Red Deer College
Mandate and Roles Document

Preamble

This Mandate and Roles Document for the Board of Governors of Red Deer College has been developed collaboratively between the Minister of Innovation and Advanced Education 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)].

Red Deer College is a board governed public college operating as a Comprehensive Community Institution under the authority of The Post-secondary Learning Act of Alberta.

Red Deer College offers programs that lead to further education or to career employment through its apprenticeship programs, certificates, diplomas, applied baccalaureate degrees, and baccalaureate degrees, primarily in collaboration with degree-granting institutions. In addition, the College provides adult upgrading programs that facilitate entry into further studies and continuing education and contract training programs that meet community needs for lifelong learning and career advancement.

Red Deer College offers programs and courses to full and part time learners from diverse cultural, educational and social backgrounds with varying skills and experiences in the following areas of study: liberal arts, business and commerce, education, engineering, health services, hospitality and tourism, human services, kinesiology and sport studies, performing arts, science, technology, trades, transportation, and visual art.

As a Comprehensive Community Institution with regional stewardship responsibilities, Red Deer College provides adult learners in the Central Alberta region with opportunities to attain post-secondary education through its courses, programs, and services. It does so in collaboration with school districts, other post-secondary institutions, adult learning organizations, business and industry, and community agencies throughout the region.
Red Deer College is a partner in Campus Alberta collaborating with other educational organizations and post-secondary institutions in providing a seamless and responsive advanced education system that provides high-quality learning opportunities in support of lifelong learning.

Through a variety of approaches in educational delivery including face-to-face, distributed learning, and blended learning the College provides quality programs that address diverse learning styles and time and location requirements of its learners. Red Deer College supports learner success with high quality student support services including advising, personal and career counseling, athletics, food services, child care, financial aid, health, library, recreation, residence, and academic support.

Red Deer College initiates and supports partnerships with the community, business and industry, public service providers, educational agencies, and research agencies in order to facilitate access to learning and to promote innovation. Through its philosophy of placing learning at the center of everything it does, Red Deer College promotes teaching excellence and high quality programming.

Encouragement of scholarly and creative activity amongst its staff and support for applied research and innovation enable the College to enhance student learning, to continue the growth of expertise of its faculty, and to contribute to the economic and social development of the region.

Through its international focus, Red Deer College is committed to increasing the skill and knowledge of its learners and its community to become better integrated into the global community. This includes opportunities to study abroad, host international learners on-campus, assist in the development of educational services in other countries, and provide global and international perspectives in its curricula.

The College plays a pivotal role in the community by providing facilities, expertise, leadership, and innovation that assist in the economic, social, cultural, recreational, athletic, and educational development of Red Deer and its surrounding communities. - Approved by the Minister of Advanced Education & Technology, May 4, 2010

**Vision**
To be the post-secondary institution of choice serving learners and communities through leadership, excellence, and innovation.

**Mission**
We strive to deliver the best education possible and create an environment where excellence is expected. The learners we serve will have a foundation of knowledge and skills that prepare them for successful careers and successful lives.
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;
- Lobbyist 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:

- 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 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 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 Red Deer 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]; and
- 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:
- Audit Committee
- Ownership Linkage Committee

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;
- Ensuring that the Board behaves consistently with its own policies and those legitimately imposed upon it from outside the organization;
- 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;
- Ensuring that the Board completes an evaluation of the President in achieving the results defined in Board policy; and
- Administering the Code of Conduct and ensuring that conflict of interest matters are addressed by 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; 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 function that are assigned by the Board [PSLA Section 81(3)].

The authority delegated to the President by the Board is defined in the following Policy: Board-President Relationship – Delegation to the President (attached)

3. Recruitment and Appointment of Board Members

Membership
As outlined in the PSLA [Section 44(2)], the Board of the Red Deer College consists of seven persons appointed by the Lieutenant Governor in Council, one of whom shall be designated as Chair, and the President. 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 the public college nominated by the non-academic staff association.

Recruitment
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.

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 public member vacancy occurs:
- The Board identifies competencies that need to be replaced and provides that profile to the Department’s 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.
- The Board reviews the screening report and forwards its recommendation to the Minister.
- Based on the screening report and the Board's 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 of public members is for a fixed term of up to three years, with the potential for reappointment for a second three-year term. [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 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.

Shelley Ralston
Board Chair
Red Deer College

Honourable Lori Sigurdson
Minister of Innovation and Advanced Education

Date: June 11/15

Date: October 15, 2015
RED DEER COLLEGE
BOARD OF GOVERNORS POLICY

Policy Name: Delegation to the President  Number: BC-1
Policy Type: Board-President Relationship  Date Approved: February 9, 1998
                  Date Revised: Dec. 8, 2005 but
                  Effective: Dec. 15, 2005

All Board authority delegated to staff is delegated through the President, so that all
authority and accountability of staff, far as the board is concerned, is considered to
be the authority and accountability of the President.

1. The Board hereby delegates to the President the authority to recruit, select,
   appoint, establish compensation, benefits and other terms of employment, direct,
   evaluate, discipline and terminate the staff of the College, including, without
   limiting the general nature of this delegation, to exercise the authority of the
   Board to terminate the employment of academic staff pursuant to legislative and
   collective agreement requirements.

   The President’s authority is limited only by Board Policies.

   The President has the authority to further sub-delegate authority conferred by
   this resolution to other College officers, but remains accountable to the Board for
   the exercise of that delegated authority.

2. The Board will direct the President to achieve specified results, for specified
   recipients, at a cost worth, through the establishment of Ends policies. The
   Board will limit the latitude the President may exercise in practices, methods,
   conduct and other “means” to the ends through establishment of Executive
   Limitations policies.

3. As long as the President uses any reasonable interpretation of the Board’s Ends
   and Executive Limitations policies, the President is authorized and required to
   establish all further policies, make all decisions, take all actions and develop all
   activities.

4. The Board may change its Ends and Executive Limitations policies, thereby
   shifting the boundary between Board and President domains. By so doing, the
   Board changes the latitude of choice given to the President, but so long as any
   particular policy is in place, the Board and its Members will respect and support
   the President choices. This does not prevent the Board from obtaining
   information from the President about the delegated areas, except for confidential
   personal information.
5. Only decisions of the Board acting as a body are binding upon the President.

5.1. Decisions or instructions of individual Board Members, officers, or committees are not binding on the President except in rare instances when the Board has specifically authorized such exercise of authority.

5.2. In the case of Board Members or committees requesting information or assistance without Board authorization, the President can refuse such requests that require - in the President's judgement - a material amount of staff time or funds or is disruptive.

6. Only the board acting as a body can employ, terminate, discipline, or change the conditions of employment of the President.