

# Investment Management Agreement for Public Post- Secondary Institutions

Grant MacEwan University  
Department of Advanced Education  
2021-2022

Her Majesty the Queen in right of  
Alberta, as represented by the  
Minister of Advanced Education

SIGNED for and on behalf of Grant  
MacEwan University



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Minister

June 23, 2021

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Date



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Board Chair

June 3, 2021

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Date

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## Intent of Investment Management Agreement (IMA)

Alberta's twenty-six publicly funded post-secondary institutions provide a variety of learning opportunities to people from within Alberta, across Canada, and abroad. These institutions are often world-class organizations which excel in teaching and research. They prepare graduates for fulfilling careers and additional learning, while contributing to Alberta's economic and community development through skill development, research and innovation.

To support system coordination and optimize the allocation of public investments in adult education, each of these institutions is designated to a sector based on its programming, research and scholarly activity, and collaboration initiatives.

For 2021-2022, each institution will also have an Investment Management Agreement with government. This agreement will include the institution's mandate, the 2021-22 Operating and Program Support Grant Amount from government, mutual priorities, and a performance metric to facilitate the allocation of outcomes-based funding, to ensure government and institutions are focused on meeting the needs of the province. Specifically, the Investment Management Agreement:

- Identifies and explains the shared objectives and priorities between the Alberta government and the institutions; and
- Describes the agreed upon investment framework that includes the key performance metric in a priority area.

While the IMA was originally designed to be a 3 year agreement between each institution and the government, this year's IMA is serving as a pilot. Therefore, its term is one year, from April 1, 2021 to March 31, 2022, with performance evaluated at the end of the fiscal year to provide learnings and identify improvements that could be incorporated into a three year IMA.

The Investment Management Agreement is not intended to be the sole element of the relationship between the institution and the government, nor to include all decisions and issues in the post-secondary system. Government will continue to work closely with institutions and other stakeholders in a number of areas, and provide many aspects of system direction through legislation, regulation, policy, and other processes.

Investment Management Agreements may be amended in the event of substantive policy or program changes that would significantly affect joint commitments made in the agreement. Any such amendment would be mutually agreed to in writing, dated, and signed by both signatories.

## Legislative and Policy Requirements

### ***Post-secondary Learning Act***

Section 78 of the Post-secondary Learning Act requires the boards of all 21 public post-secondary institutions, and Independent Academic Institutions, to enter into an Investment Management Agreement with the Minister of Advanced Education, which must include: the mandate of the institution (not applicable to Independent Academic Institutions), a performance metric(s) for the institution, and anything else determined by the Minister. The Minister may specify the form of the agreement, and the date by which it must be in effect. The boards of the 21 public post-secondary institutions are also required to prepare, approve and submit to the Minister a budget and a capital plan. The budget submitted by an institution may not project consolidated operating expenses exceeding consolidated operating revenues, unless the board has the written approval of the Minister.

### ***Fiscal Planning and Transparency Act***

Section 10 of the Act requires the board of a public post-secondary institution to provide a business plan for each fiscal year to the Minister. This requirement is fulfilled by each institution entering into an Investment Management Agreement with the Minister, delivering a budget and capital plan in accordance with section 78 of the *Post-secondary Learning Act*.

### **Operating and Program Support Grant Agreement**

Each institution's Investment Management Agreement is referenced in its respective Operating and Program Support Grant Agreement, and future funds will be distributed in accordance with the institution's performance in meeting the target established in the Investment Management Agreement.

## Mandate

This mandate statement has been developed by Grant MacEwan in consultation with Alberta's Minister of Advanced Education pursuant to Section 78 of the Post-secondary Learning Act (PSLA).

### 1. Type of Institution, Sector, and Governance

Grant MacEwan University is a board-governed, public post-secondary institution operating in Alberta as an Undergraduate University under the authority of the Post-Secondary Learning Act (PSLA). Established in 1971, the institution has a rich history in its growth from a community college. The University was officially named Grant MacEwan University by an Order in Council in 2009 and was rebranded MacEwan University for communications and marketing purposes in 2013.

The Board of Governors of Grant MacEwan University (Board) operates and manages the University in accordance with its mandate by carrying out duties and responsibilities legislated by the PSLA and the *Alberta Public Agencies Governance Act* (APAGA). The Board works with the Minister to support and to promote the adult learning system's principles of accessibility, affordability, quality, coordination, and accountability. The role of the Board and its operations are outlined in its Bylaws. The Board carries out some of its duties and responsibilities through its standing committees. The terms of reference of standing committees set out the responsibilities, membership, and authority of each committee.

The General Faculties Council (GFC) is MacEwan University's senior academic governance body. The GFC is responsible for academic integrity, policies, programs, and standards, as well as for oversight of scholarship, understood to include both research and creative activity. The role of the Council and its operations are outlined in its Bylaws. The University President is chair of Council and acts as a conduit between GFC and the Board.

### 2. Outcomes

MacEwan University emphasizes a student-centered approach to delivering its academic programs and services. This approach is rooted in the interaction between academic staff

and students, blended modes of course delivery, experiential learning opportunities, an emphasis on critical thinking, and high-quality student support. The University's focus on community-based learning introduces students to a range of Albertans in their cities and towns and connects our programming with the development of competencies in demand across the province.

Through the delivery of its mandate, MacEwan University seeks to:

Ensure student success through a focus on high-quality teaching from academic staff whose emphasis is on the student experience in the classroom and beyond it;

Provide an undergraduate educational experience enriched through research and creative activity that informs our faculty's approach to pedagogy, engages students in their skill development, creates and applies knowledge, and supports economic development;

Ensure that students develop the background to engage fully the economic and social challenges of a changing world;

Provide graduates the opportunity to advance their careers and further their education through flexible program delivery in a wide range of credentials.

### **3. Clients/Students**

MacEwan University provides a student-centered undergraduate experience focused on student success. "Students First" has been and remains a foundational pillar for the University, and MacEwan is well known for supporting success of our students, including those students that are typically underrepresented in post-secondary education. MacEwan University seeks to expand students' cultural awareness by engaging the diverse community in downtown Edmonton and supporting the individuals who come to the University from around the world. Short-term education abroad programs for students, teaching exchanges, and study tours for academic and non-academic staff provide further opportunities to engage with other cultures.

#### 4. Geographic Service Area and Type of Delivery

MacEwan University is Edmonton's downtown University, and it serves the capital region, as well as central and northern Alberta, by collaborating with other post-secondary institutions to respond to the needs of business, industry, government, and society as a whole. Over 85 percent of MacEwan graduates live and work in Alberta, contributing to the vitality and resilience of our province

In recognizing that students need choices in delivery modes to accommodate life circumstances or learning preferences, MacEwan University offers online, hybrid, and face-to-face course delivery. The University's commitment to flexible program delivery and to a range of credentials maximizes opportunities for graduates to advance their careers and further their educations. MacEwan provides unique opportunities for prospective and current students enrolled in a range of credentials to access seamlessly and to progress in baccalaureate programming, including:

Laddering opportunities from certificate and diploma programs to different degree options at MacEwan University, facilitating progression so students can further their education and skill development;

Stackable credentials that allow students to pause and exit formal education to enter the workforce, leaving a degree program after two years with a diploma or leaving a diploma after one year with a certificate. Students can return to pursue additional education when needed, through to complete of a degree.

#### 5. Program Mandates and Credentials Offering

MacEwan University focuses on four primary types of programming:

- Baccalaureate degrees that prepare students for employment and for graduate studies;
- Certificate, diploma, post-diploma, and post-baccalaureate credentials that prepare students for employment and for continued study in other credential areas;
- University transfer programs that prepare students for degree completion at partner institutions;
- Preparatory (foundational) programming that readies students for credentialed post-secondary studies.

## **6. Special Program Areas/Areas of Specialization**

MacEwan University offers a wide range of certificate, diploma, and degree programs. The University offers programs in business, communications, community and human services, design, fine and performing arts, health, humanities, natural science, nursing, public safety, and social science. Program areas that flow into degree offerings include business, community and human services, fine and performing arts, and nursing. MacEwan has programs distinctive to central and northern Alberta, including those in health, natural science, and public safety.

## **7. System Collaboration and Partnerships**

MacEwan University offers transfer programs and actively participates in the Alberta Council on Admissions and Transfers to facilitate student mobility within the province and across Canada. Members of the University's senior administration participate with their provincial counterparts to coordinate programming and services and enhance access for students. Partnerships outside Advanced Education include other post-secondary institutions and government departments, municipalities, not for profit organizations, business, and industry. In the spirit of reconciliation, efforts are being made to expand partnerships with Indigenous post-secondary institutions, not-for-profit organizations, and amiskwaciy Academy. Collaborations and partnerships facilitate expanded opportunities for students, faculty, and staff in areas such as undergraduate degree programming access, work-integrated learning, experiential learning, student-based research, and student supports and services.

## **8. Research and Scholarly Activities**

Scholarship at MacEwan University thrives in a culture of research and creative activity that enriches undergraduate education by informing faculty members' approach to pedagogy, engages students in their skill development, creates and applies knowledge, and supports economic development. The broad campus community undertakes scholarly enquiry that benefits the city, the region, the province, the country, and the world beyond. The University aims to provide students and academic staff the background to engage fully the economic and social challenges of a changing world. Scholarship is guided by the oversight of a standing committee of General Faculties Council. MacEwan seeks to build upon existing strengths across all our Faculties and Schools, as well as scholarship rooted in the early work



of faculty members who helped the institution emerge as a University, bolstered further by new colleagues whose appointments across campus feed a culture of teacher-scholars committed to research and creative activity inside and outside the classroom. In identifying future research directions, MacEwan University is mindful of government priorities for advances to be made in the environment, health, and resource management.

## **9. System Mandate**

MacEwan University offers a safe, inclusive, and welcoming campus to a diverse group of qualified students. They are supported from recruitment and admission through graduation and employment and to their return to the University as alumni. MacEwan is committed to expanding its capacity and reputation for accessibility. Faculty members work closely with the community to open doors and to encourage the transition to postsecondary education for traditionally-underrepresented students, including first-generation students, Indigenous students, international students, and students with disabilities. Efforts are ongoing to improve inclusiveness, increase affordability, and remove all barriers to student success in an undergraduate learner-centered setting.

A wide array of services is provided to support student success and student wellness. Student services provide early intervention strategies and anticipate and remove barriers for students. Specialized services are offered, including services through the kihêw waciston Indigenous Centre, MacEwan University Health Centre, Access and Disability Resources, the Human Rights Office, and the Office of Sexual Violence and Prevention Education and Response.

## Objectives and Priorities

### Government of Alberta

The Government of Alberta is committed to post-secondary education as a cornerstone of employment, economic and social development, and overall prosperity for the province. As the province continues to recover from the many challenges caused by the pandemic, post-secondary institutions will play a pivotal role, not only through research, innovation and commercialization of leading edge technology, but also in providing highly-skilled and job-ready graduates for a recovering and dynamic labour market.

The initial goal of the GOA is to highlight the critical role post-secondary institutions play to prepare students for a future career. While this inaugural Investment Management Agreement reflects that goal, it is also meant to serve as a pilot to guide the development of future iterations that will be broader and more comprehensive for Alberta's post-secondary system. By focusing on students, innovation, efficiency, and accountability, and by working to improve system performance and outcomes, Investment Management Agreements will ensure institutions play a vital role in keeping Alberta competitive on the global stage.

### MacEwan University

MacEwan University is celebrating its 50<sup>th</sup> anniversary this year and as Edmonton's downtown university, has ambitions to grow boldly. The university is in a time of renewal with the creation of a new strategic vision and directions that will shape the university over the next decade. The guiding framework will align with outcomes of *Alberta 2030: Transforming Post-Secondary Education*. MacEwan faculty are connected to and driving change in key economic sectors and ensuring that MacEwan graduates are prepared to work in and further innovate within them.

The following priorities are identified for 2021-22.

### COVID-19 Recovery

- a. An active flexible fall campus plan to accommodate a scale up or scale down of campus activities in accordance with provincial health guidelines and orders.
- b. Develop plans to maximize the learnings from the COVID-19 on-line pivot to enhance flexible learning for students and to augment tools for faculty and students.

## **Effective Governance**

- a. Align governance practices as required with Alberta 2030 and overarching system and sector councils.
- b. Elect the University's first Chancellor.

## **Setting a Path Forward**

A new strategic vision and directions will guide the university over the next decade in accordance with the university's mandate.

- a. Develop and update operational plans, including academic, budget and capital plans
  - i. Implement the new Bachelor of Fine Arts Degree
  - ii. Continue planning towards the development of a new academic building at the City Centre Campus.
  - iii. Consider financial deconsolidation
- b. Align operational plans with Alberta 2030 objectives of access and student experience, skills for jobs, internationalization and innovation and commercialization.
  - i. Expand scholarships awards and bursaries
  - ii. Grow connections to business and industry and work integrated learning opportunities
  - iii. Deliver new micro credentials
- c. Build on areas of strength, including social entrepreneurship and innovation

## **Collaborative Strategies**

Through partnerships with government (municipal, provincial and federal), post-secondary institutions, First Nations, Metis and Inuit organizations, industry, and the community, facilitate the creation of a world class post-secondary system, by collaborating on:

- a. Access strategies, including digital learning
- b. Initiatives and actions that further reconciliation and inclusive excellence
- c. Sustainability and green infrastructure initiatives.

## Operating and Program Support and Performance Based Funding Allocations

**Table 1: 2021-22 Allocations for Grant MacEwan University**

Total Operating and Program Support grant	\$103,962,798
Proportion tied to Performance	5%
Performance based funding allocation	<b>\$5,198,140</b>

### Performance-based Funding Methodology

This inaugural Investment Management Agreement for Grant MacEwan University, and the performance based funding it represents, is based on one metric—the proportion of approved programs at Grant MacEwan University that have a Work Integrated Learning component.

Table 2 below provides the specifics on the performance metric that will be used to calculate any funding impacts. A baseline result has been established at the beginning of the 2021-22 fiscal year using data housed in the Provider and Program Registry System (PAPRS). A target and tolerance band has been negotiated with Grant MacEwan University.

Over the next 12 months, as Grant MacEwan University prepares for the 2022-23 academic year, it will provide updates into PAPRS about new or existing programs that have a Work Integrated Learning component. The existing metric will be updated on March 31, 2022. If the result meets or exceeds the target, there will be no adjustments to 2022-23 OPS funding related to this performance metric.

If the result fails to meet the target, and is lower than the tolerance threshold, then an adjustment will be applied against the 2022-23 funding that is proportionate to the achievement from the expected result (to a maximum identified in Table 1).

**Table 2: Performance Metric**

<b>Work integrated learning:</b> Proportion of approved programs that have work-placements identified as part of the program.				
Core Area: <b>Skills and Labour Market Outcomes</b>	<a href="#">Baseline Established</a>	<a href="#">Baseline</a>	<a href="#">Target</a>	<a href="#">Tolerance Threshold</a>
	March 31, 2021	72%	75%	2%
<p>In its 50<sup>th</sup> anniversary year, MacEwan will open applications to its new Bachelor of Fine Arts (BFA), which builds on MacEwan’s history of exceptional fine arts education and is grounded in community engagement and the business of the arts. The BFA received Ministry approval prior to Alberta 2030 and the implementation of Investment Management Agreements; MacEwan will work to develop work integrated learning (WIL) opportunities in the BFA majors, in keeping with Ministry direction that all new programs include WIL.</p>				

