



The Board of Governors of Keyano College Mandate and Role

(Approved by the Minister of Innovation & Advanced Education, June 12, 2014)

Preamble:

The Mandate and Roles Document for the Board of Governors of Keyano College (Board) has been created by the Board in collaboration with the Ministry of Innovation and Advanced Education (Minister) to reflect a common understanding of the respective role and responsibilities.

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)].

Keyano College is a public, board-governed college operating as a Comprehensive Community Institution under the authority of the *Post-Secondary Learning Act* of Alberta. Keyano plays an active role in Campus Alberta by collaborating with other post-secondary institutions to increase access to learning opportunities for students in the Regional Municipality of Wood Buffalo. Through its two campuses in Fort McMurray and Fort Chipewyan and four learning centres in Fort McKay, Conklin, Janvier, and Gregoire Lake, Keyano provides a variety of learning opportunities through classroom, online and blended delivery models. Keyano also serves a wider learner population through its involvement in education consortia and a variety of industry partnerships.

Keyano College offers certificates and diplomas, university transfer, apprenticeship, academic upgrading and, through collaboration with other post-secondary institutions, degree completion options. Keyano's comprehensive program offerings include arts, science, business, education, environmental science, power engineering, performing and visual arts, health, engineering technologies, human services, humanities, trades, transportation, heavy equipment operations and industrial training. Keyano provides relevant, practical, flexible and affordable workforce development, including continuing education, customized corporate training, and English as a second language courses and programs.

As a Comprehensive Community Institution responsible for regional stewardship, Keyano College collaborates with post-secondary educational institutions, community adult learning providers, business, industry, school districts, Aboriginal communities, and other organizations

to ensure access to a broad spectrum of learning opportunities. Keyano is committed to increasing access to post-secondary programs, assisting students in achieving their learning goals and enhancing career opportunities for its graduates. Specialized services provided include Aboriginal counselling, counselling, support for students with disabilities, flexible education delivery alternatives and co-operative education options in many programs.

Keyano provides high-quality lifelong learning opportunities by promoting access to and participation in post-secondary education, fostering excellence and innovation in teaching and learning. Keyano's faculty and staff are engaged in professional development, scholarly activity and applied research for the purpose of enhancing expertise and increasing knowledge that will facilitate a high-quality learning experience through improved programs and services.

Keyano College plays a pivotal role in enhancing sustainability within the region by collaborating with stakeholders to support social, cultural and economic development initiatives. Keyano's specialized facilities including its Power and Process Engineering Lab, Theatre, Conservatory, and the Syncrude Sport and Wellness Centre make Keyano College an integral partner in providing educational, cultural, recreational and career opportunities for students and the residents of Wood Buffalo.

Vision and Mission

The Vision and Mission of the College are:

Vision: Keyano is a quality, responsive and sustainable comprehensive college that consistently meets or exceeds the expectations of our learner stakeholders and communities.

Mission: Keyano College is a comprehensive college of choice that is committed to excellence in teaching and learning, industry training and applied research through the delivery of relevant and sustainable programs and services that maximize opportunities for our students, staff, and stakeholders, and, that enable Keyano to engage in community leadership.

Roles

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

The PSLA 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;
- Programs of Study Regulation; and
- Public Post-secondary Institutions' Tuition Fee Regulation.

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, 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 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 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.

The Board of Governors of Keyano 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 [PLSA Section 73];
- Banking and investment [PLSA Section 75]; and
- The appointment of the president [PSLA Sections 81(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 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:

- **Finance and Audit**
- **Industry Training**
- **Education**
- **Human Resources**
- **Campus Development**

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; and
- Administering the Code of Conduct (Board approved September 28, 2012) and with the rest of the Board, ensuring that conflict of interest matters are addressed by the Board.
- Signing Officer of the Board.

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 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.

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)].

Additional responsibilities of the President include:

- Serves as liaison to the Board on behalf of the Officers and employees of the College;
 - Assists the Chair in liaison and public activities on behalf of the Board in developing and maintaining an effective public relations presence; and
 - Designates a person to perform the duties and functions of Secretary to the Board.
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Recruitment and Appointment of Board Members

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 established recruitment process that applies to all of its agencies.

Membership

As a public, Comprehensive Community Institution (CCI), in accordance with the PSLA [Section 44(2)], the composition of the Keyano College Board of Governors consists of 11 members, as follows:

- 3 persons appointed by the Minister;
 - One academic staff member nominated by the academic staff association;
 - One student nominated by the council of the student association;
 - One member of the non-academic staff who is not engaged in administration of the college nominated by non-academic staff association;
- 7 persons appointed by the Lieutenant Governor in Council on the recommendation of the Minister, one of whom shall be designated as chair;
- Additional persons appointed by the Lieutenant Governor in Council on the recommendation of the Minister;
 - The President of the 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.

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, as well as a recommendation to the HR area who 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].

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.

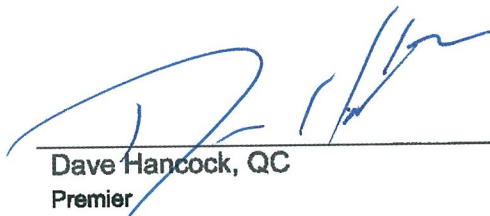
In addition, Board Chairs of post-secondary institutions serve on the Campus Alberta Strategic Directions Committee. The Campus Alberta Strategic Directions Committee is chaired by the Minister and provides advice to the Minister respecting issues related to Campus Alberta [PSLA Section 107.1].



Kara Flynn
Board Chair

April 4, 2014

Keyano College



Dave Hancock, QC
Premier

Minister of Innovation and Advanced Education