

**LETTER OF EXPECTATION**

**BETWEEN**

**THE MINISTER OF ALBERTA ENTERPRISE AND ADVANCED EDUCATION  
(AS REPRESENTATIVE OF THE GOVERNMENT OF ALBERTA)**

**AND**

**THE BOARD OF GOVERNORS OF THE UNIVERSITY OF LETHBRIDGE  
(AS REPRESENTATIVE OF THE UNIVERSITY OF LETHBRIDGE)**

## **FUNDING**

Subject to final budget approval, the University of Lethbridge (U of L) 2013/2014 Campus Alberta Grant is \$91,957,000. Other funding is allocated in the following manner:

- \$151,000 Support for Learners with Disabilities
- \$284,000 Health Workforce Action Plan
- \$1,000,000 Priority Research
- \$1,781,577 Infrastructure Maintenance Grant

## **UNIVERSITY OF LETHBRIDGE RESPONSIBILITIES**

This Letter of Expectation is an agreement regarding high level strategic directions and performance expectations between the Board of Governors of the U of L and the Minister.

As a publicly funded post-secondary institution accountable to the Minister of Enterprise and Advanced Education under the *Post-secondary Learning Act*, the U of L 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. In doing so, the U of L will operate within its approved mandate, as set out in its approved Mandate Statement and Mandate and Roles Document (to be reviewed on an annual basis and amended as required in collaboration with the Minister), as well as in accordance with any additional direction provided by the Minister.

For the 2013/2014 funding year, the U of L will focus on the following key items as part of its Comprehensive Institutional Plan (CIP):

- Focus on sustainability in response to Budget 2013 and address efficiency and sustainability issues at your institution, including plans for a balanced budget going forward.
- In partnership with Enterprise and Advanced Education, address all the Auditor General's recommendations in a timely manner through demonstrated progress.
- Ensure that institutional resources are allocated in ways that best achieve the following desired outcomes:
  - Albertans are engaged in lifelong learning;
  - Alberta's workforce is skilled and productive;
  - Alberta demonstrates excellence in research, innovation, and commercialization; and,
  - Alberta's economy is competitive and sustainable.
- Continue to identify strategies for engaging and consulting with students in the development of institutional strategic plans.

## **CONSIDERATIONS**

In working to fulfill the expectations set out in this letter, the U of L agrees to focus its resources on the following areas:

### **Programs**

- Review the range of programs offered with the aim to ensure that programs offered:
  - Build on the strengths of your institution and advance the Campus Alberta system,
  - Are in demand by employers and students, and
  - Are designed to develop the full potential of learners for our economy and society (engaged critical thinkers, ethical citizens, entrepreneurial spirit).
- The institution is expected to achieve enrolment in approved programs of between XXXX and XXXX Full Load Equivalent (to be negotiated).

### **Learners**

- Work with learners, Enterprise and Advanced Education, and system partners, such as eCampusAlberta, to identify opportunities for distance learning, and leverage technologies to enhance educational programs and services for the benefit of learners.
- Develop and use open educational resources to support reduced costs for learners.
- Provide high quality programs and services in an affordable manner in the context of Campus Alberta.
- Demonstrate a 10 per cent increase in the development of seamless learner pathways, including transfer agreements, block transfers, dual credit, PLAR activity, and/or innovative and collaborative relationships to support student mobility and success.

### **Collaboration**

- Actively engage in and promote the Campus Alberta brand, including the use of the Campus Alberta logo on all institutional correspondence. The logo and guidelines for their use will be provided in the near future.
- Continue to work with Campus Alberta partners to increase access and better serve learners, achieve efficiencies, leverage expertise, and maximize available resources through initiatives such as:
  - Reductions in program duplication across Campus Alberta institutions through transfer agreements, collaborative delivery arrangements, and delivery through eCampusAlberta; and,
  - Reductions in administrative costs (e.g. shared and contracted services) through institutional and Campus Alberta targets.
- Continue to collaborate with school boards, high schools, and other partners to identify additional opportunities such as dual credit offerings, to increase participation rates in post-secondary education and training programs, particularly related to Aboriginal learners and other underrepresented groups.

- Enhance your work with business and industry to maximize the responsiveness to community and regional economic and social needs.
- Align and coordinate your institution's international efforts with Campus Alberta partners, Alberta Innovates, and business and industry in support of the objectives and outcomes identified in Alberta's International Strategy.
- Board Chairs regularly participate in Campus Alberta Strategic Directions Committee meetings chaired by the Minister, and Presidents regularly participate in Council of Presidents meetings chaired by the Deputy Minister.
- Continue to partner with government and other institutions on establishing the strategic technology directions for Campus Alberta as well as implementing collaborative initiatives, including sharing data centres and cloud service initiatives.

### **Governance**

- Demonstrate effective governance practices that comply with the Public Agencies Governance Framework, the *Alberta Public Agencies Governance Act (APAGA)* (once the Act is proclaimed), and the approved Mandate and Roles Document, with a focus on ongoing professional development and training of board members.
- Continue to comply with government expense disclosure policies.
- Review your Mandate and Roles Document to ensure it is aligned with this letter.

### **Research**

- Enhance alignment of Campus Alberta research priorities and capacity with the key outcomes and themes articulated in the Alberta Research and Innovation Plan.
- Demonstrate increased research and innovation system engagement and collaboration among Campus Alberta faculty and students, the Government of Alberta and industry to advance the knowledge-driven economy and create societal benefits.

## **ACCOUNTABILITY AND OUTCOMES**

The Government of Alberta and institutions are expected to achieve focused economic and social outcomes that are of most value to Albertans. To demonstrate that achievement, and in response to results-based budgeting, institutions are expected to:

- Collaborate with Enterprise and Advanced Education and affected stakeholders, between now and the end of 2013, to:
  - Develop system-level, sector-level, and institution-level outcomes that define what we are striving to achieve with the adult learning and research investment. Among the most important of the outcomes will be program outcomes and the results they produce for learners and the Campus Alberta system.

- Develop institutional, sector, system and/or societal key performance indicators to measure success in achieving those outcomes.
- Develop and maintain internal processes to monitor and report on the agreed-upon set of outcomes and key performance indicators.

The Government of Alberta and the U of L are committed to transparency and accountability to the public. The U of L agrees to provide the following information in accordance with deadlines as prescribed by Enterprise and Advanced Education:

- Comprehensive Institutional Plan (CIP)
- Annual Report
- Audited Financial Statements
- Financial, Enrolment, Application, and Key Performance Indicator Data
- Any other information as prescribed by the Minister

## **GOVERNMENT'S RESPONSIBILITIES**

The Minister of Enterprise and Advanced Education is ultimately responsible for the public advanced education system in the province. The government is responsible for approving institutional mandates, as well as the legislative, regulatory, and policy frameworks under which the institution must operate. In order to support the achievement of the expectations outlined in this letter, government will:

- Provide the institution with annual operating and capital funding allocations.
- Provide broad policy direction and outline accountability frameworks to the institution.
- Consult with and advise the institution of the government's strategic priorities, key outcomes, and performance indicators that may impact the institution.
- Ensure Board appointments are filled in a timely way and support the Board's ability to fulfill its obligations.
- Work with Campus Alberta institutions to anticipate and respond to labour market demands for graduates and appropriate education and training.
- Conduct a review of this letter and monitor the implementation of the direction noted above.

## COMMUNICATION AND COLLABORATION

In order to effectively implement this letter, both parties commit to ensuring open communication, transparency of process, and developing positive working relationships. As required by either party, the government and the institution will discuss any issues and may agree to amend this letter as required.

---

Minister of Enterprise and Advanced Education

---

Chair, Board of Governors

---

Date Signed

---

Date Signed

This letter will be reviewed, and updated annually, in consultation with the Chair and builds upon the collegial working relationships between the government and the institution.