Act* of Alberta.

- a. Privacy and the protection of personal information are essential for creating an environment where individuals with a right to be reasonably accommodated feel safe in discussing their situation and accommodation needs. The university will protect the privacy of those involved in the accommodation process; however, it is important to note that there may be limits to the university's ability to do so, when:
 - i. there is a risk of harm to self or others,
 - ii. as necessary to assess and implement accommodations or other elements of the accommodation process, or
 - iii. reporting or action is required or authorized by law, including but not limited to, the *Freedom of Information and Protection of Privacy Act* of Alberta.
- b. The university's use or disclosure of information will be limited to that which is reasonably necessary and only to those with a need to know in order to administer the accommodation, and is assessed on a case-by-case basis.
- c. Records related to the accommodation process - such as the date of the request for accommodation, the options considered, discussed and offered, the form of accommodation provided - will be retained in accordance with the university's record retention schedule and any applicable law.
- e. Where the university uses an individual's recorded personal information to make a decision that directly affects that individual, the *Freedom of Information and Protection of Privacy Act* of Alberta requires that those records be retained for at least one year.
- f. Where the university uses medical information provided by the individual to make a decision that directly affects that individual, the *Health Information Act* of Alberta requires those records be retained for a ten year period.

6. Review

- a. Specific revisions to this policy and its related procedures will be performed upon a recommendation from the Vice-Provost (Access, Community and Belonging), Vice-Provost and Dean of Students and/or the Associate Vice-President, Human Resources, Health, Safety and Environment (HRHSE).
- b. Notwithstanding (a) above, a full review will be undertaken every five years.
- c. Reviews or revisions of this policy and procedures will be coordinated by these offices of administrative responsibility.



Definitions

Any definitions listed in the following table apply to this document only with no implied or intended institution-wide use.

Accommodation	Accommodation is the process of making reasonable adjustments to the delivery of services, the conditions of employment, or the built environment in order to address barriers that impact individuals based on a characteristic or perceived characteristic referenced in the protected grounds.
Bona fide (BFR)/Bona fide occupational requirement (BFOR)	<p>A limitation on the university's duty to accommodate may be reasonable and justifiable if the university can show that a discriminatory practice, standard, decision or rule:</p> <ul style="list-style-type: none">• was adopted for a purpose that is rationally connected to the function being performed.• was made in an honest and good-faith belief that it was necessary to fulfill a legitimate purpose or goal.• was reasonably necessary to accomplish that purpose or goal, including that the respondent could not provide the necessary accommodations without incurring undue hardship.
Protected areas	<p>The <i>Alberta Human Rights Act</i> prohibits discrimination in the following protected areas:</p> <ol style="list-style-type: none">a. employmentb. publications/noticesc. tenancyd. access to goods, services, accommodations and facilities customarily available to members of the public.
Protected grounds	<p>The <i>Alberta Human Rights Act</i> prohibits discrimination on the following protected grounds:</p> <ol style="list-style-type: none">a. raceb. religious beliefsc. colourd. gendere. gender identity



	<ul style="list-style-type: none"> f. gender expression g. physical disability h. mental disability i. age j. ancestry k. place of origin l. marital status m. source of income n. family status o. sexual orientation, or p. any other ground(s) as may be amended in the Act from time to time.
Undue hardship	<p>A limitation on the university's duty to accommodate that is assessed on a case by case basis. The threshold of undue hardship is high and contemplates that some degree of hardship – including some inconvenience, disruption, additional labour or resources - may be required in order to provide reasonable accommodations.</p> <p>Undue hardship may be reached in circumstances where, for example, the proposed accommodation would:</p> <ul style="list-style-type: none"> a. pose a risk to the safety of others or a substantive risk of personal injury to the individual with a right to be reasonably accommodated, b. entail unreasonable financial cost or serious disruption to the university's programs, services or operations, c. effectively lower academic and/or performance standards or result in substantive job requirements being unmet, or d. unduly disrupt or interfere with academic staff or collective agreements or cause substantial detrimental effects on other employees.
Working and learning environment	<p>The working and learning environment is to be understood broadly to encompass all aspects of University life. It includes:</p> <ul style="list-style-type: none"> a. Physical and virtual spaces where University teaching, learning, work, research, residence, recreational and social activities take place; b. University activities, events and functions, including, but

	not limited to, teaching, research, studying, work, administration, meetings, public service, travel, conferences, training, public lectures, performances, student group events, and social or sports activities.
--	--

RELATED LINKS

Should a link fail, please contact uappol@ualberta.ca.

[▲ Top]

Supports and resources

[Academic Success Centre](#)
[Human Resources, Health, Safety and Environment](#)
[Office of Safe Disclosure and Human Rights](#)
[Office of the Student Ombuds](#)
[Office of the Vice-Provost and Dean of Students](#)
[Office of the Vice-Provost \(Access, Community and Belonging\)](#)

Information

[AASUA Collective Agreement](#)
[Braiding Past, Present and Future: University of Alberta Indigenous Strategic Plan](#)
[Culture of Care](#)
[Changing the Story: An integrated action plan for transforming our vibrant and interconnected university community](#)
[Management and Professional Staff \(Excluded\) - Handbook of Terms and Conditions](#)
[NASA Collective Agreement \(Parts A, B, C\)](#)
[Reasonable Accommodations: Bona Fide Requirements and Undue Hardship Application and Interpretation Guide](#)

Related policies and procedures

Discrimination and Harassment Policy and Procedures
[Ethical Conduct and Safe Disclosure Policy](#)
[Student Conduct Policy](#)

PUBLISHED PROCEDURES OF THIS POLICY

Accommodation Procedure - Faculty and Staff
 Accommodation Procedure - Students
 Student Accommodation Review Procedure



AGENDA ITEM NO. 9.4

☒ Decision ☐ Discussion ☐ Information

ITEM OBJECTIVE: To obtain Board of Governors approval of the Discrimination and Harassment Policy.

DATE	June 20, 2025
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Provost and Vice-President, Academic Vice-President, University Services, Operations and Finance

MOTION: THAT The Governors of The University of Alberta (the “**Board**”), on the recommendation of the Board Human Resources and Compensation Committee and the Board Learning, Research and Student Experience Committee, approve the Discrimination and Harassment Policy in the form disseminated to the Board.

EXECUTIVE SUMMARY:

Following the first round of governance reviews, the draft Discrimination and Harassment Policy and procedures have been updated to align the language with the name change to the office of the Vice-Provost (Access, Community, and Belonging). Comprehensive feedback was received at the March 11, 2025, BHRCC meeting, particularly as it relates to reducing and simplifying language in the policy document, being mindful to place details in the procedures, and reviewing certain terminology and definitions. This feedback has been fully considered and the policy has been revised and will be brought forward for a recommendation for approval by the Board of Governors at their June 2025 meeting.

- The policy and procedure language was streamlined to reduce duplication and to ensure a clear distinction between the policy and procedures. This entailed removing some overly procedural language that was originally in the policy.
- Plain language was adopted for clarity and ease of use.
- There were no substantive changes to the intent, policy direction, procedural steps or underlying values/principles.

Provided for review are:

- a revised Summary of Changes (Attachment 1).
- the updated draft Discrimination and Harassment Policy for recommendation (Attachment 2) and the redline and blueline versions (Attachments 3 - 4).
- the updated draft Procedures for information (Attachments 5 - 6).
- additional Reference Material (development timeline and consultation list) (Attachments 7 - 8).



AGENDA ITEM NO. 9.4

Background

In 2022, the university updated the Discrimination, Harassment, and Duty to Accommodate (DHDA) policy suite¹ to ensure alignment with the Occupational Health and Safety (OHS) Act, specifically with respect to the prevention of violence and harassment as well as a number of friendly edits (Phase 1).

Based on feedback received during Phase 1, it was acknowledged that a more fulsome review and revision was required (Phase 2). Phase 2 recommendations for the policy updates included:

- Parsing **accommodation** from **discrimination and harassment** to create two distinct policy suites.
- Creating **separate**, detailed **procedures** for **faculty/staff** and **students**, respectively.

In August 2022, PEC-O endorsed this approach. Policy development work has since been conducted taking feedback from Phase 1 and consultation from Phase 2 into consideration. A development timeline and consultation list are provided as Reference Materials (Attachments 9 and 10).

The draft policy and procedures were brought to PEC-O for feedback at their December 5, 2024 meeting. From January to March, 2025, the drafts were circulated for discussion to the Council on Student Affairs (COSA), the Academic Planning Committee (APC), the General Faculties Council (GFC), the Board Human Resources and Compensation Committee (BHRCC), the Board Learning, Research and Student Experience Committee (BLRSEC) and the Board of Governors (BG) and for information to the Board Audit and Risk Committee (BARC).

The **redline versions** track the changes from the current policy to the proposed draft policy. The **blueline versions** track the changes resulting from comments and feedback received during the spring 2025 consultations.

Next Steps

Step	Timeframe
Governance reviews and approval <ul style="list-style-type: none">• For recommendation for approval: APC, GFC, BHRCC, BLRSEC• For approval: Board of Governors	May - June 2025 <i>Anticipate seeking final approval at Board of Governors June 20, 2025 meeting</i>
Socialization, communication and publication of approved policies along with application and interpretation guidelines.	June - December 2025

SUPPORTING MATERIALS: *(shared as links)*

1. [Summary of Changes](#) (4 pages) *For information*

DRAFT Discrimination and Harassment Policy

¹ [Discrimination, Harassment and Duty to Accommodate Policy](#), [Discrimination and Harassment Prevention Procedure](#), [Duty to Accommodate Procedure](#)



AGENDA ITEM NO. 9.4

2. Discrimination and Harassment Policy Clean Version ([clean](#)) (13 pages) *For approval and attached*
3. Discrimination and Harassment Policy Blueline ([blueline](#)) (30 pages) *For information*
4. Discrimination and Harassment Policy Redline ([redline](#)) (30 pages) *For information*

DRAFT Discrimination and Harassment Procedures

5. Discrimination and Harassment - Faculty and Staff ([clean](#)) ([blueline](#)) ([redline](#)) *For information*
6. Discrimination and Harassment - Students ([clean](#)) ([blueline](#)) ([redline](#)) *For information*

Reference Materials:

7. [Timeline - Discrimination & Harassment and Accommodation Policies](#) (2 pages) *For information*
8. [Awareness & Consultation List - DH + A - Phase 2](#) (1 Page) *For information*

Original Approval Date: May 11, 2012

Most Recent Approval: March 17, 2017

Most Recent Editorial Date: December 16, 2021

DRAFT - Discrimination and Harassment Policy

Office of Accountability:	Provost and Vice-President (Academic) Vice-President (University Services, Operations and Finance)
Office of Administrative Responsibility:	Vice-Provost (Access, Community and Belonging) Vice-Provost and Dean of Students Associate Vice-President, Human Resources, Health, Safety and Environment
Approver:	Board of Governors (Board Human Resources and Compensation Committee) General Faculties Council (GFC Executive Committee)
Scope:	Compliance with this University policy extends to all academic, support and excluded staff, postdoctoral fellows, and academic colleagues as outlined and defined in the Recruitment Policy (Appendix A and Appendix B: Definitions and Categories); undergraduate and graduate students and post-graduate learners; emeriti; and members of the Board of Governors. This includes third parties under contract with the University.

Overview

Discrimination and harassment in the **working and learning environment** is prohibited under the *Alberta Human Rights Act*, where it is connected to a **protected ground**. Discrimination and harassment are also regarded as workplace hazards under the *Occupational Health and Safety Act* of Alberta that requires employers to prevent and respond to workplace safety hazards and incidents, including those impacting **psychological safety**, by taking **corrective actions**.

Where there is a conflict between this policy and a Collective Agreement, the Agreement takes precedence in that matter.

This policy is not intended to discourage any person from exercising their rights pursuant to any other law or process (e.g. appropriate law enforcement agency, union grievance, etc.) including under the *Alberta Human Rights Act*.

Purpose

The purpose of this policy is to protect and ensure a respectful and safe working and learning environment. The policy:

- provides guiding principles for the application and interpretation of this policy and its related procedures;
- sets out the responsibilities of the institution, senior leaders, and the University community with respect to discrimination and harassment;
- provides information on making, receiving and responding to disclosures of discrimination and harassment and identifies the procedures under which such disclosures may be made
- identifies the the procedures under which **complaints** of discrimination and harassment may be made;
- sets out the university's position on retaliation in relation to disclosures or complaints of discrimination and harassment;
- describes how and the extent to which the university protects personal privacy and maintains confidentiality;
- provides for periodic review of this policy and its related procedures;
- provides definitions which apply to this policy and its related procedures.

Policy

1. Guiding principles

This policy and its associated procedures are guided by and will be interpreted and applied with reference to the following principles:

- a. The university's obligation to maintain a safe, discrimination- and harassment-free working and learning environment.
- b. The inherent dignity of all people and their human right to be free from harassment and discrimination.
- c. The shared responsibility to maintain a working and learning environment free from harassment and discrimination.
- d. The importance of cultivating a culture of respect and civility in the context of disagreement and debate.
- e. The need for support for those who **disclose** experiences of discrimination or harassment.
- f. Trauma-informed practice, and support for the parties to complaint processes related to discrimination and harassment.
- g. Discrimination and/or harassment in the working and learning environment by any individual subject to this policy is strictly prohibited and constitutes misconduct.
- h. **Disclosers** who report discrimination and/or harassment in the working and learning environment, will have access to a range of options to restore or establish a safe working and learning environment.

2. Accountabilities

- a. All members of the university community share responsibility for creating and sustaining a working and learning environment that is free of discrimination and harassment.
All of those subject to this Policy are responsible for:
 - i. understanding discrimination and harassment issues, working towards maintaining respectful working and learning environments;
 - ii. promoting awareness about these issues and creating working and learning spaces in which individuals/persons subject to this policy can raise questions about discrimination and harassment without fear of **retaliation**;
 - iii. creating and maintaining a culture of belonging, which rests with every individual subject to this policy.



U of A Policies and Procedures On-Line
(UAPPOL)

- b. The Offices of Administrative Responsibility are accountable for:
 - i. reviewing and assessing policies, practices and the working and learning environment for systemic issues which may be subject to corrective action, including but not limited to: education, training, adjustments to the physical environment, restoration of respectful working and learning environment and/or review and revision of policy, procedure or practice.
 - ii. providing and implementing effective policy and procedures to prevent and address discrimination and harassment;
 - iii. raising awareness about the policy and procedures and relevant support services on campus through institution-wide communications, education and/or training opportunities;
 - iv. maintaining a safe, confidential and neutral disclosure process for individuals to disclose concerns and/or make inquiries related to this policy.
 - v. providing support to individuals who disclose having experienced harassment or discrimination;
 - vi. fairly adjudicating complaints of discrimination and harassment and where a complaint substantiates discrimination or harassment, taking **corrective action** regardless of the authority or seniority of the offender;
 - vii. ensuring trauma-informed practice and **procedural fairness**;
 - viii. ensuring the safety of the working and learning environment, current and future students, staff and faculty in various ways, including exploring various preventative and responsive means, offering restorative pathways, and applying **interim measures, modifications** or other corrective actions, where appropriate.
- c. The President, Vice-Presidents, Vice-Provosts, College Deans, Deans, Vice-Deans, Directors and Chairs and other officers of the University are accountable for:
 - i. engaging and participating in formal and informal processes aimed at appropriately responding to disclosures of discrimination and harassment and supporting the determined or agreed-upon remedy as appropriate under agreed-upon terms;
 - ii. anticipating and preventing, wherever possible, retaliation.
 - iii. specific administrative responsibilities are set out in the procedures published under this policy.
- d. The Office of the Vice-Provost (Access, Community and Belonging) (VP ACB) is responsible for:
 - i. providing support and advice to all units to establish a safe working and learning environment free of discrimination and harassment in a culture of care.

3. Disclosures

- a. A disclosure may be made by any member of the university who would like to disclose concerns related to discrimination or harassment.
- b. Disclosures of discrimination and harassment, and the services, resources and options available to respond to discrimination or harassment - such as modifications, **nondisciplinary accountability options** (NDAOs) or complaints are addressed in the;
 - *Discrimination and Harassment Disclosures and Prevention Procedure - Faculty and Staff* for disclosures by or involving a faculty or staff member or a non union employee, worker or community member, or
 - *Discrimination and Harassment Disclosures and Prevention Procedure - Students* for disclosures by or involving a student.
- c. Sexual harassment and gender-based harassment are forms of discrimination. Disclosures relating to sexual violence will be addressed as outlined in the *Sexual and Gender-Based Violence Policy*.

4. Complaints

Individuals affected by discrimination or harassment will be provided with a process for making complaints. The university will address and resolve complaints regardless of the authority or seniority of the respondent.

- The process for making a discrimination and harassment complaint against a faculty or staff member or a non Union Employee, Worker or Community Member are set out in the *Discrimination and Harassment Disclosures and Prevention Procedure - Faculty and Staff.*
- The process for making a discrimination and/or harassment complaint against a student is set out in the *Discrimination and Harassment Disclosures and Prevention Procedure - Students*

Complaints relating to sexual violence, including sexual harassment, will be addressed as outlined in the *Sexual and Gender-Based Violence Policy* and, more specifically, the *Sexual and Gender-Based Violence Disclosures Procedure*.

5. Statement against retaliation

The university recognizes that retaliation, such as threats or intimidation, may form part of a pattern of discriminatory and/or harassing behaviour. Retaliation against any person involved in a disclosure or a complaint (e.g. complainant, witnesses and/or other person) of discrimination

or harassment is prohibited and constitutes misconduct.

When it receives a disclosure of discrimination or harassment, the university will take reasonable steps to anticipate and prevent retaliation.

Where it has jurisdiction, the university will respond to reports of suspected retaliation in accordance with the appropriate disclosure and complaints processes.

6. Privacy and personal information

- a. Personal information received by the university under this policy and/or the related procedures will be used and shared in accordance with the *Freedom of Information and Protection of Privacy Act* of Alberta.
- b. Privacy and the protection of personal information are essential for creating an environment where individuals disclosing harassment or discrimination feel safe in discussing their situation and seeking information and support. The University will protect the privacy of disclosers, however, it is important to note that there may be limits to the University's ability to do so, when:
 - i. there is a risk of harm to self or others;
 - ii. the use or sharing of information is necessary to implement available options or
 - iii. reporting or action is required or authorized by law, including but not limited to, under the *Occupational Health and Safety Act* of Alberta and the *Freedom of Information and Protection of Privacy Act* of Alberta.
- c. The use or disclosure of personal information will be limited to that which is reasonably necessary and only to those with a need to know in order to assess and administer options and processes. The extent to which the University can maintain privacy around disclosures will be determined on a case-by-case basis.

7. Confidentiality

- a. University faculty and staff will only use or disclose personal information that they learn solely as a result of receiving a disclosure under this policy or administering or participating in a university process related to discrimination or harassment in accordance with Privacy and Personal Information noted above. Contact the Information and Privacy Office for guidance about confidentiality and privacy.
- b. Parties and witnesses are restricted from making public another person's personal information that they learn solely through any University process such as a disclosure, complaint, investigation, interim measures, modifications, corrective actions or



non-disciplinary accountability options and should refrain from:

- i. posting another person's personal information on social media or online;
 - ii. distributing confidential University documents in whole or in part;
 - iii. sharing another person's personal information with individuals outside of their immediate circle of support; and
 - iv. prompting or eliciting others to disclose another person's personal information.
- c. The university does not prohibit parties and witnesses from speaking about their own experiences, including, but not limited to seeking support for healing or rehabilitation. However, when disclosing another person's personal information within their immediate circle of support, the party or witness is also responsible for communicating the need to keep the information confidential.
- d. Inappropriately disclosing another person's personal information may constitute misconduct; it could affect the integrity of a university process, breach another person's privacy rights and/or bring about other legal risks for the individual inappropriately disclosed that personal information.

8. Review

- a. Revisions to this policy and its related procedures will be performed upon a recommendation from the Vice-Provost (Access, Community and Belonging), the Vice-Provost and Dean of Students, Associate Vice-President, Human Resources, Health, Safety and Environment (HRHSE) and/or the Joint Health and Safety Committee.
- b. Notwithstanding (a) above, a full review will be undertaken every five years, coordinated by the offices of administrative responsibility, in consultation with the Joint Health and Safety Committee as necessary.

Definitions

Any definitions listed in the following table apply to this document only with no implied or intended institution-wide use.	
Complaint	A type of disclosure made to a University official that alleges misconduct for the express purpose of initiating a formal University disciplinary process, including an investigation and decision on disciplinary action or corrective action.
Complainant	A complainant is a person who initiates a complaint of discrimination or harassment against a member of the university community or other individual covered under this policy.



**U of A Policies and Procedures On-Line
(UAPPOL)**

Corrective action(s)	Measures undertaken by the university to address and prevent discrimination and harassment and ensure the safety of the working and learning environment, including, but not limited to: education, training, improved procedures, physical alterations and/or restoration of respectful learning spaces and workplaces; interim measures, modifications, university-initiated discipline for faculty, staff or students, and/or non-disciplinary accountability options.
Discloser	Any person within the scope of this policy who discloses having been subjected to or witnessed discrimination or harassment.
Disclose/disclosure	Any verbal or written report or account by any person within the scope of this policy to a member of the University community that they have been subjected to or witnessed discrimination and/or harassment, often for the purpose of seeking support or assistance.
Discrimination	<p>A distinction, whether or not intentional, based on a characteristic or perceived characteristic referenced in the protected grounds that has the effect of imposing on an individual or group of individuals burdens, obligations or disadvantages that are not imposed on others, or of withholding or limiting access to opportunities, benefits and advantages available to other individuals in society.</p> <p>Discrimination under this policy can take two forms:</p> <p><u>Direct</u>: Direct discrimination describes an act, behaviour or practice of treating a person inequitably based on protected grounds.</p> <p><u>Systemic</u>: Systemic discrimination occurs where a requirement, qualification or factor which, on its face, is not discriminatory on the basis of a protected ground but which results in the exclusion, restriction or preference of a group identified by a protected ground.</p>
Harassment	A single or repeated incident of objectionable or unwelcome conduct, comment, bullying or action by a person that the person knows or ought reasonably to know will or would cause offence



U of A Policies and Procedures On-Line
(UAPPOL)

	<p>or humiliation to a worker/learner or adversely affects the health and safety, but excludes any reasonable conduct of an employer or supervisor in respect of the management of the working and learning environment.</p> <p>Harassment includes bullying, which is a form of aggression that may include physical, verbal or emotional abuse. Bullying poisons the working and learning environment of the person it targets. It can include persistent, offensive, abusive, intimidating or insulting behaviour which makes the individual feel threatened, humiliated and/or vulnerable.</p> <p>See the <i>Sexual and Gender-Based Violence Policy</i> for the definition of sexual harassment.</p>
Hazard	<p>A situation, condition or thing that may be dangerous to health and safety.</p>
Interim measures	<p>Non-disciplinary conditions that the university may apply to a person within the scope of this policy alleged to have committed a violation under this policy. Such conditions may be applied in response to a disclosure or complaint.</p> <p>The purposes of interim measures are to ensure the discloser's safety and/or of the university's working and learning environment, to remove barriers to the discloser's access to the working and/or learning environment, to discourage or prevent retaliation, prevent further harm and/or preserve the university's ability to conduct an investigation.</p> <p>Interim measures are not based on a finding of a policy violation, are not considered sanctions under any university complaint process, and will not be interpreted or used in a complaint as evidence that the person under allegation committed misconduct.</p> <p>Examples of interim measures may include, but are not limited to, no contact requirement, limited access to specified areas, letter of expectation or counselling, alternate work or study</p>



**U of A Policies and Procedures On-Line
(UAPPOL)**

	arrangements, and/or increased monitoring and supervision.
Modifications	Adjustments the university may be able to make for any person within the scope of the policy who discloses they have been subject to discrimination and/or harassment. The modifications may relate to their academic program, employment, University residence or recreational or other programs and are designed to mitigate the impact of discrimination and/or harassment on their access to or participation in the working and learning environment.
Non-disciplinary accountability options	<p>Collaborative facilitated processes to explore interpersonal or institutional accountability options outside of a complaint.</p> <p>Typically requested by the discloser but voluntary for all parties, interpersonal accountability options are intended to be flexible and creative and may include, but are not limited to: restorative practices, transformative justice, culturally-specific and appropriate practices, peacemaking circles, educational and other remedial activities.</p>
Procedural fairness	The elements of the process used by a decision-making body authorized by statute or policy to make a decision that affects an individual's rights, privileges, or interests, that give effect to an individual's right to reasonable notice of the case to meet, the opportunity to respond and the right to an impartial decision maker.
Protected areas	<p>The <i>Alberta Human Rights Act</i> prohibits discrimination in the following protected areas:</p> <ul style="list-style-type: none">a. employmentb. publications/noticesc. tenancyd. access to goods, services, accommodations and facilities customarily available to members of the public.
Protected grounds	The <i>Alberta Human Rights Act</i> prohibits discrimination on the following protected grounds:



	<ul style="list-style-type: none">a. raceb. religious beliefsc. colourd. gendere. gender identityf. gender expressiong. physical disabilityh. mental disabilityi. agej. ancestryk. place of originl. marital statusm. source of incomen. family statuso. sexual orientation, orp. any other ground(s) as may be amended in the Act from time to time.
Psychological safety	Is “a workplace that promotes workers’ psychological well-being and actively works to prevent harm to worker psychological health including in negligent, reckless, or intentional ways” (CSA National Standard, 2013). It is “the belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes, and that the team is safe for interpersonal risk taking.” (Edmondson, 1999). See <i>Culture of Care Safety Action Plan</i>
Respondent	The person who is the subject of a complaint involving discrimination or harassment.
Retaliation	Retaliation against another person in relation to a disclosure or complaint of discrimination or harassment includes taking, attempting to take, or threatening to take any adverse action, reprisal or retribution of any kind against anyone involved in any process outlined in the Discrimination and Harassment Policy, including the person who made a disclosure or complaint, and anyone involved in an investigation or resolution of an allegation of discrimination or harassment, or friends or family members of those

	<p>individuals.</p> <p>Retaliation can take many forms, including threats, intimidation, pressuring, harassment, continued abuse, violence or other forms or threats of harm to others, and be carried out in varying modes, including in person, via electronic communication or through third parties. Retaliation can also include adverse employment or educational actions taken or threatened against an individual because of participation in the reporting, investigating and/or resolution of an alleged violation of this policy, or any conduct that would discourage a person from participating.</p>
Trauma-informed	<p>An approach to processes, procedures, and service provision that incorporates and responds to the effects of trauma. A trauma-informed approach takes into account the potential effects of trauma on cognition, memory and behaviour and incorporates steps to address the needs created by trauma and to prevent retraumatization.</p>
Working and learning environment	<p>The working and learning environment is to be understood broadly to encompass all aspects of University life. It includes:</p> <ul style="list-style-type: none"> a. Physical and virtual spaces where University teaching, learning, work, research, residence, recreational and social activities take place; b. University activities, events and functions, including, but not limited to, teaching, research, studying, work, administration, meetings, public service, travel, conferences, training, public lectures, performances, student group events, and social or sports activities.

RELATED LINKS

Should a link fail, please contact uappol@ualberta.ca.

[▲Top]

Supports and resources

[Academic Success Centre](#)

[Human Resources, Health, Safety and Environment](#)

[Office of the Vice-Provost and Dean of Students](#)

[Office of the Vice-Provost \(Access, Community and Belonging \(VP ACB\)\)](#)

[Office of Safe Disclosure and Human Rights](#)

[Office of the Student Ombuds](#)

[Postdoctoral Fellows Collective Agreement](#)

[Sessional and Other Temporary Staff Agreement](#)

[University of Alberta Protective Services](#)

Information

[AASUA Collective Agreement](#)

[Braiding Past, Present and Future: University of Alberta Indigenous Strategic Plan](#)

[Culture of Care Safety Action Plan](#)

[Changing the Story: An integrated action plan for transforming our vibrant and interconnected university community](#)

[Disclosing Discrimination, Harassment and other Misconduct](#)

[Ethical Conduct and Safe Disclosure Policy](#)

[Management and Professional Staff \(Excluded\) - Handbook of Terms and Conditions](#)

[NASA Collective Agreement \(Parts A, B, C\)](#)

Related policies and procedures

[Helping Individuals at Risk Policy](#)

[Sexual and Gender Based Violence Policy](#)

[Student Conduct Policy \(UAPPOL\)](#)

PUBLISHED PROCEDURES OF THIS POLICY

Discrimination and Harassment Disclosures and Prevention Procedure - Students

Discrimination and Harassment Disclosures and Prevention Procedure - Faculty and Staff

AGENDA ITEM NO. 9.5

☒ **Decision** ☐ **Discussion** ☐ **Information**

ITEM OBJECTIVE: To obtain Board approval of the University's amended Long Range Development Plan.

DATE	June 20, 2025
TO	Board of Governors
RESPONSIBLE PORTFOLIO	University Services, Operations and Finance

MOTION: THAT The Governors of The University of Alberta (the "**Board**"), on the recommendation of the Board Finance and Property Committee, approve the amended Long Range Development Plan, in the form disseminated to the Board.

EXECUTIVE SUMMARY:

- Amendments are proposed to the North and South Campus development concepts in the university's Long Range Development Plan (LRDP) (Attachments 1, 2, and 3).
- The amendments are the first step in positioning land-use intentions to advance future campus development, in alignment with the university's strategic priorities including Built for Purpose.
- Consultation on the amendments occurred in accordance with the Post-secondary Learning Act (PSLA) and University of Alberta Consultation Protocol - Appendix 18 of the LRDP. A summary of the consultation process and feedback is attached (Attachment 4).
- The Board of Governors has the authority to approve the amended LRDP. If approved:
 - The full package, including proposed amendments and consultation reports and summaries, will be submitted to the Minister of Advanced Education to ensure the university has met the obligations of the government's community consultation protocol (not to approve the amendment itself); and
 - The amendment would ultimately be released on the university [website](#).

Background and Current Situation

- The LRDP, approved in 2002, outlines land use to support campus development. Amendments reflect changes to land-use intentions based on emerging or shifting university priorities.
- Amendments are proposed for North Campus (previously amended in 2014) and South Campus (previously amended in 2022) (Attachments 2c and 3c).
- The affected sites in the amendments are not anticipated to be developed in the near term.



- Text amendments shown in the redline documents (Attachments 2a and 3a) propose editorial amendments to the principles, introduce planning definitions, update campus context, and align the two documents to increase transparency to the university community and surrounding neighbourhood residents.

North Campus Amendment (Attachment 2)

- Updates LRDP Section 6.1 to enable mixed-use development between Linden House and Alder House (90 Avenue between 110 Street and 111 Street).
- Signals intent to demolish the Research Transition Facility.
- Reflects boundary changes as a result of past land sales and other administrative adjustments.

South Campus Amendment (Attachment 3)

- Updates LRDP Section 6.2 as a result of the land exchange with the Government of Alberta, whereby the parcel being acquired by the university will be added into the LRDP; the parcel being acquired by the Government of Alberta will be removed from the LRDP.
- Adjusts land use for Sector 12 to allow mixed-use development, enabling flexibility to meet emerging needs and strategic priorities, and to make adjustments to stormwater management sites to align with the latest engineering studies.

Consultation Plan

Consultation on the proposed amendments occurred in February 2025, in accordance with the PSLA and the University of Alberta Consultation Protocol. A summary of the consultation process, feedback and the university's response to the feedback is attached (Attachment 4). No further consultation is expected related to the amendments. Any substantial development would trigger additional consultation requirements.

Next Steps

1. June 3, 2025 - Board Finance and Property Committee - recommending approval
2. June 20, 2025 - Board of Governors - approval
3. Package submitted to the Minister of Advanced Education to ensure the university met the obligations of the government's community consultation protocol; not approve the amendment itself.

Risk Discussion

In conjunction with Built for Purpose, the Long Range Development Plan works to ensure the university's land use intentions advance future campus development, in support of the goals and objectives of SHAPE.

SUPPORTING MATERIALS: *Shared as links (and attachments were indicated)*

1. [Summary Slidedeck](#) (7 pages)
2. North Campus LRDP Amendment



- a. [Red Line](#) (22 pages)
 - b. [Clean](#) (16 pages) ***For approval, also shared as an attachment***
 - c. [Summary of Changes Map](#) (1 page)
- 3. South Campus LRDP Amendment
 - a. [Red Line](#) (26 pages)
 - b. [Clean](#) (21 pages) ***For approval, also shared as an attachment***
 - c. [Summary of Changes Maps](#) (3 pages)
- 4. Consultation Update
 - a. [North Campus - Summary of comments with university response](#) (4 pages)
 - b. [North Campus - Report on the consultation](#) (4 pages)
 - c. [South Campus - Summary of Comments with university response](#) (5 pages)
 - d. [South Campus - Report on consultation](#) (4 pages)

Appendix XX - Long Range Development Plan
North Campus Amendment
April 17, 2025

WHAT IS A LONG RANGE DEVELOPMENT PLAN?

The Long Range Development Plan (LRDP) is responsive to the University of Alberta's strategic plans. It is, therefore, a flexible document rather than a rigid template or "master plan" and it will need amendment when substantial alterations are made in the university's guiding plans.

The LRDP identifies a set of strategic planning principles that should form the basis for achievement of the goals, objectives and strategies expressed in the academic, research and business plans. It identifies as well, how the university lands and facilities should be developed in response to these plans, and outlines the operational planning initiatives and guidelines that will direct development.

The LRDP is the overall organizing framework for development and is approved by the Board of Governors as the guiding document for physical planning. The university will develop detailed administrative plans for its various geographic sectors in conjunction with the timing of development in these sectors.

WHY IS THE LONG RANGE DEVELOPMENT PLAN NEEDED?

The university has always maintained a sufficient land base to meet its development requirements. However, from time to time, it is necessary to review the ways in which development of those lands is planned.

With growth continuing at the university and with higher rates of growth anticipated, continued facilities growth requires a useful framework within which to deploy physical assets effectively, efficiently and in a timely manner in response to academic and research priorities.

WHAT IS THE PURPOSE OF THIS AMENDMENT?

This amendment replaces Section 6.1 of the 2002 LRDP in its entirety. In addition, this amendment introduces Smart Growth and Planned Community Principles which are to be considered in addition to the Strategic Planning Principles in Section 5.0 of the 2002 LRDP.

6.0 BUILDING FROM THE 2002 LRDP AND VARIOUS SECTOR PLAN DEVELOPMENT

The University of Alberta's students, faculty and staff, along with neighbouring communities and other stakeholders, have expressed interest in the principles of smart growth and planned communities. This LRDP amendment reinforces these principles. The 2002 LRDP strategic planning principles (section 5.0) have laid the foundation for guiding further planning and development of University of Alberta campuses.

6.01 SMART GROWTH PRINCIPLES

- Pursue a healthy and sustainable campus
- Realize operational, academic and social benefits to the university and surrounding communities
- Promote greater connections and communication with the surrounding community
- Create lasting, meaningful and accessible places
- Promote barrier-free access and service ability to university facilities by creating a pedestrian-oriented campus
- Promote smart growth with each phase of campus development

6.02 PLANNED COMMUNITY PRINCIPLES

Our campuses will embody and balance social, ecological and economic sustainability in every aspect of campus design and function by:

- Enhancing and building upon the existing sustainability and resource stewardship philosophy of the University of Alberta by balancing the three spheres of sustainability: social, economic and environmental
- Creating an academic and residential environment that fosters the energetic exchange of ideas and creates a unique sense of place
- Promoting opportunities for all University of Alberta campuses to act as living laboratories
- Providing strong connections with neighbouring communities, allowing for shared amenities and services
- Supporting and advancing the university's goal of becoming one of the world's top public educational institutions
- Making optimal use of the university's budgetary resources and partnership funding

6.1 North Campus

- The amended North Campus LRDP document replaces section 6.1 of the 2002 document:
 - North Campus will continue to be the urban campus site of the university, accommodating most of its students, faculty, and staff on approximately 90 hectares of land.
 - North Campus will be the primary campus of the university for the next 30 years and will be the hub for a majority of the university's colleges, faculties and facilities.
 - Sector plans will assist in guiding development of North Campus.
- The land use and campus element plans for the North Campus reflect the strategic planning principles of the 2002 LRDP. The subsequent illustrative series of plans captures physical systems and elements that require supervision and management. This section offers system-specific initiatives and guidelines appropriate to those systems.

Land Use, Transportation and Campus Planning Definitions

Land Uses (see Exhibits 6.1.1 and 6.1.3)	Definition
Academic / Research	Land primarily intended to support research and teaching functions, including associated student, staff, and support spaces. May include, but is not limited to, development of laboratory, classroom, library and museums, study, office, student community, assembly and exhibition, and commercial / retail facilities.
Forest Reserve	Land primarily intended to remain in its natural, undisturbed state. Some development and maintenance of trails and utilities or utility buildings that are necessary for the operation of the university will be permitted.
Mixed Use	Land intended to accommodate more than one type of land use, including but not limited to academic / research, agricultural research, parking, recreation / shared use, residential, and university support.
Open Space	Land primarily intended as outdoor space for recreation, gathering, movement through campus, and landscaping. May include, but is not limited to, quads, courtyards, plazas, gardens, sport fields and courts, landscaped areas, bioswales, walkways, and other spaces between buildings or developed areas. May also include natural environments, whether existing natural areas or new naturalized spaces.

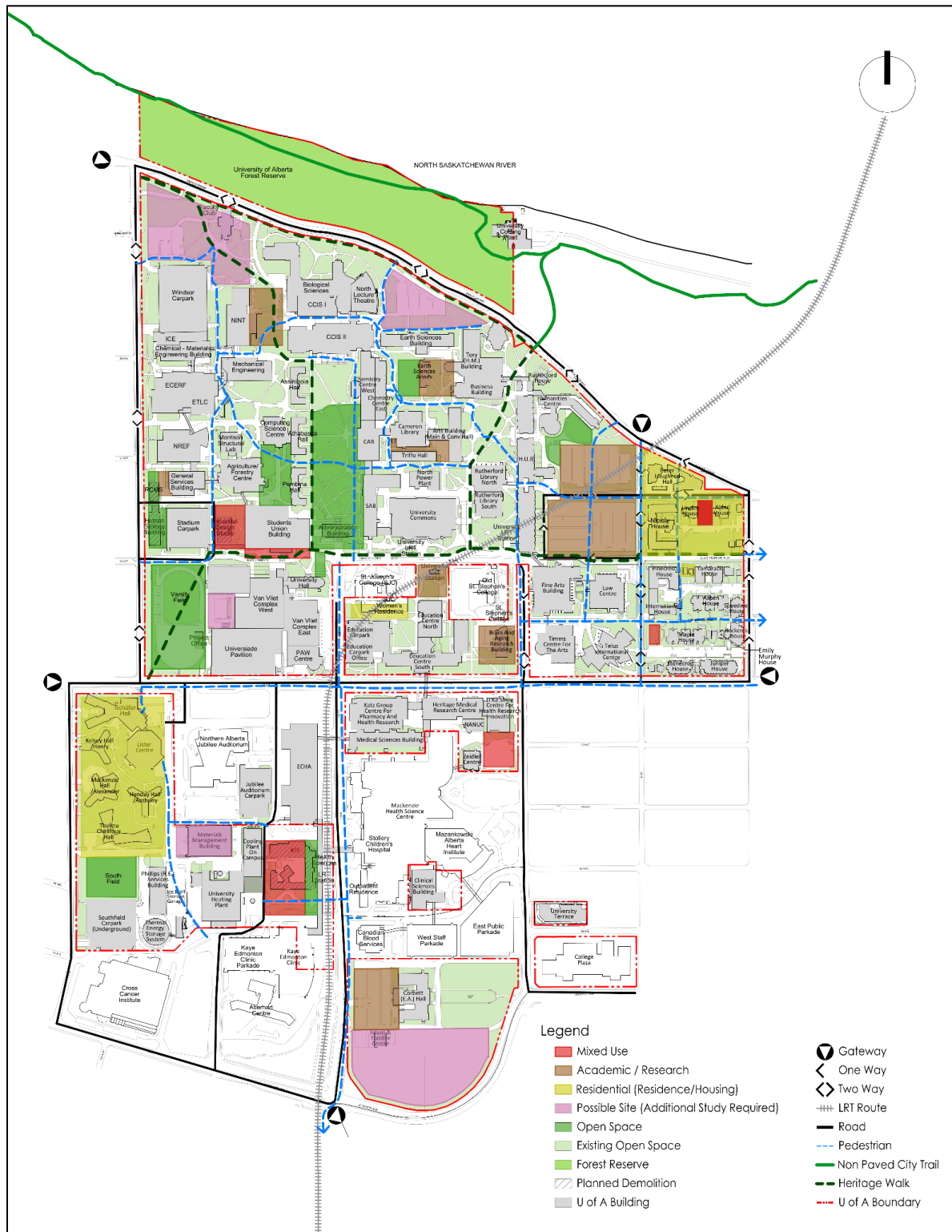
Planned Demolition	Facility is proposed to be decommissioned and removed.
Possible Site (Additional Study Required)	Site requiring future evaluation and study to confirm land use and development intentions.
Residential (Residence/Housing)	Land primarily intended to support student housing functions, including associated student, staff, and support spaces. May include, but is not limited to, development of student housing, student community, study, assembly and exhibition, office, and commercial / retail facilities. Built form may range from single and semi-detached housing to townhouses and apartments.

Campus Life and Housing (see Exhibit 6.1.2)	Definition
Activity Centre	Sites or facilities that support campus life and welcome students, staff, and visitors to gather, as appropriate. These sites or facilities may support recreation, fitness, wellness, community, and cultural functions, including associated student, staff, and support spaces. They are intended to benefit the entire university community, varsity athletics, and/or visitors and surrounding neighbourhood residents, as appropriate. May include, but is not limited to, development of recreation / athletic, assembly and exhibition, student community, study, office, laboratory, classroom, and commercial / retail facilities. May also include outdoor gathering space.
Field	Sites that support outdoor recreation and athletics such as sport fields and courts. May include associated support spaces or facilities such as locker rooms or change rooms.
University Housing	See Residential (Residence/Housing) definition under Land Uses.

Transportation Component (see Exhibits 6.1.1, 6.1.4 and 6.1.5)	Definition
City Bike Route	Transportation linkages that are primarily focused on providing public access to campus through the City of Edmonton's formalized bike network. May include shared use paths, or on-street bike facilities such as protected bike lanes, painted bike bike lanes, and shared roadways.
LRT Route	Right of way designated for Light Rail Transit (LRT) vehicles.
Gateway	Locations of primary public access to campus. University signage should be prioritized for these locations to signify to travellers that they are entering the university campus.
Heritage Walk	Transportation linkages that are internal to the campus and integrated

	with the pedestrian network. The intention of the Heritage Walk is to provide interpretation of the university's history, facilities and landscapes through signage, landscaping, or other methods.
Non Paved City Trail	Gravel or natural surface trails through ecologically sensitive or natural environments for recreational or active transportation. These trails may include challenging terrain and/or limited accessibility.
One Way	Roads that only permit vehicle travel in a single direction.
Parking Access	Site or building locations where access to vehicle and (where applicable) bike parking is provided.
Pedestrian	Transportation linkages that are primarily for walking, biking, and rolling. Where internal to campus, service and emergency vehicles are also permitted but design should prioritize active transportation. Primary building entrances should be oriented toward these corridors. These routes are not intended for public vehicles, except where overlapping the roadway network or where necessary for accessibility accommodations.
Road	Transportation linkages that are primarily focused on providing public access to campus and limited sites within campus such as those containing parking facilities. Active transportation is prioritized on campus so corridors should be designed to accommodate walking, biking, rolling, and driving. Road widths and speed limits should be minimized to mitigate the risks to people walking, biking, and rolling.
Road Closure	Roads intended to be closed to public vehicles and redesigned to prioritize active transportation.
Transit Only	Transportation linkages that are for the exclusive use of public transit vehicles including buses, accessible transit vehicles, and transit service vehicles. University service vehicles are also permitted.
Two Way	Roads that permit vehicle travel in two directions.
Underground Parking	Sites where vehicle parking structures constructed below grade may be developed in the future. These will generally be developed in association with other facilities and may accommodate bike parking facilities.

EXHIBIT 6.1.1 LAND USE NORTH CAMPUS ****click figure to enlarge****



6.1.1 LAND USE

The University of Alberta has been a successful post-secondary teaching, learning and research institution since its founding in 1908. Its North Campus has remained in continuous development, use and renewal for more than 100 years to serve its expanding academic mission and vision.

Land use purposes remain consistent and are divided in categories including academic/research, mixed use, residential (residence and housing), parking, recreation, university support, open space, and natural reserve.

To be effective, a land use plan needs to be grounded in sound smart growth and planned community principles. The land use plan also needs to engender resilience in adapting to changing demographics, space needs, functional programs, evolving pedagogy, social and flexible learning space requirements, and also changing mandates and expectations from the Government of Alberta, as well as funding partners and requirements.

The resultant aspiration is a healthy and complete community that adequately provides the necessities of work, play and daily life for its inhabitants and users – a community that locates its various centres of activity in a connected, efficient and logical manner to support a high degree of livability and functionality.

A healthy and complete campus means a mixture of land uses: teaching and research, residential, recreational and service uses, integrated within buildings and across campus properties. It means having a campus where students, faculty and staff can feel at home and provide for their daily campus needs. It also pertains to how North Campus interacts with its surrounding neighbours.

6.1.2 CAMPUS LIFE AND HOUSING

Universities are institutions of purpose and place, established to nurture the development of students. Beyond purpose-built facilities for academic purposes, the connectivity of the educational community manifests itself through the campus residential and campus life experience.

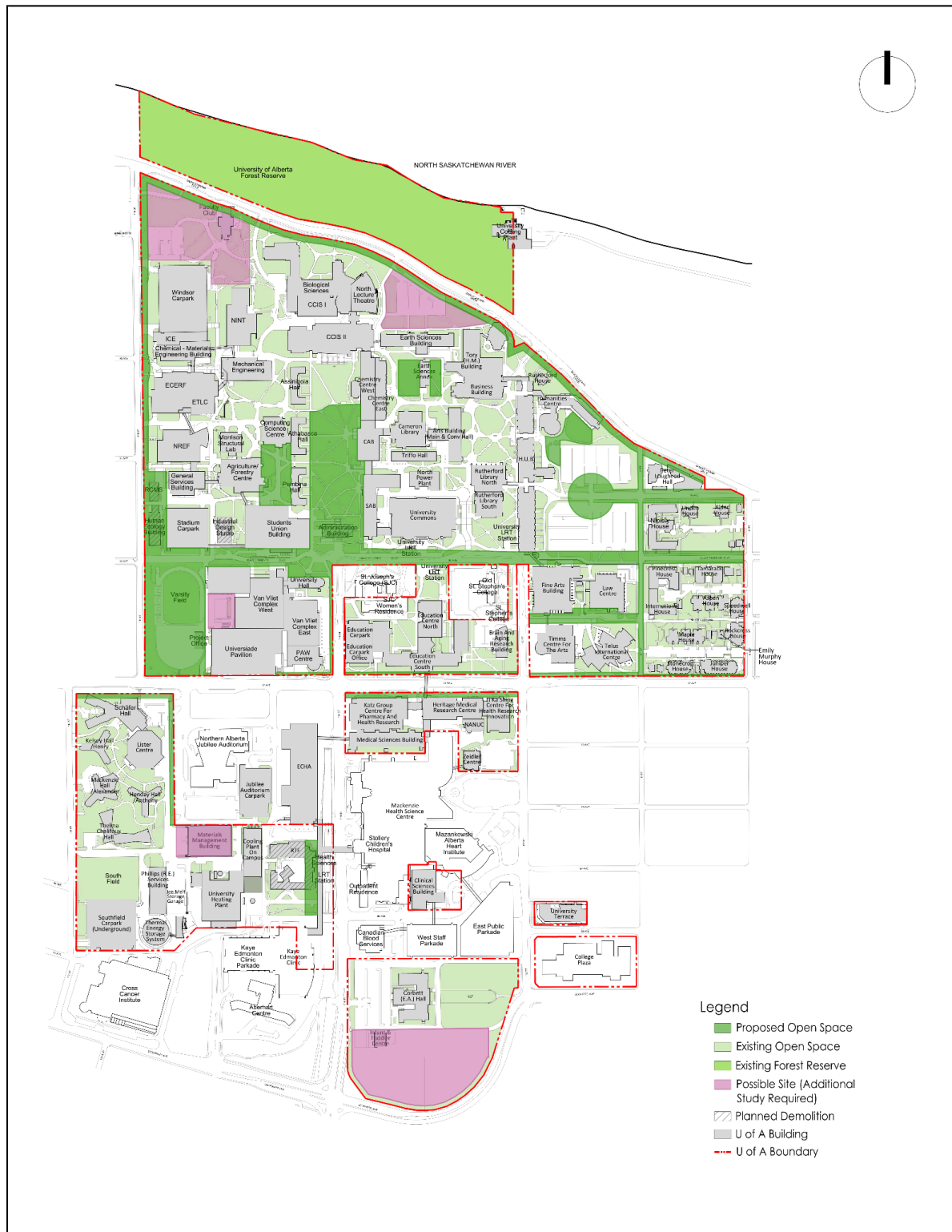
Supported through research and evidence-based design, the concepts of campus life and the housing program aspire to “use campus residences to augment, complement, and enrich students’ academic success and experience.” Source: Kuh, G., Kinzie, J., Whitt, E., & Associates (2005). *Student Success in College: Creating Conditions That Matter*.

Good planning for student residences necessitates careful integration with recreation, leisure and student services, as well as neighbouring community resources and amenities. Residences will be planned and designed to function as components of campus neighbourhoods underpinned by sound urban planning and design principles that foster active street life and energize an integrated community, consistent with smart growth principles.

Four primary North Campus residential neighbourhoods are identified: Lister Centre, East Campus Village, HUB Mall, and St. Joseph’s. Among the goals of the university will be to ensure sufficient quality student housing for a minimum of nine percent of full-time equivalent students.

There are also multiple centres of campus life distributed throughout North Campus. However, a concentrated zone along 87 Avenue and 89 Avenue is being developed to provide a safe and active day and nighttime corridor. This includes Lister Centre, Varsity Field, the Universiade Pavilion, the Van Vliet Centre, the PAW Centre, the Students’ Union Building, University Commons, the North Power Plant, a future gathering place north of the Education Centre, Convocation Hall, HUB Mall, Timms Centre for the Arts, Telus Centre and future amenities in East Campus Village.

EXHIBIT 6.1.3 OPEN SPACE SYSTEM, NORTH CAMPUS ****click figure to enlarge****



6.1.3 OPEN SPACE SYSTEM

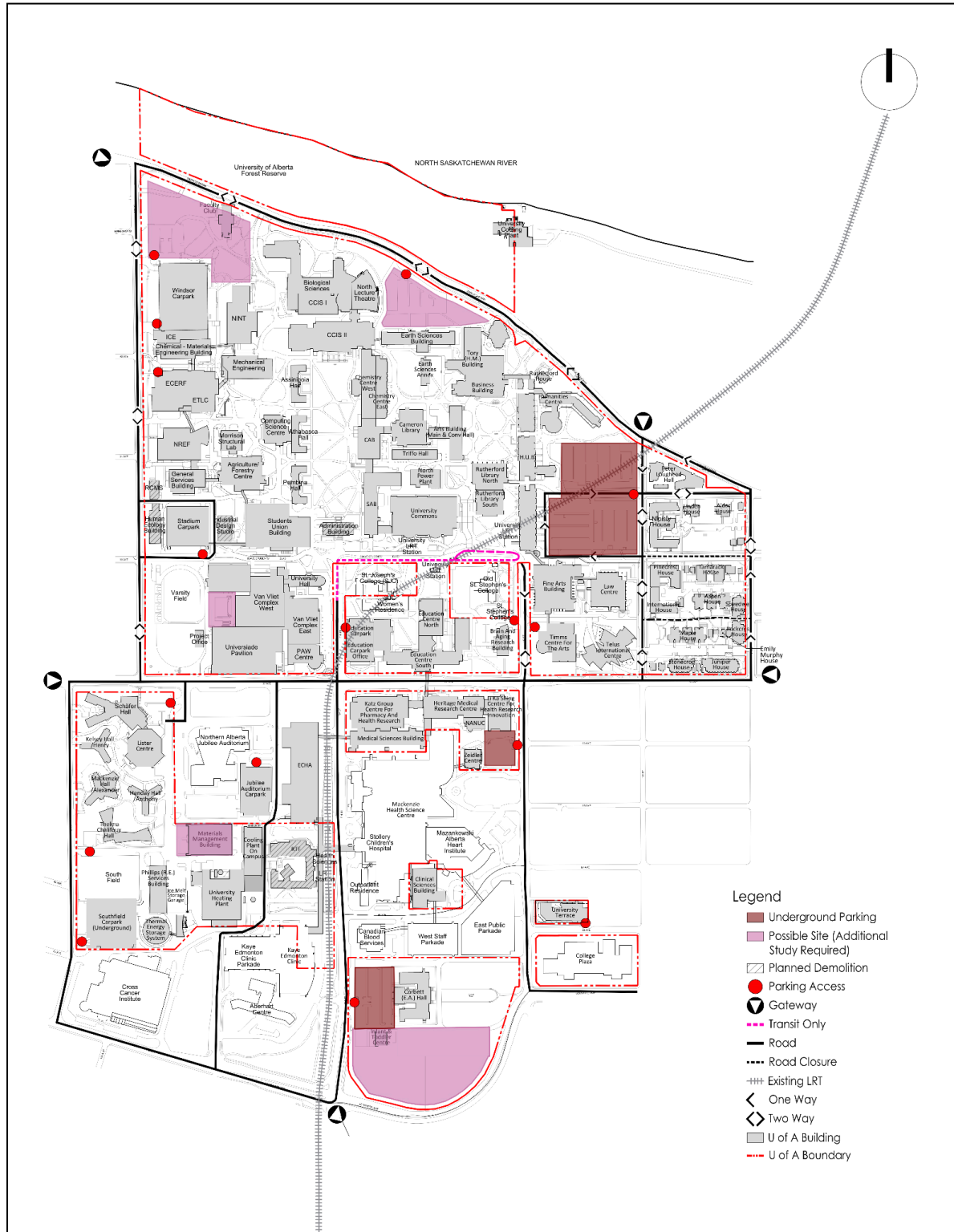
The campus open space system is composed of tree-lined boulevards, walkways, paths, quads, courtyards, commons, plazas, building entries, sculptures, art, commemorative plaques, lights and various landscape features in addition to open fields and active recreation areas. Together, it is a medium that connects individuals to the present and past experiences and achievements of the university in the social, historical and emotional realms.

The campus open space system is the connectivity system for the entire university campus by balancing increased density, improving livability and reinforcing a sense of community. It underpins and supports the public realm where campus life, activities, rituals and celebrations of the institution occur. In addition, it provides the necessary circulation movement, air, natural light, cultural and natural landscapes, contributing to the health and wellness of the university's physical space. Its physicality, geographic spatial breadth, connection to the history, legacy and community building give the campus a complexity of meaning, a sense of place and identity unique to this campus.

Campus open space demonstrates the university's commitment to environmental stewardship and all-seasons design with an emphasis on winter, as well as smart growth principles of developing and building a healthy community for our campus, neighbouring communities and the general public.

On the experiential dimension, a well-developed campus open space system extends gestures of hospitality and welcome to greet its occupants, new recruits and returning alumni. As such, the articulation, preservation, development and integration of various open spaces into a coherent campus to support formal and informal place-making activities are the ultimate aspirations of a campus open space system.

EXHIBIT 6.1.4 PUBLIC VEHICULAR TRANSPORTATION SYSTEMS / PARKING [click figure to enlarge**](#)**



6.1.4 PUBLIC VEHICULAR TRANSPORTATION SYSTEMS / PARKING

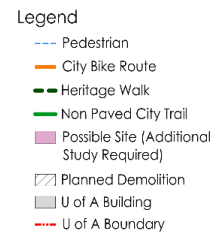
Campus planning for public vehicular transportation systems and parking requires balancing factors such as costs, convenience, public transit system infrastructure, the number of students living in residences or within walking distance to the campus, commuters and visitors, and service vehicles.

Managing transportation and parking on campus remains an ongoing challenge. Progressive changes over the past decade have included the introduction of U-Passes for all students, increased staff usage of LRT between campuses, and other transportation demand management (TDM) initiatives. The university does not intend to develop additional parking structures except for limited opportunities for underground parking as shown on Exhibit 6.1.4. The gradual progress towards our target of providing on-campus housing for a minimum of nine percent of our full-time enrolment population has also influenced the decline in vehicular access to North Campus.

Private vehicular access continues to be restricted to the periphery of the campus, where parking structures will be located along these access routes over time. Surface parking lots will be converted to underground parking with future development where feasible. In alignment with smart growth principles, TDM studies will be refreshed as required to examine the traffic flows and volumes coming in and out of North Campus.

The overall aspiration for transportation planning is to create an integrated transportation system that emphasizes non-vehicular movement, manages vehicular access, maximizes public transit use and minimizes the impact of traffic on neighbouring communities.

****click figure to enlarge****



6.1.5 PEDESTRIAN AND BICYCLE CIRCULATION

The LRDP maintains and augments the pedestrian and bicycle circulation system of the North Campus. It promotes an integrated approach to enhance pedestrian and bicycle routes to improve intra-campus movement and external access to the campus. These pathways are part of a larger open space strategy to connect surrounding neighbours.

The existing access and circulation structure consists of vehicular, pedestrian, transit and parking elements. Although the university is generally well served by these elements, their overall organization and pattern will be improved to promote a unified connected system. Creating pedestrian/bicycle friendly precincts, where use of vehicles is restricted, allows people to move comfortably about the campus. Generally, there is a need to refine the integration of the network, improve safety, make it easier to move on campus, provide better wayfinding, and improve accessibility.

This network provides access from campus gateways and entrances, peripheral parking lots and transit locations to all areas of the campus. Working closely with the City of Edmonton, the university is providing shared-use network routes for both pedestrians and bicyclists. The development of pedways will be encouraged to connect buildings and to provide safe passage over busy streets.

North Campus will be linked to community pedestrian and bicycle systems, and co-ordinated with City of Edmonton systems to promote increased participation and safer use.

Existing pedestrian spines will be extended and a hierarchy of pedestrian walkways will be developed to improve circulation and wayfinding.

Appendix XIX - Long Range Development Plan
South Campus Amendment
April 17, 2025

WHAT IS A LONG RANGE DEVELOPMENT PLAN?

The Long Range Development Plan (LRDP) is responsive to the University of Alberta's strategic plans. It is, therefore, a flexible document rather than a rigid template or "master plan" and it will need amendment when substantial alterations are made in the university's guiding plans.

The LRDP identifies a set of strategic planning principles that should form the basis for achievement of the goals, objectives and strategies expressed in the academic, research and business plans. It identifies as well, how the university lands and facilities should be developed in response to these plans, and outlines the operational planning initiatives and guidelines that will direct development.

The LRDP is the overall organizing framework for development and is approved by the Board of Governors as the guiding document for physical planning. The university will develop detailed administrative plans for its various geographic sectors in conjunction with the timing of development in these sectors.

WHY IS THE LONG RANGE DEVELOPMENT PLAN NEEDED?

The university has always maintained a sufficient land base to meet its development requirements. However, from time to time, it is necessary to review the ways in which development of those lands is planned.

With growth continuing at the university and with higher rates of growth anticipated, continued facilities growth requires a useful framework within which to deploy physical assets effectively, efficiently and in a timely manner in response to academic and research priorities.

WHAT IS THE PURPOSE OF THIS AMENDMENT?

This amendment replaces Section 6.2 of the 2002 LRDP in its entirety. Notably, the "partner lands" (i.e. Sector 14, West 240) are removed from the South Campus boundary as the land is subject to a long-term land lease to the University of Alberta Properties Trust and is subject to municipal bylaws and planning processes in accordance with the *Municipal Government Act*.

In addition, this amendment introduces Smart Growth and Planned Community Principles which are to be considered in addition to the Strategic Planning Principles in Section 5.0 of the 2002 LRDP.

SOUTH CAMPUS 30-YEAR CONCEPT PLAN ****click figure to enlarge****

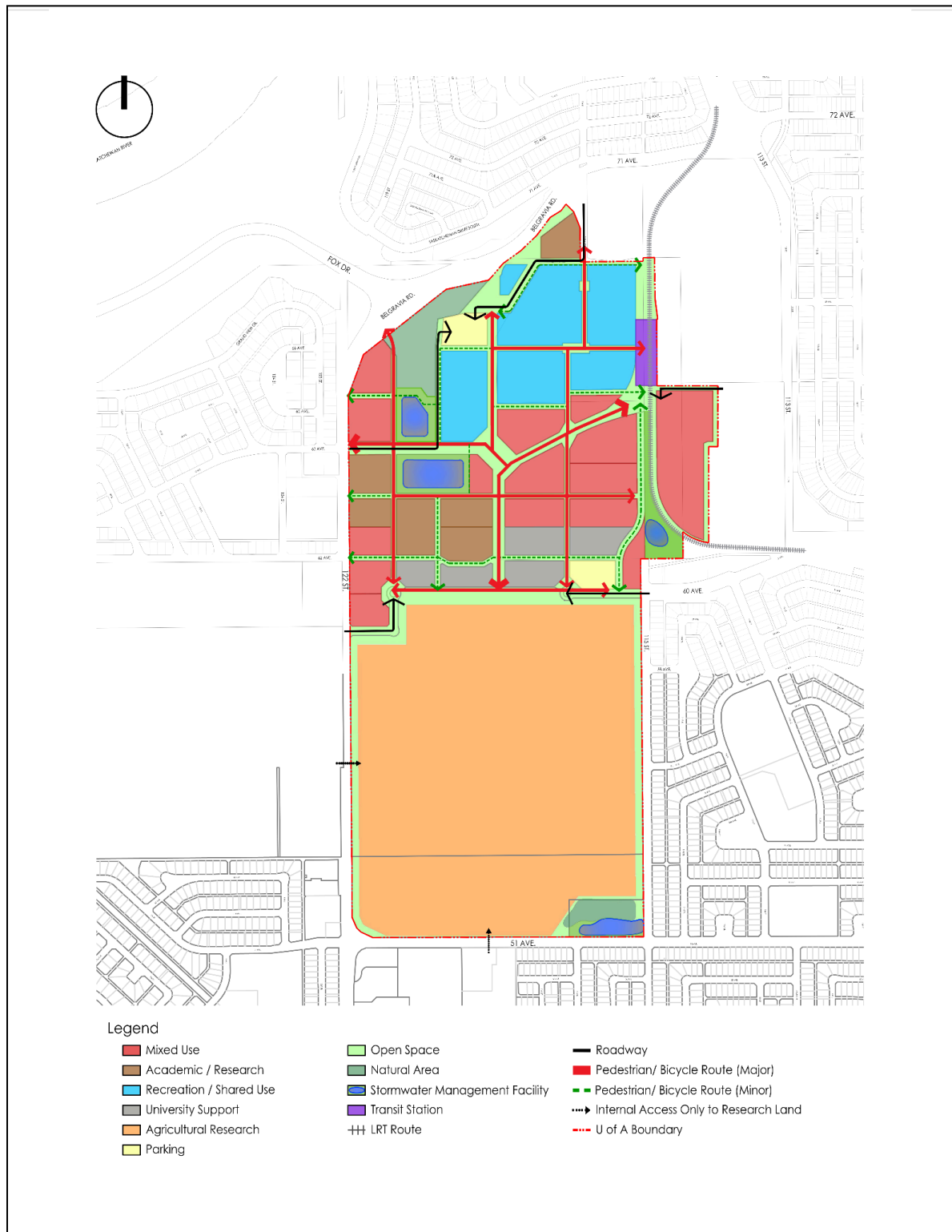


Figure 1 (Exhibit 27 - 2002)

6.2 South Campus

In the long term, South Campus may accommodate much of the growth of the University of Alberta. Over time, it may accommodate colleges, faculties and other activities from North Campus, as well as new faculties and new areas of teaching, research and development.

South Campus is planned in a manner consistent with the February 2001 direction from the University Board of Governors, whereby three sectors will be developed over time:

South Campus Sector	Size in hectares
Sector 12	Approximately 78 ha
Sector 13	Approximately 73 ha
Sector 14 (Subject to a long-term land lease and to be developed by the University of Alberta Properties Trust. No longer addressed in the LRDP.)	Approximately 94 ha

Architectural guidelines will encourage a diversity of quality, signature architecture. Significant green spaces will be created as an amenity to those on-site and in the adjacent communities. Development will be graduated from lower density at the edges of campus to higher density in the centre.

South Campus will be developed based upon a series of Smart Growth and Planned Communities Principles that will ensure the creation of an exemplary campus community.

Smart Growth Principles

- Pursue a healthy and sustainable campus
- Realize operational, academic and social benefits to the university and surrounding communities
- Promote greater connections and communication with the surrounding community
- Create lasting, meaningful and accessible places
- Promote barrier-free access and service ability to university facilities by creating a pedestrian-oriented campus
- Promote smart growth with each phase of campus development

Planned Community Principles

Our campuses will embody and balance social, ecological, and economic sustainability in every aspect of campus design and function by:

- Enhancing and building upon the existing sustainability and resource stewardship philosophy of the University of Alberta by balancing the three spheres of sustainability: social, economic and environmental
- Creating of an academic and residential environment that fosters the energetic exchange of ideas and creates a unique sense of place
- Promoting opportunities for all University of Alberta campuses to act as living laboratories
- Providing strong connections with neighbouring communities, allowing for shared amenities and services
- Supporting and advancing the university's goal of becoming one of the world's top public educational institutions
- Making optimal use of the university's budgetary resources and partnership funding

Land Use and Transportation Definitions

Land Uses	Definition
Academic / Research	Land primarily intended to support research and teaching functions, including associated student, staff, and support spaces. May include, but is not limited to, development of laboratory, classroom, library and museums, study, office, student community, assembly and exhibition, and commercial / retail facilities.
Agricultural Research	Land primarily intended to support agricultural-focused research, including associated fields, as well as staff and support spaces. May include, but is not limited to, development of laboratory, office, animal housing, barn structures, feed storage, and field service facilities.
Mixed Use	Land intended to accommodate more than one type of land use, including but not limited to academic / research, agricultural research, parking, recreation / shared use, residential, and university support.
Natural Area	Land primarily intended to remain in its natural, undisturbed state. Some development and maintenance of trails and utilities or utility buildings that are necessary for the operation of the university will be permitted.
Open Space	Land primarily intended as outdoor space for recreation, gathering, movement through campus, and landscaping. May include, but is not

	limited to, quads, courtyards, plazas, gardens, sport fields and courts, landscaped areas, bioswales, walkways, and other spaces between buildings or developed areas. May also include natural environments, whether existing natural areas or new naturalized spaces.
Parking	Land primarily intended for vehicle parking, including associated support spaces. May be in the form of surface lots or parking structures and may accommodate bike parking facilities.
Recreation / Shared Use	Land primarily intended for recreation, fitness, wellness, community, and cultural functions, including associated student, staff, and support spaces. Such development is intended for the benefit of the entire university community, varsity athletics, and/or visitors and surrounding neighbourhood residents, as appropriate. May include, but is not limited to, development of recreation / athletic, assembly and exhibition, student community, study, office, laboratory, classroom, study, and commercial / retail facilities. May also include outdoor sport fields and courts.
Stormwater Management Facility	Land intended to accommodate stormwater flows in the form of constructed wetlands, dry ponds and bioswales.
Transit Station	Land intended to accommodate the movement and queuing of transit vehicles and their operators and passengers, including associated transit shelters, utilities, and other support spaces.
University Support	Land primarily intended for university administrative functions, including associated student, staff, and support spaces. May include, but is not limited to, development of ancillary operations, central support, office, commercial / retail, and student community facilities.

Transportation Component	Definition
LRT Route	Right of way designated for Light Rail Transit (LRT) vehicles.
Pedestrian / Bicycle Route (Major)	Transportation linkages that are internal to the campus and primarily for walking, biking, rolling, and emergency access. Service vehicles are also permitted but design should prioritize active transportation. These are intended to be the widest corridors on campus featuring high quality landscaping and outdoor gathering areas. Primary building entrances should be oriented toward these corridors. These routes are not intended for public vehicles, except where overlapping the roadway network or where necessary for accessibility accommodations.
Pedestrian / Bicycle Route (Minor)	Transportation linkages that are internal to the campus and primarily for walking, biking, rolling, service vehicles, and emergency access. Service, loading, and secondary building entrances should be oriented toward these corridors. These routes are not intended for public vehicles, except where overlapping the roadway network or where necessary for accessibility accommodations.

Roadway	Transportation linkages that are primarily focused on providing public access to campus and limited sites within campus such as those containing parking facilities. Active transportation is prioritized on campus so corridors should be designed to accommodate walking, biking, rolling, and driving. Road widths and speed limits should be minimized to mitigate the risks to people walking, biking, and rolling.
Transit Only	Transportation linkages that are for the exclusive use of public transit vehicles including buses, accessible transit vehicles, and transit service vehicles. University service vehicles are also permitted.

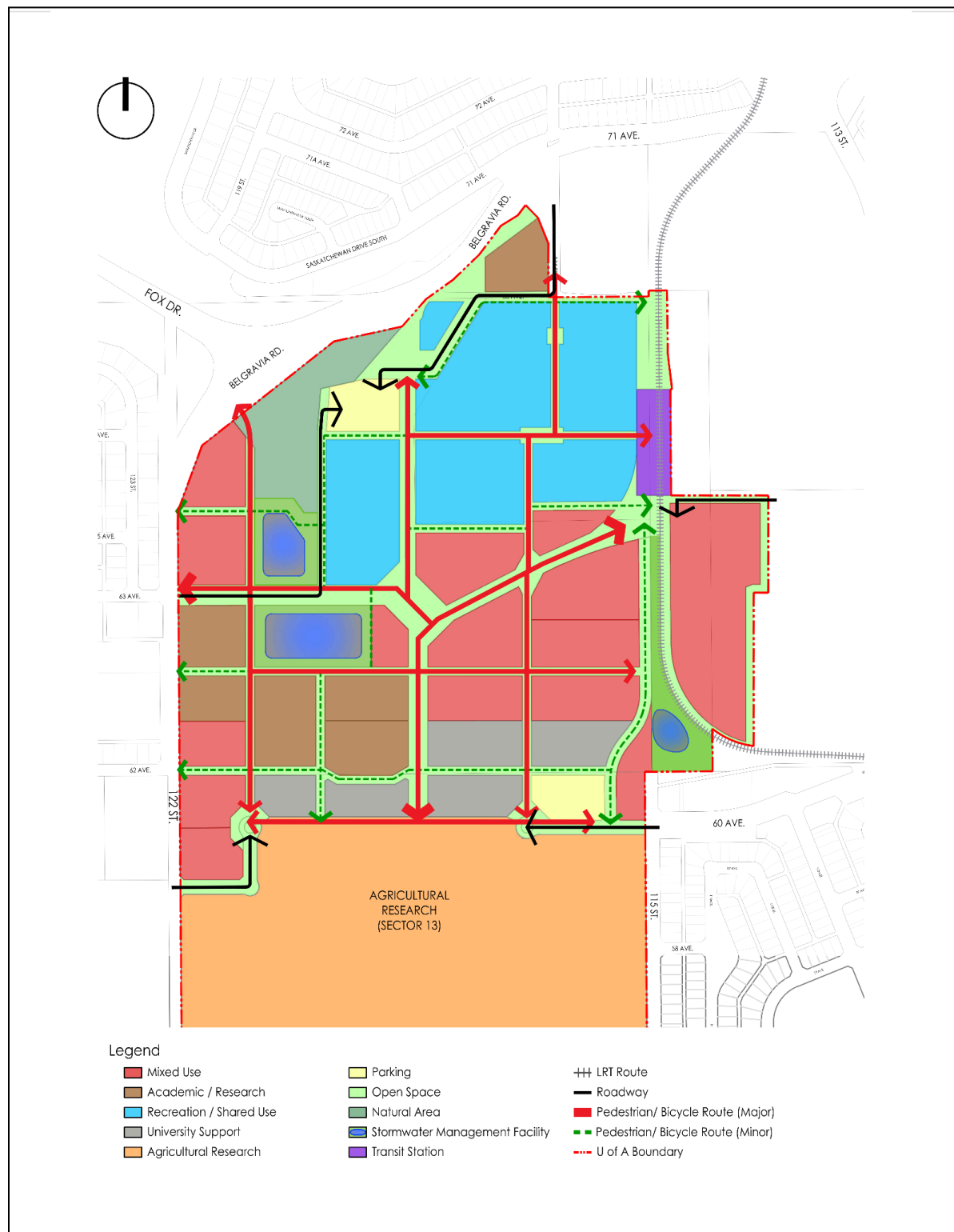
SECTOR 12: LAND USE PLAN ****click figure to enlarge****

Figure 2 (Exhibit 28 - 2002)

6.2.1 Sector 12

The physical character of Sector 12 of South Campus will contrast that of North Campus: it will be park-like; development will be lower in density in order to be compatible with its suburban surroundings; and although accessible by urban roads and public transit, it will be pedestrian-oriented.

In the long term, approximately 15,000 students may be accommodated in this sector, resulting in an estimated need of:

- Between 200,000 – 300,000 square meters of research space
- Between 200,000 – 300,000 square meters of teaching and university support space

South Campus may grow initially as a specialty campus and home of Centres of Excellence and Achievement and support the unique or specialized needs of colleges or faculties.

Sector 12, with its attractive physical character, evolved reputation, modern facilities, and easy access may become the university's new location of choice for many programs.

6.2.1.1 Land Use Pattern

The land use pattern follows five fundamental strategies:

- College and faculty precincts will be accommodated to the extent practical
- A higher density main street will be developed connecting the LRT station in the north-east corner of the site with an improved gateway feeding to the centre of the sector. The main street will integrate a mix of land uses including teaching and researching space, student residences, university support services and campus commercial and retail spaces
- Lower density uses will be located toward the periphery of the site to reduce the impact on surrounding neighbours and provide a more welcoming and interconnected boundary between adjacent land-owners
- The campus will be pedestrian-oriented with distributed formal points of access from vehicles with sufficient parking on the periphery
- Creation of a university support area in the southern portion of Sector 12 with direct vehicular access from 60 Avenue. A snow dump and vehicle pool are currently accommodated in Sector 12, west of 115 Street and north of the Research and Collections Resource Facility. The snow dump and vehicle pool

may be relocated in the future, in accordance with university needs and as Sector 12 develops.

Developments will occur with consideration to suitable land use transitions and adjacent uses as determined at the sector plan level of detail.

A full range of services, programs and facilities will be developed and sited consistently with the context and smart growth/sustainability principles guiding development of the campus.

It is important to note that significant change will occur over a long period of time. Transitional systems and infrastructure will need to be created to allow for an integrated phased development responsive to the new and existing facilities in adjacencies and juxtapositions. These issues will be resolved through the creation of sector plans and in development plans as new buildings are being planned and constructed.

6.2.1.2 Open Space

The open space system on this site will comprise formal and informal elements including quads, plazas, gardens and walkways to provide opportunities for formal, casual and leisure outdoor activities. Stormwater management facilities will also be incorporated into the network of open space. Through development guidelines, the siting of buildings will be such that significant open space will be part of each development.

Natural environments such as those found presently along the northwest edge of the site will be preserved where possible. While the current wetland will be disrupted, the final development calls for an integrated system of constructed wetland and bioswales. These systems are not only critical to reducing storm run-off, but they will double as living laboratory sites for students and recreational space for faculty, staff, students and surrounding communities to enjoy.

Recreation fields and facilities will be developed to serve the needs of all campus sites including any shortfalls that may occur due to lack of space for these facilities at other campus locations. These spaces will also be open for the surrounding communities to enjoy when not being utilized for university events.

6.2.1.3 Heritage Buildings and Existing Research Facilities

An assessment of potential heritage buildings will be carried out and a preservation plan will be developed as required.

The University of Alberta is committed to enhancing agriculture research, and will not eliminate or arbitrarily move existing research facilities. Relocation and replacement of research facilities will occur in accordance with university policy, be based on demonstrated need, and involve consultation with affected colleges, faculties, and other occupants. Such activity would occur only through extensive consultation with external partner organizations, faculty and researchers utilizing such facilities.

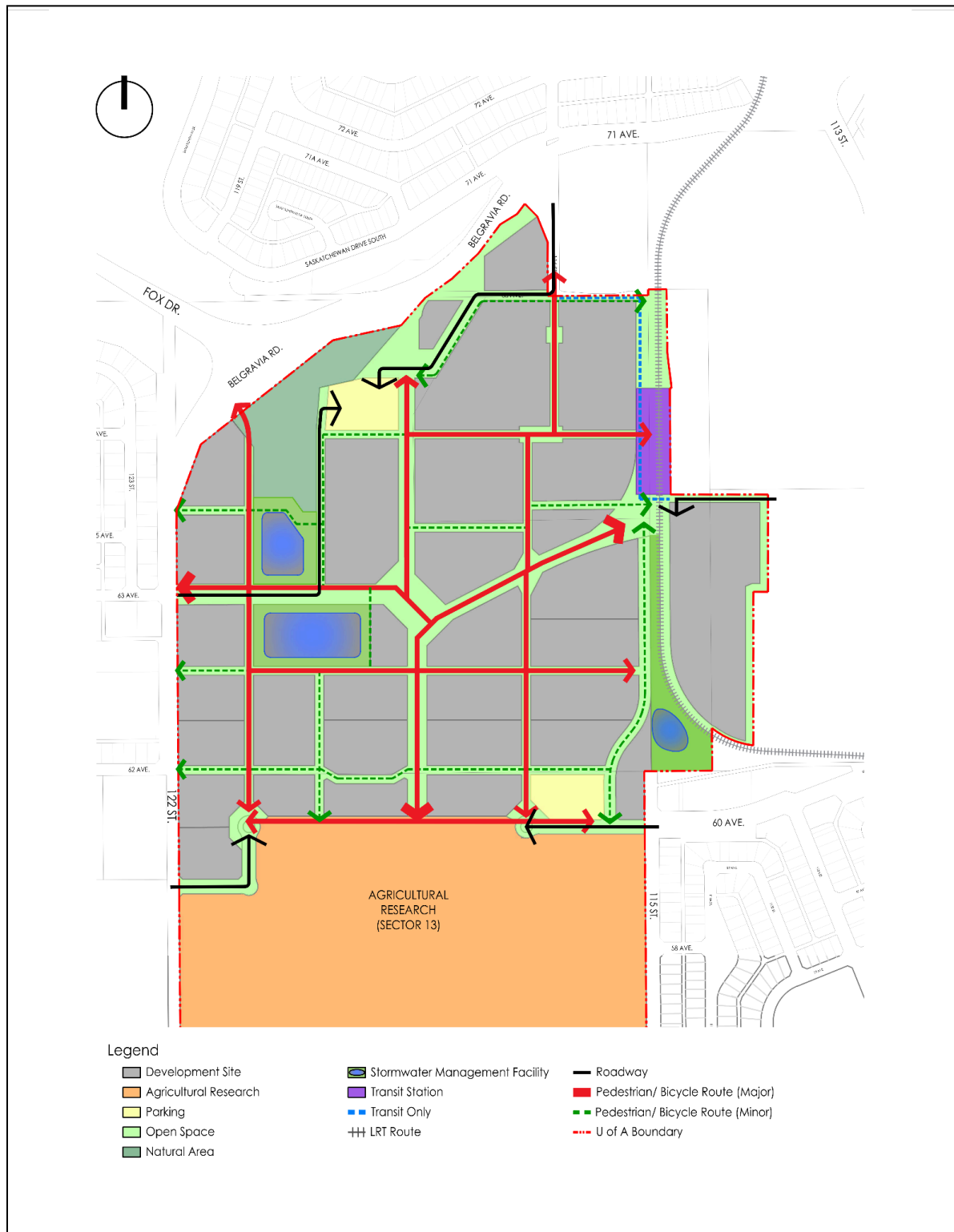
SECTOR 12: TRANSPORTATION **click figure to enlarge**

Figure 3 (Exhibit 30 - 2002)

6.2.1.4 Transportation

Road access to Sector 12 will be from 122 Street at 63 Avenue and from 60 Avenue at 115 Street in the short/medium term; additional access points will be from 116 Street via Belgravia Road and from 65 Avenue via 113 Street in the longer term. Over the 30-year horizon of the plan, some alterations to the road network will be required to accommodate growth at South Campus, as well as urban development in south Edmonton. A revised Transportation Impact Assessment (TIA) was completed and provided to the City of Edmonton for their review and comment based on the planned growth and layout of the sector. Should the need for future revisions be required, they will occur in consultation with the City of Edmonton.

Public automobile access will be restricted to the periphery on the site. Public parking structures/lots will be placed in locations near campus access points.

Service vehicle routes will be designed to minimize on-site conflicts with pedestrians and bicycles. These routes may also be utilized to access accessible parking areas.

Bus transit routing will be coordinated in consultation with the City of Edmonton. South Campus accommodates a LRT station and a bus transit centre in the northeast corner of Sector 12.

6.2.1.5 Parking

Parking will be accommodated on-site through a combination of surface and structured parking facilities located at the entrances to the campus. Initially, parking will be designed as surface lots. As development progresses and land is required, parking will be designed in structured facilities. Over the long term, the majority of parking on campus will be provided in the form of structured parking facilities. Accessible parking will be provided in strategic locations to reduce or eliminate barriers to accessing South Campus and its facilities for people with disabilities, reduced mobility, or other accommodation needs.

6.2.1.6 Pedestrian & Bicycle Circulation

The campus main street will be the major intra-campus spine for pedestrian and bicycle traffic.

A hierarchy of pedestrian and bike-ways will be incorporated into the development to allow direct access between facilities on campus.

Outdoor circulation will be developed to shelter pedestrians through the use of landscape and other techniques.

The campus's pedestrian and circulation paths will also tie into logical points of the City of Edmonton's bicycle and multi-use trail system that is located at the perimeter of the sector.

6.2.1.7 Community Linkages

This campus site will be linked to community pedestrian and bicycle systems and therefore to the regional systems as well, e.g. to the river valley system. This provides connectivity between this sector and our other campus communities within Edmonton.

6.2.1.8 Gateways

The major entrances to Sector 12 will be developed as gateways to identify entrances to the campus and to provide information to help orient those arriving at the campus.

Gateways will be developed at:

- 122 Street and 63 Avenue
- 122 Street and 61 Avenue
- Belgravia Road and 116 Street (existing)
- 115 Street and 60 Avenue (existing)

While not a gateway, access to the site located east of the LRT will be via the existing Neil Crawford Provincial Centre/Edmonton Transit Service access at 113 Street and 65 Avenue.

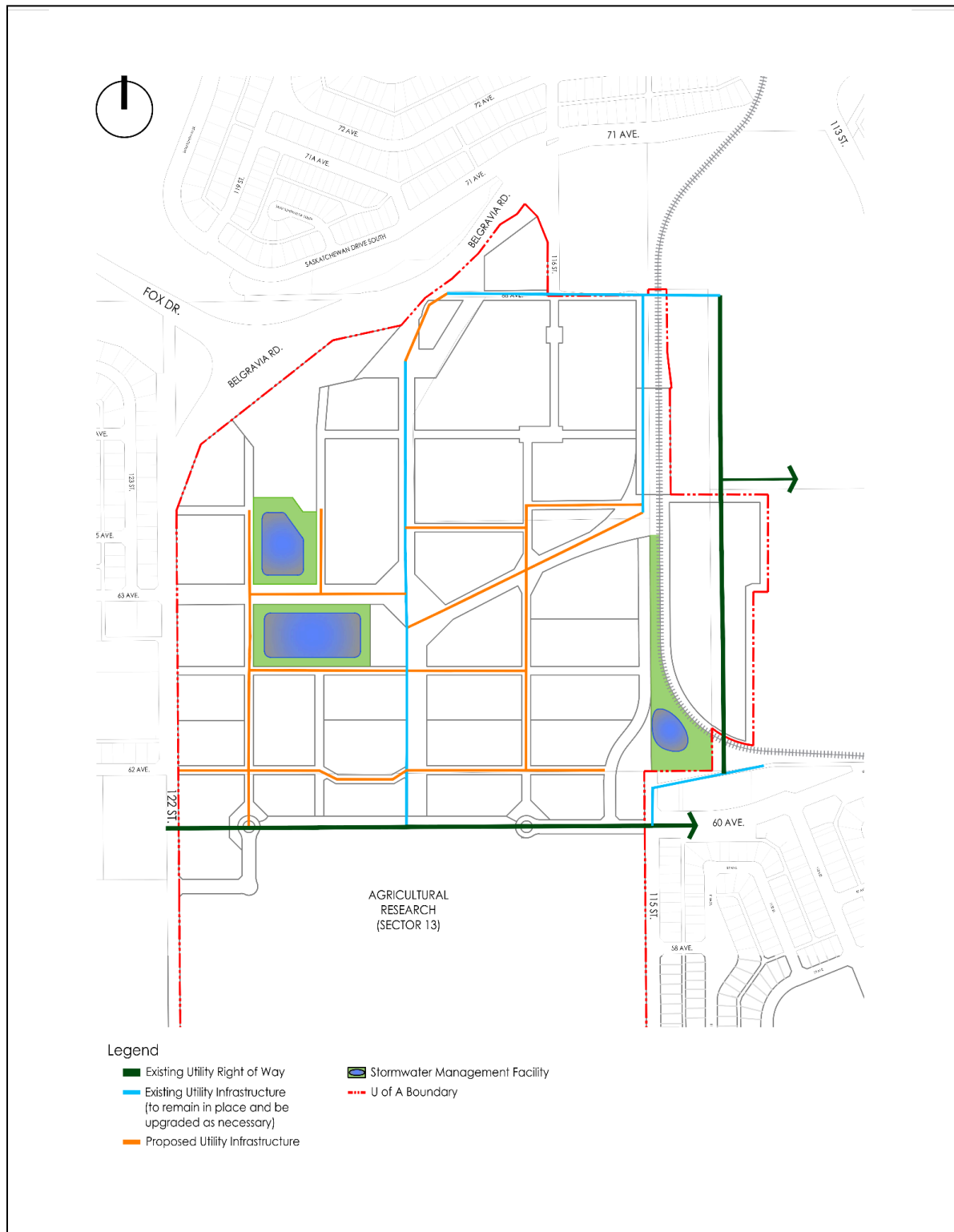
SECTOR 12: UTILITIES ****click figure to enlarge****

Figure 4 (Exhibit 32 - 2002)

6.2.1.9 Utilities

In the short term, the campus will access municipal services that are on, or are adjacent to, the site as needed. As development continues, the development of a central energy plant is accommodated within this plan. To limit waste and support self-sufficiency, the campus will utilize sustainable design principles that allow for the concepts of reduce, reuse, recycle; energy and waste reduction of our infrastructure; and where possible, on-site reuse or processing of resources.

On-site stormwater management is required and two to three hectare wet and/or dry ponds will be developed as warranted. Candidate locations for these ponds are illustrated. The ponds should be integrated with the campus open space system as amenity and wildlife areas.

Further analysis will be undertaken to assess the financial feasibility of a central integrated energy plant for South Campus.

SECTOR 13: LAND USE PLAN ****click figure to enlarge****

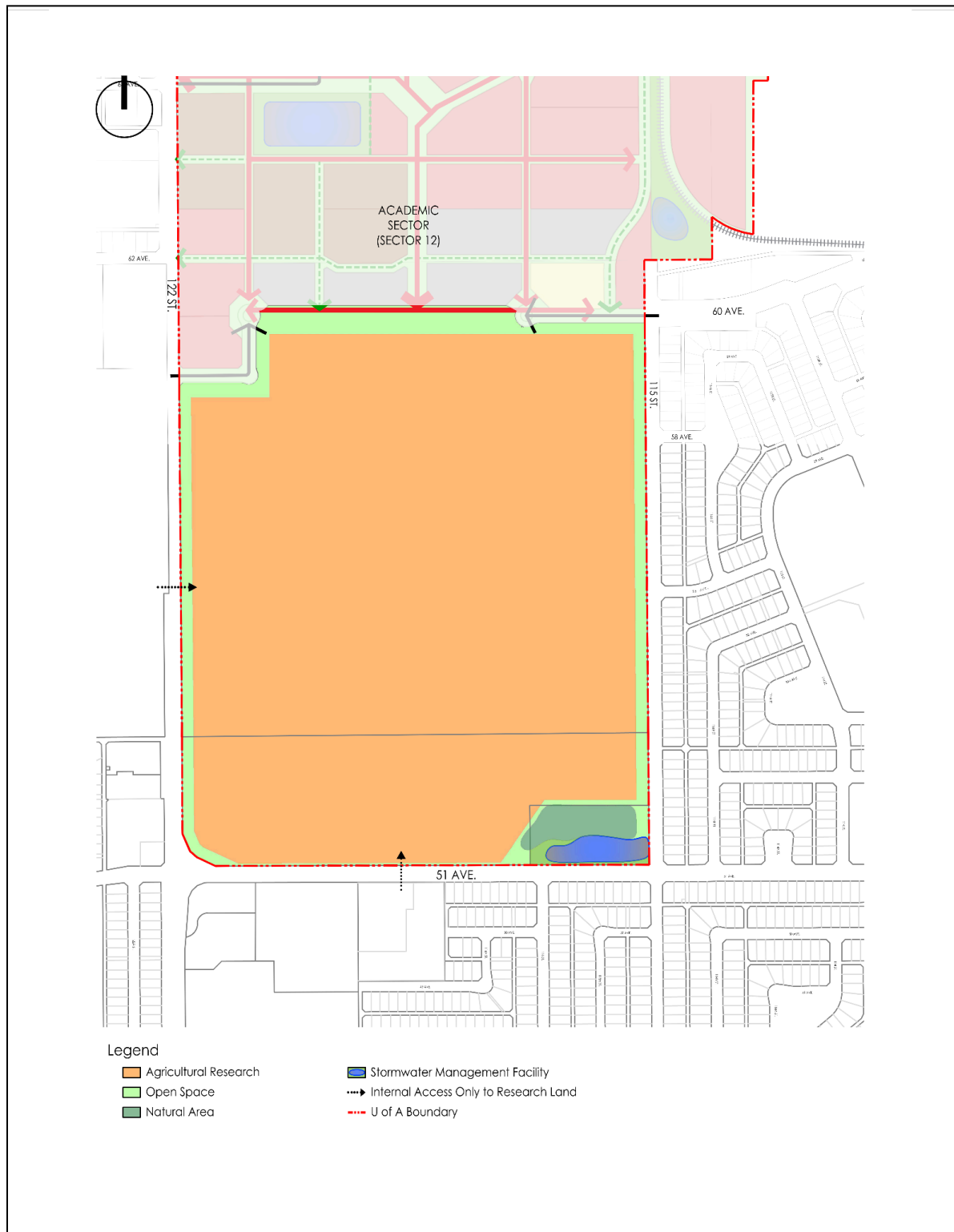


Figure 5 (Exhibit 35 - 2002)

6.2.2 Sector 13

For the foreseeable future, these lands will continue to be used and developed to support the research initiatives of the University of Alberta.

6.2.2.1 Land Use Patterns

Current research station facilities will be consolidated over time in Sector 13. Sector 13 is intended for animal, crop, and other agricultural research activities.

The focus of research may continue in the area of biological life sciences that may include research related to livestock, crop, food processing and other similar research domains.

6.2.2.2 Open Space

Building sites will be developed as required. Open space and easy sight lines will be integral elements in achieving the required bio-security on site.

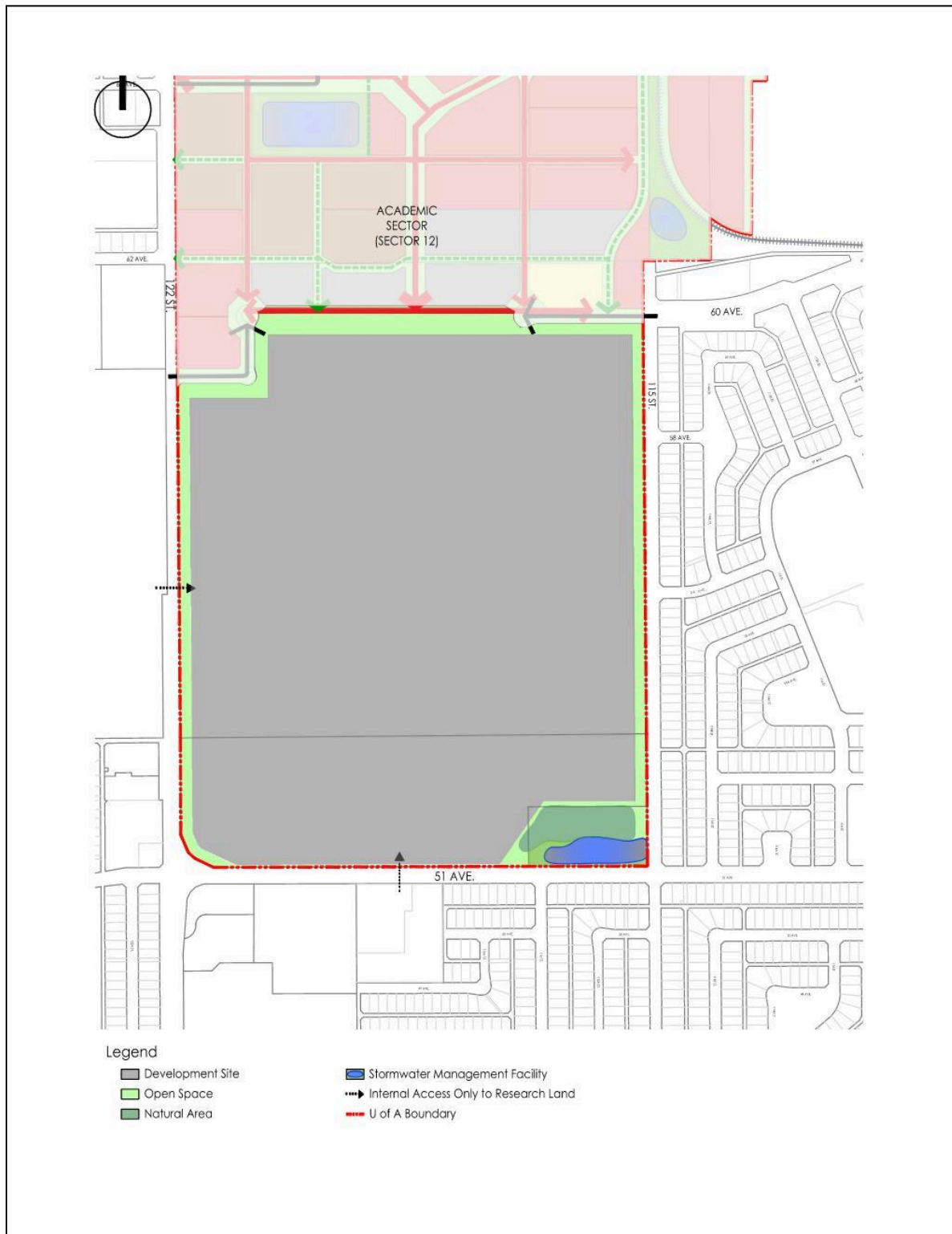
SECTOR 13: TRANSPORTATION [click figure to enlarge**](#)**

Figure 6 (Exhibit 36 - 2002)

6.2.2.3 Transportation

Access to Sector 13 will be restricted. The primary vehicle access will be from 122 Street. A secondary access is possible from 60 Avenue, shared with access to Sector 12.

Pedestrian and bicycle ways will only be considered on the periphery of the site between public roads and the site security fence.

6.2.2.4 Parking

Parking for research staff and service vehicles will be provided at each building site in accordance with the needs of the building.

6.2.2.5 Community Linkages

This site will be linked to community pedestrian and bicycle systems on its periphery only. Access to Sector 13 will be restricted to authorized personnel for bio-security reasons and perimeter fencing and gates will be installed.

6.2.2.6 Utilities

Development of Sector 13 lands will access municipal services that are found adjacent to the site.

On-site stormwater management will be developed as warranted.

AGENDA ITEM NO. 9.6**Decision X Discussion** ☐ **Information** ☐

ITEM OBJECTIVE: To obtain Board of Governor's approval to allocate funds from the Strategic Initiatives Fund (SIF) to fund university initiatives as outlined below.

DATE	June 20, 2025
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Vice-President (University Services, Operations and Finance)

MOTION: THAT The Governors of The University of Alberta (the "**Board**"), on the recommendation of the Board Finance and Property Committee, approve the allocations from the Strategic Initiatives Fund, as presented to the Board.

EXECUTIVE SUMMARY:

In accordance with the Board of Governors'-approved University Funds Investment Policy, all realized investment income not required for current budget purposes will be reinvested in an investment income reserve.

For the year ending March 31, 2025, \$55 million was transferred to the investment income reserve bringing its balance to \$92 million.

As at March 31, 2025, the value of the Non-Endowed Investment Pool's (NEIP) investments exceeded their underlying obligations by 51.6% or \$430 million. The \$92 million is included in the \$430 million, and remains fully invested and at risk. The University Funds Investment Policy permits appropriations from the investment income reserve to the Strategic Initiatives Fund when the value of the investments exceeds the underlying obligations by more than 17%, currently \$142 million. It continues to be possible to make appropriations from the reserve to the strategic initiatives fund because the total market value of the investments exceeds the cost by greater than 17% (a defined threshold in the UAPPOL policy). Based on the investment income reserve balance and the NEIP investment value the amount that could be appropriated for this fiscal year ranges from \$0 to \$92 million.

Finance, Procurement, and Planning does not recommend appropriating the full \$92 million for the following reasons:

- maintaining investment security: the investment income reserve must be able to cover any future in year investment income shortfalls;
- fiscal flexibility: capacity should be retained to enable funding of unanticipated future strategic initiatives/opportunities; and

AGENDA ITEM NO. 9.6

- restrictions of the consolidated budget model do not provide the flexibility needed to expend the full amount.

The 2025 fiscal year end financial statements note an appropriation of \$40 million into the SIF from the investment income reserve. That brings the SIF balance to \$79.2 million.

Administration requests that BFPC recommend to the Board of Governors at their June 20, 2025 meeting, the approval of a total of \$53.6 million of allocations from the SIF as follows:

- \$50 million for LIFT Centre in matching contribution dollars; and
- \$3.6 million for the Website Refresh and Intranet Project (\$1.2 million per year for three years);

In addition, Administration requests that BFPC recommend to the Board of Governors at their June 20, 2025, meeting, the approval of a total of \$18 million of allocations from the SIF related to two projects in the Capital Plan with conditions as follows:

- \$10 million for the Integrated Health Sciences Innovation Complex (commonly referred to as ECHA 2.0) Planning, including abatement and demolition of the Research Transition Facility, conditional upon receiving up to \$20 million in funding from the GOA; and
- \$8 million for the Clinical Sciences Building (CSB) Renewal, as an institutional backstop should no GOA funding be secured in the coming year to allow design to proceed.

The total funding amount requested is \$71.6 million.

Following the above detailed BFPC recommendations and BG approvals, \$7.805 million would remain as an appropriation in the SIF for future allocation.

Background

The following is a short summary of SIF initiatives listed above:

LIFT Centre: \$50 million

Redevelopment of the Biological Sciences Building has been the number one priority in the university's Capital Plan since 2022. Its aging mechanical and electrical systems are in poor condition, and upgrades are necessary to ensure that connected buildings are not affected. The project will also help address deferred maintenance costs.

The LIFT Centre will be a space for students and faculty from across the colleges and standalone faculties to interact and collaborate in shared learning and research lab spaces. Much like UCommons, LIFT and its facilities will cross faculty borders and any discipline that relies on high service wet lab spaces for teaching and research. From agriculture, plant

AGENDA ITEM NO. 9.6

sciences, biotechnology, health and life sciences, microbiology and beyond – the LIFT Centre's high-service laboratory spaces will bring new and innovative opportunities for learning and discovery.

Website Refresh and Intranet Project: \$3.6 million (\$1.2 million per year for three years):

The key tools for reaching the university's goals on recruitment and worldwide reach are communications, brand, and the website. This means supporting communications, the brand campaign, and thinking about the university's website in a new way. Funding is needed to progress the web business case in line with the Intranet Project. Funds are required to survey internal stakeholders and make immediate improvements. Work will be completed in parallel with the intranet business case.

Integrated Health Sciences Innovation Complex (ECHA 2.0) Planning: \$10 million conditional upon receiving up to \$20 million in GOA funding:

Under the Alberta Health Services' (AHS) 2030 Master Plan, there is a need to reclaim space for beds within the Walter C. MacKenzie Health Sciences Centre to address infection control protocols and AHS' need for growth. This is compelling the university to relocate research labs, teaching labs, and lecture theatres from Clinical Sciences Building into this new development as well as move administrative offices from the Walter C. MacKenzie Centre. Beginning as early as 2025-26, this funding will be used for functional programming of Edmonton Clinical Health Academy (ECHA) 2.0 and planning and work related to the abatement and demolition of the existing Research Transition Facility. This new infrastructure would create care capacity, interdisciplinary innovation and health-care training in a state-of-the-art facility with specialized medical systems and technologies.

This project was included in the University's Capital Plan submission last year to the GOA and was considered by Alberta Advanced Education, but not approved by Treasury Board and Finance. Incorporating a cost-share will make the project more attractive to the GOA for consideration in Budget 2026.

Clinical Sciences Building (CSB) Renewal: \$8 million as an institutional backstop:

This aging infrastructure now requires urgent attention to maintain safety, functionality, and comfort for students, faculty, and staff. Renewal of the building's envelope and mechanical systems is vital to extending the life of this facility and ensuring it continues to meet the operational needs of the university's health sciences programs.

Renewal of the Clinical Sciences Building will ensure a reliable, energy-efficient facility that continues to support the university's academic programs and research innovation. This project will also ensure that the Clinical Sciences Building remains available for future expansion of Alberta Health Services, in the event of the completion of the ECHA 2.0 Project, which would see



AGENDA ITEM NO. 9.6

the university relocate out of this building.

This project is included in the University's Capital Plan submission to the GOA. Should the GOA approve as part of Budget 2026, backstopped funds would be returned to the SIF.

Risk Discussion / Mitigation of the Risk

The allocation of funds provides the university the opportunity to fund key initiatives that otherwise would remain unfunded. The remaining available balance can be used to address unanticipated in year initiatives. The Investment Income Reserve will maintain a balance of \$92 million which is above the required 17% over obligations, ensuring a cushion in case of reduced returns.



ITEM No. 9.7

☒ Decision ☐ Discussion ☐ Information

ITEM OBJECTIVE: To obtain approval of the Infrastructure Capital Expenditure Authorization (ICEA) Policy, which is intended to replace the existing Capital Expense Authorization Request (CEAR) Policy.

DATE	June 20, 2025
TO	Board of Governors
RESPONSIBLE PORTFOLIO	University Services, Operations and Finance

MOTION: THAT The Governors of The University of Alberta (the “**Board**”), on the recommendation of the Board Finance and Property Committee, approve the Infrastructure Capital Expenditure Authorization (ICEA) Policy, in the form disseminated to the Board.

Background

- It is mandatory to complete a CEAR for any capital project that has a total budget value equal to or greater than \$100,000, with the VP USOF authority limited to \$2 million, and Board Finance and Property Committee (BFPC) authority to \$7 million, after which Board of Governors’ (Board) approval is required.
- Additionally, larger capital projects often require two separate and distinct approvals from the Board to proceed:
 - the Board’s approval of a new capital project under:
 - the Capital Plan;
 - an approved program (e.g. Envision 2.0);
 - through the budget (e.g. Strategic Initiatives Fund); or
 - under the Donation Acceptance Policy; followed by
 - review and recommendation from BFPC, and, as required, Board approval of a CEAR.
- If the funds are from multiple sources and/or over a period of time, several supplemental CEARs may need to be approved individually.
 - Notwithstanding the inherent administrative inefficiencies, expenditure approvals are thereby structured in a way that represent only a portion of a capital project.
- Awaiting duplicative approvals for a designated committee or board meeting, or submitting an electronic vote, can create project delays and have cost implications and reputational implications in the case of donor-funded projects.
- The draft ICEA Policy, intended to replace the CEAR Policy, aims to streamline administrative processes where Board approval is already in place for capital infrastructure projects and to provide clear decision making and accountabilities for expenditure of capital funds.



ITEM No. 9.7

Analysis / Discussion

- The draft ICEA policy decouples the approval of an infrastructure capital project from the funding source (speed code details) that is associated with such projects.
- If approved, the ICEA Policy will authorize the Vice-President (University Services, Operations and Finance), or delegate, to approve the expenditure associated with an authorized infrastructure project. This will reduce the duplicate BFPC and/or Board of Governors approvals for individual projects, requiring only one recommendation and approval from the BFPC and the Board respectively in order to proceed. This would include “authorized infrastructure projects” approved by the Board where:
 - a capital grant is approved by the Government of Alberta (such as a project set out in the University’s Capital Plan) or by the Government of Canada and a grant agreement is executed for the same amount;
 - Where a designated donation is received in accordance with the Donation Acceptance Policy and where a gift agreement is executed for the same amount;
 - a project is part of an a Board-approved program within program parameters and available funding (e.g. Envision 2.0); and
 - a project is approved through the university’s regular budget approval process (e.g. a capital project approved under the Strategic Initiatives Fund).
- An example of the new proposed routing, using the First People’s House project, is provided as Attachment 2.
- For infrastructure projects not categorized as an authorized infrastructure project, BFPC and/or Board approval will be sought, as will projects facing cost increases to the project budget (which necessitate a supplemental ICEA), such as cost overruns or scope increases.
- To ensure the Board maintains oversight and awareness over major capital projects, material changes to available funding, cash flows, timing, or risk will be reported on a quarterly basis on authorized infrastructure projects.

Risk Discussion / Mitigation of the Risk

- Approving infrastructure capital project expenditures as part of existing project approvals provides the Board of Governors with a holistic and forward-looking view of infrastructure projects across the university.
- Streamlining the accounting approval and authorization process mitigates the risk of project delays due to administrative processes.

Next Steps

- June 2025 - Draft policy to Board Finance and Property Committee and the Board of Governors for feedback on the draft policy.
- Fall 2025 - Final policy will route through governance for approval.

SUPPORTING MATERIALS:

1. Infrastructure Capital Expenditure Authorization Policy Draft (4 pages)
2. Example - First People’s House (1 page)



Original Approval Date: December 10, 2010 (as [CEAR Policy](#))
Most Recent Approval: **DRAFT** as of May 27, 2025
Editorial Amendments: n/a

Infrastructure Capital Expenditure Authorization (ICEA) Policy

Office of Administrative Responsibility:	Office of the Vice-President (University Services, Operations and Finance)
Office of Accountability:	Office of the Vice-President (University Services, Operations and Finance)
Approving Authority:	Board of Governors

Purpose

This policy serves to define the governance framework for the expenditure of **infrastructure funds** on **infrastructure projects**, as well as to establish the required process for the initiation and approval of **infrastructure capital expenditure authorizations**.

Definitions

A definitions table is included in a subsequent section of this document.

Scope

This policy applies to all expenditures of infrastructure funds for infrastructure projects in an amount greater than or equal to the **capital expenditure threshold**.

Policy Statement

1. Any expenditure by the University of infrastructure funds for infrastructure projects in an amount greater than or equal to the capital expenditure threshold requires prior authorization by way of an infrastructure capital expenditure authorization in accordance with this policy and the procedure(s) established under this policy.
2. Where the University intends to expend infrastructure funds on an **authorized capital infrastructure project**, the Vice-President (University Services, Operations and Finance) ("VP

USOF”) shall have authority to approve the expenditure of such infrastructure funds, and may delegate this authority to one or more **authorized delegates** at their discretion.

3. Any expenditure of infrastructure funds by the University:
 - a. on an infrastructure project that is not an authorized capital infrastructure project, or
 - b. to cover cost increases or an expanded project budget for any infrastructure project (whether an authorized capital infrastructure project or not),

shall require authorization from either the VP USOF, BFPC or the Board, based on the supplemental approval thresholds outlined in the Infrastructure Expenditure Approval Matrix.

4. For the purposes of clarity and Board oversight of the University's infrastructure projects, the Office of the VP USOF shall report regularly to the Board, outlining the expenditure of infrastructure funds on authorized capital infrastructure projects on a project-by-project basis.
5. The following is the Infrastructure Expenditure Approval Matrix:

Approval Level	Original ICEA or individual Supplemental ICEA Approval Limit	Aggregate Total ICEA and Supplemental ICEA Approval Limit (not to exceed)
	Up to and including:	Up to and including:
VP USOF	\$4 million	\$4 million
BFPC	\$7 million	\$14 million
Board	Over \$7 million	Over \$14 million

Definitions

Any definitions listed here apply to this policy document only with no implied or intended institution-wide use. As used in this policy document, all monetary references are to Canadian dollars.	
authorized capital infrastructure project	<p>Is an infrastructure project approved by the Board and is a project:</p> <ol style="list-style-type: none"> (a) where a capital grant for such project has been approved by the Government of Alberta (such as a project set out in the University's Capital Plan) or the Government of Canada pursuant to an executed grant agreement; (b) to be funded by way of a designated donation received in accordance with the <i>Donation Acceptance Policy</i> and where a gift agreement as between the University and the subject donor has been executed; (c) that is part of an approved program proceeding in accordance with approved program parameters and having available funding; and/or (d) approved through the University's regular budget approval

	process.
authorized delegates	<p>Refers to individuals to whom the Vice-President (University Services, Operations and Finance) has formally delegated approval authority in writing. Unless otherwise specified within this policy or its related procedures, the authorized delegates of the Vice-President (University Services, Operations and Finance) are the:</p> <p>(a) Associate Vice-President (Infrastructure Planning, Development and Partnerships);</p> <p>(b) Associate Vice-President (Finance, Procurement and Planning); and</p> <p>(c) Associate Vice-President (Utilities and Operations).</p>
Board	The Governors of The University of Alberta, being a corporation, continued under the <i>Post-secondary Learning Act</i> (Alberta).
capital grant	All restricted capital funds received by the University through a grant agreement or amended grant agreement to be utilized for a specific capital project or projects and in accordance with the terms and conditions of such agreement.
infrastructure capital expenditure authorization	A written submission required to seek authorization for an expenditure of University funds for an infrastructure project. The specific content and format requirements for an infrastructure expenditure request are detailed within the <i>Infrastructure Capital Expenditure Authorization Procedure</i> .
infrastructure funds	Are funds utilized by the University for undertaking infrastructure projects, regardless of source.
infrastructure project	Any project that requires construction, renovation, restoration, infrastructure upgrading or the installation of capital equipment. Such projects may also apply for landscaping, paving, grounds, and utilities improvements or changes.
capital expenditure threshold	An amount greater than or equal to \$100,000.
University	For the purposes of this policy, “University” shall be understood to mean the Board, notwithstanding that at law the University of Alberta and the Board are separate legal entities.

Published Procedures of this Policy (UAPPOL)

- Infrastructure Capital Expenditure Authorization Procedure (tbd) - (existing [CEAR Procedure](#))

Related Policy Documents (UAPPOL)

- [Financial Management and Practices Policy](#)

- [Real Property Compliance Policy](#)
- [Real Property Proceeds Policy](#)

*For questions surrounding policy document interpretation or implementation,
please contact the Office of Administrative Responsibility.*

For the most recent version of this document, please visit <https://www.ualberta.ca/policies-procedures/index.html>

Infrastructure Capital Expenditure Authorization Policy Draft - Attachment 2

The following provides the First Peoples' House Project as an example of the current CEAR approval process compared to the proposed process.

Current Routing and Approval Process (3 Governance stops);	Propose Routing and Approval Process (1 Governance stop)
First Peoples' House Known Project Cost: \$24,820,000	First Peoples' House Known Project Cost: \$24,820,000
VP Approval CEAR \$1,500,000	Board of Governor's Project Approval
VP Approval CEAR S1* \$1,500,000	CEA, CEAs S1 - S5 signed with delegated authority with quarterly reporting to the Board.
Board Approval CEAR S2 \$15,000,000	
BFPC Approval CEAR S3 \$2,180,000	
BFPC Approval CEAR S4 \$4,570,000	
AVP Approval CEAR S5 \$70,000	

*S = supplemental

ITEM NO. 9.8☒ **Decision** ☐ **Discussion** ☐ **Information**

ITEM OBJECTIVE: To review and, if deemed appropriate, approve revised Board Committee Terms of Reference, and delegations related thereto, as part of the 2024-25 triennial review of committee structure and mandates.

DATE	June 20, 2025
TO	Board of Governors
RESPONSIBLE PORTFOLIO	University Governance (“UGov”)

MOTION: THAT The Governors of The University of Alberta (the “**Board**”):

- (a) on the recommendation of the Board Governance Committee and the other Board standing committees, approve revised Terms of Reference for the Board standing committees substantially in the forms disseminated to the Board;
- (b) on the recommendation of the Board Finance and Property Committee, approve a delegation by the Board of the power, duty and function to establish fees respecting the parking of vehicles on University campuses and provide for the collection of those fees, in the form disseminated to the Board; and
- (c) on the recommendation of the Board Human Resources and Compensation Committee (“**BHRCC**”), approve a delegation by the Board of the power, duty and function to appoint, extend, reappoint and dismiss academic Deans (and matters ancillary thereto) in the form disseminated to the Board, and direct that the language comprising sub-section 2.(a) of the delegation be added to the BHRCC Terms of Reference, with such grammatical changes as are required.

EXECUTIVE SUMMARY:Background

Pursuant to the Board Bylaws, standing committees of the Board are responsible for reviewing their Terms of Reference on an annual basis and, when necessary, recommending revisions to the Board. The BGC Terms of Reference also require BGC to “review the Board’s committee structure and mandates to ensure committees remain relevant and effective, with a comprehensive review every three years.”

A comprehensive “triennial review” was initiated in May 2024 and Board Standing Committees received initial drafts of proposed changes to their Terms of Reference at their November and March committee meetings, for feedback and discussion. The BGC reviewed key changes being considered by the other Board standing committees at its meeting on March 12, 2025.

ITEM NO. 9.8

Following those discussions, each committee considered and recommended its own draft revised Terms of Reference at meetings in March (BGC and BIC) and May (the remaining committees). BGC considered the comprehensive Terms of Reference package via an electronic vote held June 10-12, 2025 and recommended Board approval.

Analysis / Discussion

Proposed revised Terms of Reference are attached in both redline and clean versions and include some stylistic changes that are standard across all standing committees. In addition to those stylistic changes, the following more substantive revisions have been recommended by the following committees for their own Terms of Reference:

Audit and Risk Committee (BARC):

- Removal of the BARC's role in:
 - reviewing and resolving disagreements between University management and its external auditors regarding financial reporting or the application of any accounting principles or practices; and
 - reviewing and, where required, recommending monthly forecasts and budget reconciliations to the Board for approval.
- Addition of explicit oversight over Information Technology, including reviewing and monitoring management's efforts in identifying and mitigating risks related to cybersecurity, data privacy, the confidentiality, integrity, and availability of information systems, and data protection across the University. Furthermore, BARC will monitor the University's technology strategy, the management of technology-related risks (including emerging technologies), and receive updates on key risks such as cyber threats and technology obsolescence, as well as the effectiveness of their mitigation.

Finance and Property Committee (BFPC):

- Removal of the BFPC's role in:
 - approving parking rate increases when the projected percentage increase in total parking revenue exceeds the Consumer Price Index (this requires a Board delegation to the VP (University Services, Operations and Finance - see Attachment 8); and
 - approving the collection of fees on behalf of the University's Students' Union and Graduate Students' Association.

Governance Committee (BGC):

- Addition of authority over approving the appointment and renewal of terms of office for directors of the University of Alberta Properties Trust Inc.
- Removal of BGC's role in collaborating with the President to consider opportunities for forward-looking institutional strategy discussions with the Board and/or its standing committees, as that is a function of the full Board.

Human Resources and Compensation Committee (BHRCC):

- Removal of the BHRCC's role in the appointment, extension, reappointments and dismissals (and matters ancillary thereto) of Faculty Deans (this requires a Board delegation to the Provost and Vice-President (Academic) - see Attachment 9).



ITEM NO. 9.8

- Clarification that the President is entitled to dismiss a Vice-President without seeking prior BHRCC approval if there are exigent circumstances for doing so.

Investment Committee (BIC):

- Removal of BIC's delegated authority to approve the university's Statement of Investment Principles and Beliefs.

Risk Discussion / Mitigation of the Risk

Without regular reviews, terms of reference may become outdated, failing to reflect current organizational needs, regulatory requirements, or best practices. Stakeholders expect governance frameworks to be regularly reviewed and updated. Failure to do so may result in decreased confidence in the Board's commitment to sound governance practices. To mitigate these risks, it is essential to conduct a comprehensive review of committee Terms of Reference, ensuring they are current, compliant, and aligned with the Board's strategic vision.

Authority

Board Committee Terms of Reference | Board Governance Committee Terms of Reference, at s. 2. J.

SUPPORTING MATERIALS (Attachments):

1. Draft Revised Board Standing Committee Terms of Reference (red-lined):

- a. Audit and Risk Committee
- b. Finance and Property Committee
- c. Governance Committee
- d. Human Resources and Compensation Committee
- e. Investment Committee
- f. Learning, Research and Student Experience Committee

The Reputation and Public Affairs Committee had no substantial changes to content, so there is no red-lined attachment.

2. Draft Revised Board Standing Committee Terms of Reference (clean) (**for approval**):

- a. Audit and Risk Committee
- b. Finance and Property Committee
- c. Governance Committee
- d. Human Resources and Compensation Committee
- e. Investment Committee
- f. Learning, Research and Student Experience Committee
- g. Reputation and Public Affairs Committee

3. Delegation of Power, Duty or Function by the Board of Governors (Parking Fees) (**for approval**)

4. Delegation of Power, Duty or Function by the Board of Governors (Dean matters) (**for approval**)

Current Terms of Reference for all Board Standing Committees can be found on the [University Governance website](#).

Effective Date: [***], 2025

Date of Next Review: [***], 2028

1. Purpose of the Committee

The purpose of the Audit and Risk Committee (the “**Committee**”) is to ensure that appropriate controls and accountabilities exist within the University of Alberta (the “**University**”) with respect to:

- 1.1 financial reporting;
- 1.2 external audit;
- 1.3 internal audit function;
- 1.4 health, safety and the environment;
- 1.5 information technology; and
- 1.6 enterprise risk management.

Indicatively, the Committee makes certain that the University’s financial reporting processes are sound; that the internal and external audit functions are ably performed; and that proper mechanisms are engaged to identify, report, and control areas of significant risk to the University, including those related to health, safety and the environment and information technology.

The Committee also fosters open dialogue among the University’s external auditors, the Office of Internal Audit & Enterprise Risk Management (“**IA&ERM**”), the executive director of the IA&ERM (the “**University-Auditor**”), University management, and the Board of Governors (the “**Board**”), serving as a forum for candid discussions relating to audit and risk management.

2. Delegated Authority from the Board

In furtherance of the purpose of the Committee, the Board has delegated to the Committee the following powers, duties and functions:

2.1 Financial Reporting

(a) *Oversight and Review of Accounting Principles and Practices*

- (i) as it deems necessary or appropriate, overseeing, reviewing and discussing with University management, the external auditors and the University Auditor (together and separately as it deems necessary), among other items and matters:

1. the quality, appropriateness and acceptability of the accounting principles, practices and policies used by the University in its financial reporting, its consistency from period to period, changes in the University's accounting principles or practices, and the application of particular accounting principles and disclosure practices by University management to new or unusual transactions or events;
 2. all significant financial reporting issues, estimations and judgments made in connection with the preparation of the University's financial statements, including the effects of alternative methods within accounting standards or generally accepted accounting principles on the financial statements and any "second opinions" sought by University management from an independent auditor with respect to the accounting treatment of a particular item;
 3. any material change to the University's auditing and/or accounting principles and practices as required by accounting standards or recommended by University management, the external auditors or the University Auditor or which may result from proposed changes to applicable generally accepted accounting principles;
 4. the extent to which any changes or improvements in accounting or financial practices, as approved by the Committee, have been implemented; and
 5. the effect of regulatory and accounting initiatives on the University's financial statements and other financial disclosures; and
- ~~(ii) reviewing and resolving disagreements between University management and the external auditors regarding financial reporting or the application of any accounting principles or practices.~~
- (b) reviewing, and, where required by applicable accounting standards or University policy, recommending for approval by the Board, the following:
- (i) audited annual financial statements;
 - (ii) interim financial statements; and
 - ~~(iii) monthly forecasts and budget reconciliations (when required); and~~
 - ~~(iiiiv)~~ annual and interim management discussion and analysis.
- (c) periodically assessing the adequacy of the controls and procedures that have been adopted to confirm that published documents containing financial information derived from the University's financial statements are consistent with the information contained in such financial statements.

2.2 External Audit

(a) *Oversight of External Auditors*

- (i) overseeing the relationship between University management and the external auditor concerning financial reporting, ~~including the resolution of any disagreements~~; and
- (ii) meeting privately with the external auditor to discuss any items of concern to the Committee or the external auditor.

(b) *Oversight and Monitoring of Audits*

- (i) reviewing with the external auditors, the University Auditor and University management:
 - 1. the audit function generally;
 - 2. the objectives, staffing, locations, coordination (reduction of redundant efforts) and effective use of audit resources;
 - 3. reliance upon, and responsibilities of, University management;
 - 4. the overall audit plans;
- (ii) reviewing with University management the results of external audits; and
- (iii) providing an open avenue of communication between the external auditors, IA&ERM, the Board and University management and taking such other reasonable steps as it may deem necessary to satisfy itself that each audit was conducted in a manner consistent with all applicable legal requirements and auditing standards of applicable professional or regulatory bodies.

2.3 Internal Audit Function

(a) *Mandate and Charter*

- (i) discussing with the University Auditor and senior University management the appropriate authority, role, responsibilities, scope, and services (assurance and/or advisory) of the internal audit function;
- (ii) participating in discussions with the University Auditor and senior University management regarding the “essential conditions” described in the Global Internal Audit Standards, which establish the foundation that enables an effective internal audit function; and
- (iii) annually approving the internal audit function’s charter, which includes the internal audit mandate and the scope and type of internal audit services.

- (b) *Strategy*
 - (i) reviewing and providing input into the University's Internal Audit Strategy, which is updated no less than triennially.
- (c) *Planning and Resources*
 - (i) annually approving the risk-based internal audit plan, including any significant changes thereto;
 - (ii) reviewing and providing input into the internal audit function's resources, budget, expenses and human resources administration, ensuring it has the necessary support to fulfill its mandate and achieve the internal audit plan; and
 - (iii) reviewing a summary of the coordination among internal and external assurance and advisory service providers.
- (d) *Services*
 - (i) reviewing a summary of assurance and advisory engagements performed by the internal audit function, focusing on significant findings, and ensuring that University management's responses and action plans are timely and appropriate;
 - (ii) monitoring and ensuring that University management addresses recommendations promptly and appropriately. This includes reviewing and assessing the following:
 - 1. periodic status updates on outstanding internal audit recommendations;
 - 2. engagement findings to confirm the implementation of recommendations and action plans; and
 - (iii) reviewing a summary of investigations into reports of fraud and irregular activity.
- (e) *Support and Oversight of the University Auditor*
 - (i) approving the appointment, role and responsibilities, and dismissal of the University Auditor;
 - (ii) reviewing the University Auditor's performance and providing input into the University Auditor's remuneration;
 - (iii) ensuring that the internal audit function and the University Auditor are positioned independently thus enabling internal audit services and responsibilities to be performed without interference from University management, and receiving an independence confirmation from the University Auditor on an annual basis;

- (iv) ensuring that the University Auditor has unrestricted access to and direct communication with the Committee, including:
 - 1. holding separate *in-camera* sessions with the University Auditor at each Committee meeting, without senior University management present, to discuss any matters that either the Committee or the University Auditor believe should be discussed privately;
 - 2. ensuring that there are regular meetings between the Chair of the Committee and the University Auditor;
 - 3. discussing any difficulties or disputes that may arise with University management in the course of performing internal audit services, including any restrictions on the scope of their work or access to required information, the adequacy of University management's responses and actions to implement the recommendations; and
 - (v) facilitating direct and open communication between the University Auditor, external auditors, senior University management, and the Board.
- (f) *Quality*
- (i) ensuring that a Quality Assurance and Improvement Program ("QAIP") has been established and reviewing the results of the same on an annual basis;
 - (ii) approving the internal audit function's performance objectives at least annually;
 - (iii) assessing the effectiveness and efficiency of the internal audit function, including:
 - 1. reviewing the achievement of the internal audit mandate and performance objectives, including progress towards completing the internal audit plan; and
 - 2. compliance with the current Institute of Internal Auditors' International Professional Practices Framework, along with all applicable laws and regulations;
 - (iv) reviewing and approving the University Auditor's plan for conducting an external quality assessment ~~every five years at least quinquennially~~, and receiving the results of such assessments directly from the independent assessor, reviewing and approving the University Auditor's action plans, if applicable, and monitoring the progress of their implementation.

(g) *Reporting*

- (i) reviewing Internal Audit Progress Reports at each meeting of the Committee, which reports include a resourcing update, a summary of performance relative to the internal audit plan, any significant changes to the internal audit plan, results of internal audit services, any potential impairments to independence, and a summary of investigation activity; and
- (ii) reviewing the Internal Audit Annual Report that, in addition to the Internal Audit Progress Reports, include an annual summary of results and performance objectives, QAIP results, the annual independence confirmation, and summary of investigation activity over the course of the year.

2.4 *Information Technology*

(a) *Cybersecurity and Data Privacy*

- (i) reviewing and monitoring University management's identification and mitigation of key risks related to:
 - 1. the confidentiality, integrity, and availability of information systems, including cybersecurity, incident response, and disaster recovery; and
 - 2. data protection across academic and administrative functions, including data governance, privacy, and security.

(b) *Monitoring Technology Strategy and Technology-Related Risks*

- (i) reviewing and monitoring University management's:
 - 1. processes for the identification, evaluation, and mitigation of technology-related risks affecting the University's digital infrastructure and operations; and
 - 2. strategy and processes for the adoption and implementation of the University's comprehensive information technology strategy, including emerging technologies such as AI, machine learning, and blockchain, and its alignment with the University's overall strategy, risk tolerance, and data protection policies; and
- (ii) receiving information from University management on key technology-related risks, including those related to system downtime, cyber threats, data breaches, and technology obsolescence, and the effectiveness of mitigation strategies.

2.45 *Enterprise Risk Management ("ERM")*

- (a) ensuring that an ERM program is established, maintained and updated by University management the objective of which is to identify, analyze, evaluate, treat and monitor significant risks and opportunities that may impact the University;

- (b) reviewing and, if deemed appropriate, recommending for approval to the Board new and/or significant changes to the *Enterprise Risk Management Policy*, including the University's Institutional Risk Appetite Statement;
- (c) overseeing and maintaining a risk aware culture and supporting strategic oversight, insight and foresight for proactive risk management at the University;
- (d) providing regular Board education about the ERM program and associated roles and responsibilities;
- (e) guiding and coordinating the consideration of risk by other Board committees as may be applicable to their respective mandates and the incorporation of ERM into their decision making processes;
- (f) receiving a quarterly report providing an update on the University's ERM program, highlighting any significant changes in the program, top institutional risks and emerging risk items;
- (g) reviewing, monitoring and keeping the Board apprised of significant changes to the University's institutional risks including the risk levels, opportunities, emerging risk items, and risk mitigation strategies (including internal controls);
- (h) reviewing significant risks or exposures with University management, the University Auditor and external auditors, assessing the adequacy of risk mitigation strategies, including internal controls, including, but not limited to, reviewing the following:
 - (i) annual reporting:
 - 1. summarizing the University's insurance coverage;
 - 2. on competitive bid exceptions;
 - 3. on compliance by the Board Chair, the University President and Vice-Presidents with applicable policies respecting travel and hosting expenditures;
 - 4. on the strategies and plans regarding cybersecurity and risks related to the University's information technology systems;
 - 5. on processes and controls to prevent and detect fraud and irregularities, including procedures for the safe disclosure of complaints and concerns regarding financial irregularities or other accounting or auditing matters, including annual reporting on financial fraud risk assessment and from the Office of Safe Disclosure and Human Rights;
 - 6. on legal or privacy matters that could have a material effect upon the reputation or operations of the University;

- (ii) quarterly reporting on the strategies and plans regarding health, safety and environmental risks, and providing advice and recommendations with respect to significant incidents, trends and outcomes at the University relating to the purpose of the Committee, and strategies and measures to support a culture that promotes occupational health, safety, environmental stewardship and security at the University;
 - (iii) annual updating on the University's disaster recovery and business continuity plans and processes;
 - (iv) compliance by University management, including a quarterly certificate with respect to compliance with the *Freedom of Information and Protection of Privacy Act* (Alberta) and a University Centres & Institutes annual compliance certificate;
- (i) obtains reasonable assurance that financial risk is being effectively managed or controlled by reviewing with senior University management:
 - (i) the University's tolerance for financial risks;
 - (ii) its assessment of the significant financial risks facing the University;
 - (iii) the University's policies and any proposed changes thereto for managing those significant financial risks; and
 - (iv) its plans, processes and programs to manage and control such risks so as to ensure the protection of assets and investments from an enterprise perspective; and
- (j) receiving, reviewing and, if deemed appropriate, approving the annual report required to be prepared by the University and submitted to the applicable Minister pursuant to the applicable provisions of the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (Canada).

2.65 Additional Matters

- (a) reviewing the University's annual report to the Government of Alberta from a financial and ERM perspective and, if deemed appropriate, recommending the approval of such annual report to the Board; and
- (b) reviewing signing officer authorizations in respect of all banking and safekeeping requirements, and approving such individuals.

3. Limitations on Delegated Authority

The Committee has the authority to carry out its roles and responsibilities, subject to any specific conditions or restrictions that are imposed on it by the Board. The Committee does not have

decision-making authority except where, and to the extent that, such authority has been expressly delegated or assigned by the Board in these Terms of Reference or by a resolution of the Board.

4. **Reporting Obligation(s)**

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

5. **Composition of the Committee**

The Committee functions in accordance with the Principles for Board Standing Committee Composition.

Members	
<i>Ex-officio (2)</i>	
(a)	the Board Chair
(b)	the Chancellor
<i>Appointed (7)</i>	
(c)	where appropriate, no more than seven Governors or Non-Governor Committee Members, as appointed by the Board or its delegate ¹
Internal Resources	
<i>Ex-officio</i>	
(d)	the President and Vice-Chancellor
<i>Appointed by the President</i>	
(e)	the Provost and Vice-President (Academic)
(f)	the Vice-President (University Services, Operations and Finance)
(g)	the Associate Vice-President (Finance, Procurement and Planning)
(h)	the Associate Vice-President (Information Services and Technology) and Chief Information Officer
(ih)	the Associate Vice-President (Human Resources, Health, Safety and Environment)
(ji)	the University Auditor
(kj)	the General Counsel

¹ Members of the Committee must be independent, as set out in the Principles for Board Standing Committee Composition and the Board Bylaws.



(lk)	the University Secretary
(ml)	the Committee Secretary
(nm)	other resources, as determined by the President or the Committee
External Auditor / Agent	
(on)	the External Auditor (Auditor General of Alberta)
Chair / Vice-Chair	
(pe)	the Committee Chair and Vice-Chair shall be selected from the Committee membership appointed pursuant to sub-section 5.(c) of these Terms of Reference ²

6. Effective Date

These Terms of Reference will be effective on the date that they are approved by the Board. All prior or existing Terms of Reference of the Committee are repealed as of the effective date of these Terms of Reference.

² The Vice-Chair undertakes and discharges all duties of the Chair of the Committee in the absence of the Chair.

Effective Date: [***], 2025

Date of Next Review: [***], 2028

1. Purpose of the Committee

The purpose of the Finance and Property Committee (the “**Committee**”) is to assist the Board of Governors (the “**Board**”) of the University of Alberta (the “**University**”) in fulfilling its obligations and oversight responsibilities relating to the financial planning and property affairs of the University.

2. Delegated Authority from the Board

In furtherance of the purpose of the Committee, the Board has delegated to the Committee the following powers, duties and functions:

2.1 Financial Planning

(a) reviewing:

- (i) the University’s interim financial statements with a focus on operating and capital funds;
- (ii) the capitalization of funds to University endowments and, if deemed appropriate, approving the same;
- (iii) and making recommendations to the Board with respect to:
 - 1. the University’s annual consolidated budget;
 - 2. sections of the Investment Management Agreement and/or any similar documents to the extent such sections align with the purpose of the Committee;
 - 3. the execution of borrowing resolutions, as required by the *Post-secondary Learning Act* (Alberta); and

- (b) monitoring trends and key budget drivers affecting the University and identifying the strategic implications of those trends for the University’s future needs.

2.2 Tuition and Fees

(a) reviewing:

- (i) and making recommendations to the Board with respect to:
 - 1. increases to domestic student tuition fees;

- 2. new mandatory non-instructional fees and increases to existing mandatory non-instructional fees when such increases exceed the Academic Price Index;
- 3. international student tuition fees; **and**
- ~~(ii) and, if deemed appropriate, approving parking rate increases when the projected percentage increase in total parking revenue will exceed the Consumer Price Index;~~
- (iii) the impacts of Ancillary Services on the University's consolidated budget;
- (b) approving: ~~¶~~
 - ~~(i) new Non-regulated Exclusions to Program Fees, and changes to or deletions of existing Non-regulated Exclusions to Program Fees.; and~~
 - ~~(ii) the collection of fees on behalf of the University's Students' Union and Graduate Students' Association.~~

2.3 Facilities, Property and Capital Expenditures

- (a) reviewing:
 - (i) and making recommendations to the Board with respect to:
 - 1. the acquisition or disposition of real property in accordance with the University's Real Property Acquisition and Disposition Procedures, as guided by the *Capital Expenditure Authorization Request ("CEAR") Policy* approval limits, and exercising approval authority where provided for in the CEAR Policy;
 - 2. the approval of the University's capital plan;
 - 3. substantive changes to the University's Integrated Asset Management strategy, as such strategy may be amended, amended and restated, replaced, supplemented, or renamed from time to time, and receiving regular updates on the University's progress in implementing such strategy;
 - 4. the University's long-range development plans, land development plans, and other master plans (including substantive amendments to the same) for University lands, and monitoring individual project proposals in order to consider implications to the University's long-range planning and strategic vision;
 - (ii) and, where required by the CEAR Policy, approving or making recommendations to the Board with respect to the approval of capital expenditures;



- (b) identifying and monitoring trends relating to the University's physical infrastructure, and assessing the strategic impact of trends relating to the maintenance and life-cycle renewal for such physical infrastructure; and
- (c) approving the use of funds derived from the sale, lease, or exchange of real property for non-capital purposes.

2.4 Information Technology

- (a) reviewing reports, strategies and plans regarding physical infrastructure and resource optimization for the University's information technology systems.

3. Limitations on Delegated Authority

The Committee has the authority to carry out its roles and responsibilities, subject to any specific conditions or restrictions that are imposed on it by the Board. The Committee does not have decision-making authority except where, and to the extent that, such authority has been expressly delegated or assigned by the Board in these Terms of Reference or by a resolution of the Board.

4. Reporting Obligation(s)

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

5. Composition of the Committee

The Committee functions in accordance with the Principles for Board Standing Committee Composition.

Members	
<i>Ex-officio (3)</i>	
(a)	the Board Chair
(b)	the Chancellor
(c)	the President and Vice-Chancellor
<i>Appointed (7)</i>	
(d)	where appropriate, no more than seven Governors or Non-Governor Committee Members, as appointed by the Board or its delegate
Internal Resources	
(e)	the Provost and Vice-President (Academic)
(f)	the Vice-President (University Services, Operations and Finance)
(g)	the Vice-President (External Relations)



(h)	the Associate Vice-President (Finance, Procurement and Planning)
(i)	the University Secretary
(j)	the Committee Secretary
(k)	other resources, as determined by the President or the Committee
Chair / Vice-Chair	
(l)	the Committee Chair and Vice-Chair shall be selected from the Committee membership appointed pursuant to sub-section 5.(d) of these Terms of Reference ¹

6. **Definitions**

6.1 In these Terms of Reference, and in addition to terms otherwise defined herein, the following terms have the following meanings:

- (a) **“Academic Price Index”** is the weighted annual inflation number used to set annual increases to mandatory non-instructional fees, as calculated by University administration in accordance with the Terms of Reference of the Joint Student/University Oversight Committee on Mandatory Non-Instructional Fees.
- (b) **“Ancillary Services”** is a self-funded business unit consisting of certain departments and service units that generate revenue that contributes to operational and capital reserves, which includes, but is not limited to:
 - (i) dining services;
 - (ii) conference services;
 - (iii) summer and year round accommodations;
 - (iv) student and guest services;
 - (v) ONEcard;
 - (vi) parking services;
 - (vii) residence life; and
 - (viii) residence operations.
- (b) **“Consumer Price Index”** means, at any particular time, the consumer price index for Alberta as reported by Statistics Canada as of December 31 in the preceding year.

¹ The Vice-Chair undertakes and discharges all duties of the Chair of the Committee in the absence of the Chair.



- (c) **"Investment Management Agreement"** means the investment management agreement entered into by the Board and the Minister of Advanced Education pursuant to the *Post-secondary Learning Act* (Alberta).
- (d) **"Non-regulated Exclusions to Program Fees"** means all program fees not regulated by the *Tuition and Fees Regulation* (Alberta), which includes:
 - (i) equipment and material retained or leased by a student;
 - (ii) work placements for which provincial funding has not been provided; and
 - (iii) travel for field trips and/or practicums.

7. Effective Date

These Terms of Reference will be effective on the date that they are approved by the Board. All prior or existing Terms of Reference of the Committee are repealed as of the effective date of these Terms of Reference.

Effective Date: [***], 2025

Date of Next Review: [***], 2028

1. Purpose of the Committee

The purpose of the Governance Committee (the “**Committee**”) is to:

- 1.1 assist the Board of Governors (the “**Board**”) to enhance its performance;
- 1.2 lead the Board in periodic reviews of its performance; and
- 1.3 assess and provide guidance to the Board with respect to Board and Board standing committee composition.

2. Delegated Authority from the Board

In furtherance of the purpose of the Committee, the Board has delegated to the Committee the following powers, duties and functions:

2.1 Orientation and Development

- (a) facilitating opportunities for Board member orientation, mentorship, development, and continuing education, including an annual Board retreat, to support a solid understanding of the University and good governance practices; and
- (b) identifying opportunities for Board member engagement with other University stakeholders and key sectors of the broader community.

2.2 Board Self-Assessment and Governance Best-Practices

- (a) overseeing the Board self-evaluation process and reporting to the Board with respect to the same;
- (b) reviewing:
 - (i) and, where appropriate, recommending changes to, the Board’s committee structure and mandates to ensure committees remain relevant, coordinated, and effective, with a comprehensive review every three (3) years;
 - (ii) monitoring, and ensuring Board compliance with, applicable governance legislation and related documents, including approving government-requested revisions to The Governors of the University of Alberta Mandates and Roles Document;
 - (iii) and, where appropriate, recommending revisions to Board by-laws and codes of conduct to the Board;



- (iv) the information needs and time commitment of Board members to ensure that information meeting management systems and practices facilitate the most effective use of members' time; and
- (v) Board processes and meeting effectiveness, ensuring that items before the Board or its committees are addressed efficiently, appropriately, and in accordance with legislated standards and best practices, in each case in consultation with committee chairs.

2.3 Composition and Succession Planning

- (a) ~~guided by principles of equity, diversity and inclusion,~~ identifying required competencies and personal attributes required on the Board and its committees to ensure effective succession in its membership and leadership positions, including oversight and maintenance of skills and competency matrices;
- (b) in consultation with the Board committee chairs, reviewing committee composition and membership to ensure committees are functioning effectively, with consideration of committee skills matrices and the Principles for Board of Governors Standing Committee Composition, and recommending any required changes to the Board;
- (c) working with the Board Chair to identify candidates for Board membership and/or committee membership;
- (d) developing and implementing a systematic and open process for seeking nominations for non-governor committee members; **and**
- (e) **reviewing and approving the appointment and renewal of terms of office for directors of the University of Alberta Properties Trust Inc..**

2.4 Strategic Plan Oversight

- (a) overseeing how the University's strategic plan is being administered, ensuring compliance with Board directives and reporting on administrative progress.

3. Limitations on Delegated Authority

The Committee has the authority to carry out its roles and responsibilities, subject to any specific conditions or restrictions that are imposed on it by the Board. The Committee does not have decision-making authority except where, and to the extent that, such authority has been expressly delegated or assigned by the Board in these Terms of Reference or by a resolution of the Board.

4. Reporting Obligation(s)

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

5. Composition of the Committee

The Committee functions in accordance with the Principles for Board Standing Committee Composition.

Members	
<i>Ex-officio (3)</i>	
(a)	the Board Chair
(b)	the Chancellor
(c)	the President and Vice-Chancellor
<i>Appointed (7)</i>	
(d)	where appropriate, no more than seven Governors or Non-Governor Committee Members, as appointed by the Board or its delegate
Internal Resources	
(e)	the General Counsel
(f)	the University Secretary
(g)	the Committee Secretary
Chair / Vice-Chair	
(h)	the Committee Chair and Vice-Chair shall be selected from the Committee membership appointed pursuant to sub-section 5.(d) of these Terms of Reference ¹

6. Effective Date

These Terms of Reference will be effective on the date that they are approved by the Board. All prior or existing Terms of Reference of the Committee are repealed as of the effective date of these Terms of Reference.

¹ The Vice-Chair undertakes and discharges all duties of the Chair of the Committee in the absence of the Chair.



Effective Date: [***], 2025

Date of Next Review: [***], 2028

1. Purpose of the Committee

The purpose of the Human Resources and Compensation Committee (the “**Committee**”) is to assist the Board of Governors (the “**Board**”) in fulfilling its fiduciary responsibilities for all matters pertaining to personnel including oversight of policies affecting working conditions, collective bargaining, and the terms and conditions of employment, including salaries and benefits.

2. Delegated Authority from the Board

In furtherance of the purpose of the Committee, the Board has delegated to the Committee the following powers, duties and functions:

2.1 Employee and Labour Relations

(a) Collective Bargaining

- (i) considering and making recommendations to the Board with respect to proposed changes in collective agreements to which the Board is a contracting party;
- (ii) reviewing and approving the mandates for negotiating committees with all bargaining units, including any material changes or amendments thereto; and
- (iii) receiving updates on collective bargaining, the administration of collective agreements, and labour relations (including in the event of a labour disruption), and providing feedback and advice to the President.

(b) Excluded Staff

- (i) considering and making recommendations to the Board with respect to changes to the Handbook of Terms and Conditions of Employment for Management and Professional Staff (Excluded) (“**MAPS**”); and
- (ii) approving changes to market peer groups and salary structures for MAPS employees and Academic Administrators.

2.2 Senior Administration Appointments/Reviews

(a) President

- (i) monitoring the performance of the President and, through the Chair of the Committee, and providing advice to the Chair of the Board on the performance of the President;
- (ii) annually soliciting members of the Board for comments with respect to the performance of the President and considering such other data, reports and



information as the Committee considers useful in order to complete such evaluation;

- (iii) receiving the President's annual goals and objectives and, if deemed appropriate, making recommendations to the Board for the approval of the same;
- (iv) appointing Board members to serve on search and review advisory committees for the President as established pursuant to the University of Alberta's (the "**University**") Recruitment Policy and associated procedures;
- (v) considering and making recommendations to the Board with respect to the appointment, extension, reappointment and dismissal of the President;
- (vi) reviewing:
 - 1. and, if deemed appropriate, approving the compensation (initial and changes thereto) and all material contractual terms and conditions for the President, prior to the execution thereof of any public announcement with respect to the same; and
 - 2. and making recommendations to the Board with respect to changes to the President's executive position description.

(b) **Vice-Presidents**

- (i) reviewing:
 - 1. and, if deemed appropriate, approving the compensation (initial and changes thereto) and all material contractual terms and conditions for the Vice-Presidents prior to the execution thereof or any public announcement with respect to the same, all on the recommendation of the President;
 - 2. and making recommendations to the Board with respect to the appointment, extension, reappointments and dismissals of the Vice-Presidents, all on the recommendation of the President; except that the President may dismiss a Vice-President if in the President's opinion, acting reasonably, exigent circumstances warrant such dismissal, and in which case the President shall promptly advise the Committee of such action;
 - 3. and making recommendations to the Board with respect to changes to the Vice-Presidents' executive position descriptions, all on the recommendation of the President;
- (ii) where required by applicable University policies, appointing Board members to serve on search and review advisory committees for Vice-Presidents as established pursuant to the University's *Recruitment Policy* and associated procedures; and



- (iii) providing advice to the President, through the Chair of the Committee, with respect to the responsibilities and performance of the Vice-Presidents.

(c) **Senior Administration**

- (i) reviewing:

1. and, if deemed appropriate, approving the appointment, extension, reappointments, and dismissals of each college Deans, all on the recommendation of the Provost and Vice-President (Academic);
2. and approving matters of a substantive nature with respect to the procedures for the selection of college Deans, as established pursuant to the University's *Recruitment Policy* and associated procedures, all on the recommendation of the Executive Committee of the General Faculties Council;
3. succession plans for Vice-Presidents;
4. the performance of each college Deans on an annual basis, and approving the compensation of each such individuals, all upon the recommendation of the Provost and Vice-President (Academic); and

- (ii) approving the appointment of Killam and Tory Chairs.

2.3 Reports, Advice and Trends

- (a) considering trends affecting human resources policies of the University;
- (b) receiving an annual report on the performance of the University's pension plans and providing feedback with respect to the same;
- (c) approving the nomination of a University representative to the PSPP board of directors;
- (d) monitoring:
 - (i) trends in compensation and benefits for University employees;
 - (ii) the performance of the University in the areas of responsibility of the Committee against key strategic performance indicators and reporting on the same to the Board; and
- (e) reviewing and providing feedback on regular updates on employment related matters.

3. Limitations on Delegated Authority

The Committee has the authority to carry out its roles and responsibilities, subject to any specific conditions or restrictions that are imposed on it by the Board or the Government of Alberta. The



Committee does not have decision-making authority except where, and to the extent that, such authority has been expressly delegated or assigned by the Board in these Terms of Reference or by a resolution of the Board.

4. Reporting Obligation(s)

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

5. Composition of the Committee

The Committee functions in accordance with the Principles for Board Standing Committee Composition.

Members

Ex-officio (3)

- | | |
|-----|-----------------------------------|
| (a) | the Board Chair |
| (b) | the Chancellor |
| (c) | the President and Vice-Chancellor |

Appointed (5)

- | | |
|-----|--|
| (d) | where appropriate, no more than seven Governors or Non-Governor Committee Members, as appointed by the Board or its delegate |
|-----|--|

Internal Resources

- | | |
|-----|--|
| (e) | the Provost and Vice-President (Academic) |
| (f) | the Vice-President (University Services, Operations and Finance) |
| (g) | the Associate Vice-President (Human Resources, Health, Safety and Environment) |
| (h) | the University Secretary |
| (i) | the Committee Secretary |
| (j) | other resources, as determined by the President or the Committee |



Chair / Vice-Chair

- (k) the Committee Chair and Vice-Chair shall be selected from the Committee membership appointed pursuant to sub-section 5.(d) of these Terms of Reference¹

6. Definitions

6.1 In these Terms of Reference, and in addition to terms otherwise defined herein, the following terms have the following meanings:

- (a) **"Academic Administrators"** has the meaning ascribed to that term in the *Faculty Deans Selection Procedure*;
- (b) **"college Deans"** means, individually, the University's (i) Dean of the College of Health Sciences, (ii) Dean of the College of Natural and Applied Sciences, and (iii) Dean of the College of Social Sciences and Humanities, and the term "college Deans" refers to these individuals collectively;
- (c) **"material"** refers to any term, condition, or provision of a contract or agreement that is of significant importance or impact. A "material" term or condition is one that, if altered or omitted, would likely affect the parties' rights, obligations, or the overall outcome of the contract, including, but not limited to, terms that influence financial commitments, legal obligations, risk exposure, or strategic objectives of the University;
- (d) **"PSPP"** means the Public Service Pension Plan Corporation;
- (e) **"Senior Administration"** means, collectively, the University's:
 - (i) vice-presidents;
 - (ii) general counsel;
 - (iii) university secretary;
 - (iii) Deans; and
- (f) **"UAPP"** means the University Academic Pension Plan.

7. Effective Date

These Terms of Reference will be effective on the date that they are approved by the Board. All prior or existing Terms of Reference of the Committee are repealed as of the effective date of these Terms of Reference.

¹ The Vice-Chair undertakes and discharges all duties of the Chair of the Committee in the absence of the Chair.

Effective Date: [***], 2025

Date of Next Review: [***], 2028

1. **Purpose of the Committee**

The purpose of the Investment Committee (the “**Committee**”) is to assist the Board of Governors (the “**Board**”) of the University of Alberta (the “**University**”) in fulfilling its obligations and oversight responsibilities relating to the investment of the University’s endowed and non-endowed funds.

2. **Delegated Authority from the Board**

In furtherance of the purpose of the Committee, the Board has delegated to the Committee the following powers, duties and functions:

2.1 **Oversight of Investments**

(a) monitoring:

(i) compliance with the *University Funds Investment Policy*;

(ii) at least annually:

1. the actual and expected risk-return profile of the University’s investment programs;

2. the value added by specific elements of the *University Funds Investment Policy* by considering elements such as performance benchmarks, asset allocation, and responsible investment principles;

3. the effectiveness of the *University Funds Investment Policy*, and considering revisions to such policy where and when revisions are necessary or appropriate;

4. the cost effectiveness of the University’s investment programs;

(iii) the Committee’s activities to ensure that the same align with and operate within the framework of the University’s Statement of Investment Principles and Beliefs, as the same may be amended from time to time by the Board on the recommendation of the Committee;

(b) reviewing and, if deemed appropriate, approving Strategic Role Investment Guidelines and strategies in alignment with the *University Funds Investment Policy*; and

(c) providing interpretive guidance and direction with respect to the *University Funds Investment Policy* and the *University Endowment Pool Spending Policy* where such guidance and direction is required in order to resolve ambiguities or any lack of clarity in the same.



2.2 **Oversight of the University's Investment Custodians, Advisors and Managers**

- (a) reviewing:
 - (i) the appointment and termination of the University's investment custodians;
 - (ii) the performance of individual investment managers;
 - (iii) monitoring, and providing feedback on the process for the appointment and termination of investment managers and advisors; and
 - (iv) if deemed appropriate, approving the annual compliance certificate confirming that the University's investment and treasury staff are acting in compliance with the University's *Conflict of Interest and Conflict of Commitment Reporting and Assessment Procedure*.

2.3 **Policy and Other Matters**

- (a) reviewing and approving changes to existing University policies relating to the Committee's mandate, including, but not limited to, the *University Funds Investment Policy* and the *University Endowment Pool (UEP) Spending Policy*, subject to the Limitations on Delegation as set out in Section 3;
- (b) reviewing and recommending new University policies relating to the Committee's mandate, as set out in the University's *Policy Development Policy*;
- (c) reviewing and approving the annual compliance certificate that confirms Investment and Treasury staff comply with the University's *Code of Conduct: Employees' Obligations Respecting Conflicts of Interest*, as the same may be amended from time to time;
- (d) considering enterprise risk and opportunities associated with all items before the Committee and communicates those as needed to the Board Audit and Risk Committee; and
- (e) considering other matters at the request of the Board.

3. **Limitations on Delegated Authority**

The Committee has the authority to carry out its roles and responsibilities, subject to any specific conditions or restrictions that are imposed on it by the Board. The Committee does not have decision-making authority except where, and to the extent that, such authority has been expressly delegated or assigned by the Board in these Terms of Reference or by a resolution of the Board.

4. **Reporting Obligation(s)**

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

5. **Composition of the Committee**

The Committee functions in accordance with the Principles for Board Standing Committee Composition.

Members	
<i>Ex-officio</i> (3)	
(a)	the Board Chair
(b)	the Chancellor
(c)	the President and Vice-Chancellor
<i>Appointed</i> (7)	
(d)	<u>where appropriate</u> , no <u>more</u> than seven (7) Governors or Non-Governor Committee Members, as appointed by the Board or its delegate
Internal Resources	
(e)	the Vice-President (University Services, Operations and Finance)
(f)	the General Counsel
(g)	the University Secretary
(h)	the Committee Secretary
(i)	other resources, as determined by the President or the Committee
Chair / Vice-Chair	
(j)	the Committee Chair and Vice-Chair shall be selected from the Committee membership appointed pursuant to sub-section 5.(d) of these Terms of Reference ¹

6. **Effective Date**

These Terms of Reference will be effective on the date that they are approved by the Board. All prior or existing Terms of Reference of the Committee are repealed as of the effective date of these Terms of Reference.

¹ The Vice-Chair undertakes and discharges all duties of the Chair of the Committee in the absence of the Chair.



Effective Date: [***], 2025

Date of Next Review: [***], 2028

1. Purpose of the Committee

The purpose of the Learning, Research & Student Experience Committee (the “**Committee**”) is to provide oversight and strategic guidance to ensure the University of Alberta’s (the “**University**”) Academic Programs, research activities, and student affairs align with the institution's mission, values, and long-term goals. The Committee advises the Board of Governors (the “**Board**”) on matters related to Academic Programs, research innovation, student success, and overall quality of the learning environment.

2. Delegated Authority from the Board

In furtherance of the purpose of the Committee, the Board has delegated to the Committee the following powers, duties and functions:

2.1. Oversight and Facilitation of Academic Mission

- (a) reviewing and, if deemed appropriate, making recommendations to the Board with respect to:
 - (i) the approval of Major initiatives related to the overall academic mission and related plans and policies of the University provided that any such policies constitute a Board-level Policy;
 - (ii) the establishment, termination, merger, or Major Reorganization of colleges, faculties, departments and schools;
 - (iii) the approval of the creation, modification, suspension and/or termination of Academic Programs, subject to Section 3 below;
 - (iv) sections of the Investment Management Agreement and/or any similar documents to the extent such sections align with the purpose of the Committee;
- (b) reviewing and, if deemed appropriate, approving:
 - (i) substantive amendments to the appeal procedures and powers set out in, or promulgated pursuant to, the *Student Conduct Policy*, the *Student Academic Integrity Policy* and the *Practicum Intervention Policy*, subject to Section 3 below;
 - (ii) institutional enrolment strategic directions, and providing feedback on the same from time-to-time;
 - (iii) the progress towards achieving the enrolment targets and objectives set out in the Investment Management Agreement on an annual basis;



- (c) receiving and discussing Quality Assurance Reports where, in the opinion of the Provost and Vice-President (Academic), any such Quality Assurance Reports merit consideration by the Committee because the same disclose an issue that could reasonably be expected to negatively impact the fulfillment of the University's mandate;

2.2. Oversight and Facilitation of Research and Knowledge Mobilization

- (a) ensuring that research and innovation activities at the University are administered and supported in a manner consistent with the vision, mission, and strategic priorities of the University;
- (b) receiving, discussing and providing feedback on research performance, including with respect to Academic Centres and Institutes;
- (c) monitoring matters related to technology transfer and knowledge mobilization;
- (d) reporting to the Board with respect to material updates to any of the foregoing; and
- (e) considering and advising the Board with respect to the approval of new research policies and Major revisions to existing research policies.

2.3. Oversight and Facilitation of Quality of Students' Experience

- (a) reviewing and providing feedback on:
 - (i) regular reports about student experience, wellness and success; and
 - (ii) programs, partnerships and strategies, including the promotion of **access, community and belonging**~~diversity and inclusion~~ initiatives, related to student experience, wellness and success;and reporting to the Board with respect to material updates to any of the foregoing; and
- (b) monitoring University compliance with Student Wellness Instruments.

3. Limitations on Delegated Authority

3.1. General

The Committee has the authority to carry out its roles and responsibilities, subject to any specific conditions or restrictions that are imposed on it by the Board. The Committee does not have decision-making authority except where, and to the extent that, such authority has been expressly delegated or assigned by the Board in these Terms of Reference or by a resolution of the Board.

3.2. Creation, Modification and Suspension and/or Termination of Academic Programs



In addition to the foregoing, and with respect to subsection 2.1(a)(iii), the Committee shall only consider the approval of substantial proposals relating to the creation, modification and suspension and/or termination of Academic Programs.

3.3. Appeal Procedures

With respect to subsection 2.1(b)(i), as of the effective date of these Terms of Reference, the Board has delegated to the General Faculties Council the power to make substantive amendments to both the *Student Misconduct Appeal Procedure* and the *Student Academic Misconduct Appeal Procedure*.¹

4. Reporting Obligation(s)

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

5. Composition of the Committee

The Committee functions in accordance with the Principles for Board Standing Committee Composition.

Members	
<i>Ex-officio</i> (3)	
(a)	the Board Chair
(b)	the Chancellor
(c)	the President and Vice-Chancellor
<i>Appointed</i> (7)	
(d)	where appropriate, no more than seven Governors or Non-Governor Committee Members, as appointed by the Board or its delegate
Internal Resources	
(e)	the Provost and Vice-President (Academic)
(f)	the Vice-President (Research and Innovation)
(g)	the General Counsel
(h)	the University Secretary
(i)	the Committee Secretary
(j)	other resources, as determined by the President or the Committee

¹ See the minutes of the meeting of the Board on March 22, 2024.



Chair / Vice-Chair	
(k)	the Committee Chair and Vice-Chair shall be selected from the Committee membership appointed pursuant to sub-section 5.(d) of these Terms of Reference ²

6. Definitions

In these Terms of Reference, and in addition to terms otherwise defined herein, the following terms have the following meanings:

- (a) **"Academic Centre or Institute"** means an academic centre or institute that exists at the University and is controlled by the University, and, for greater certainty:
 - (i) an academic centre or institute may exist solely within the University or may be created by one or more partnerships between the University and one or more entity or entities; and
 - (ii) such other entity or entities may include other universities, governments, public authorities (such as health authorities), and/or non-profit organizations;
- (b) **"Academic Program"** means a group of credit courses that, on completion, leads to the granting of a degree, diploma or certificate;
- (c) **"Board-level Policy"** has the meaning ascribed that term in the University's *Policy Development Policy*;
- (d) **"College"** means any one of the (i) College of Health Sciences, (ii) the College of Natural and Applied Sciences, or (iii) the College of Social Sciences and Humanities;
- (e) **"Department"** means an academic department established within a Faculty and which is empowered to determine such policy as may come within its purview by delegation of a faculty council subject to the policies and regulations of the University;
- (f) **"Faculty"** means means a division of the University governed by a faculty council that is entitled, among other things, to determine the Academic Programs for which the faculty is established;
- (g) **"Investment Management Agreement"** means an investment management agreement as that term is understood in the *Post-secondary Learning Act* (Alberta);
- (h) **"Major"** means "important", "serious", or "significant" and for the purposes of these Terms of Reference:
 - (i) **"Major Initiatives"** refers to initiatives, plans, or policies that have a substantial and long-term impact on the University's academic mission, operations, or strategic objectives. This includes initiatives that significantly affect resource allocation, the development of Academic Programs, research capacity, student experience, or external partnerships. "Major" initiatives are typically those that

² The Vice-Chair undertakes and discharges all duties of the Chair of the Committee in the absence of the Chair.



require significant financial investment, affect a broad range of stakeholders, or are critical to the institution's reputation and long-term sustainability; and

- (iii) **"Major Reorganization"** refers to any significant restructuring of the internal organization of Colleges, Faculties, Departments, or Schools, including changes to their leadership, administrative structure, allocation of resources, or the redistribution of their academic responsibilities. This includes, but is not limited to, the consolidation of multiple units, the division of existing units into smaller ones, or changes that substantially affect the mission, operations, or governance of these academic bodies;
- (i) **"material"** refers to any information, issue, or initiative that could have a significant effect on the University's academic mission, research agenda, student experience, reputation, or overall strategic direction. Material matters are those that, if omitted or misrepresented, would likely influence the decisions or deliberations of the Board, particularly regarding resource allocation, policy changes, or institutional priorities. The determination of materiality should consider both quantitative impacts (such as financial or operational scale) and qualitative impacts (such as reputational or strategic importance);
- (j) **"Quality Assurance Reports"** means reports issued following cyclical reviews of Academic Programs administered in accordance with the guidelines set by the Campus Alberta Quality Council and by the Office of the Provost and Vice-President (Academic)
- (k) **"School"** means: (i) a Faculty which, as a matter of common parlance at the University, is called a "school"; (ii) a Department that performs or is designed to perform the functions of a "school"; or (iii) an Academic Centre or Institute which holds the title of "school";
- (l) **"Student Wellness Instruments"** include, but are not limited to:
 - (i) the *Alberta Human Rights Act*;
 - (ii) the *Alcohol Policy*;
 - (iii) the *Discrimination, Harassment and Duty to Accommodate Policy*;
 - (iv) the *Ethical Conduct and Safe Disclosure Policy*;
 - (v) the *Health Information Act* (Alberta);
 - (vi) the *Health, Safety, and Environment Policy*;
 - (vii) the *Helping Individuals at Risk Policy*;
 - (viii) the *Occupational Health and Safety Act* (Alberta);
 - (ix) the *Post-secondary Learning Act* (Alberta);
 - (x) the *Residence Community Standards Policy*;
 - (xi) the *Sexual and Gender-Based Violence Policy*;



- (xii) the *Student Conduct Policy*; and
- (xiii) the *Student Academic Integrity Policy*.

The foregoing include all regulations and procedures promulgated thereunder, and are as amended or replaced from time to time.

7. Interpretation

For the better understanding of section 2.1 of these Terms of Reference, a substantial proposal for the creation, modification, or suspension and/or termination of an Academic Program is one which:

- (a) contemplates a significant financial investment in one or more facilities and/or technology; or
- (b) requires an assessment of reputational or academic risks to the University.

8. Effective Date

These Terms of Reference will be effective on the date that they are approved by the Board. All prior or existing Terms of Reference of the Committee are repealed as of the effective date of these Terms of Reference.



Effective Date: [***], 2025

Date of Next Review: [***], 2028

1. Purpose of the Committee

The purpose of the Audit and Risk Committee (the “**Committee**”) is to ensure that appropriate controls and accountabilities exist within the University of Alberta (the “**University**”) with respect to:

- 1.1 financial reporting;
- 1.2 external audit;
- 1.3 internal audit function;
- 1.4 health, safety and the environment;
- 1.5 information technology; and
- 1.6 enterprise risk management.

Indicatively, the Committee makes certain that the University’s financial reporting processes are sound; that the internal and external audit functions are ably performed; and that proper mechanisms are engaged to identify, report, and control areas of significant risk to the University, including those related to health, safety and the environment and information technology.

The Committee also fosters open dialogue among the University’s external auditors, the Office of Internal Audit & Enterprise Risk Management (“**IA&ERM**”), the executive director of the IA&ERM (the “**University-Auditor**”), University management, and the Board of Governors (the “**Board**”), serving as a forum for candid discussions relating to audit and risk management.

2. Delegated Authority from the Board

In furtherance of the purpose of the Committee, the Board has delegated to the Committee the following powers, duties and functions:

2.1 Financial Reporting

(a) *Oversight and Review of Accounting Principles and Practices*

- (i) as it deems necessary or appropriate, overseeing, reviewing and discussing with University management, the external auditors and the University Auditor (together and separately as it deems necessary), among other items and matters:



1. the quality, appropriateness and acceptability of the accounting principles, practices and policies used by the University in its financial reporting, its consistency from period to period, changes in the University's accounting principles or practices, and the application of particular accounting principles and disclosure practices by University management to new or unusual transactions or events;
 2. all significant financial reporting issues, estimations and judgments made in connection with the preparation of the University's financial statements, including the effects of alternative methods within accounting standards or generally accepted accounting principles on the financial statements and any "second opinions" sought by University management from an independent auditor with respect to the accounting treatment of a particular item;
 3. any material change to the University's auditing and/or accounting principles and practices as required by accounting standards or recommended by University management, the external auditors or the University Auditor or which may result from proposed changes to applicable generally accepted accounting principles;
 4. the extent to which any changes or improvements in accounting or financial practices, as approved by the Committee, have been implemented; and
 5. the effect of regulatory and accounting initiatives on the University's financial statements and other financial disclosures.
- (b) reviewing, and, where required by applicable accounting standards or University policy, recommending for approval by the Board, the following:
- (i) audited annual financial statements;
 - (ii) interim financial statements; and
 - (iii) annual and interim management discussion and analysis.
- (c) periodically assessing the adequacy of the controls and procedures that have been adopted to confirm that published documents containing financial information derived from the University's financial statements are consistent with the information contained in such financial statements.

2.2 External Audit

- (a) *Oversight of External Auditors*



- (i) overseeing the relationship between University management and the external auditor concerning financial reporting; and
 - (ii) meeting privately with the external auditor to discuss any items of concern to the Committee or the external auditor.
- (b) *Oversight and Monitoring of Audits*
 - (i) reviewing with the external auditors, the University Auditor and University management:
 - 1. the audit function generally;
 - 2. the objectives, staffing, locations, coordination (reduction of redundant efforts) and effective use of audit resources;
 - 3. reliance upon, and responsibilities of, University management;
 - 4. the overall audit plans;
 - (ii) reviewing with University management the results of external audits; and
 - (iii) providing an open avenue of communication between the external auditors, IA&ERM, the Board and University management and taking such other reasonable steps as it may deem necessary to satisfy itself that each audit was conducted in a manner consistent with all applicable legal requirements and auditing standards of applicable professional or regulatory bodies.

2.3 Internal Audit Function

- (a) *Mandate and Charter*
 - (i) discussing with the University Auditor and senior University management the appropriate authority, role, responsibilities, scope, and services (assurance and/or advisory) of the internal audit function;
 - (ii) participating in discussions with the University Auditor and senior University management regarding the “essential conditions” described in the Global Internal Audit Standards, which establish the foundation that enables an effective internal audit function; and
 - (iii) annually approving the internal audit function’s charter, which includes the internal audit mandate and the scope and type of internal audit services.
- (b) *Strategy*
 - (i) reviewing and providing input into the University’s Internal Audit Strategy, which is updated no less than triennially.



(c) *Planning and Resources*

- (i) annually approving the risk-based internal audit plan, including any significant changes thereto;
- (ii) reviewing and providing input into the internal audit function's resources, budget, expenses and human resources administration, ensuring it has the necessary support to fulfill its mandate and achieve the internal audit plan; and
- (iii) reviewing a summary of the coordination among internal and external assurance and advisory service providers.

(d) *Services*

- (i) reviewing a summary of assurance and advisory engagements performed by the internal audit function, focusing on significant findings, and ensuring that University management's responses and action plans are timely and appropriate;
- (ii) monitoring and ensuring that University management addresses recommendations promptly and appropriately. This includes reviewing and assessing the following:
 - 1. periodic status updates on outstanding internal audit recommendations;
 - 2. engagement findings to confirm the implementation of recommendations and action plans; and
- (iii) reviewing a summary of investigations into reports of fraud and irregular activity.

(e) *Support and Oversight of the University Auditor*

- (i) approving the appointment, role and responsibilities, and dismissal of the University Auditor;
- (ii) reviewing the University Auditor's performance and providing input into the University Auditor's remuneration;
- (iii) ensuring that the internal audit function and the University Auditor are positioned independently thus enabling internal audit services and responsibilities to be performed without interference from University management, and receiving an independence confirmation from the University Auditor on an annual basis;
- (iv) ensuring that the University Auditor has unrestricted access to and direct communication with the Committee, including:



1. holding separate *in-camera* sessions with the University Auditor at each Committee meeting, without senior University management present, to discuss any matters that either the Committee or the University Auditor believe should be discussed privately;
 2. ensuring that there are regular meetings between the Chair of the Committee and the University Auditor;
 3. discussing any difficulties or disputes that may arise with University management in the course of performing internal audit services, including any restrictions on the scope of their work or access to required information, the adequacy of University management's responses and actions to implement the recommendations; and
- (v) facilitating direct and open communication between the University Auditor, external auditors, senior University management, and the Board.
- (f) *Quality*
- (i) ensuring that a Quality Assurance and Improvement Program ("**QAIP**") has been established and reviewing the results of the same on an annual basis;
 - (ii) approving the internal audit function's performance objectives at least annually;
 - (iii) assessing the effectiveness and efficiency of the internal audit function, including:
 1. reviewing the achievement of the internal audit mandate and performance objectives, including progress towards completing the internal audit plan; and
 2. compliance with the current Institute of Internal Auditors' International Professional Practices Framework, along with all applicable laws and regulations;
 - (iv) reviewing and approving the University Auditor's plan for conducting an external quality assessment every five years , and receiving the results of such assessments directly from the independent assessor, reviewing and approving the University Auditor's action plans, if applicable, and monitoring the progress of their implementation.
- (g) *Reporting*
- (i) reviewing Internal Audit Progress Reports at each meeting of the Committee, which reports include a resourcing update, a summary of performance relative to the internal audit plan, any significant changes to the internal audit plan, results of internal audit services, any potential impairments to independence, and a summary of investigation activity; and



- (ii) reviewing the Internal Audit Annual Report that, in addition to the Internal Audit Progress Reports, include an annual summary of results and performance objectives, QAIP results, the annual independence confirmation, and summary of investigation activity over the course of the year.

2.4 Information Technology

(a) Cybersecurity and Data Privacy

- (i) reviewing and monitoring University management's identification and mitigation of key risks related to:
 - 1. the confidentiality, integrity, and availability of information systems, including cybersecurity, incident response, and disaster recovery; and
 - 2. data protection across academic and administrative functions, including data governance, privacy, and security.

(b) Monitoring Technology Strategy and Technology-Related Risks

- (i) reviewing and monitoring University management's:
 - 1. processes for the identification, evaluation, and mitigation of technology-related risks affecting the University's digital infrastructure and operations; and
 - 2. strategy and processes for the adoption and implementation of the University's comprehensive information technology strategy, including emerging technologies such as AI, machine learning, and blockchain, and its alignment with the University's overall strategy, risk tolerance, and data protection policies; and
- (ii) receiving information from University management on key technology-related risks, including those related to system downtime, cyber threats, data breaches, and technology obsolescence, and the effectiveness of mitigation strategies.

2.5 Enterprise Risk Management ("ERM")

- (a) ensuring that an ERM program is established, maintained and updated by University management the objective of which is to identify, analyze, evaluate, treat and monitor significant risks and opportunities that may impact the University;
- (b) reviewing and, if deemed appropriate, recommending for approval to the Board new and/or significant changes to the *Enterprise Risk Management Policy*, including the University's Institutional Risk Appetite Statement;
- (c) overseeing and maintaining a risk aware culture and supporting strategic oversight, insight and foresight for proactive risk management at the University;



- (d) providing regular Board education about the ERM program and associated roles and responsibilities;
- (e) guiding and coordinating the consideration of risk by other Board committees as may be applicable to their respective mandates and the incorporation of ERM into their decision making processes;
- (f) receiving a quarterly report providing an update on the University's ERM program, highlighting any significant changes in the program, top institutional risks and emerging risk items;
- (g) reviewing, monitoring and keeping the Board apprised of significant changes to the University's institutional risks including the risk levels, opportunities, emerging risk items, and risk mitigation strategies (including internal controls);
- (h) reviewing significant risks or exposures with University management, the University Auditor and external auditors, assessing the adequacy of risk mitigation strategies, including internal controls, including, but not limited to, reviewing the following:
 - (i) annual reporting:
 - 1. summarizing the University's insurance coverage;
 - 2. on competitive bid exceptions;
 - 3. on compliance by the Board Chair, the University President and Vice-Presidents with applicable policies respecting travel and hosting expenditures;
 - 4. on the strategies and plans regarding cybersecurity and risks related to the University's information technology systems;
 - 5. on processes and controls to prevent and detect fraud and irregularities, including procedures for the safe disclosure of complaints and concerns regarding financial irregularities or other accounting or auditing matters, including annual reporting on financial fraud risk assessment and from the Office of Safe Disclosure and Human Rights;
 - 6. on legal or privacy matters that could have a material effect upon the reputation or operations of the University;
 - (ii) quarterly reporting on the strategies and plans regarding health, safety and environmental risks, and providing advice and recommendations with respect to significant incidents, trends and outcomes at the University relating to the purpose of the Committee, and strategies and measures to support a culture that promotes occupational health, safety, environmental stewardship and security at the University;



- (iii) annual updating on the University's disaster recovery and business continuity plans and processes;
 - (iv) compliance by University management, including a quarterly certificate with respect to compliance with the *Freedom of Information and Protection of Privacy Act* (Alberta) and a University Centres & Institutes annual compliance certificate;
- (i) obtains reasonable assurance that financial risk is being effectively managed or controlled by reviewing with senior University management:
 - (i) the University's tolerance for financial risks;
 - (ii) its assessment of the significant financial risks facing the University;
 - (iii) the University's policies and any proposed changes thereto for managing those significant financial risks; and
 - (iv) its plans, processes and programs to manage and control such risks so as to ensure the protection of assets and investments from an enterprise perspective; and
- (j) receiving, reviewing and, if deemed appropriate, approving the annual report required to be prepared by the University and submitted to the applicable Minister pursuant to the applicable provisions of the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (Canada).

2.6 **Additional Matters**

- (a) reviewing the University's annual report to the Government of Alberta from a financial and ERM perspective and, if deemed appropriate, recommending the approval of such annual report to the Board; and
- (b) reviewing signing officer authorizations in respect of all banking and safekeeping requirements, and approving such individuals.

3. **Limitations on Delegated Authority**

The Committee has the authority to carry out its roles and responsibilities, subject to any specific conditions or restrictions that are imposed on it by the Board. The Committee does not have decision-making authority except where, and to the extent that, such authority has been expressly delegated or assigned by the Board in these Terms of Reference or by a resolution of the Board.

4. **Reporting Obligation(s)**

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

5. Composition of the Committee

The Committee functions in accordance with the Principles for Board Standing Committee Composition.

Members	
<i>Ex-officio (2)</i>	
(a)	the Board Chair
(b)	the Chancellor
<i>Appointed (7)</i>	
(c)	where appropriate, no more than seven Governors or Non-Governor Committee Members, as appointed by the Board or its delegate ¹
Internal Resources	
<i>Ex-officio</i>	
(d)	the President and Vice-Chancellor
<i>Appointed by the President</i>	
(e)	the Provost and Vice-President (Academic)
(f)	the Vice-President (University Services, Operations and Finance)
(g)	the Associate Vice-President (Finance, Procurement and Planning)
(h)	the Associate Vice-President (Information Services and Technology) and Chief Information Officer
(i)	the Associate Vice-President (Human Resources, Health, Safety and Environment)
(j)	the University Auditor

¹ Members of the Committee must be independent, as set out in the Principles for Board Standing Committee Composition and the Board Bylaws.



(k)	the General Counsel
(l)	the University Secretary
(m)	the Committee Secretary
(n)	other resources, as determined by the President or the Committee
External Auditor / Agent	
(o)	the External Auditor (Auditor General of Alberta)
Chair / Vice-Chair	
(p)	the Committee Chair and Vice-Chair shall be selected from the Committee membership appointed pursuant to sub-section 5.(c) of these Terms of Reference ²

6. Effective Date

These Terms of Reference will be effective on the date that they are approved by the Board. All prior or existing Terms of Reference of the Committee are repealed as of the effective date of these Terms of Reference.

² The Vice-Chair undertakes and discharges all duties of the Chair of the Committee in the absence of the Chair.



Effective Date: [***], 2025

Date of Next Review: [***], 2028

1. Purpose of the Committee

The purpose of the Finance and Property Committee (the “**Committee**”) is to assist the Board of Governors (the “**Board**”) of the University of Alberta (the “**University**”) in fulfilling its obligations and oversight responsibilities relating to the financial planning and property affairs of the University.

2. Delegated Authority from the Board

In furtherance of the purpose of the Committee, the Board has delegated to the Committee the following powers, duties and functions:

2.1 Financial Planning

(a) reviewing:

- (i) the University’s interim financial statements with a focus on operating and capital funds;
- (ii) the capitalization of funds to University endowments and, if deemed appropriate, approving the same;
- (iii) and making recommendations to the Board with respect to:
 - 1. the University’s annual consolidated budget;
 - 2. sections of the Investment Management Agreement and/or any similar documents to the extent such sections align with the purpose of the Committee;
 - 3. the execution of borrowing resolutions, as required by the *Post-secondary Learning Act* (Alberta); and

(b) monitoring trends and key budget drivers affecting the University and identifying the strategic implications of those trends for the University’s future needs.

2.2 Tuition and Fees

(a) reviewing:

- (i) and making recommendations to the Board with respect to:
 - 1. increases to domestic student tuition fees;



2. new mandatory non-instructional fees and increases to existing mandatory non-instructional fees when such increases exceed the Academic Price Index;
3. international student tuition fees; and
- (ii) the impacts of Ancillary Services on the University's consolidated budget;
- (b) approving new Non-regulated Exclusions to Program Fees, and changes to or deletions of existing Non-regulated Exclusions to Program Fees.

2.3 Facilities, Property and Capital Expenditures

- (a) reviewing:
 - (i) and making recommendations to the Board with respect to:
 1. the acquisition or disposition of real property in accordance with the University's Real Property Acquisition and Disposition Procedures, as guided by the *Capital Expenditure Authorization Request ("CEAR") Policy* approval limits, and exercising approval authority where provided for in the CEAR Policy;
 2. the approval of the University's capital plan;
 3. substantive changes to the University's Integrated Asset Management strategy, as such strategy may be amended, amended and restated, replaced, supplemented, or renamed from time to time, and receiving regular updates on the University's progress in implementing such strategy;
 4. the University's long-range development plans, land development plans, and other master plans (including substantive amendments to the same) for University lands, and monitoring individual project proposals in order to consider implications to the University's long-range planning and strategic vision;
 - (ii) and, where required by the CEAR Policy, approving or making recommendations to the Board with respect to the approval of capital expenditures;
- (b) identifying and monitoring trends relating to the University's physical infrastructure, and assessing the strategic impact of trends relating to the maintenance and life-cycle renewal for such physical infrastructure; and
- (c) approving the use of funds derived from the sale, lease, or exchange of real property for non-capital purposes.



2.4 Information Technology

- (a) reviewing reports, strategies and plans regarding physical infrastructure and resource optimization for the University's information technology systems.

3. Limitations on Delegated Authority

The Committee has the authority to carry out its roles and responsibilities, subject to any specific conditions or restrictions that are imposed on it by the Board. The Committee does not have decision-making authority except where, and to the extent that, such authority has been expressly delegated or assigned by the Board in these Terms of Reference or by a resolution of the Board.

4. Reporting Obligation(s)

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

5. Composition of the Committee

The Committee functions in accordance with the Principles for Board Standing Committee Composition.

Members

Ex-officio (3)

- (a) the Board Chair
- (b) the Chancellor
- (c) the President and Vice-Chancellor

Appointed (7)

- (d) where appropriate, no more than seven Governors or Non-Governor Committee Members, as appointed by the Board or its delegate

Internal Resources

- (e) the Provost and Vice-President (Academic)
- (f) the Vice-President (University Services, Operations and Finance)
- (g) the Vice-President (External Relations)
- (h) the Associate Vice-President (Finance, Procurement and Planning)
- (i) the University Secretary
- (j) the Committee Secretary

(k)	other resources, as determined by the President or the Committee
Chair / Vice-Chair	
(l)	the Committee Chair and Vice-Chair shall be selected from the Committee membership appointed pursuant to sub-section 5.(d) of these Terms of Reference ¹

6. **Definitions**

6.1 In these Terms of Reference, and in addition to terms otherwise defined herein, the following terms have the following meanings:

- (a) **"Academic Price Index"** is the weighted annual inflation number used to set annual increases to mandatory non-instructional fees, as calculated by University administration in accordance with the Terms of Reference of the Joint Student/University Oversight Committee on Mandatory Non-Instructional Fees.
- (b) **"Ancillary Services"** is a self-funded business unit consisting of certain departments and service units that generate revenue that contributes to operational and capital reserves, which includes, but is not limited to:
 - (i) dining services;
 - (ii) conference services;
 - (iii) summer and year round accommodations;
 - (iv) student and guest services;
 - (v) ONEcard;
 - (vi) parking services;
 - (vii) residence life; and
 - (viii) residence operations.
- (b) **"Consumer Price Index"** means, at any particular time, the consumer price index for Alberta as reported by Statistics Canada as of December 31 in the preceding year.
- (c) **"Investment Management Agreement"** means the investment management agreement entered into by the Board and the Minister of Advanced Education pursuant to the *Post-secondary Learning Act* (Alberta).
- (d) **"Non-regulated Exclusions to Program Fees"** means all program fees not regulated by the *Tuition and Fees Regulation* (Alberta), which includes:

¹ The Vice-Chair undertakes and discharges all duties of the Chair of the Committee in the absence of the Chair.



- (i) equipment and material retained or leased by a student;
- (ii) work placements for which provincial funding has not been provided; and
- (iii) travel for field trips and/or practicums.

7. Effective Date

These Terms of Reference will be effective on the date that they are approved by the Board. All prior or existing Terms of Reference of the Committee are repealed as of the effective date of these Terms of Reference.

DRAFT



Effective Date: [***], 2025

Date of Next Review: [***], 2028

1. Purpose of the Committee

The purpose of the Governance Committee (the “**Committee**”) is to:

- 1.1 assist the Board of Governors (the “**Board**”) to enhance its performance;
- 1.2 lead the Board in periodic reviews of its performance; and
- 1.3 assess and provide guidance to the Board with respect to Board and Board standing committee composition.

2. Delegated Authority from the Board

In furtherance of the purpose of the Committee, the Board has delegated to the Committee the following powers, duties and functions:

2.1 Orientation and Development

- (a) facilitating opportunities for Board member orientation, mentorship, development, and continuing education, including an annual Board retreat, to support a solid understanding of the University and good governance practices; and
- (b) identifying opportunities for Board member engagement with other University stakeholders and key sectors of the broader community.

2.2 Board Self-Assessment and Governance Best-Practices

- (a) overseeing the Board self-evaluation process and reporting to the Board with respect to the same;
- (b) reviewing:
 - (i) and, where appropriate, recommending changes to, the Board’s committee structure and mandates to ensure committees remain relevant, coordinated, and effective, with a comprehensive review every three (3) years;
 - (ii) monitoring, and ensuring Board compliance with, applicable governance legislation and related documents, including approving government-requested revisions to The Governors of the University of Alberta Mandates and Roles Document;
 - (iii) and, where appropriate, recommending revisions to Board by-laws and codes of conduct to the Board;



- (iv) the information needs and time commitment of Board members to ensure that information meeting management systems and practices facilitate the most effective use of members' time; and
- (v) Board processes and meeting effectiveness, ensuring that items before the Board or its committees are addressed efficiently, appropriately, and in accordance with legislated standards and best practices, in each case in consultation with committee chairs.

2.3 Composition and Succession Planning

- (a) identifying required competencies and personal attributes required on the Board and its committees to ensure effective succession in its membership and leadership positions, including oversight and maintenance of skills and competency matrices;
- (b) in consultation with the Board committee chairs, reviewing committee composition and membership to ensure committees are functioning effectively, with consideration of committee skills matrices and the Principles for Board of Governors Standing Committee Composition, and recommending any required changes to the Board;
- (c) working with the Board Chair to identify candidates for Board membership and/or committee membership;
- (d) developing and implementing a systematic and open process for seeking nominations for non-governor committee members; and
- (e) reviewing and approving the appointment and renewal of terms of office for directors of the University of Alberta Properties Trust Inc..

2.4 Strategic Plan Oversight

- (a) overseeing how the University's strategic plan is being administered, ensuring compliance with Board directives and reporting on administrative progress.

3. Limitations on Delegated Authority

The Committee has the authority to carry out its roles and responsibilities, subject to any specific conditions or restrictions that are imposed on it by the Board. The Committee does not have decision-making authority except where, and to the extent that, such authority has been expressly delegated or assigned by the Board in these Terms of Reference or by a resolution of the Board.

4. Reporting Obligation(s)

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

5. Composition of the Committee

The Committee functions in accordance with the Principles for Board Standing Committee Composition.

Members	
<i>Ex-officio (3)</i>	
(a)	the Board Chair
(b)	the Chancellor
(c)	the President and Vice-Chancellor
<i>Appointed (7)</i>	
(d)	where appropriate, no more than seven Governors or Non-Governor Committee Members, as appointed by the Board or its delegate
Internal Resources	
(e)	the General Counsel
(f)	the University Secretary
(g)	the Committee Secretary
Chair / Vice-Chair	
(h)	the Committee Chair and Vice-Chair shall be selected from the Committee membership appointed pursuant to sub-section 5.(d) of these Terms of Reference ¹

6. Effective Date

These Terms of Reference will be effective on the date that they are approved by the Board. All prior or existing Terms of Reference of the Committee are repealed as of the effective date of these Terms of Reference.

¹ The Vice-Chair undertakes and discharges all duties of the Chair of the Committee in the absence of the Chair.



Effective Date: [***], 2025

Date of Next Review: [***], 2028

1. Purpose of the Committee

The purpose of the Human Resources and Compensation Committee (the “**Committee**”) is to assist the Board of Governors (the “**Board**”) in fulfilling its fiduciary responsibilities for all matters pertaining to personnel including oversight of policies affecting working conditions, collective bargaining, and the terms and conditions of employment, including salaries and benefits.

2. Delegated Authority from the Board

In furtherance of the purpose of the Committee, the Board has delegated to the Committee the following powers, duties and functions:

2.1 Employee and Labour Relations

(a) Collective Bargaining

- (i) considering and making recommendations to the Board with respect to proposed changes in collective agreements to which the Board is a contracting party;
- (ii) reviewing and approving the mandates for negotiating committees with all bargaining units, including any material changes or amendments thereto; and
- (iii) receiving updates on collective bargaining, the administration of collective agreements, and labour relations (including in the event of a labour disruption), and providing feedback and advice to the President.

(b) Excluded Staff

- (i) considering and making recommendations to the Board with respect to changes to the Handbook of Terms and Conditions of Employment for Management and Professional Staff (Excluded) (“**MAPS**”); and
- (ii) approving changes to market peer groups and salary structures for MAPS employees and Academic Administrators.

2.2 Senior Administration Appointments/Reviews

(a) President

- (i) monitoring the performance of the President and, through the Chair of the Committee, and providing advice to the Chair of the Board on the performance of the President;
- (ii) annually soliciting members of the Board for comments with respect to the performance of the President and considering such other data, reports and



information as the Committee considers useful in order to complete such evaluation;

- (iii) receiving the President's annual goals and objectives and, if deemed appropriate, making recommendations to the Board for the approval of the same;
- (iv) appointing Board members to serve on search and review advisory committees for the President as established pursuant to the University of Alberta's (the "**University**") Recruitment Policy and associated procedures;
- (v) considering and making recommendations to the Board with respect to the appointment, extension, reappointment and dismissal of the President;
- (vi) reviewing:
 - 1. and, if deemed appropriate, approving the compensation (initial and changes thereto) and all material contractual terms and conditions for the President, prior to the execution thereof of any public announcement with respect to the same; and
 - 2. and making recommendations to the Board with respect to changes to the President's executive position description.

(b) **Vice-Presidents**

- (i) reviewing:
 - 1. and, if deemed appropriate, approving the compensation (initial and changes thereto) and all material contractual terms and conditions for the Vice-Presidents prior to the execution thereof or any public announcement with respect to the same, all on the recommendation of the President;
 - 2. and making recommendations to the Board with respect to the appointment, extension, reappointments and dismissals of the Vice-Presidents, all on the recommendation of the President; except that the President may dismiss a Vice-President if in the President's opinion, acting reasonably, exigent circumstances warrant such dismissal, and in which case the President shall promptly advise the Committee of such action;
 - 3. and making recommendations to the Board with respect to changes to the Vice-Presidents' executive position descriptions, all on the recommendation of the President;
- (ii) where required by applicable University policies, appointing Board members to serve on search and review advisory committees for Vice-Presidents as established pursuant to the University's *Recruitment Policy* and associated procedures; and



- (iii) providing advice to the President, through the Chair of the Committee, with respect to the responsibilities and performance of the Vice-Presidents.

(c) **Senior Administration**

- (i) reviewing:
 - 1. and, if deemed appropriate, approving the appointment, extension, reappointment, and dismissal of each college Dean, all on the recommendation of the Provost and Vice-President (Academic);
 - 2. and approving matters of a substantive nature with respect to the procedures for the selection of college Deans, as established pursuant to the University's *Recruitment Policy* and associated procedures, all on the recommendation of the Executive Committee of the General Faculties Council;
 - 3. succession plans for Vice-Presidents;
 - 4. the performance of each college Dean on an annual basis, and approving the compensation of each such individual, all upon the recommendation of the Provost and Vice-President (Academic); and
- (ii) approving the appointment of Killam and Tory Chairs.

2.3 **Reports, Advice and Trends**

- (a) considering trends affecting human resources policies of the University;
- (b) receiving an annual report on the performance of the University's pension plans and providing feedback with respect to the same;
- (c) approving the nomination of a University representative to the PSPP board of directors;
- (d) monitoring:
 - (i) trends in compensation and benefits for University employees;
 - (ii) the performance of the University in the areas of responsibility of the Committee against key strategic performance indicators and reporting on the same to the Board; and
- (e) reviewing and providing feedback on regular updates on employment related matters.

3. **Limitations on Delegated Authority**

The Committee has the authority to carry out its roles and responsibilities, subject to any specific conditions or restrictions that are imposed on it by the Board or the Government of Alberta. The Committee does not have decision-making authority except where, and to the extent that, such



authority has been expressly delegated or assigned by the Board in these Terms of Reference or by a resolution of the Board.

4. Reporting Obligation(s)

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

5. Composition of the Committee

The Committee functions in accordance with the Principles for Board Standing Committee Composition.

Members

***Ex-officio* (3)**

- | | |
|-----|-----------------------------------|
| (a) | the Board Chair |
| (b) | the Chancellor |
| (c) | the President and Vice-Chancellor |

Appointed (5)

- | | |
|-----|--|
| (d) | where appropriate, no more than seven Governors or Non-Governor Committee Members, as appointed by the Board or its delegate |
|-----|--|

Internal Resources

- | | |
|-----|--|
| (e) | the Provost and Vice-President (Academic) |
| (f) | the Vice-President (University Services, Operations and Finance) |
| (g) | the Associate Vice-President (Human Resources, Health, Safety and Environment) |
| (h) | the University Secretary |
| (i) | the Committee Secretary |
| (j) | other resources, as determined by the President or the Committee |



Chair / Vice-Chair

- (k) the Committee Chair and Vice-Chair shall be selected from the Committee membership appointed pursuant to sub-section 5.(d) of these Terms of Reference¹

6. Definitions

6.1 In these Terms of Reference, and in addition to terms otherwise defined herein, the following terms have the following meanings:

- (a) **"Academic Administrators"** has the meaning ascribed to that term in the *Faculty Deans Selection Procedure*;
- (b) **"college Deans"** means, individually, the University's (i) Dean of the College of Health Sciences, (ii) Dean of the College of Natural and Applied Sciences, and (iii) Dean of the College of Social Sciences and Humanities, and the term "college Deans" refers to these individuals collectively;
- (c) **"material"** refers to any term, condition, or provision of a contract or agreement that is of significant importance or impact. A "material" term or condition is one that, if altered or omitted, would likely affect the parties' rights, obligations, or the overall outcome of the contract, including, but not limited to, terms that influence financial commitments, legal obligations, risk exposure, or strategic objectives of the University;
- (d) **"PSPP"** means the Public Service Pension Plan Corporation;
- (e) **"Senior Administration"** means, collectively, the University's:
 - (i) vice-presidents;
 - (ii) general counsel;
 - (iii) university secretary;
 - (iii) Deans; and
- (f) **"UAPP"** means the University Academic Pension Plan.

7. Effective Date

These Terms of Reference will be effective on the date that they are approved by the Board. All prior or existing Terms of Reference of the Committee are repealed as of the effective date of these Terms of Reference.

¹ The Vice-Chair undertakes and discharges all duties of the Chair of the Committee in the absence of the Chair.

Effective Date: [***], 2025

Date of Next Review: [***], 2028

1. Purpose of the Committee

The purpose of the Investment Committee (the “**Committee**”) is to assist the Board of Governors (the “**Board**”) of the University of Alberta (the “**University**”) in fulfilling its obligations and oversight responsibilities relating to the investment of the University’s endowed and non-endowed funds.

2. Delegated Authority from the Board

In furtherance of the purpose of the Committee, the Board has delegated to the Committee the following powers, duties and functions:

2.1 Oversight of Investments

(a) monitoring:

(i) compliance with the *University Funds Investment Policy*;

(ii) at least annually:

1. the actual and expected risk-return profile of the University’s investment programs;
2. the value added by specific elements of the *University Funds Investment Policy* by considering elements such as performance benchmarks, asset allocation, and responsible investment principles;
3. the effectiveness of the *University Funds Investment Policy*, and considering revisions to such policy where and when revisions are necessary or appropriate;
4. the cost effectiveness of the University’s investment programs;

(iii) the Committee’s activities to ensure that the same align with and operate within the framework of the University’s Statement of Investment Principles and Beliefs, as the same may be amended from time to time by the Board on the recommendation of the Committee;

(b) reviewing and, if deemed appropriate, approving Strategic Role Investment Guidelines and strategies in alignment with the *University Funds Investment Policy*; and

(c) providing interpretive guidance and direction with respect to the *University Funds Investment Policy* and the *University Endowment Pool Spending Policy* where such guidance and direction is required in order to resolve ambiguities or any lack of clarity in the same.



2.2 Oversight of the University's Investment Custodians, Advisors and Managers

- (a) reviewing:
 - (i) the appointment and termination of the University's investment custodians;
 - (ii) the performance of individual investment managers;
 - (iii) monitoring, and providing feedback on the process for the appointment and termination of investment managers and advisors; and
 - (iv) if deemed appropriate, approving the annual compliance certificate confirming that the University's investment and treasury staff are acting in compliance with the University's *Conflict of Interest and Conflict of Commitment Reporting and Assessment Procedure*.

2.3 Policy and Other Matters

- (a) reviewing and approving changes to existing University policies relating to the Committee's mandate, including, but not limited to, the *University Funds Investment Policy* and the *University Endowment Pool (UEP) Spending Policy*, subject to the Limitations on Delegation as set out in Section 3;
- (b) reviewing and recommending new University policies relating to the Committee's mandate, as set out in the University's *Policy Development Policy*;
- (c) reviewing and approving the annual compliance certificate that confirms Investment and Treasury staff comply with the University's *Code of Conduct: Employees' Obligations Respecting Conflicts of Interest*, as the same may be amended from time to time;
- (d) considering enterprise risk and opportunities associated with all items before the Committee and communicating those as needed to the Board Audit and Risk Committee; and
- (e) considering other matters at the request of the Board.

3. **Limitations on Delegated Authority**

The Committee has the authority to carry out its roles and responsibilities, subject to any specific conditions or restrictions that are imposed on it by the Board. The Committee does not have decision-making authority except where, and to the extent that, such authority has been expressly delegated or assigned by the Board in these Terms of Reference or by a resolution of the Board.

4. **Reporting Obligation(s)**

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

5. **Composition of the Committee**

The Committee functions in accordance with the Principles for Board Standing Committee Composition.

Members	
<i>Ex-officio</i> (3)	
(a)	the Board Chair
(b)	the Chancellor
(c)	the President and Vice-Chancellor
<i>Appointed</i> (7)	
(d)	where appropriate, no more than seven Governors or Non-Governor Committee Members, as appointed by the Board or its delegate
Internal Resources	
(e)	the Vice-President (University Services, Operations and Finance)
(f)	the General Counsel
(g)	the University Secretary
(h)	the Committee Secretary
(i)	other resources, as determined by the President or the Committee
Chair / Vice-Chair	
(j)	the Committee Chair and Vice-Chair shall be selected from the Committee membership appointed pursuant to sub-section 5.(d) of these Terms of Reference ¹

6. **Effective Date**

These Terms of Reference will be effective on the date that they are approved by the Board. All prior or existing Terms of Reference of the Committee are repealed as of the effective date of these Terms of Reference.

¹ The Vice-Chair undertakes and discharges all duties of the Chair of the Committee in the absence of the Chair.



Effective Date: [***], 2025

Date of Next Review: [***], 2028

1. Purpose of the Committee

The purpose of the Learning, Research & Student Experience Committee (the “**Committee**”) is to provide oversight and strategic guidance to ensure the University of Alberta’s (the “**University**”) Academic Programs, research activities, and student affairs align with the institution's mission, values, and long-term goals. The Committee advises the Board of Governors (the “**Board**”) on matters related to Academic Programs, research innovation, student success, and overall quality of the learning environment.

2. Delegated Authority from the Board

In furtherance of the purpose of the Committee, the Board has delegated to the Committee the following powers, duties and functions:

2.1. Oversight and Facilitation of Academic Mission

- (a) reviewing and, if deemed appropriate, making recommendations to the Board with respect to:
 - (i) the approval of Major initiatives related to the overall academic mission and related plans and policies of the University provided that any such policies constitute a Board-level Policy;
 - (ii) the establishment, termination, merger, or Major Reorganization of colleges, faculties, departments and schools;
 - (iii) the approval of the creation, modification, suspension and/or termination of Academic Programs, subject to Section 3 below;
 - (iv) sections of the Investment Management Agreement and/or any similar documents to the extent such sections align with the purpose of the Committee;
- (b) reviewing and, if deemed appropriate, approving:
 - (i) substantive amendments to the appeal procedures and powers set out in, or promulgated pursuant to, the *Student Conduct Policy*, the *Student Academic Integrity Policy* and the *Practicum Intervention Policy*, subject to Section 3 below;
 - (ii) institutional enrolment strategic directions, and providing feedback on the same from time-to-time;
 - (iii) the progress towards achieving the enrolment targets and objectives set out in the Investment Management Agreement on an annual basis;



- (c) receiving and discussing Quality Assurance Reports where, in the opinion of the Provost and Vice-President (Academic), any such Quality Assurance Reports merit consideration by the Committee because the same disclose an issue that could reasonably be expected to negatively impact the fulfillment of the University's mandate;

2.2. Oversight and Facilitation of Research and Knowledge Mobilization

- (a) ensuring that research and innovation activities at the University are administered and supported in a manner consistent with the vision, mission, and strategic priorities of the University;
- (b) receiving, discussing and providing feedback on research performance, including with respect to Academic Centres and Institutes;
- (c) monitoring matters related to technology transfer and knowledge mobilization;
- (d) reporting to the Board with respect to material updates to any of the foregoing; and
- (e) considering and advising the Board with respect to the approval of new research policies and Major revisions to existing research policies.

2.3. Oversight and Facilitation of Quality of Students' Experience

- (a) reviewing and providing feedback on:
 - (i) regular reports about student experience, wellness and success; and
 - (ii) programs, partnerships and strategies, including the promotion of access, community and belonging initiatives, related to student experience, wellness and success;and reporting to the Board with respect to material updates to any of the foregoing; and
- (b) monitoring University compliance with Student Wellness Instruments.

3. **Limitations on Delegated Authority**

3.1. General

The Committee has the authority to carry out its roles and responsibilities, subject to any specific conditions or restrictions that are imposed on it by the Board. The Committee does not have decision-making authority except where, and to the extent that, such authority has been expressly delegated or assigned by the Board in these Terms of Reference or by a resolution of the Board.

3.2. Creation, Modification and Suspension and/or Termination of Academic Programs



In addition to the foregoing, and with respect to subsection 2.1(a)(iii), the Committee shall only consider the approval of substantial proposals relating to the creation, modification and suspension and/or termination of Academic Programs.

3.3. Appeal Procedures

With respect to subsection 2.1(b)(i), as of the effective date of these Terms of Reference, the Board has delegated to the General Faculties Council the power to make substantive amendments to both the *Student Misconduct Appeal Procedure* and the *Student Academic Misconduct Appeal Procedure*.¹

4. Reporting Obligation(s)

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

5. Composition of the Committee

The Committee functions in accordance with the Principles for Board Standing Committee Composition.

Members	
<i>Ex-officio</i> (3)	
(a)	the Board Chair
(b)	the Chancellor
(c)	the President and Vice-Chancellor
<i>Appointed</i> (7)	
(d)	where appropriate, no more than seven Governors or Non-Governor Committee Members, as appointed by the Board or its delegate
Internal Resources	
(e)	the Provost and Vice-President (Academic)
(f)	the Vice-President (Research and Innovation)
(g)	the General Counsel
(h)	the University Secretary
(i)	the Committee Secretary
(j)	other resources, as determined by the President or the Committee
Chair / Vice-Chair	

¹ See the minutes of the meeting of the Board on March 22, 2024.



- | | |
|-----|---|
| (k) | the Committee Chair and Vice-Chair shall be selected from the Committee membership appointed pursuant to sub-section 5.(d) of these Terms of Reference ² |
|-----|---|

6. Definitions

In these Terms of Reference, and in addition to terms otherwise defined herein, the following terms have the following meanings:

- (a) **"Academic Centre or Institute"** means an academic centre or institute that exists at the University and is controlled by the University, and, for greater certainty:
 - (i) an academic centre or institute may exist solely within the University or may be created by one or more partnerships between the University and one or more entity or entities; and
 - (ii) such other entity or entities may include other universities, governments, public authorities (such as health authorities), and/or non-profit organizations;
- (b) **"Academic Program"** means a group of credit courses that, on completion, leads to the granting of a degree, diploma or certificate;
- (c) **"Board-level Policy"** has the meaning ascribed that term in the University's *Policy Development Policy*;
- (d) **"College"** means any one of the (i) College of Health Sciences, (ii) the College of Natural and Applied Sciences, or (iii) the College of Social Sciences and Humanities;
- (e) **"Department"** means an academic department established within a Faculty and which is empowered to determine such policy as may come within its purview by delegation of a faculty council subject to the policies and regulations of the University;
- (f) **"Faculty"** means means a division of the University governed by a faculty council that is entitled, among other things, to determine the Academic Programs for which the faculty is established;
- (g) **"Investment Management Agreement"** means an investment management agreement as that term is understood in the *Post-secondary Learning Act* (Alberta);
- (h) **"Major"** means "important", "serious", or "significant" and for the purposes of these Terms of Reference:
 - (i) **"Major Initiatives"** refers to initiatives, plans, or policies that have a substantial and long-term impact on the University's academic mission, operations, or strategic objectives. This includes initiatives that significantly affect resource allocation, the development of Academic Programs, research capacity, student experience, or external partnerships. "Major" initiatives are typically those that require significant financial investment, affect a broad range of stakeholders, or are critical to the institution's reputation and long-term sustainability; and

² The Vice-Chair undertakes and discharges all duties of the Chair of the Committee in the absence of the Chair.



- (iii) **"Major Reorganization"** refers to any significant restructuring of the internal organization of Colleges, Faculties, Departments, or Schools, including changes to their leadership, administrative structure, allocation of resources, or the redistribution of their academic responsibilities. This includes, but is not limited to, the consolidation of multiple units, the division of existing units into smaller ones, or changes that substantially affect the mission, operations, or governance of these academic bodies;
- (i) **"material"** refers to any information, issue, or initiative that could have a significant effect on the University's academic mission, research agenda, student experience, reputation, or overall strategic direction. Material matters are those that, if omitted or misrepresented, would likely influence the decisions or deliberations of the Board, particularly regarding resource allocation, policy changes, or institutional priorities. The determination of materiality should consider both quantitative impacts (such as financial or operational scale) and qualitative impacts (such as reputational or strategic importance);
- (j) **"Quality Assurance Reports"** means reports issued following cyclical reviews of Academic Programs administered in accordance with the guidelines set by the Campus Alberta Quality Council and by the Office of the Provost and Vice-President (Academic)
- (k) **"School"** means: (i) a Faculty which, as a matter of common parlance at the University, is called a "school"; (ii) a Department that performs or is designed to perform the functions of a "school"; or (iii) an Academic Centre or Institute which holds the title of "school";
- (l) **"Student Wellness Instruments"** include, but are not limited to:
 - (i) the *Alberta Human Rights Act*;
 - (ii) the *Alcohol Policy*;
 - (iii) the *Discrimination, Harassment and Duty to Accommodate Policy*;
 - (iv) the *Ethical Conduct and Safe Disclosure Policy*;
 - (v) the *Health Information Act* (Alberta);
 - (vi) the *Health, Safety, and Environment Policy*;
 - (vii) the *Helping Individuals at Risk Policy*;
 - (viii) the *Occupational Health and Safety Act* (Alberta);
 - (ix) the *Post-secondary Learning Act* (Alberta);
 - (x) the *Residence Community Standards Policy*;
 - (xi) the *Sexual and Gender-Based Violence Policy*;
 - (xii) the *Student Conduct Policy*; and
 - (xiii) the *Student Academic Integrity Policy*.



The foregoing include all regulations and procedures promulgated thereunder, and are as amended or replaced from time to time.

7. Interpretation

For the better understanding of section 2.1 of these Terms of Reference, a substantial proposal for the creation, modification, or suspension and/or termination of an Academic Program is one which:

- (a) contemplates a significant financial investment in one or more facilities and/or technology; or
- (b) requires an assessment of reputational or academic risks to the University.

8. Effective Date

These Terms of Reference will be effective on the date that they are approved by the Board. All prior or existing Terms of Reference of the Committee are repealed as of the effective date of these Terms of Reference.

Effective Date: [***], 2025

Date of Next Review: [***], 2028

1. Purpose of the Committee

The purpose of the Reputation and Public Affairs Committee (the “**Committee**”) is to advise the Board of Governors (the “**Board**”) of the University of Alberta (the “**University**”) with respect to matters related to institutional advancement and initiatives to enhance the University’s overall reputation, mission and strategic objectives.

2. Delegated Authority from the Board

In furtherance of the purpose of the Committee, the Board has delegated to the Committee the following powers, duties and functions:

2.1 Reputation

(a) reviewing:

- (i) a multi-dimensional environmental scan on the University’s reputation, relationships and building trust, along with other areas that University administration identifies as adding value, with particular emphasis on identifying and mitigating reputational risks;
- (ii) and assessing local, provincial, national and international trends in university partnerships and positioning;
- (iii) and, if deemed appropriate, approving honorific and philanthropic naming proposals of Physical Entities and, if necessary, makes recommendations to the Board with respect to the revocation of names of such entities; and

(b) overseeing and guiding efforts to safeguard and enhance the University’s reputation.

2.2 Identity

(a) overseeing and guiding efforts to protect and enhance the University’s identity, brand, institutional image, profile and Brand Promise Management; and

(b) regularly assessing local, provincial, national and international trends in university identity and trends.

2.3 Strategic Communication

(a) informing high-level strategic themes and key messages to target audiences as they relate to the University’s relationships and mission.

2.4 Community Engagement and Government Relations

(a) reviewing and:



- (i) assessing the identification of internal and external stakeholder communities and advising on new communities of stakeholders on which to focus, as well as efforts to reach new stakeholders;
 - (ii) monitoring local, provincial and federal government relations strategies;
 - (iii) making recommendations to the Board with respect to the approval of the University's Annual Report to Government; and
- (b) monitoring and providing advice on efforts to develop positive and productive relationships with the University's internal and external stakeholder communities.

2.5 **Philanthropy and Advancement**

- (a) reviewing annual fundraising reports and naming opportunity plans; and
- (b) monitoring donor growth, and reviewing plans and outcomes of plans for donor development and growth and reports on budgetary concerns to the Finance and Property Committee.

3. **Limitations on Delegated Authority**

The Committee has the authority to carry out its roles and responsibilities, subject to any specific conditions or restrictions that are imposed on it by the Board. The Committee does not have decision-making authority except where, and to the extent that, such authority has been expressly delegated or assigned by the Board in these Terms of Reference or by a resolution of the Board.

4. **Reporting Obligation(s)**

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

5. **Composition of the Committee**

The Committee functions in accordance with the Principles for Board Standing Committee Composition.

Members	
<i>Ex-officio (3)</i>	
(a)	the Board Chair
(b)	the Chancellor
(c)	the President and Vice-Chancellor
<i>Appointed (7)</i>	
(d)	where appropriate, no more than seven Governors or Non-Governor Committee Members, as appointed by the Board or its delegate

Internal Resources	
(e)	the Vice-President (External Relations)
(f)	the General Counsel
(g)	the University Secretary
(h)	the Committee Secretary
(i)	other resources, as determined by the President or the Committee
Chair / Vice-Chair	
(j)	the Committee Chair and Vice-Chair shall be selected from the Committee membership appointed pursuant to sub-section 5.(d) of these Terms of Reference ¹

6. **Definitions**

6.1 In these Terms of Reference, and in addition to terms otherwise defined herein, the following terms have the following meanings:

- (a) **"Brand Promise Management"** refers to the oversight and strategic stewardship of the University's commitments and values as communicated to its stakeholders. This includes ensuring that the University's mission, vision, and reputation are consistently represented in all public engagements, communications, and actions, thereby fostering trust and maintaining the University's integrity and standing. Effective brand promise management involves aligning the University's operations, messaging, and stakeholder experiences with the expectations set by the institution's brand; and
- (b) **"Physical Entities"** means tangible, real-world locations, structures, facilities, or assets directly owned by the Board, or otherwise operated, or associated with the University. This includes but is not limited to campuses, buildings, research centers, equipment, signage, and other physical infrastructure that contributes to or affects the public perception, operations, or reputation of the University.

7. **Effective Date**

These Terms of Reference will be effective on the date that they are approved by the Board. All prior or existing Terms of Reference of the Committee are repealed as of the effective date of these Terms of Reference.

¹ The Vice-Chair undertakes and discharges all duties of the Chair of the Committee in the absence of the Chair.

DELEGATION OF POWER, DUTY OR FUNCTION BY THE BOARD OF GOVERNORS

Post-secondary Learning Act (Alberta), s. 62

WHEREAS:

- A. Pursuant to the *Post-secondary Learning Act*, S.A. 2003, c. P-19.5 (the “**PSLA**”) The Governors of The University of Alberta (the “**Board**”) has the power to establish fees respecting the parking of vehicles and provide for the collection of those fees.
- B. Pursuant to section 62 of the PSLA, the Board may delegate in writing to any person any power, duty or function conferred or imposed upon it by the PSLA, except the power to make bylaws.
- C. The Board wishes to delegate to the Vice-President, University Services, Operations and Finance the powers, duties and functions related to establishing fees respecting the parking of vehicles and providing for the collection of those fees.

NOW THEREFORE:

- 1. The Board hereby delegates to the Vice-President, University Services, Operations and Finance or the individual holding the equivalent senior executive position responsible for the overall management and oversight of the University's services, operations, and financial affairs, regardless of title (the “**Responsible Executive**”), the power, duty and function to establish fees respecting the parking of vehicles on University campuses and provide for the collection of those fees (the “**Parking Fees**”).
- 2. The Responsible Executive shall:
 - (a) provide an annual update to the Board, or more frequently as requested by the Board, regarding Parking Fees; and
 - (b) maintain accurate and complete records of all actions taken pursuant to this delegation, including but not limited to: the establishment and modification of parking fee schedules, records of parking fee collection and revenue, and any related contracts or agreements. These records shall be retained in accordance with the University of Alberta's applicable records retention policies and shall be made available to the Board upon request.
- 3. This delegation of authority supersedes and replaces all prior delegations by the Board of the powers, duties, and functions described herein.
- 4. This delegation is granted on the proviso that the Responsible Executive, as delegee, shall at all times exercise the powers, duties and functions herein delegated in accordance with all applicable University of Alberta policies and procedures, as the same may be amended from time to time.

DELEGATION OF POWER, DUTY OR FUNCTION BY THE BOARD OF GOVERNORS

Post-secondary Learning Act (Alberta), s. 62

WHEREAS:

- A. Pursuant to section 21(1) of the *Post-secondary Learning Act*, S.A. 2003, c. P-19.5 (the “**PSLA**”) The Governors of The University of Alberta (the “**Board**”) shall appoint a dean for each faculty of the University of Alberta (each individually a “**Dean**” and collectively the “**Deans**”).
- B. Pursuant to section 83(b) of the PSLA, the Board shall determine the remuneration of its officers and employees.
- C. Pursuant to section 62 of the PSLA, the Board may delegate in writing to any person any power, duty or function conferred or imposed upon it by the PSLA, except the power to make bylaws.
- D. The Board wishes to delegate to the Provost and Vice-President (Academic) the powers, duties and functions related to the appointment, extension, reappointments, and dismissals of Deans.

NOW THEREFORE:

- 1. The Board hereby delegates to the Provost and Vice-President (Academic) the power, duty and function to:
 - (a) approve the appointment, extension, reappointments, and dismissals of all Deans;
 - (b) approve matters of a substantive nature with respect to the procedures for the selection of Deans, as established pursuant to the University of Alberta’s *Recruitment Policy* and associated procedures, all on the recommendation of the Executive Committee of the General Faculties Council; and
 - (c) review the performance of Deans on an annual basis, and approve the compensation of such individuals.
- 2. The Provost and Vice-President (Academic) shall:
 - (a) provide a written report to the Board Human Resources and Compensation Committee as an information item at least annually, or more frequently as requested by that committee, summarizing all appointments, reappointments, extensions, dismissals, and compensation decisions related to Deans made pursuant to this delegation; and
 - (b) maintain accurate and complete records of all actions taken pursuant to this delegation, including but not limited to: appointment documentation, performance review records, compensation determinations, dismissal

proceedings, and any related correspondence. These records shall be retained in accordance with the University of Alberta's applicable records retention policies and shall be made available to the Board upon request.

3. This delegation of authority supersedes and replaces all prior delegations by the Board of the powers, duties, and functions described herein.
4. This delegation is granted on the proviso that the Provost and Vice-President (Academic), as delegee, shall at all times exercise the powers, duties and functions herein delegated in accordance with all applicable University of Alberta policies and procedures, as the same may be amended from time to time.



☒ Decision ☐ Discussion ☐ Information

ITEM OBJECTIVE: To seek a Board approval to amend the Vice-President (University Services, Operations and Finance) position description to reflect the transfer of Chief Financial Officer-related responsibilities to the Associate Vice-President (Finance, Procurement and Planning), in addition to other amendments to reflect further reorganization of units following the consolidation of the former Facilities and Operations portfolio with the former University Services and Finance portfolio.

DATE	June 20, 2025
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Office of the President; Office of the Vice-President (University Services, Operations and Finance)

MOTION: THAT The Governors of the University of Alberta (the “**Board**”), on the recommendation of the Board Human Resources and Compensation Committee, approve that the position description for the office of the Vice-President (University Services, Operations and Finance) be amended as shown in the form of revised position description circulated to the Board for its review.

EXECUTIVE SUMMARY:

Background

Pursuant to s. 82(2) of the *Post-secondary Learning Act* (Alberta) the vice-presidents of the University of Alberta (the “**University**”) have the powers, duties and functions that are assigned to the vice-presidents by The Governors of The University of Alberta (the “**Board**”) on the recommendation of the President.

The executive position description for the Vice-President (University Services, Operations, and Finance) (“**VP USOF**”) identifies the incumbent as being the University’s “Chief Financial Officer” (“**CFO**”). This reference and the Chief Financial Officer-related powers, duties and functions granted to the VP USOF are being transitioned to the Associate Vice-President (Finance, Procurement, and Planning) (“**AVP FPP**”). BHRCC is responsible for reviewing and recommending changes to the Vice-President’s executive position descriptions.

The Chief Financial Officer responsibilities will be reallocated to the AVP FPP, and the corresponding position description updated. This action is undertaken by the VP USOF, in line with their team-building mandate, and the President, overseeing University operations.



Analysis / Discussion

Typically, the CFO is the highest-ranking financial executive in an organization, responsible for overseeing all aspects of budgeting, forecasting, and reporting, among other duties.

Given the VP USOF's expanded role, the aforementioned functions have been functionally transferred to the AVP FPP, and the VP USOF's executive position description needs to be formally updated to reflect this.

Risk Discussion / Mitigation of the Risk

The proposed title change to include "Chief Financial Officer" for the AVP FPP carries potential risks, including internal ambiguity about the evolved role, misalignment between the title and external expectations, and temporary disruption to reporting lines. To mitigate these risks, we will implement a comprehensive communication strategy for all stakeholders, update relevant organizational documents, develop a clear transition plan for any shifting responsibilities, proactively engage with key internal partners, and carefully review external communications to ensure accuracy and consistency.

Authority

ss. 81(3), 82 and 83 *Post-secondary Learning Act (Alberta)*

s. 2. q) BHRCC Terms of Reference

s. 4.3 Board Bylaws

Position description for the VP USOF, as approved on June 14, 2024

SUPPORTING MATERIALS:

1. Amended VP USOF Executive Position Description (4 pages)

EXECUTIVE POSITION DESCRIPTION – VICE-PRESIDENT (University Services, Operations & Finance)

Purpose:

~~Reporting directly to the President, with ongoing close collaboration on major operational matters with the Provost and Vice-President (Academic), the Vice-President (University Services, Operations, & Finance) is the University's Chief Financial Officer (CFO).~~ The Vice-President (University Services Operations & Finance) reports directly to the President, with ongoing close collaboration on major operational matters with the Provost and Vice-President (Academic).

The Vice-President plays an integral role in achieving the University of Alberta's vision by overseeing the provision of robust, responsive and accessible institutional services to the university community.

As the senior administrative executive of the university, the Vice President's primary focus is building and leading a vast array of operational structures that are integral to achieving the university's academic and research mandates.

The Vice-President assures the university's vision by leading an extensive team of executives, leaders, professionals, and individual contributors in confronting the challenges naturally inherent in a complex organization while simultaneously advancing the strategic objectives of the university through long-range planning and strategic execution of all financial, infrastructure, technology, and people elements plus an array of analytics, auditing, risk management, project management, campus experience and community engagement enterprises.

The Vice-President (University Services, Operations and Finance) portfolio includes: ~~Asset Management and Operations~~; Campus Services; Finance, Procurement, and Planning; Human Resources, ~~Health, Safety and Environment~~; Information Services and Technology; Infrastructure ~~Integrated~~ Planning, Development and Partnerships; Internal Audit and Enterprise Risk Management; ~~Performance, Analytics, and Institutional Research~~; Shared Services; University Initiatives Office; and Utilities ~~and Operations~~.

Without restricting the generality of the above statement and in accordance with Article 82(2) of the Post-secondary Learning Act, the Vice-President (University Services, Operations & Finance) has the following powers, duties and functions as assigned by the Board of Governors on the recommendation of the President. At the discretion of the Vice-President (University Services, Operations & Finance) and with the concurrence of the President, select powers, duties, and functions may be delegated.

Key Accountabilities:

Lead the University's People Strategy in partnership with the Provost and Vice-President (Academic).

Ensure the current and long-term effectiveness of all financial functions of the university including: accounting; accountability framework; asset and debt management; financial statements; insurance; risk and safety management; resource planning; staff and student payments; administrative information systems; supply chain management; and audit.

Oversee the development of financial, human resource, information and communications technology, and administrative systems with comprehensive policies and procedures that function in accordance with applicable laws and regulations and provide efficient services to the University Community.

Oversee the preparation, management monitoring, and reporting of the University of Alberta's \$2 billion consolidated budget and its \$3.2 billion endowed and non-endowed investment portfolios..

As the person primarily responsible for risk identification and management, proactively assess enterprise wide risk.

Is the chief conduit for the external auditor and supports the provision of independent, objective internal auditing services designed to add value and improve university operations.

Oversee the development, evolution, and implementation of a long-range information management and communications technology and cyber security plan for the university.

Ensure the university community is a safe place to disclose suspected fraudulent, irregular, discriminatory or harassing activities. Where appropriate, supports the investigation/examination of suspect activities.

Provide leadership in the area of pension and benefit design, maintenance and administration for all staff categories. Acts (or delegates responsibility to act) as the Board of Governors' sponsor representative for the UAPP and PSPP.

As the Vice-President with the primary responsibility for non-academic human resources, oversees all matters with respect to non-academic affairs, including oversight of union contract management and negotiations of all faculty and staff categories in close collaboration with the Provost and Vice-President (Academic).

Ensure analytics for institutional, financial, infrastructure, and human resources are established and continue to provide timely and relevant information for management decision-making across campus.

Provide guidance and direction to the university on issues related to its impact on the environment and the health and safety of the university community.

Provide oversight for the management of strategic enterprise-wide projects and transformational activities.

Build relationships with civic leaders and community groups affected by the growth and development of university lands by committing to genuine engagement and effective communication.

Ensure the success of large, complex projects, with multiple stakeholder involvement, by providing high level technical leadership. Achieves a balance in the use of existing external partnerships while making sure best practices are maintained. Ensures business principles are in place to steward the institution's capital and land assets.

Ensure success in the deployment and implementation of philanthropic donations (e.g. land and capital dollars). Stewards these projects to ensure the requirements of donors are considered and respected.

Accountable for the stewardship associated with building, operating, maintaining, renewing, and optimizing all physical infrastructure across five university campuses comprising one of the largest post secondary footprints in Canada.

Responsible for campus planning including government-approved long-range development plans and sector plans that ensure campuses are functional while remaining inviting to students, faculty, and the broader community, in part by upholding design standards and campus heritage.

Foster an ecosystem in which a broad array of revenue-generating entities (e.g. parking, residences, food and retail outlets, health care facilities, and commercial real estate) are able to flourish and meet the demands of a diverse population from both on and off campus, with a view to generating sustainable, own-source net revenue to advance to the university's strategic objectives.

Drive infrastructure project planning and development activities that always first consider the needs of

students, faculty, researchers, and staff.

In a highly-regulated environment, ensure that the university's district energy system continues to deliver a full array of utility services to all of its customers (University of Alberta, Alberta Health Services, Government of Alberta, plus several smaller entities) in a way that provides the greatest financial benefit to each (equally and proportionally) while minimizing the net environmental impact of its operations.

Create an atmosphere within a portfolio of approximately 2,000 people that motivates staff members to contribute to the stability, achievements, and administrative excellence of the institution.

Build a team of executive leaders committed to fulfilling the vision, goals, and priorities necessary to ensure the long-term success of the portfolio and the university.

Alongside other members of the President's Executive Committee, establish institutional vision and goals, and effectively communicate and organize to achieve those goals.

Develop and maintain a professional reputation locally, provincially, nationally, and internationally in a way that preserves the values and credibility of the university and enables the university to meaningfully engage with internal and external peers.

Develop effective relations with all levels of government and community/business partners while actively seeking opportunities to collaborate on funding proposals, major joint initiatives, and strategic planning.

As a member of the university's executive leadership, participate actively on Board and other committees relating to the areas of mandated responsibility.

Carries out other responsibilities as set out in policies and procedures approved by General Faculties Council (GFC) and/or the Board of Governors.

Drive the "one university" model through robust engagement with colleagues and leaders across the institution.

Is the executive interface between the institution and the University of Alberta Properties Trust.

Actively participate in a university-wide network of 'top 50' worldwide universities in which collaboration drives the agenda.

Qualifications

The Vice-President possesses:

- An advanced degree and a professional designation (e.g. CPA, CPHR).
- Experience in leading within a diverse portfolio of functions that embrace a partnership, service and solutions focus.
- Experience in leading change and uniting people around a vision of sustainability and opportunity.
- Significant experience in financial and capital planning and management of comparable complexity and magnitude.
- Significant experience in negotiating and managing contracts, relationships, and partnerships.
- Experience in working within complex, unionized environments and governance structures, as well as in a broadly-accountable context where objectives extend beyond just financial results.
- Experience working with the post-secondary sector would also be an asset.
- Experience in fostering and maintaining positive relationships and partnerships with community, business, government, and other institutions and organizations locally, nationally and internationally.

The following competencies and personal attributes are required for the position:

- Change and innovation

- Thinking and acting strategically
- Relationship building and diplomacy
- Resource and process management
- Accountability for performance and results
- People development
- Clear communication
- Ability to review, synthesize and correlate large amounts of information



AGENDA ITEM NO. 9.10

Decision X Discussion ☐ Information ☐

ITEM OBJECTIVE: To obtain approval of the Statement of Investment Principles and Beliefs.

DATE	June 20, 2025
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Vice-President (University Services, Operations and Finance)

MOTION: THAT The Governors of The University of Alberta (the “**Board**”), on the recommendation of the Board Investment Committee, approve the revised Statement of Investment Principles and Beliefs, in the form disseminated to the Board, with changes to take effect upon final approval.

EXECUTIVE SUMMARY:

An annual review of the Statement of Investment Principles and Beliefs (SIP&B) (Attachments 1 and 2) helps ensure that it continues to provide core guidance to the committee in fulfilling its mandate. The SIP&B is a guiding document for investment policy development. The University Funds Investment Policy further articulates the return and risk objectives for the University Endowment Pool and the Non-Endowed Investment Pool.

Based on BIC feedback during the March 13, 2025, meeting, updates to the SIP&B are recommended to:

- make the introduction clearer; and
- amend the purpose statement to reflect the importance of the SIP&B and how it is utilized by the Committee.

Analysis/Discussion

It is recommended that the SIP&B is updated to:

- complete editorial amendments to the introductory paragraph by revising the first sentence from “*Earnings from investments are an important part of the funding that supports all students, faculties and staff in reaching their goals, including in areas related to university areas of research, innovation and scholarships*” by striking “*areas related to university,*” then adding “*the*” after “*including in*”; and
- striking the first sentence of the purpose statement which currently reads as: “*The purpose of this Statement of Investment Principles and Beliefs (SIP&B) is to document the consensus views of the Board Investment Committee*” and replacing it with “*The Statement of Investment Principles and Beliefs is a foundational document which serves as core guidance to the Board Investment Committee in fulfilling its mandate.*”



AGENDA ITEM NO. 9.10

Risk Discussion / Mitigation of the Risk

An annual review of the SIP&B helps ensure that the document continues to reflect the principles and beliefs of the Board Investment Committee and provide the guidance necessary to successfully steward the university's investments. Board review and approval ensures that these principles align with university strategy, direction and priorities.

Supporting Materials:

1. Statement of Investment Principles and Beliefs (Clean Version) (2 pages) *For approval*
2. Statement of Investment Principles and Beliefs (Redline Version) (2 pages)



Original Approval Date: April 26 2013
Most Recent Approval: March 13 2025
Editorial Amendments: March 13, 2025

Statement of Investment Principles and Beliefs

Office of Administrative Responsibility:	Finance, Procurement and Planning (Investments and Treasury)
Office of Accountability:	Vice-President (University Services, Operations and Finance)
Approving Authority:	Board of Governors

Introduction

Earnings from investments are an important part of the funding that supports all students, faculties and staff in reaching their goals, including in areas of research, innovation and scholarships. Endowment investments are managed to deliver a long-term sustainable return so that the benefit from the earnings will continue to equally benefit both current and future generations. Non-endowed investments provide liquidity for the university's daily operations and earnings support the university's budget and strategic initiatives.

Purpose

The Statement of Investment Principles and Beliefs is a foundational document which serves as core guidance to the Board Investment Committee in fulfilling its mandate.

In general, the Board Investment Committee believes that:

- Good **governance** is critical and effective oversight promotes better decision-making and accountability, and leads to improved risk-adjusted returns.
- **Risk** taking is necessary in order to generate returns, and that investors that take more risk should be compensated with higher returns.
- Investors with a **long-term investment horizon** are able to take on a higher risk profile and can access a more diverse set of investment opportunities than those focused on a shorter period.
- **Asset allocation** is the primary driver of an investment portfolio's risk and return.
- **Diversification** across multiple investment assets and strategies will improve risk-adjusted returns, and show better resiliency to changing economic and capital market conditions.



- **Implementation decisions** need to take into account that the Non-Endowed Investment Pool (NEIP) and the University Endowment Pool (UEP) have different investment objectives, time horizons and obligations.
- Market inefficiencies persist to varying degrees across all capital markets, and that **active management** can deliver better net risk-adjusted returns over passive implementation strategies.
- **Tactical asset allocation**, within the investment policy's strategic asset allocation ranges can be used, where opportunity and resources are available, to enhance returns and/or reduce risk.
- **Costs** matter and need to be taken into account when investment programs are structured, and that the focus needs to be on net returns.
- The integration and assessment of **environmental, social, and governance** risks and opportunities in the investment process along with proactive engagement, where appropriate, can lead to improved long-term financial performance.



Original Approval Date: April 26 2013
Most Recent Approval: March 13 2025
Editorial Amendments: March 13, 2025

Statement of Investment Principles and Beliefs

Office of Administrative Responsibility:	Finance, Procurement and Planning (Investments and Treasury)
Office of Accountability:	Vice-President (University Services, Operations and Finance)
Approving Authority:	Board Investment Committee Board of Governors

Introduction

Earnings from investments are an important part of the funding that supports all students, faculties and staff in reaching their goals, including in ~~the areas related to university~~ areas of research, innovation and scholarships. Endowment investments are managed to deliver a long-term sustainable return so that the benefit from the earnings will continue to equally benefit both current and future generations. Non-endowed investments provide liquidity for the university's daily operations and earnings support the university's budget and strategic initiatives.

Purpose

~~The Statement of Investment Principles and Beliefs is a foundational document which serves as core guidance to the Board Investment Committee in fulfilling its mandate.~~
~~The purpose of this Statement of Investment Principles and Beliefs (SIP&B) is to document the consensus views of the Board Investment Committee.~~

In general, the Board Investment Committee believes that:

- Good **governance** is critical and effective oversight promotes better decision-making and accountability, and leads to improved risk-adjusted returns.
- **Risk** taking is necessary in order to generate returns, and that investors that take more risk should be compensated with higher returns.
- Investors with a **long-term investment horizon** are able to take on a higher risk profile and can access a more diverse set of investment opportunities than those focused on a shorter period.
- **Asset allocation** is the primary driver of an investment portfolio's risk and return.



- **Diversification** across multiple investment assets and strategies will improve risk-adjusted returns, and show better resiliency to changing economic and capital market conditions.
- **Implementation decisions** need to take into account that the Non-Endowed Investment Pool (NEIP) and the University Endowment Pool (UEP) have different investment objectives, time horizons and obligations.
- Market inefficiencies persist to varying degrees across all capital markets, and that **active management** can deliver better net risk-adjusted returns over passive implementation strategies.
- **Tactical asset allocation**, within the investment policy's strategic asset allocation ranges can be used, where opportunity and resources are available, to enhance returns and/or reduce risk.
- **Costs** matter and need to be taken into account when investment programs are structured, and that the focus needs to be on net returns.
- The integration and assessment of **environmental, social, and governance** risks and opportunities in the investment process along with proactive engagement, where appropriate, can lead to improved long-term financial performance.

Decision ☒ Discussion ☐ Information ☐

ITEM OBJECTIVE: Obtain approval of the revised University Funds Investment Policy.

DATE	June 20, 2025
TO	Board of Governors
RESPONSIBLE PORTFOLIO	Vice-President (University Services, Operations and Finance)

MOTION: THAT The Governors of The University of Alberta (the “**Board**”), on the recommendation of the Board Investment Committee, approve the revised University Funds Investment Policy, in the form disseminated to the Board, with changes to take effect upon final approval.

EXECUTIVE SUMMARY:

Based upon the annual review of University Funds Investment Policy, it is recommended that the following policy updates be completed:

- reducing the target range of both public and private equity (Section 3.2: Asset Allocation);
- increasing the private equity benchmark allocation which will be offset by a reduction in the public equity benchmark allocation (Section 3.4: Rate of Return Goals);
- updating the Non-Endowed Investment Pool (NEIP) Yield benchmark from inflation (consumer price index (CPI)-based) to cash (T-Bill) based (Section 5.6: Performance Benchmarks); and
- correcting the definition of private markets (Definitions section).

Background/Current Situation

On March 28, 2025, the Board of Governors approved updates to the University Funds Investment Policy in section 7.1 following consultation to responsible investment. As a result, no changes to section 7.1 are proposed in these updates.

Four key policy updates are recommended to address both feedback from BIC on March 13, 2025, and make minor administrative corrections. For more detail, please refer to the analysis section below as well as Attachments 1 and 2 (clean and redline policy respectively).

Analysis

During the March 13, 2025, BIC meeting, it was recommended that the Investment and Treasury Team review benchmarks to ensure they are appropriate and attainable. It is also recommended that the definition of private markets be updated for accuracy. The proposed updates and rationale are outlined below.

UEP Asset Allocation (Section 3.2: Asset Allocation)

When the targets for UEP Asset Allocation were first established, private equity (PE) was very low and well below target, so it was given a very low minimum. Extra funds were in public equity, which therefore was given a very high maximum. Now that private equity allocation with the UEP has grown, these values should be updated.

UEP Benchmark (Section 3.4 Rate of Return Goals)

Now that private equity is up to around 15 per cent, the university should be measured against a benchmark with 15 per cent private equity. As a result, it is recommended that the private equity benchmark is raised 5 per cent (from 10 per cent to 15 per cent) and the public equity benchmark is lowered accordingly by 5 per cent (from 55 per cent to 50 per cent).

At the March 13, 2025 BIC meeting, it was requested by a committee member to review the current benchmarks to ensure they were attainable. From this review, management recommends reducing the secured overnight financing rate (SOFR) of +6 percent to SOFR +3 percent as the former does not seem attainable.

NEIP Benchmark (Section 5.6: Performance Benchmarks)

As discussed and recommended in AON's April 25, 2025, report "Asset Allocation Reviews-Optimization Meeting," which is part of the UEP and NEIP Asset Allocation study, it is recommended that the university change from an inflation-based benchmark to a cash-based benchmark.

Private Market Definition (Definitions)

This definition has been updated for accuracy. It now reads as: "Any asset class or investment strategy which is not traded on public exchanges. Private market assets are generally illiquid, with a typical investment life of seven to ten years." [This is updated per discussion at the June 5 Board Investment Committee meeting.](#)

Next Steps

In spring 2026, a comprehensive review of the University Funds Investment Policy will be completed to align with university direction on preparing institutional policies.

Risk Discussion / Mitigation of the Risk

An annual review of University Funds Investment Policy helps ensure that the UEP and NEIP's asset allocation remains appropriate for the level of risk and spending.

Supporting Materials:

1. University Funds Investment Policy (14 pages) (Clean Version) *For Approval*
2. University Funds Investment Policy (14 pages) (Redline Version) *For Information*

Original Approval Date: January 29, 2010
Most Recent Approval: March 28, 2025
Editorial Amendments: n/a

University Funds Investment Policy

Office of Administrative Responsibility:	Finance, Procurement and Planning (Investments & Treasury)
Office of Accountability:	Office of the Vice-President (University Services, Operations and Finance)
Approving Authority:	Board of Governors

Purpose

The *Post-Secondary Learning Act*, Statutes of Alberta, (2003), Sections 75 and 76, provides The Governors of the University of Alberta with broad investment powers, the authority to pool funds and the authority to distribute income, subject to the terms of a trust on which it may be held.

The purpose of this investment policy is to establish distinct asset allocation and risk tolerances for each of the University funds according to the individual fund's spending obligations, objectives, and liquidity requirements.

Definitions

The attached definitions table outlines the terms used in this policy and any specific rules of interpretation that apply.

Scope/Application

Compliance with this University policy extends to all academic, support and excluded staff, postdoctoral fellows, and academic colleagues as outlined and defined in the Recruitment Policy (Appendix A and Appendix B: Definitions and Categories).

Policy

1.0 DESCRIPTION OF UNIVERSITY FUNDS AND GOVERNANCE

The Board of Governors has delegated investment oversight to the Board Investment Committee as documented in the Board Investment Committee's Terms of Reference. The Board of Governors has retained responsibility for the following matters (as outlined in this document):

- The University Funds Investment Policy, which shall include the establishment of broad risk tolerances, strategic asset allocation, and responsible investment.
- The investment objectives and the University Endowment Pool Spending Policy of the University.

The University Funds Investment Policy is subject to annual review by the Board Investment Committee and any recommended changes require approval by the Board of Governors. Management's investment decisions are subject to the overall direction of the Board Investment Committee as reflected in this policy.

The Board Investment Committee's role is to approve the Strategic Role Investment Guidelines (SRIGs). Management has responsibility to select, retain, monitor and dismiss investment managers in accordance with the approved Strategic Role Investment Guidelines. Funds are allocated to external managers or, when determined to be advantageous, may be managed internally.

Each investment manager shall adhere to this policy and must exercise the care, skill, diligence and judgment that a prudent investor would exercise in making investments. This includes the assessment of environmental, social and governance (ESG) risks and opportunities. Investment managers are expected to be in compliance with all applicable laws and regulations as well as the Code of Ethics and Standards of Professional Conduct established by the CFA Institute.

1.1. University Endowment Pool (UEP)

The UEP consists of the University's endowed trust funds or other funds of a permanent or long-term nature.

1.2. Other Endowments

Other endowments consist of endowed trust funds, including those managed by students as part of an academic program, which cannot be pooled for investment purposes because of constraints or conditions attached to the funds.

1.3. Non-Endowed Investment Pool (NEIP)

The NEIP consists of expendable funds, which are pooled for investment purposes.

1.4. Other Non-Endowed Funds

Other non-endowed funds include those funds earmarked for the Supplementary Retirement Plans and restricted non-endowed donations, which cannot be pooled for investment purposes because of constraints or conditions, including those supporting investments recommended by The University of Alberta Innovation Fund Ltd. (UAIF).

2.0 UNIVERSITY ENDOWMENT POOL (UEP)

2.1. Purpose

The UEP represents the pooling of invested assets accumulated by or donated to the University for endowed purposes. The UEP's purpose is to foster an environment of academic excellence where superior teaching, learning, and research can be continuously pursued to benefit all generations equally over time.

2.2. Nature of UEP Liabilities (Spending Policy)

The UEP provides funding to the faculties and departments of the University to be used in accordance with the terms of each endowment. The objective is an appropriate and stable spending allocation that maintains its purchasing power over time, as outlined in the University Endowment Pool Spending Policy. This policy may be amended from time to time by the Board of Governors to ensure that the real value of the endowments (i.e., net of inflation) is maintained.

3.0 INVESTMENT OBJECTIVES OF THE UEP

3.1. Return and Risk

The principal investment objective of the UEP is to earn a long-term real rate of return that meets or exceeds total endowment spending as outlined in the UEP Spending Policy.

At the core of this approach is a focus on intergenerational equity, which requires that the UEP be managed to provide a comparable level of support to future generations as current beneficiaries receive. This means that the value of the UEP should be preserved over time in real dollar terms in order to maintain the future purchasing power of assets. In setting the spending and investment policies for the UEP, the focus should be not just to preserve but to grow the real value of assets over time, as a margin of safety is required to maintain a stable level of support for endowed purposes across varying capital markets and economic conditions.

Assets are allocated across four strategic classifications based on their primary role in the portfolio, which includes Growth, Inflation Sensitive, Deflation Hedging, and Diversifiers. In order to achieve its investment objectives, the UEP will have to maintain a majority weighting in Growth assets and less liquid investment strategies. This is based on projected capital market assumptions, which indicate that over long periods of time, these assets can be expected to provide returns that exceed total endowment spending. Deflation Hedging strategies are expected to help provide protection in times of equity market stress and support spending in a prolonged deflationary period. Conversely, Inflation Sensitive assets are expected to protect the UEP from high or unanticipated inflation, while Diversifiers consist of investment strategies that are expected to provide uncorrelated returns to the other three classifications.

There are many types of risk that impact investment performance, including but not limited to capital markets, economic, environmental, governance, interest rates, liquidity, political, and social. Risks will be monitored through the use of quantitative and qualitative indicators and managed where appropriate via asset allocation, active management, derivatives and other strategies.

3.2. Asset Allocation

The strategic asset allocation is determined by the following four factors:

- Objective of a real rate of return that equals or exceeds the total rate of spending
- Expected long-term return, volatility, and correlation expectations for individual asset classes
- Diversification across asset classes and investment strategies
- Projected liquidity requirements of the UEP

The theoretically infinite time horizon of the UEP allows for the adoption of a strategic asset allocation policy with a high allocation to Growth assets along the following parameters:

Strategic Asset Allocation			
	Minimum	Target	Maximum
Growth	50%	60%	70%
Inflation Sensitive	15%	20%	25%
Deflation Hedging	0%	5%	10%
Diversifiers	10%	15%	20%
Total		100%	

To achieve diversification the UEP will invest in the following asset classes:

Growth			
	Minimum	Target	Maximum
Public Equity	30%	40%	50%
Private Markets	15%	20%	25%
		60%	
Inflation-Sensitive			
Real Estate & Infrastructure	5%	10%	15%
Real Assets	5%	10%	15%
		20%	
Deflation Hedging			
Global Government Bonds	0%	5%	10%
		5%	
Diversifiers			
Absolute Return	10%	15%	20%
Cash	-5%	0%	5%
		15%	

3.3. Categories of Investments

Strategic Role Investment Guidelines shall be classified in accordance with the following general categories in the context of overall fund objectives and the strategic asset allocation described above.

3.3.1. Growth

Growth assets include marketable equity securities, directional long/short equity hedge funds, and credit based fixed income strategies. Private investments include private debt, private equity, and venture capital.

3.3.2. Inflation Sensitive

Inflation sensitive assets include inflation linked bonds, real estate, infrastructure, timberland, farmland, natural resource public equities, mining and minerals, commodities, and energy and renewable resources.

3.3.3. Deflation Hedging

Deflation hedging assets include high quality sovereign fixed income securities.

3.3.4. Diversifiers

Diversifiers include cash and cash equivalents, active currency management, and liquid alternatives including but not limited to strategies such as relative value, market neutral, event driven, merger arbitrage, trend following, volatility arbitrage, systematic/discretionary global macro, and tail hedging.

3.4. Rate of Return Goals

In order of priority, it is expected that the UEP will achieve over any 4-year rolling period:

- An annualized real return that meets or exceeds total endowment spending.
- An annualized return, in excess of the following benchmark. The current benchmark will be modified towards the target benchmark as the strategic asset allocation is implemented.

UEP Policy Benchmark	Target
MSCI ACWI IMI	45%
MSCI ACWI IMI + 3% (3-month lag)	15%
IPD/Realpac Global Property Index	10%
S&P Global Natural Resources Index	10%
FTSE Canada Federal Bond Index	5%
SOFR + 3%	15%
	100%

4.0 OTHER ENDOWMENTS

Other Endowments are invested with the same goals, restrictions and quality levels as described above, subject to any stipulation required by contractual agreement, or by condition of the estate, or administrative arrangement.

5.0 NON-ENDOWED INVESTMENT POOL (NEIP)

5.1. Purpose

The NEIP consists of expendable funding that is pooled for investment purposes. The two-fold purpose of the NEIP is to provide liquidity for the University's daily operations and return enhancement to support strategic initiatives. Cash in excess of the University's short-term obligations may be invested with a longer time horizon and with less than immediate liquidity.

5.2. Return and Risk

The principal investment objective of the NEIP is to generate income for the University across all strategic classifications. Assets are allocated across three strategic classifications based on their primary roles in the portfolio, which includes Liquidity, Yield and Return Seeking.

The Liquidity strategy meets the University's short-term cash flow needs, and has a weighting that takes into account the seasonality of cash balances. In order to enhance returns the Yield strategy takes on additional duration, credit and illiquidity across a highly diversified group of rates based asset classes.

The Return Seeking strategy has a long-term focus and is invested in the UEP for compounded growth. The allocations to the Yield and Return Seeking strategies are balanced for risk management and return diversification purposes.

There are many types of risk that impact investment performance, including but not limited to capital markets, economic, environmental, governance, interest rates, liquidity, political, and social. Risks will be monitored through the use of quantitative and qualitative indicators and managed where appropriate via asset allocation, active management, derivatives and other strategies.

5.3. Asset Allocation

The strategic asset allocation is determined by the following factors:

- Cash flow requirements to meet the University's financial obligations
- Capital preservation
- Diversification to reduce volatility of investment earnings
- Income generation to support budgeted investment income and future strategic initiatives.

Given the short and long-term objectives of the NEIP, the strategic asset allocation is aligned into the following time horizons:

Strategic Asset Allocation			
	Minimum	Target	Maximum
Liquidity	15%	20%	25%
Yield	35%	40%	45%
Return Seeking	35%	40%	45%

To achieve diversification within the Yield strategy, the NEIP will invest in the following asset groups and classes:

Fixed Income			
	Minimum	Target	Maximum
Global Fixed Income (public)	20%	30%	40%
Private Credit	10%	20%	30%
Internally-managed (Canadian bonds)	0%	0%	10%
	30%	50%	70%
Preferred Shares			
Preferred Shares	0%	10%	20%
	0%	10%	20%
Real Property			
Commercial Mortgages and Mortgage Backed Securities	10%	20%	30%
Real Estate & Infrastructure	0%	0%	10%
	10%	20%	30%
Diversifiers			
Absolute Return Strategies	10%	20%	30%
Insurance Linked Securities	0%	0%	10%
	10%	20%	30%
Internally-managed (loans)			
Internally-managed (loans)	0%	0%	20%
	0%	0%	20%
Total Yield		100%	

5.4. Categories of Investments

Strategic Role Investment Guidelines shall be classified within the following categories:

5.4.1. Liquidity

Assets in the liquidity category include cash, government bills or notes, bank deposits or obligations, and corporate money market securities. All Liquidity investments will have a maturity profile of one year or less.

5.4.2. Yield

The Yield strategy is broken down into the following asset groups:

5.4.2.1. Fixed Income

Fixed income provides greater security of capital than equities, and more stable income flows over the long-term. These assets will include global government, corporate, and securitized fixed income securities, bank loans and private credit.

5.4.2.2. Preferred Shares

Preferred shares have both equity and fixed income characteristics, can provide consistent income and diversification benefits.

5.4.2.3. Real Property

Real property backed investments include asset classes that over longer time horizons can offer stable income streams, and are often structured to provide protection against inflation. Real Property assets includes commercial mortgages, mortgage backed securities, real estate, and infrastructure.

5.4.2.4. Diversifiers

Diversifiers are investment strategies that lower overall portfolio risk. Absolute return strategies include but are not limited to, multi-asset strategies that aim to generate positive returns in all stages of the economic cycle. Insurance linked securities generate returns that are completely uncorrelated to capital markets.

5.4.2.5. Internal Loans

Internal loans include loans to University of Alberta Properties Trust Inc., University faculties, departments and staff. Loans to University of Alberta Properties Trust Inc. will be at prevailing commercial terms and conditions. The Internal Loan Policy approved by the Board of Governors governs internal loans.

5.4.3. Return Seeking

All return seeking funds are invested in the UEP with the objective of earning a higher long-term rate of return, and are managed in accordance with Sections 2 through 4 of this policy.

5.5. Budget Considerations and Risk Management

All realized NEIP Investment Earnings not required for current budget purposes will be reinvested to build an investment income reserve. Appropriations from this investment income reserve can be made in a fiscal year when realized NEIP Investment Earnings are

less than budgeted. Appropriations from this investment income reserve to the strategic initiatives fund can only be made when total market value of Yield and Return Seeking exceeds the underlying obligation (investment cost) by a factor of 1.17x.

5.6. Performance Benchmarks

For each component of the NEIP the benchmark is:

	NEIP Policy Benchmark	Target
Liquidity	FTSE Canada 91 Day T-Bill Index	20%
Yield	FTSE Canada 91 Day T-Bill Index + 3%	40%
Return seeking	Current UEP benchmark (section 3.4)	40%
		100%

6.0 OTHER NON-ENDOWED FUNDS

Investment assets received through donations, bequests, contracts and spin-off companies may be subject to contractual stipulations, constraints, conditions of the estate, or other administrative arrangements. These assets may be held until such constraints are removed or the conditions of the agreements are fulfilled. Assets supporting the Supplementary Retirement Plans shall be invested in accordance with their respective agreements. Investments recommended by UAIF, will be managed by UAIF and subject to the governance oversight established for that subsidiary.

7.0 GENERAL

7.1. Responsible Investment

Responsible investment involves considering environmental, social and governance (ESG) risks and opportunities when making investment decisions and influencing companies or assets through stewardship practices. The university recognizes that the integration of ESG risks and opportunities in the investment process complements traditional financial analysis and portfolio construction techniques and can lead to improved financial performance.

The university supports investee company efforts to abide by international laws and to uphold standards of responsible business conduct as outlined in international standards, including the Organization of Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises.

The university works with external investment managers, impacting the university's ability to influence the selection of individual assets. Therefore, the university focuses on encouraging its external investment managers to demonstrate leadership, accountability and transparency in their approaches to responsible investment. Where applicable, the university will regularly engage and collaborate with its external investment managers on matters related to ESG risks and opportunities.

Specifically, the university will:

- Integrate responsible investment considerations into the selection and ongoing monitoring of external investment managers.
- Obtain and evaluate annual disclosure from all external investment managers on how ESG risks and opportunities are incorporated into their investment decision-making processes.
- Regularly review and track stewardship activities by its external investment managers, including engagements with investee companies and proxy voting records on ESG-related risks and opportunities, where relevant.
- Ensure its external investment managers are conducting due diligence of those companies, sectors and regions that face heightened risks from, for example, conflicts, climate-related physical or transition risks, and human and labour rights abuses.
- Report with transparency and accountability to stakeholders on ESG risks and opportunities, including in the Investment Committee's annual report.

7.2. Use of Derivatives

Derivatives offer ways to enhance risk adjusted returns or to protect against unwanted market movements. Where prudent and appropriate, derivatives may be used to gain market exposure, assist with hedging, and/or risk management.

7.3. Leverage

Leverage is an integral component of certain investment strategies. Where leverage is used, investments will be structured to limit potential maximum losses to the amount invested, or notionally collateralized by UEP and NEIP cash balances. The use of leverage will not be undertaken at the portfolio or fund level. The UEP may temporarily have a negative weight to cash for short-term cash flow management purposes.

7.4. Securities Lending and Commission Recapture

The securities may be loaned to investment dealers and banks as part of the custodian's lending program when it is deemed that such lending may add incremental return to the funds at minimal risk. External equity investment managers may be directed to participate in a commission recapture program in order to help mitigate internal investment research related expenses.

7.5. Exercise of Proxies and Voting Rights

Proxy or other voting rights will be exercised in the best interest of the University. The responsibility for voting may be delegated to the investment manager, but the University reserves the right to direct the investment manager on the voting of proxies.

7.6. Valuation of Infrequently Traded Investments

The valuation of infrequently traded investments shall be determined by the general partner, trustee or custodian of the fund. In the case of other direct investments, the valuation shall be based on independent opinions of qualified appraisers as required.

7.7. Conflict of Interest Guidelines and Related Parties Transactions

The University's *Conflict of Interest and Commitment and Institutional Conflict Policy* will govern investment activities. Related Party transactions will be at fair market value.

7.8. Custody

To maintain a proper segregation of duties and adequate controls, all marketable securities held shall remain with or be monitored by a third-party custodian.

7.9. Donated Securities

Subject to market conditions, donated securities will generally be sold immediately upon receipt by the University. However, where it is advantageous to do so, and subject to the constraints of this policy, the University may hold these securities as other non-endowed funds.

7.10. Policy Review

This policy shall be reviewed at least annually by the Board Investment Committee, who will either confirm or recommend changes to the Board of Governors. Upon recommendation from the Board Investment Committee, the Board of Governors can approve exceptions to this policy.

7.11. Compliance Notification

If an asset allocation or class in section 3.2 or 5.3 of this policy is outside of its minimum to maximum range, but is able to be rebalanced back into the range within a three-month time frame, the Chair of the Board Investment Committee shall be notified by Management. Should the asset allocation or class be expected to be outside the range for more than three months, then Management will provide the Board Investment Committee with an explanation of the situation and a plan to bring the asset allocation or class back within the minimum to maximum range at its next regularly scheduled meeting.

Definitions

Any definitions listed here apply to this policy document only with no implied or intended institution-wide use.	
Absolute Return	Investments and/or strategies that seek to achieve positive returns regardless of the direction of capital markets, also commonly referred to as hedge funds or liquid alternatives. These include but are not limited to strategies such as long/short equity & credit, market neutral, event driven, merger arbitrage, trend following, volatility arbitrage, systematic/discretionary global macro, and tail hedging.

Asset Allocation	The process of dividing investments into different categories (Growth, Inflation Sensitive, Deflation Hedging, and Diversifiers) based on the role that the underlying category or investment strategy performs towards achieving the return and risk tolerance objectives of the portfolio. Each category comprises a specific group of investments that have similar expected return patterns, similar expected risk profiles, high correlations with other investments in the same category, or have a high sensitivity to inflation.
Consumer Price Index (CPI)	A Statistics Canada index of retail prices for goods and services. Increases in the CPI are also referred to as increases in the cost of living and are directly correlated to increases in inflation.
Custodian	A financial institution, usually a bank or trust company, which holds an investment portfolio's securities and cash in safekeeping.
Deflation Hedging	Any asset class that serves the primary objective of providing protection in times of market stress, and supports spending in a prolonged deflationary period. This consists primarily of high quality government and investment grade fixed income securities.
Derivatives	A financial instrument whose value is dependent on the performance of an underlying instrument or asset typically a commodity, bond or equity. They are also available on currencies, interest rates, and equity indices. Futures and options are examples of derivatives.
Diversifiers	Any asset class or investment strategy that is expected to be uncorrelated with Growth, Inflation Sensitive, and Deflation Hedging assets. This may include cash, active currency management, managed futures, and hedge fund strategies including but not limited to low beta long/short equity, market neutral, event driven, merger arbitrage, and global macro.
Growth	Any asset class or investment strategy which can be expected to provide returns that exceed the inflation adjusted rate of spending over the long-term. This may include marketable equity securities, directional long/short equity hedge funds, and credit based fixed income strategies. Private investments include private debt, private equity, and venture capital.
Inflation Sensitive	Any asset class or investment strategy that is expected to protect the fund from high or unanticipated inflation. This may include inflation linked bonds, real estate, infrastructure, timberland, farmland, natural

	resource public equities, commodities, and energy and renewable resources.
Investment Earnings	The total of realized and unrealized investment gains and losses on the assets of the UEP and NEIP for any given fiscal year; where realized investment gains and losses are typically made up of interest, dividends, rents and capital gains/losses arising from the sale of investments; unrealized investment gains and losses represent the change in fair value of assets held.
Liquidity	Any asset class or investment strategy which can be expected to preserve capital, mature in one year or less from the date of purchase and be liquidated to cash within three months.
Private Markets	Any asset class or investment strategy which is not traded on public exchanges. Private market assets are generally illiquid, with a typical investment life of seven to ten years.
Proxy	A written authorization given by a shareholder to another individual, usually the company's management, in order to cast his/her vote at a shareholder meeting or at some other point in time.
Rate of Return	The percentage change in the value of an asset, including interest and dividends, over an evaluation period.
Real	Used in conjunction with asset values and rates of return and restates these nominal amounts for movements in the Consumer Price Index.
Real Assets	Investments and/or strategies that derive their value from physical assets. These include but are not limited to natural resource equities, energy and renewable resources, commodities, agriculture, timber, and farmland.
Return Seeking	Any asset class or investment strategy which can be expected to be invested without the need for liquidity for at least ten years.
Risk	The possibility of loss and/or the uncertainty of future returns.
Risk Tolerance	An individual's ability to handle temporary and sustained declines in the value of their portfolio.

Strategic Role Investment Guidelines	A statement of objectives that defines the investment rationale, asset class and/or strategy, risk characteristics and performance expectation.
Yield	Any asset class or investment strategy which can be expected to preserve capital and mature between one and ten years.

Related Policy Documents (UAPPOL)

- [Interest Procedure – Restricted Special Purpose and Restricted Research Accounts](#)
- [Internal Loan Policy](#)
- [University Endowment Pool \(UEP\) Spending Policy](#)

Related Links

- [Board Investment Committee Statement of Investment Principles & Beliefs](#)
- [Board Investment Committee Terms of Reference](#)

*For questions surrounding policy document interpretation or implementation,
please contact the Office of Administrative Responsibility.*

Contact for questions about this policy: policy.treasury@ualberta.ca

For the most recent version of this document please visit <https://www.ualberta.ca/policies-procedures/index.html>



Original Approval Date: January 29, 2010
Most Recent Approval: March 28, 2025
Editorial Amendments: n/a

University Funds Investment Policy

Office of Administrative Responsibility:	Finance, Procurement and Planning (Investments & Treasury)
Office of Accountability:	Office of the Vice-President (University Services, Operations and Finance)
Approving Authority:	Board of Governors

Purpose

The *Post-Secondary Learning Act*, Statutes of Alberta, (2003), Sections 75 and 76, provides The Governors of the University of Alberta with broad investment powers, the authority to pool funds and the authority to distribute income, subject to the terms of a trust on which it may be held.

The purpose of this investment policy is to establish distinct asset allocation and risk tolerances for each of the University funds according to the individual fund's spending obligations, objectives, and liquidity requirements.

Definitions

The attached definitions table outlines the terms used in this policy and any specific rules of interpretation that apply.

Scope/Application

Compliance with this University policy extends to all academic, support and excluded staff, postdoctoral fellows, and academic colleagues as outlined and defined in the Recruitment Policy (Appendix A and Appendix B: Definitions and Categories).

Policy

1.0 DESCRIPTION OF UNIVERSITY FUNDS AND GOVERNANCE

The Board of Governors has delegated investment oversight to the Board Investment Committee as documented in the Board Investment Committee's Terms of Reference. The Board of Governors has retained responsibility for the following matters (as outlined in this document):

- The University Funds Investment Policy, which shall include the establishment of broad risk tolerances, strategic asset allocation, and responsible investment.
- The investment objectives and the University Endowment Pool Spending Policy of the University.

The University Funds Investment Policy is subject to annual review by the Board Investment Committee and any recommended changes require approval by the Board of Governors. Management's investment decisions are subject to the overall direction of the Board Investment Committee as reflected in this policy.

The Board Investment Committee's role is to approve the Strategic Role Investment Guidelines (SRIGs). Management has responsibility to select, retain, monitor and dismiss investment managers in accordance with the approved Strategic Role Investment Guidelines. Funds are allocated to external managers or, when determined to be advantageous, may be managed internally.

Each investment manager shall adhere to this policy and must exercise the care, skill, diligence and judgment that a prudent investor would exercise in making investments. This includes the assessment of environmental, social and governance (ESG) risks and opportunities. Investment managers are expected to be in compliance with all applicable laws and regulations as well as the Code of Ethics and Standards of Professional Conduct established by the CFA Institute.

1.1. University Endowment Pool (UEP)

The UEP consists of the University's endowed trust funds or other funds of a permanent or long-term nature.

1.2. Other Endowments

Other endowments consist of endowed trust funds, including those managed by students as part of an academic program, which cannot be pooled for investment purposes because of constraints or conditions attached to the funds.

1.3. Non-Endowed Investment Pool (NEIP)

The NEIP consists of expendable funds, which are pooled for investment purposes.

1.4. Other Non-Endowed Funds

Other non-endowed funds include those funds earmarked for the Supplementary Retirement Plans and restricted non-endowed donations, which cannot be pooled for investment purposes because of constraints or conditions, including those supporting investments recommended by The University of Alberta Innovation Fund Ltd. (UAIF).

2.0 UNIVERSITY ENDOWMENT POOL (UEP)

2.1. Purpose

The UEP represents the pooling of invested assets accumulated by or donated to the University for endowed purposes. The UEP's purpose is to foster an environment of academic excellence where superior teaching, learning, and research can be continuously pursued to benefit all generations equally over time.

2.2. Nature of UEP Liabilities (Spending Policy)

The UEP provides funding to the faculties and departments of the University to be used in accordance with the terms of each endowment. The objective is an appropriate and stable spending allocation that maintains its purchasing power over time, as outlined in the University Endowment Pool Spending Policy. This policy may be amended from time to time by the Board of Governors to ensure that the real value of the endowments (i.e., net of inflation) is maintained.

3.0 INVESTMENT OBJECTIVES OF THE UEP

3.1. Return and Risk

The principal investment objective of the UEP is to earn a long-term real rate of return that meets or exceeds total endowment spending as outlined in the UEP Spending Policy.

At the core of this approach is a focus on intergenerational equity, which requires that the UEP be managed to provide a comparable level of support to future generations as current beneficiaries receive. This means that the value of the UEP should be preserved over time in real dollar terms in order to maintain the future purchasing power of assets. In setting the spending and investment policies for the UEP, the focus should be not just to preserve but to grow the real value of assets over time, as a margin of safety is required to maintain a stable level of support for endowed purposes across varying capital markets and economic conditions.

Assets are allocated across four strategic classifications based on their primary role in the portfolio, which includes Growth, Inflation Sensitive, Deflation Hedging, and Diversifiers. In order to achieve its investment objectives, the UEP will have to maintain a majority weighting in Growth assets and less liquid investment strategies. This is based on projected capital market assumptions, which indicate that over long periods of time, these assets can be expected to provide returns that exceed total endowment spending. Deflation Hedging strategies are expected to help provide protection in times of equity market stress and support spending in a prolonged deflationary period. Conversely, Inflation Sensitive assets are expected to protect the UEP from high or unanticipated inflation, while Diversifiers consist of investment strategies that are expected to provide uncorrelated returns to the other three classifications.

There are many types of risk that impact investment performance, including but not limited to capital markets, economic, environmental, governance, interest rates, liquidity, political, and social. Risks will be monitored through the use of quantitative and qualitative indicators and managed where appropriate via asset allocation, active management, derivatives and other strategies.

3.2. Asset Allocation

The strategic asset allocation is determined by the following four factors:

- Objective of a real rate of return that equals or exceeds the total rate of spending
- Expected long-term return, volatility, and correlation expectations for individual asset classes
- Diversification across asset classes and investment strategies
- Projected liquidity requirements of the UEP

The theoretically infinite time horizon of the UEP allows for the adoption of a strategic asset allocation policy with a high allocation to Growth assets along the following parameters:

Strategic Asset Allocation			
	Minimum	Target	Maximum
Growth	50%	60%	70%
Inflation Sensitive	15%	20%	25%
Deflation Hedging	0%	5%	10%
Diversifiers	10%	15%	20%
Total		100%	

To achieve diversification the UEP will invest in the following asset classes:

Growth			
	Minimum	Target	Maximum
Public Equity	30%	40%	55% * 50%
Private Markets	10% 15%	20%	25%
		60%	
Inflation-Sensitive			
Real Estate & Infrastructure	5%	10%	15%
Real Assets	5%	10%	15%
		20%	
Deflation Hedging			
Global Government Bonds	0%	5%	10%
		5%	
Diversifiers			
Absolute Return	10%	15%	20%
Cash	-5%	0%	5%
		15%	

* The higher maximum allocation to Public Equity is required to allow for a transition from the current asset allocation to the strategic asset allocation, after which the maximum allocation will be reduced to 50%.

3.3. Categories of Investments

Strategic Role Investment Guidelines shall be classified in accordance with the following general categories in the context of overall fund objectives and the strategic asset allocation described above.

3.3.1. Growth

Growth assets include marketable equity securities, directional long/short equity hedge funds, and credit based fixed income strategies. Private investments include private debt, private equity, and venture capital.

3.3.2. Inflation Sensitive

Inflation sensitive assets include inflation linked bonds, real estate, infrastructure, timberland, farmland, natural resource public equities, mining and minerals, commodities, and energy and renewable resources.

3.3.3. Deflation Hedging

Deflation hedging assets include high quality sovereign fixed income securities.

3.3.4. Diversifiers

Diversifiers include cash and cash equivalents, active currency management, and liquid alternatives including but not limited to strategies such as relative value, market neutral, event driven, merger arbitrage, trend following, volatility arbitrage, systematic/discretionary global macro, and tail hedging.

3.4. Rate of Return Goals

In order of priority, it is expected that the UEP will achieve over any 4-year rolling period:

- An annualized real return that meets or exceeds total endowment spending.
- An annualized return, in excess of the following benchmark. The current benchmark will be modified towards the target benchmark as the strategic asset allocation is implemented.

UEP Policy Benchmark	Target
MSCI ACWI IMI	50% -45%
MSCI ACWI IMI + 3% (3-month lag)	10% 15%
IPD/Realpac Global Property Index	10%
S&P Global Natural Resources Index	10%
FTSE Canada Federal Bond Index	5%
SOFR + 6% 3%	15%
	100%

4.0 OTHER ENDOWMENTS

Other Endowments are invested with the same goals, restrictions and quality levels as described above, subject to any stipulation required by contractual agreement, or by condition of the estate, or administrative arrangement.

5.0 NON-ENDOWED INVESTMENT POOL (NEIP)

5.1. Purpose

The NEIP consists of expendable funding that is pooled for investment purposes. The two-fold purpose of the NEIP is to provide liquidity for the University's daily operations and return enhancement to support strategic initiatives. Cash in excess of the University's short-term obligations may be invested with a longer time horizon and with less than immediate liquidity.

5.2. Return and Risk

The principal investment objective of the NEIP is to generate income for the University across all strategic classifications. Assets are allocated across three strategic classifications based on their primary roles in the portfolio, which includes Liquidity, Yield and Return Seeking.

The Liquidity strategy meets the University's short-term cash flow needs, and has a weighting that takes into account the seasonality of cash balances. In order to enhance returns the Yield strategy takes on additional duration, credit and illiquidity across a highly diversified group of rates based asset classes.

The Return Seeking strategy has a long-term focus and is invested in the UEP for compounded growth. The allocations to the Yield and Return Seeking strategies are balanced for risk management and return diversification purposes.

There are many types of risk that impact investment performance, including but not limited to capital markets, economic, environmental, governance, interest rates, liquidity, political, and social. Risks will be monitored through the use of quantitative and qualitative indicators and managed where appropriate via asset allocation, active management, derivatives and other strategies.

5.3. Asset Allocation

The strategic asset allocation is determined by the following factors:

- Cash flow requirements to meet the University's financial obligations
- Capital preservation
- Diversification to reduce volatility of investment earnings
- Income generation to support budgeted investment income and future strategic initiatives.

Given the short and long-term objectives of the NEIP, the strategic asset allocation is aligned into the following time horizons:

Strategic Asset Allocation			
	Minimum	Target	Maximum
Liquidity	15%	20%	25%
Yield	35%	40%	45%
Return Seeking	35%	40%	45%

To achieve diversification within the Yield strategy, the NEIP will invest in the following asset groups and classes:

Fixed Income			
	Minimum	Target	Maximum
Global Fixed Income (public)	20%	30%	40%
Private Credit	10%	20%	30%
Internally-managed (Canadian bonds)	0%	0%	10%
	30%	50%	70%
Preferred Shares			
Preferred Shares	0%	10%	20%
	0%	10%	20%
Real Property			
Commercial Mortgages and Mortgage Backed Securities	10%	20%	30%
Real Estate & Infrastructure	0%	0%	10%
	10%	20%	30%
Diversifiers			
Absolute Return Strategies	10%	20%	30%
Insurance Linked Securities	0%	0%	10%
	10%	20%	30%
Internally-managed (loans)			
Internally-managed (loans)	0%	0%	20%
	0%	0%	20%
Total Yield		100%	

5.4. Categories of Investments

Strategic Role Investment Guidelines shall be classified within the following categories:

5.4.1. Liquidity

Assets in the liquidity category include cash, government bills or notes, bank deposits or obligations, and corporate money market securities. All Liquidity investments will have a maturity profile of one year or less.

5.4.2. Yield

The Yield strategy is broken down into the following asset groups:

5.4.2.1. Fixed Income

Fixed income provides greater security of capital than equities, and more stable income flows over the long-term. These assets will include global government, corporate, and securitized fixed income securities, bank loans and private credit.

5.4.2.2. Preferred Shares

Preferred shares have both equity and fixed income characteristics, can provide consistent income and diversification benefits.

5.4.2.3. Real Property

Real property backed investments include asset classes that over longer time horizons can offer stable income streams, and are often structured to provide protection against inflation. Real Property assets includes commercial mortgages, mortgage backed securities, real estate, and infrastructure.

5.4.2.4. Diversifiers

Diversifiers are investment strategies that lower overall portfolio risk. Absolute return strategies include but are not limited to, multi-asset strategies that aim to generate positive returns in all stages of the economic cycle. Insurance linked securities generate returns that are completely uncorrelated to capital markets.

5.4.2.5. Internal Loans

Internal loans include loans to University of Alberta Properties Trust Inc., University faculties, departments and staff. Loans to University of Alberta Properties Trust Inc. will be at prevailing commercial terms and conditions. The Internal Loan Policy approved by the Board of Governors governs internal loans.

5.4.3. Return Seeking

All return seeking funds are invested in the UEP with the objective of earning a higher long-term rate of return, and are managed in accordance with Sections 2 through 4 of this policy.

5.5. Budget Considerations and Risk Management

All realized NEIP Investment Earnings not required for current budget purposes will be reinvested to build an investment income reserve. Appropriations from this investment income reserve can be made in a fiscal year when realized NEIP Investment Earnings are

less than budgeted. Appropriations from this investment income reserve to the strategic initiatives fund can only be made when total market value of Yield and Return Seeking exceeds the underlying obligation (investment cost) by a factor of 1.17x.

5.6. Performance Benchmarks

For each component of the NEIP the benchmark is:

	NEIP Policy Benchmark	Target
Liquidity	FTSE Canada 91 Day T-Bill Index	20%
Yield	Canadian Consumer Price Index (CPI) FTSE Canada 91 Day T-Bill Index + 3%	40%
Return seeking	Current UEP benchmark (section 3.4)	40%
		100%

6.0 OTHER NON-ENDOWED FUNDS

Investment assets received through donations, bequests, contracts and spin-off companies may be subject to contractual stipulations, constraints, conditions of the estate, or other administrative arrangements. These assets may be held until such constraints are removed or the conditions of the agreements are fulfilled. Assets supporting the Supplementary Retirement Plans shall be invested in accordance with their respective agreements. Investments recommended by UAIF, will be managed by UAIF and subject to the governance oversight established for that subsidiary.

7.0 GENERAL

7.1. Responsible Investment

Responsible investment involves considering environmental, social and governance (ESG) risks and opportunities when making investment decisions and influencing companies or assets through stewardship practices. The university recognizes that the integration of ESG risks and opportunities in the investment process complements traditional financial analysis and portfolio construction techniques and can lead to improved financial performance.

The university supports investee company efforts to abide by international laws and to uphold standards of responsible business conduct as outlined in international standards, including the Organization of Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises.

The university works with external investment managers, impacting the university's ability to influence the selection of individual assets. Therefore, the university focuses on encouraging its external investment managers to demonstrate leadership, accountability and transparency in their approaches to responsible investment. Where applicable, the university will regularly engage and collaborate with its external investment managers on matters related to ESG risks and opportunities.

Specifically, the university will:

- Integrate responsible investment considerations into the selection and ongoing monitoring of external investment managers.
- Obtain and evaluate annual disclosure from all external investment managers on how ESG risks and opportunities are incorporated into their investment decision-making processes.
- Regularly review and track stewardship activities by its external investment managers, including engagements with investee companies and proxy voting records on ESG-related risks and opportunities, where relevant.
- Ensure its external investment managers are conducting due diligence of those companies, sectors and regions that face heightened risks from, for example, conflicts, climate-related physical or transition risks, and human and labour rights abuses.
- Report with transparency and accountability to stakeholders on ESG risks and opportunities, including in the Investment Committee's annual report.

7.2. Use of Derivatives

Derivatives offer ways to enhance risk adjusted returns or to protect against unwanted market movements. Where prudent and appropriate, derivatives may be used to gain market exposure, assist with hedging, and/or risk management.

7.3. Leverage

Leverage is an integral component of certain investment strategies. Where leverage is used, investments will be structured to limit potential maximum losses to the amount invested, or notionally collateralized by UEP and NEIP cash balances. The use of leverage will not be undertaken at the portfolio or fund level. The UEP may temporarily have a negative weight to cash for short-term cash flow management purposes.

7.4. Securities Lending and Commission Recapture

The securities may be loaned to investment dealers and banks as part of the custodian's lending program when it is deemed that such lending may add incremental return to the funds at minimal risk. External equity investment managers may be directed to participate in a commission recapture program in order to help mitigate internal investment research related expenses.

7.5. Exercise of Proxies and Voting Rights

Proxy or other voting rights will be exercised in the best interest of the University. The responsibility for voting may be delegated to the investment manager, but the University reserves the right to direct the investment manager on the voting of proxies.

7.6. Valuation of Infrequently Traded Investments

The valuation of infrequently traded investments shall be determined by the general partner, trustee or custodian of the fund. In the case of other direct investments, the valuation shall be based on independent opinions of qualified appraisers as required.

7.7. Conflict of Interest Guidelines and Related Parties Transactions

The University's *Conflict of Interest and Commitment and Institutional Conflict Policy* will govern investment activities. Related Party transactions will be at fair market value.

7.8. Custody

To maintain a proper segregation of duties and adequate controls, all marketable securities held shall remain with or be monitored by a third-party custodian.

7.9. Donated Securities

Subject to market conditions, donated securities will generally be sold immediately upon receipt by the University. However, where it is advantageous to do so, and subject to the constraints of this policy, the University may hold these securities as other non-endowed funds.

7.10. Policy Review

This policy shall be reviewed at least annually by the Board Investment Committee, who will either confirm or recommend changes to the Board of Governors. Upon recommendation from the Board Investment Committee, the Board of Governors can approve exceptions to this policy.

7.11. Compliance Notification

If an asset allocation or class in section 3.2 or 5.3 of this policy is outside of its minimum to maximum range, but is able to be rebalanced back into the range within a three-month time frame, the Chair of the Board Investment Committee shall be notified by Management. Should the asset allocation or class be expected to be outside the range for more than three months, then Management will provide the Board Investment Committee with an explanation of the situation and a plan to bring the asset allocation or class back within the minimum to maximum range at its next regularly scheduled meeting.

Definitions

Any definitions listed here apply to this policy document only with no implied or intended institution-wide use.	
Absolute Return	Investments and/or strategies that seek to achieve positive returns regardless of the direction of capital markets, also commonly referred to as hedge funds or liquid alternatives. These include but are not limited to

	strategies such as long/short equity & credit, market neutral, event driven, merger arbitrage, trend following, volatility arbitrage, systematic/ discretionary global macro, and tail hedging.
Asset Allocation	The process of dividing investments into different categories (Growth, Inflation Sensitive, Deflation Hedging, and Diversifiers) based on the role that the underlying category or investment strategy performs towards achieving the return and risk tolerance objectives of the portfolio. Each category comprises a specific group of investments that have similar expected return patterns, similar expected risk profiles, high correlations with other investments in the same category, or have a high sensitivity to inflation.
Consumer Price Index (CPI)	A Statistics Canada index of retail prices for goods and services. Increases in the CPI are also referred to as increases in the cost of living and are directly correlated to increases in inflation.
Custodian	A financial institution, usually a bank or trust company, which holds an investment portfolio's securities and cash in safekeeping.
Deflation Hedging	Any asset class that serves the primary objective of providing protection in times of market stress, and supports spending in a prolonged deflationary period. This consists primarily of high quality government and investment grade fixed income securities.
Derivatives	A financial instrument whose value is dependent on the performance of an underlying instrument or asset typically a commodity, bond or equity. They are also available on currencies, interest rates, and equity indices. Futures and options are examples of derivatives.
Diversifiers	Any asset class or investment strategy that is expected to be uncorrelated with Growth, Inflation Sensitive, and Deflation Hedging assets. This may include cash, active currency management, managed futures, and hedge fund strategies including but not limited to low beta long/short equity, market neutral, event driven, merger arbitrage, and global macro.
Growth	Any asset class or investment strategy which can be expected to provide returns that exceed the inflation adjusted rate of spending over the long-term. This may include marketable equity securities, directional long/short equity hedge funds, and credit based fixed income strategies. Private investments include private debt, private equity, and venture capital.

Inflation Sensitive	Any asset class or investment strategy that is expected to protect the fund from high or unanticipated inflation. This may include inflation linked bonds, real estate, infrastructure, timberland, farmland, natural resource public equities, commodities, and energy and renewable resources.
Investment Earnings	The total of realized and unrealized investment gains and losses on the assets of the UEP and NEIP for any given fiscal year; where realized investment gains and losses are typically made up of interest, dividends, rents and capital gains/losses arising from the sale of investments; unrealized investment gains and losses represent the change in fair value of assets held.
Liquidity	Any asset class or investment strategy which can be expected to preserve capital, mature in one year or less from the date of purchase and be liquidated to cash within three months.
Private Markets	Any asset class or investment strategy which is not traded on public exchanges. Private market assets are generally illiquid, with a fund typical investment life of seven to ten years. can be expected to preserve capital, mature in one year or less from the date of purchase and be liquidated to cash within three months.
Proxy	A written authorization given by a shareholder to another individual, usually the company's management, in order to cast his/her vote at a shareholder meeting or at some other point in time.
Rate of Return	The percentage change in the value of an asset, including interest and dividends, over an evaluation period.
Real	Used in conjunction with asset values and rates of return and restates these nominal amounts for movements in the Consumer Price Index.
Real Assets	Investments and/or strategies that derive their value from physical assets. These include but are not limited to natural resource equities, energy and renewable resources, commodities, agriculture, timber, and farmland.
Return Seeking	Any asset class or investment strategy which can be expected to be invested without the need for liquidity for at least ten years.
Risk	The possibility of loss and/or the uncertainty of future returns.

Risk Tolerance	An individual's ability to handle temporary and sustained declines in the value of their portfolio.
Strategic Role Investment Guidelines	A statement of objectives that defines the investment rationale, asset class and/or strategy, risk characteristics and performance expectation.
Yield	Any asset class or investment strategy which can be expected to preserve capital and mature between one and ten years.

Related Policy Documents (UAPPOL)

- [Interest Procedure – Restricted Special Purpose and Restricted Research Accounts](#)
- [Internal Loan Policy](#)
- [University Endowment Pool \(UEP\) Spending Policy](#)

Related Links

- [Board Investment Committee Statement of Investment Principles & Beliefs](#)
- [Board Investment Committee Terms of Reference](#)

For questions surrounding policy document interpretation or implementation, please contact the Office of Administrative Responsibility.

Contact for questions about this policy: policy.treasury@ualberta.ca

For the most recent version of this document please visit <https://www.ualberta.ca/policies-procedures/index.html>