

MOUNT ROYAL UNIVERSITY

BOARD OF GOVERNORS MANDATE AND ROLES DOCUMENT

PREAMBLE

This Mandate and Roles Document for the Board of Governors of Mount Royal University has been developed collaboratively between the Minister of Advanced Education and Technology and the Board to reflect a common understanding of respective roles and responsibilities.

1. MANDATE

Mount Royal University is a public, board-governed institution operating as a Baccalaureate and Applied Studies Institution under the authority of the *Post-secondary Learning Act* of Alberta. Mount Royal was named a university by an Order in Council on 2 September 2009 and is governed by the public colleges section of the *Post-secondary Learning Act*.

Mount Royal University is a learning community that focuses on instruction informed by scholarship. Its mission is excellence in baccalaureate and applied degrees along with certificate and diploma programs. Mount Royal's programs prepare students to be thoughtful and informed citizens by combining liberal and applied studies and by providing graduates with opportunities for individual fulfillment, further study and employment.

Mount Royal offers programs in arts and science, nursing and health, business, communications, community studies, design, education, performing arts and aboriginal studies that lead to the following credentials and further studies:

- Baccalaureate degrees and transfer programs to prepare learners for further study and employment.
- Applied degrees to prepare learners for employment.
- Certificate and diploma programs to prepare learners for employment and lead to further studies and credentials.
- Post-secondary entrance programs that facilitate learner access to further studies.

Mount Royal University plays a pivotal role in the Campus Alberta system. It is both a sending and a receiving institution for students transferring to and from other institutions. The University also develops collaborative degree partnerships with other Alberta institutions.

Mount Royal supports scholarly activity that contributes to instructional excellence and to the cultural, social, and economic well-being of the community locally, provincially, nationally and internationally.

Mount Royal students are supported by a range of services that contribute to academic, social and personal development. Student supports include library services, academic advising, learning skills development, cultural activities, career services, residence services, counseling, recreation and wellness programs. These services are designed to benefit students by increasing their opportunities for success.

Mount Royal's primary service area includes Calgary and the surrounding region. Mount Royal also serves a wider learner population provincially, nationally and internationally through face-to-face and distance delivery and through partnerships with other post-secondary institutions. Mount Royal serves its communities by creating and communicating knowledge and by meeting the needs of the labour market in fields related to its program areas.

Mount Royal University also serves its communities by providing contract training, professional development, international programming and, through its internationally recognized conservatory, music instruction particularly for younger people. Through these programs, Mount Royal enhances its commitment to continuous, lifelong learning and to global awareness in an interconnected world.

Vision and Mission

Mount Royal's Vision

Creating exceptional learning experiences for a world of possibilities.

Mount Royal's Mission Statement

We are a learning community that focuses on instruction and is informed by scholarship. We are committed to individual learning, the principles of general education, the value of experiential learning and the achievement of program outcomes.

Diverse by design, Mount Royal welcomes, supports and celebrates all its communities. Recognizing that diversity strengthens us all, we work in an environment of respect and inclusion.

At Mount Royal we deliver high-quality programs that are relevant to our students' needs. Dynamic in our thinking, we adapt quickly to changing environments and are making Mount Royal the place of choice for students at all stages of their lives.

Applicable Legislation and Regulations

The Board has responsibilities under, and is subject to, a number of statutes and regulations including, but not limited to, the:

- *Post-secondary Learning Act;*
- *Alberta Public Agencies Governance Act;*
- *Financial Administration Act;*
- *Government Accountability Act;*
- *Freedom of Information and Protection of Privacy Act;*
- *Lobbyist Act;*
- *Societies Act;*
- *Personal Information Protection Act;*
- *Health Information Act;*
- *Copyright Act; and,*
- *Income Tax Act.*

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

- Alternative Academic Council Regulation;
- Campus Alberta Sector Regulation;

- Model Provisions Regulation;
- Pension Validation Regulation;
- Programs of Study Regulation;
- Public Post-secondary Institutions' Tuition Fee Regulation.

2. DUTIES AND RESPONSIBILITIES

Lieutenant Governor in Council

The *Post-secondary Learning Act* 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 Mount Royal University as outlined in Section 71 of the *Post-secondary Learning Act*.

Minister of Advanced Education and Technology

The *Post-secondary Learning Act* outlines a variety of duties and responsibilities for the Minister of Advanced Education and Technology (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 of Advanced Education and Technology:

- Monitors the institution's operation and performance through the Board's business plan, access plan, and annual report submissions [PSLA Sections 78(1), 78.1, 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 Advanced Education and Technology

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 Advanced Education and Technology

The Department of Advanced Education and Technology (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 Mount Royal University

The Board shall oversee the management and operation of the institution in accordance with its mandate [PSLA Section 60(1)(a)].

The Board has the authority through the *Post-secondary Learning Act* 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].

The Board has specific governance over:

- The settlement of questions [PSLA Section 63];
- Setting policy on 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 [PLSA Section 72];
- Banking and investment [PLSA Section 75];
- Clarifying the institution's mission;
- Setting the strategic direction and long range plans of the institution;
- Planning for the succession of the President;
- 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 business 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 review 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:

- Academic Affairs Committee;
- Audit and Finance Committee;
- Campus Development Committee;
- External Affairs Committee;
- Governance and Nominating Committee; and
- Human Resources and Compensation Committee.

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;
- Ensuring that the Board focuses on the broader governance task of policy-making, complies with enabling statutes and by-laws, and acts in a fiscally and ethically responsible manner;
- Ensuring that the organization adheres to the purpose and vision established by the Board;
- Acting as the official spokesperson of the Board;
- 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;
- Serving in an advocacy capacity to advance the interests and aspirations of the University.

Board Members

Board members will act in the best interest of the institute [PSLA Section 44(4)].

The individual responsibilities of Board members include:

- Attending general and special board meetings;
- Sitting on committees and attending committee meetings as required;
- Assisting the Mount Royal Foundation in 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; and
- Participating in campus activities and providing input where appropriate.

President

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

Specific responsibilities include:

- Serving as leader of the institution;
- Maintaining the vision, mission and values of the University;
- Ensuring that students receive the most relevant, highest quality and complete educational opportunity possible;
- Assisting the Board Chair to cause the optimum effectiveness of the Board;
- Inspiring and energizing a high performance team working collaboratively on planning and delivering new initiatives; and,
- Forging strategic alliances and acting as institutional advocate.

3. RECRUITMENT AND APPOINTMENT OF BOARD MEMBERS

Membership

As outlined in the *Post-secondary Learning Act* [Section 44(2)], the Board of Mount Royal University consists of:

- Ten persons appointed by the Lieutenant Governor in Council, one of whom shall be designated as Chair;
- The President of the University.

In addition, the Board consists of the following members appointed by the Minister:

- One academic staff member nominated by the academic staff association;
- One student nominated by the council of the students' association; and
- One member of the non-academic staff who is not engaged in the administration of Mount Royal nominated by the non-academic staff association.

Recruitment

The recruitment of public members is competency based and led by the Department in consultation with the Board. The Department develops competencies for all public board members against which the candidates are screened. The Board develops a competency matrix

for the Board as a whole as well as competencies required for individual members for each search.

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 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.

Recruitment is based on the competencies approved by the Minister and specific competencies identified by the board.

Process

When a vacancy occurs:

- The Board identifies competencies that need to be replaced and provides that profile to the Department's Human Resources area, which facilitates the recruitment process.
- Applications are reviewed by Human Resources 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 its 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 three 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 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 Advanced Education and Technology 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.

ORIGINAL SIGNED BY
MS. CATHY WILLIAMS

Board Chair
Mount Royal University

March 8, 2010

Date

ORIGINAL SIGNED BY
THE HONOURABLE DOUG HORNER

Minister
Advanced Education and Technology

April 8, 2010

Date