



Premier of Alberta

Office of the Premier, 307 Legislature Building, Edmonton, Alberta, Canada T5K 2B6

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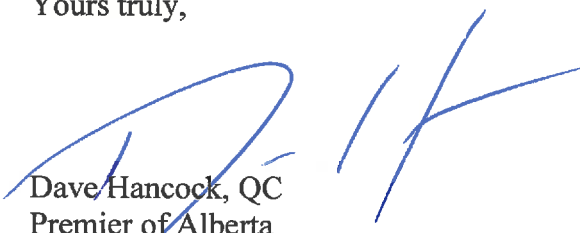
Mr. Robert Clark
Chair, Board of Governors
Olds College
4500 - 50 Street
Olds, Alberta T4H 1R6

Dear Mr. Clark:

Thank you for submitting the revised mandate and roles document for the Olds College Board of Governors. I have approved and signed it and am enclosing an original for your files.

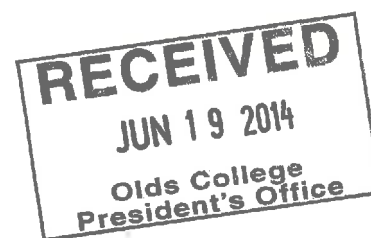
As noted in your submission, the purpose of a board's mandate and roles document is to articulate a common understanding of respective roles and responsibilities. Your commitment to maintaining its currency is truly appreciated.

Yours truly,



Dave Hancock, QC
Premier of Alberta
Minister, Innovation and Advanced Education

Enclosure



**The Board of Governors
of Olds College
Mandate and Roles Document**

Preamble

This Mandate and Roles Document for the Board of Governors of Olds College (Board) has been developed collaboratively between the Minister of Innovation and Advanced Education (Minister) and the Board to reflect a common understanding of respective roles and responsibilities.

1. Mandate

Mandate

Established under the *Post-secondary Learning Act* (PSLA), the Board manages and operates the post-secondary institution within its approved mandate [PSLA Section 60(1)(a)].

Olds College - Mandate Statement

Olds College is a board-governed public College operating under authority of the PSLA.

The College awards certificates, diplomas, applied degrees, and baccalaureate degrees designed to meet the needs of both learners and the communities served by the College. Olds College programs offer learning opportunities in agriculture, horticulture, land and water resource management, animal science, business, fashion, technology and apprenticeship training. A number of additional programs and services are offered to serve the needs of the region including adult basic education, career training and non-credit courses, as well as cultural and recreational activities.

The expertise and facilities at Olds College are both specialized and unique, including a significant land base for hands-on learning. The College works with industry partners and clients to develop and deliver a range of training programs and products designed to meet desired specifications. These outreach services are offered throughout the Province of Alberta, across Canada and internationally.

Olds College programs require learners to acquire and demonstrate competencies defined and updated through collaboration with representative industry partners and advisory groups. The quality of Olds College programs is continuously improved through a policy-based cyclical review process that seeks input from learners, graduates, employers, industry advisors, faculty, and staff.

Olds College offers a residential campus environment that helps learners to achieve successful outcomes by providing a safe, caring, living and learning community in rural Alberta. Learners at Olds College have access to a complete range of services designed to enable each of them to meet their educational goals.

Olds College is committed to using innovative partnerships to sustain and enhance the ability of the institution to achieve the outcomes established by the Board of Governors. Olds College is an active participant in *eCampus Alberta*, promoting and supporting learning through technology. Consistent with the Campus Alberta concept and the Pan Canadian

Protocol on Mobility and Transfer, the College is signatory to articulation agreements with universities and colleges provincially, nationally and internationally. Olds College, through the Community Learning Campus and other initiatives, is committed to expanding learning opportunities for rural Albertans and works with educational partners in the secondary schools in Olds and the regional community. Through its affiliation with the Faculty of Agriculture, Forestry, and Home Economics of the University of Alberta, Olds College participates in a broad range of joint educational and research activities.

The College actively pursues involvement in applied research that advances innovation-based rural economic development in Alberta. The applied research activity undertaken by the faculty and research staff at the College supports and informs the curriculum through exposing learners to the most innovative and up-to-date information available in a variety of disciplines.

Vision and Mission

The vision and mission of Olds College is:

Olds College VISION Statement:

Olds College shall be the premier Canadian integrated learning and applied research community specializing in agriculture, horticulture, land and environmental management.

Olds College MISSION Statement:

Our mission is to create an environment for learning, inquiry, partnership and community that supports our students, our employees and our communities in the service of society.

Applicable Legislation and Regulations

The Board has responsibilities under, and is subject to, a number of statutes and regulations including the:

- *Post-secondary Learning Act;*
- *Alberta Public Agencies Governance Act;*
- *Financial Administration Act;*
- *Fiscal Management Act;*
- *Freedom of Information and Protection of Privacy Act;*
- *Lobbyists Act;*
- *Results-based Budgeting Act; and*
- *Public Interest Disclosure (Whistleblower Protection) Act.*

The PSLA provides the primary legislation for public post-secondary institutions in the province of Alberta. Regulations enacted under the PSLA include:

- *The Alternative Academic Council Regulation;*
- *Campus Alberta Sector Regulation;*
- *Model Provisions Regulation;*
- *Programs of Study Regulation; and*
- *Public Post-secondary Institutions' Tuition Fee Regulation.*

2. Duties and Responsibilities

Lieutenant Governor in Council

The PSLA outlines the duties and responsibilities of the Lieutenant Governor in Council specific to the Board. These include the establishment of the public post-secondary institution [PSLA Section 40] and its Board [PSLA Section 43(1)].

In addition, the Lieutenant Governor in Council:

- Appoints Board members [PSLA Section 44(2)(c)];
- May by order disestablish the public post-secondary institution and its Board [PSLA Section 102(1)];
- May order that the assets and liabilities of a dissolved Board be transferred to government or to another post-secondary institution [PSLA Section 102(2)];
- Approves debenture borrowing [PSLA Section 73(1)];
- Approves an incorporation, and the establishment, acquisition and dissolution of a subsidiary by the Board [PSLA Section 77];
- Approves the Board's establishment of a registered pension plan as an alternative to a designated pension plan [PSLA Section 69(2)(b)]; and
- Approves the Board's disposition of land [PSLA Section 67(1.1)].

Auditor General

The Auditor General is the auditor of the Board as outlined in Section 71 of the PSLA.

Minister of Innovation and Advanced Education

The PSLA outlines a variety of duties and responsibilities for the Minister including the appointment of Board members from nominees of constituent groups [PSLA Section 44(2)(b)] and approval of the institution's mandate statement [PSLA Section 103(1)].

In addition, the Minister:

- Monitors the institution's operation and performance through the Board's comprehensive institutional plan, access plan, and annual report submissions [PSLA Sections 78(1), 78.1 and 79(1)];
- Approves the Board's establishment of supplementary pension plans [PSLA Section 69(2)(c)];
- Chairs the Campus Alberta Strategic Directions Committee [PSLA Section 107.1(2)]; and
- Informs the Board of government policies and direction impacting the work of the Board.

Under the *Alberta Public Agencies Governance Act* (APAGA), the Minister also conducts regular reviews (at least every seven years) of the Board's mandate and purpose [APAGA Section 19(1)].

Deputy Minister of Innovation and Advanced Education

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

Department of Innovation and Advanced Education

The Department of Innovation and Advanced Education (Department) supports the Minister and Board in meeting their legislated responsibilities. Examples of Department support for Board related functions include:

- The provision of orientation materials and training support for new Board members;
- Establishment of workflow procedures for the recruitment and appointment of Board members;
- Ensuring that the Board's Mandate and Roles Document is affirmed annually and renewed or revised every three years; and
- Coordinating the Board's mandate and purpose review, at a minimum, every seven years.

Board of Governors of Olds College

The Board shall manage and operate the institution in accordance with its mandate [PSLA Section 60(1)(a)].

The Board agrees to work with the Minister to support and promote Campus Alberta, and its goals of an accessible, affordable, quality, and sustainable post-secondary system in Alberta that fosters innovation, entrepreneurship, and collaboration.

The Board has the authority through the PSLA to establish admission requirements and publish rules with respect to enrolment and programs [PSLA Section 60(1)(c) and (d)], determine tuition fees to be paid by students in accordance with the regulations [PSLA Section 61], and delegate in writing powers, duties or functions set out in the PSLA, with the exception of bylaws [PSLA Section 62]. Other Board specific functions include:

- The settlement of questions [PSLA Section 63];
- Student discipline [PSLA Section 64]
- The acquisition of land [PSLA Section 66(1)];
- The disposition of land with approval of the Lieutenant Governor in Council [PSLA Section 67(1.1)(a) and (b)];
- Debenture borrowing, subject to the approval of the Lieutenant Governor in Council [PSLA Section 73];
- Banking and investment [PSLA Section 75]
- The appointment of the president and vice-presidents [PSLA Sections 81(1) and 82(1)].

In terms of accountability and reporting:

- The Board must prepare a statement setting out the mandate for the institution and this must be submitted to the Minister for approval [PSLA Section 103(1)].
- The Board must also submit a comprehensive institutional plan, access plan and annual report to the Minister on an annual basis [PSLA Sections 78(1), 78.1 and 79(1)].
- The Board may be required to collect information (such as enrolment data and Key Performance Indicators) and submit to the Minister any information and reports the Minister considers necessary [PSLA Section 118(1)].
- The Board is accountable for ensuring that the public funds appropriated for the support of institutions are used effectively and appropriately. The Board approves annual operating and capital budgets and regularly reviews expenditures, investments and borrowings.

- The Board is responsible for the appointment of a President as the Chief Executive Officer of the institution [PSLA Section 81(1)] and the remuneration to be paid to the President [PSLA Section 81(2)]. The Board is ultimately responsible for the quality and performance of its administrations, and therefore is required to evaluate the overall efficiency and effectiveness of the President and the administration.

The Board may establish committees as it deems necessary to carry out its duties and ensures that a written mandate of each committee is reviewed and approved annually. Committees for the Board include:

Audit Committee
 Board Executive Committee
 Institutional Evaluation Committee
 External Relations Committee
 Board Effectiveness Committee [Board Performance Improvement/Recruitment/Orientation]

The Board acts as an intermediary between the institution and the public that it is intended to serve. The Board is responsible for ensuring that the institution is responsive to changing educational and societal needs. The Board ensures that the institution maintains appropriate liaisons with prospective employers and other stakeholders throughout Campus Alberta.

Board Chair

With direction from the Board, the Chair represents the Board and its interests in dealing with the Minister, the Department, the President, stakeholders and the community. The Chair is responsible for providing leadership for the Board and for effectively facilitating the work of the Board.

Additional responsibilities of the Chair include:

- Planning and managing Board meetings;
- Providing the Minister with regular updates on the Board's operations and informing the Minister regarding emergent issues;
- Ensuring that the Board, and its committees, have opportunities to meet independent of management;
- Administering the Code of Conduct and ensuring that conflict of interest matters are addressed by the Board;
- Ensuring that the Board establishes and monitors the organization's values, mission, vision and outcomes with significant influence on the organization's viability and success;
- Assuming responsibility primarily for the integrity of the Board's process and, secondarily, for the representation of the Board to outside parties;
- Ensuring that the Board behaves in a manner consistent with its own policies and those legitimately imposed upon it from outside the organization;
- Ensuring that the Vice Chair is informed;

- Utilizing, as appropriate through some specialization of individual roles, each member's strengths and special talents;
- Meeting individually with Board Members at least twice each year to include but not be limited to gathering individual input.

Board Members

Board members must act in the best interests of the College [PSLA Section 44(4)].

The individual responsibilities of Board members include:

- Attending all general and special Board meetings;
- Sitting on committees and attending committee meetings as required;
- Securing sources of funds or other resources in addition to government grants for the support of the institution;
- Keeping informed and abreast of relevant provincial, national and international issues, as well as developments within the institution;
- Acting in an ethical manner and complying with the Board's bylaws and policies;
- Participating in assessing the Board's performance and contribution to the institution and assessing ways in which the Board could improve in fulfilling its responsibilities;
- Participating in campus activities and providing input where appropriate;
- Representing the Citizens of Alberta in determining and demanding appropriate organizational performance;
- Directing, controlling and providing leadership and inspiring the organization through the initiation of policies reflecting the Board's values, mission, outcomes and vision of the College;
- Ensuring through the monitoring of executive performance that the organization adds stakeholder value, and improves its levels of success;
- Identifying advocacy issues and participating in building specific external relationships; and
- Approving the College's annual Operating Budget, the Four-year Comprehensive Institutional Plan and the Annual Report.

President

The President has general supervision over and direction of the operation of the institution and has those powers, duties and function that are assigned by the Board [PSLA Section 81(3)].

The responsibility of the President is:

- Organizational operation within the boundaries of prudence and ethics established in Board policies on *Executive Limitations*;
- Fostering the development of an appropriate atmosphere of a living and learning climate at the College that is conducive to effective learning by students and their successful academic achievements through appropriate education and support by faculty and staff;
- Ensuring the overall growth and development of the College by implementing effective consultation mechanisms for communicating, decision making and long-range planning activities between the student, faculty, staff and administrative groups in the College;

- Communicating the activities of the College to the Board, the internal College community, the government and the general public in an accurate, timely and comprehensive fashion;
- Ensuring the financial health of the College through judicious acquisition and employment of human, physical and financial resources and the exercise of financial control within Board approved budgets and the Board's long-term financial strategy for the College.

3. Recruitment and Appointment of Board Members

Membership

As outlined in the PSLA [Section 44(2)], the Board of Olds College consists of:

- One academic staff member nominated by the academic staff association;
- One student nominated by the council of the students' association;
- One member of the non-academic staff who is not engaged in the administration of the college, nominated by the non-academic staff association;
- Seven persons appointed by the Lieutenant Governor in Council on the recommendation of the Minister; and
- The President of Olds College.

Recruitment

The recruitment of public members is competency based and led by the Department in consultation with the Board. The Board and the Department will develop a competency matrix for the Board as a whole as well as competencies required for individual members.

The steps that are taken or intended to be taken in the recruitment process and any identified skills, knowledge, experience or attributes required of a member to be appointed will be made public either before or after the member is appointed [APAGA Section 13(2)].

A public posting of all vacancies is the responsibility of the Department's Human Resources (HR) area.

The Board will comply with all appointment requirements pursuant to the PSLA and any additional policies of the Government of Alberta or the minister. The Department has an established recruitment process that applies to all of its agencies.

Recruitment is based on the competencies approved by the Minister.

Process

When a vacancy occurs:

- The Board identifies competencies that need to be replaced and provides that profile to the Department's HR area that facilitates the recruitment process.
- Applications are reviewed by HR and assessed on the basis of the applicable competencies and values identified through the development of a screening report.
- A Board sub-committee reviews the screening report and forwards their recommendation to the Minister.
- Based on the screening report and the Board sub-committee recommendation, the Minister recommends to Cabinet the name of the candidate for appointment.

- Once Cabinet approves the Minister's recommendation, the Department will coordinate the appointment process by *Order in Council*.

Appointment

Prior to the appointment of a Board member, appropriate screening will include determining potential conflicts of interest.

Appointment is for a fixed term of up to 3 years, with the potential for reappointment [PSLA Sections 56(1) and 56(2)].

Remuneration

The Board prescribes the remuneration that members are paid for their duties as members of the Board [PSLA Section 55].

4. Interaction Between Board and Department

The Board serves as the intermediary between the Government of Alberta and the institution. The Board may become involved in the development of provincial policies by:

- Providing advice on issues and trends;
- Reacting to proposals and statements put forward by the Minister;
- Recommending policy changes to the Minister; and
- Keeping the Minister informed about the development of the institution and plans for the future.

As described under Duties and Responsibilities, the Board provides the Department with regular reports on the institution's performance and future plans.

In addition, Board Chairs of post-secondary institutions serve on the Campus Alberta Strategic Directions Committee. The Campus Alberta Strategic Directions Committee is chaired by the Minister and provides advice to the Minister respecting issues related to Campus Alberta [PSLA Section 107.1].

5. Administration

Annual Affirmation

The Mandate and Roles Document must be affirmed annually by the Minister and the Board Chair, or on a change in either the Minister or Board Chair.

Three Year Renewal or Revision

The Mandate and Roles document shall be in effect for not more than three years. It must be renewed or revised by the expiry date [APAGA Section 4].

Transparency

Copies of the Mandate and Roles Document will be filed with the Minister of Innovation and Advanced Education and the Agency Governance Secretariat. In support of the principle of transparency [APAGA Section 5] this document will also be made available on the Board's website and the Government of Alberta's website.



Robert Clark
Board Chair
Olds College



Dave Hancock, QC
~~Deputy Premier~~
Minister of Innovation and Advanced Education

26/4/14
Date

June 12/14
Date