

The following Motions and Documents were considered by the GFC Academic Planning Committee at its Wednesday, April 23, 2014 meeting:

Agenda Title: **Proposal for the Establishment of the Cancer Research Institute of Northern Alberta (CRINA) in the Faculty of Medicine and Dentistry**

CARRIED MOTION: THAT the GFC Academic Planning Committee approve, under delegated authority from General Faculties Council, the proposal submitted by the Dean of the Faculty of Medicine and Dentistry for the formal establishment of the Cancer Research Institute of Northern Alberta (CRINA), to be housed in the Faculty of Medicine and Dentistry, as set forth in Attachment 1, to be effective upon final approval.

Final Item: 4

Agenda Title: **Proposed Athletics and Recreation Mandatory Non-Instructional Fee Increase for Fall/Winter 2014-2015**

CARRIED MOTION:

THAT:

In order to maintain the integrated model in which the Faculty of Physical Education and Recreation offers Athletics and Recreation services to the broader University of Alberta community; and

Consistent with the practices of comparable post-secondary institutions across Canada;

The GFC Academic Planning Committee recommend to the Board of Governors the approval of an increase to the existing Mandatory Non-Instructional Fee for Athletics and Recreation of \$16.38 per full-time student per term and \$8.19 per part-time student per term, with such increase to take effect for Fall/Winter 2014-15.

Final Recommended Item: 5

Agenda Title: **University of Alberta (Department of Renewable Resources, Faculty of Agricultural, Life and Environmental Sciences, and Faculty of Graduate Studies and Research): Transatlantic Master's Programs Leading to Dual Degrees in Forestry and Environmental Management (TRANSFOR-M) Proposal (Renewal)**

CARRIED MOTION: THAT the GFC Academic Planning Committee approve, under delegated authority from General Faculties Council, the proposed renewal of the 'Transatlantic Master's Programs Leading to [Overlapping] Dual Degrees in Forestry and Environmental Management' (TRANSFOR-M), as submitted by the Dean of the Faculty of Graduate Studies and Research and set forth in Attachment 1, to take effect upon final approval.

Final Item: 6

Agenda Title: **Proposed Bachelor of Science (BSc) in Nursing - Post RN (Registered Nurse) Degree Program Termination**

CARRIED MOTION: THAT the GFC Academic Planning Committee recommend to General Faculties Council the proposal for termination of the Bachelor of Science (BSc) in Nursing - Post RN (Registered Nurse) Degree Program, as submitted by the Faculty of Nursing and set forth in Attachment 1, to take effect January 1, 2015.

Final Recommended Amended Item: 7

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OUTLINE OF ISSUE

Agenda Title: **Proposal for the Establishment of the Cancer Research Institute of Northern Alberta (CRINA) in the Faculty of Medicine and Dentistry**

Motion: THAT the GFC Academic Planning Committee approve, under delegated authority from General Faculties Council, the proposal submitted by the Dean of the Faculty of Medicine and Dentistry for the formal establishment of the Cancer Research Institute of Northern Alberta (CRINA), to be housed in the Faculty of Medicine and Dentistry, as set forth in Attachment 1, to be effective upon final approval.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	D. Douglas Miller, Dean, Faculty of Medicine and Dentistry
Presenters	David Evans, Vice-Dean (Research), Faculty of Medicine and Dentistry; Sandy McEwan, Chair, Department of Oncology
Subject	Establishment of the Cancer Research Institute of Northern Alberta (CRINA) in the Faculty of Medicine and Dentistry

Details

Responsibility	Provost and Vice President (Academic)
The Purpose of the Proposal is (please be specific)	The purpose of CRINA is to provide the structural organization to coordinate and enhance the work of cancer researchers across the University of Alberta and the education of their trainees. Primary objectives will be to facilitate the discovery, translation, and dissemination of new knowledge in the broadly-defined area of cancer – and to increase the University of Alberta’s competitive edge on the cancer funding landscape. Membership of CRINA will be open to all cancer researchers located throughout the University of Alberta and at the Cross Cancer Institute and other hospitals.
The Impact of the Proposal is	CRINA will be a unique entity in which health-care personnel and University researchers involved in discovery, translation, development, and delivery come together to understand the causes of cancer, to develop strategies to prevent cancer, and to diagnose and treat patients with cancer. CRINA provides an extraordinary opportunity to address this spectrum of diseases in a comprehensive manner, in order to measurably improve the quality and duration of life for people with cancer.
Replaces/Revises (eg, policies, resolutions)	N/A
Timeline/Implementation Date	Upon final approval.
Estimated Cost	See attached proposal.
Sources of Funding	See attached proposal.
Notes	N/A

Alignment/Compliance

Alignment with Guiding Documents	<i>Dare to Discover, Dare to Deliver</i> , and the University of Alberta Comprehensive Institutional Plan (CIP)
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section)	1. Post-Secondary Learning Act (PSLA): The <i>Post-Secondary Learning Act (PSLA)</i> gives General Faculties Council (GFC) responsibility, subject to the authority of the Board of Governors, over "academic affairs" (Section 26(1)). Section 26(1)(o) provides that GFC may make recommendations to the Board of Governors on a number of

FINAL Item No. 4

<p>numbers)</p>	<p>matters, including "the budget" and "academic planning." GFC has thus established an Academic Planning Committee (GFC APC), as set out below. GFC delegates certain of its powers to the GFC Academic Planning Committee.</p> <p>The complete wording of the section(s) of the <i>PSLA</i>, as referred to above, and any other related sections should be checked in any instance where formal jurisdiction or delegation needs to be determined.</p> <p>2. University of Alberta Policies and Procedures On-Line (UAPPOL) Academic Centres and Institutes Establishment Procedure:</p> <p><u>“PROCEDURE</u></p> <p>1. The proposal to establish an academic centre or institute must define its vision and purpose, explain the need for the unit within the priorities of the Faculty and/or University, and demonstrate that the proposed Centre/Institute does not duplicate other efforts at the University. Centres and Institutes are expected to position the University of Alberta as a national and international leader, therefore, the proposal must demonstrate the established or emerging excellence of the group of faculty involved, and the qualifications of the proposed director. The benefits and risks to the University must be presented, and support from partners within and outside the University must be documented.</p> <p>[...]</p> <p>3. All proposals for establishment of academic centres and institutes shall be submitted initially to the Provost and Vice-President (Academic) for assessment. Proposals deemed to be in good order will be forwarded by the proposer(s) to the GFC Academic Planning Committee (APC) for final approval.</p> <p>When the University of Alberta forms a partnership with another entity in creating an academic centre or institute, full approval processes must be followed with all partner entities prior to operation.</p> <p>The use of the words ‘Centre’ and ‘Institute’ are reserved by GFC, therefore, initiatives shall not use these words in public documentation prior to receipt of notice of approval.</p> <p>All academic centres and institutes operating but not approved by APC shall come into compliance immediately or cease to use the reserved titles of ‘Centre’ or ‘Institute’.”</p>
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Routing (Include meeting dates)

<p>Consultative Route (parties who have seen the proposal and in what capacity)</p>	<p>The consultative route this proposal has taken is outlined in the attached documentation and is reflected in the attached letters of support. In addition, Murray Gray, Vice-Provost and Associate Vice-President (Research) and Chair of the Centres and Institutes Committee (Office of the Provost) was consulted, and the Centres and Institutes Committee membership reviewed the proposal on March 10, 2014 and provided advice which has been incorporated in the document submitted by the proposers to GFC APC.</p>
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Approval Route (Governance) (including meeting dates)	GFC Academic Planning Committee (April 23, 2014) – for final approval
Final Approver	GFC Academic Planning Committee

Attachments (each to be numbered 1 - <>):

1. Attachment 1 (pages 1 – 34) – Proposal for the Establishment of the Cancer Research Institute of Northern Alberta (CRINA) (with Supporting Documentation)

Prepared by: Cindy Watt, Committees Manager, Office of the Provost and Vice-President (Academic), cindy.watt@ualberta.ca, 2-6643

Office of the Dean
2J2.00 WMC
University of Alberta
Edmonton · Alberta T6G 2R7
Telephone: (780) 492-6621
Fax: (780) 492-7303
www.med.ualberta.ca

April 9, 2014

Academic Planning Committee
University of Alberta
Edmonton, AB

Dear Colleagues,

RE: Cancer Research Institute of Northern Alberta (CRINA)

Please find attached our proposal to 'UAlberta's Academic Planning Committee' outlining creation of the Cancer Research Institute of Northern Alberta (CRINA).

CRINA builds on existing capacities in cancer research across the University (as demonstrated by a recent multi-faculty survey) to enhance the strength and profile of our cancer science on the national and international stage. CRINA is designed to foster trans-disciplinary interactions at all levels of research (from Pillar 1 through to Pillar IV) and to *accelerate* the translation of discoveries and innovations for health and economic benefit.

The organizational framework of CRINA will also position our university for greater success in the new national funding environment for large-scale 'translational' and 'big science' funding awards, including new CIHR Foundational Grants. Such major awards require the development of functioning, multidisciplinary teams - CRINA will play a major role in fostering the collaborations and research platforms necessary for success in this new funding landscape.

CRINA will focus its efforts on three broad research themes that incorporate all cancer tumor types and span the translational continuum - from basic discovery to applied research. CRINA members will have access to new resources and novel research platforms necessary to undertake a comprehensive translational approach to research. CRINA will also establish education capabilities, and include mechanisms for public dissemination of clinical and preventative advances.

Operating in this way, CRINA will be at the forefront of discovering, developing and translating scientific knowledge into new cancer treatments and approaches to address the health needs of cancer patients in Alberta and beyond.

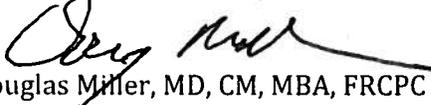
The Faculty of Medicine & Dentistry is committed to the creation and vision of CRINA and is committing financial support toward the institute over the first 3 years of its operation (\$750K/year for 3 years totaling up to \$2.25 M over 3 years). CRINA leadership will be expected to leverage this initial investment with provincial and national funding awards and partnering opportunities. The institute is also a fund-raising priority for the Faculty and major efforts will ensue to garner philanthropic support for CRINA, ideally securing a 'naming endowment'.

In my absence, Drs Sandy McEwan and David Evans will provide further details regarding the strategic positioning and value of this important initiative.

Thank you for considering this proposal.

Sincerely

Sincerely yours,



D. Douglas Miller, MD, CM, MBA, FRCPC
Dean, Faculty of Medicine & Dentistry
University of Alberta

University of Alberta Template for Proposals to Establish New Academic Centres and Institutes

Proposers will complete and submit this template to the Office of the Provost for approval in accordance with UAPPOL Policy. This template is expandable; the completed template may be up to 8 to 10 pages in length (not including letters of support or other appendices relevant to the proposal). Before developing a proposal and completing this template, please review the UAPPOL Centres and Institutes Policy, as well as associated procedures for academic centres and institutes – www.uappol.ualberta.ca.

Name and Faculty of Reporting Dean: D Douglas Miller, Faculty of Medicine & Dentistry

Signature:  _____ Date: 08 April 2014

1. Name and Detailed Purpose of the Proposed Centre or Institute:

Cancer Research Institute of Northern Alberta (CRINA)

CRINA will be a unique entity in which health-care personnel and University researchers involved in discovery, translation, development, and delivery come together to understand the causes of cancer, to develop strategies to prevent cancer, and to diagnose and treat patients with cancer. CRINA provides an extraordinary opportunity to address this spectrum of diseases in a comprehensive manner, in order to measurably improve the quality and duration of life for people with cancer.

The purpose of CRINA is to provide the structural organization to co-ordinate and enhance the work of cancer researchers across the university campus and the education of their trainees. Primary objectives will be to facilitate the discovery, translation and dissemination of new knowledge in the broadly defined area of cancer – and to increase U Alberta’s competitive edge on the cancer funding landscape. Membership of CRINA will be open to all cancer researchers located throughout the campus of the University of Alberta, and at the Cross Cancer Institute and other hospitals.

CRINA will develop around the NCI Comprehensive Cancer Center (CCC) model of the National Institutes of Health (NIH). Comprehensive Cancer Centers demonstrate reasonable depth and breadth of research activities in: (1) basic laboratory, (2) clinical, and (3) prevention, control and population-based research – and have substantial transdisciplinary research that bridges these scientific areas. NCI-designated cancer centers are at the forefront of developing and translating scientific knowledge into new cancer treatments. They also demonstrate training, education and outreach capabilities including dissemination of clinical and public health advances in to the communities they serve.

Structured also in this way, CRINA creates the opportunity to cohesively address the health needs of Albertans. This will occur both through interdisciplinary collaborations that will be fostered internally and externally, through the training of the new generation of cancer researchers and through the research of individuals and groups formed locally, nationally and internationally. CRINA researchers will have access to resources, platforms, and collaborative research and training opportunities. The result will be greater impact, profile and competitiveness for the University of Alberta.

We will focus efforts on three priority research themes that incorporate all cancer tumor types and that span the translational continuum in expertise and capacity from basic discovery to applied research.

CRINA's research themes and examples of existing research project are:

- **Cancer biology:** Environmental determinants of carcinogenesis, DNA damage/DNA repair, cell regulation (proliferation, adhesion, migration), oncolytic viruses, angiogenesis, and epigenetics.
- **Novel therapies and biomarkers:** Cancer genomics and biomarkers (breast cancer, other cancers), novel compounds/conjugates for highly selective targeting, synthetic and medicinal chemistry of anticancer agents, and mathematical and statistical modeling of cancer data
- **Prevention, lifestyle and survivorship:** Early detection, cancer cachexia, prognostic models, disparities in screening practices, physical activity and cancer prevention, cancer survivorship, end of life care, cancer service utilization, and cancer ethics (pediatrics, genomics)

Thus overall CRINA goals are to:

- Connect people and assets at U Alberta
- Create, support and translate discovery science programs
- Acquire and sustain necessary infrastructure to support research programs of CRINA members
- Increase the scientific and funding competitiveness of U Alberta cancer researchers
- Deliver impact on cancer diseases, patients, survivors and society at large
- Train the next generation of cancer researchers and clinicians
- Advocate for support of cancer research

The Department of Oncology within the Faculty of Medicine & Dentistry has long-standing and established areas of research excellence and capacity across the range of cancer diseases and research specialties. However because of the multidisciplinary nature of cancer, further research capacity also exists throughout other departments and faculties at U Alberta.

Our current lack of integration among the cancer research enterprise at U Alberta reduces our communication, collaboration, and competitiveness. It fails to take advantage of the critical mass in cancer research that exists within our academic community. The integration of these activities is now particularly important in light of many new funding opportunities in biomedical and cancer research that involve cross-pillar and multidisciplinary team activities.

We are entering an era of working towards more individualized medicine. Recent advances in genome technologies and understanding of cancer genomics, patient phenotypes and patient outcomes have accelerated the convergence of discovery science and clinical medicine giving rise to more precise treatments for individual patients: 'Precision Medicine'. This requires a functional "translational ecosystem" that supports and links 'basic' with 'clinical' - which is what CRINA will provide. CRINA is designed to strengthen cancer research at all stages, from basic discovery science through to clinical practice and to position the University of Alberta for increased competitiveness.

CRINA cannot succeed in the absence of the involvement of the AHS 'CancerControl Alberta' office and the cancer Strategic Clinical Network, the AHS Cross Cancer Institute, the Alberta Academic Health Network, and the Alberta Cancer Foundation. CRINA will spearhead the formation of meaningful and impactful partnerships with these health and research entities on behalf of the cancer research community at U Alberta. It will also create collaborative opportunities with the Universities of Calgary and Lethbridge, the Southern Alberta Cancer Research Institute (SACRI), the National Institute for Nanotechnology (NINT) and other research intensive organizations.

CRINA will achieve its goals through focused planning in the following domains. Please refer to **Appendix 1** for greater detail.

- An organizational structure that promotes collaboration and provides support
- Proactive revenue seeking on behalf of members (large-scale funding awards)
- A robust philanthropy plan in collaboration with central and FoMD Advancement offices
- Priority research themes that span the translational continuum, from basic discovery to applied
- Leadership in the Faculty's new 'Translational Medicine' graduate program; other training efforts (undergraduate)
- Outreach and advocacy with the public and stakeholders
- Centralized research platforms, available to university CRINA members
- Fostering collaborations with local, national and international stakeholders
- Commercialization and technology transfer (drugs, devices, biomarkers)
- Non-commercialization approaches to knowledge translation (care pathways, policy)

2. Provide a statement of the priority of the proposed centre or institute within the overall priorities of the Faculty and/or the University of Alberta. Include a statement of benefits the University of Alberta could expect to receive through creation of the proposed centre or institute, including benefits to students.

Faculty of Medicine & Dentistry Priorities – Creation of Translational Science Institutes (TSI's)

At the institutional, provincial and national levels, efforts to advance foundational scientific discoveries into use in clinical practice – so-called 'bench to bedside' translational science – have become a primary focus of many researchers and most biomedical research granting agencies. Successful translational science requires a comprehensive approach that brings together experts from all research fields along the "bench to bedside" continuum (basic discovery to application) in search for new scientific knowledge and potential medical cures.

Further, addressing the challenges implicit to converting massive scientific datasets (e.g., genomic information) into pre-clinical testing, clinical trials and meaningful use in medical practice requires research *teams* that bridge multiple institutions, as well as '-omics', imaging, computing & drug design *platforms* (e.g., advanced technologies (research platforms) plus highly qualified personnel to run them). Because these areas of expertise cross so many disciplines this type of research activity is not something that traditional departmental structures or even faculty structures are well equipped to support on their own.

To face these challenges, the Faculty of Medicine & Dentistry is developing three new Translational Science Institutes (TSI's) designed to seize the many current opportunities in Translational Medicine. *We have identified (1) cancer, (2) neurosciences & mental health, and (3) cardiovascular sciences as areas of extant research expertise and focus over the next four years.*

Primary goals in creating the TSIs are to increase the funding competitiveness of our faculty/university and accelerate the translation of biomedical discoveries into improved human health. This priority is outlined in the Faculty's new strategic plan¹ that identifies targets for aggressive research growth for 2014-2017 that emphasize translational science. As noted in the plan, the TSI's are also the Faculty's

¹ FoMD Strategic Plan (2014 – 2017)

<http://www.med.ualberta.ca/-/media/medicine/AboutUs/sharpening-our-focus-112513-final.pdf>

priority areas for pursuing philanthropic investment. This will be done in collaboration with the university's central advancement office.

The Faculty will provide strategic investment into each of the TSI's at a maximum of \$750K/year for 3 years to support translational research themes. Specific requirements for receipt of Faculty funding for TSI's are outlined in **Appendix 2**.

The TSI strategy will improve alignment of UA's bio-medical research portfolio with federal funding envelopes. The University of Alberta has performed well relative to its peers on large national infrastructure awards, e.g., Canada Foundation for Innovation. However, UA has not garnered its fair share of large "big science" operating awards from agencies such as Genome Canada (GC), Networks of Centres of Excellence of Canada competitions and Brain Canada. We hope to improve our success on future national 'big science' operating awards by optimizing research efforts and infrastructures under the umbrella of a 'translational science institute',

The TSI's also position the Faculty/University for greater funding success at the provincial level. Senior leadership in the FoMD are currently working with AIHS, U Calgary and U Lethbridge to develop a translational science strategy for the province that includes a plan for investment in 'translational research platforms and highly qualified personnel' across the province. By creating the TSI's our University and Faculty will be well positioned for such funding.

More specifically, the new cancer TSI – CRINA - will provide an entity to undertake 'platform responsibilities' in the areas of *in vivo* imaging sciences, bioinformatics and tumor biobanking (as examples) – each identified as areas of proposed investment for the province via the above noted efforts. This is in keeping with the broader faculty strategy which is to have each TSI responsible for operating and sustaining select platform infrastructures that can be accessible by all faculty and university colleagues. Thus the TSI structure provides leadership for acquisition, stewardship and sustainability of enabling platforms and technologies for the benefit of all.

The TSI's will also participate in the Faculty's new 'Translational Medicine Program' that teaches research concepts and methodology across all the pillars of translational research (basic/preclinical, clinical, outcomes and health services) illustrating the path from molecular discovery to health policy and treatment. In the USA and Europe, there have been intense efforts over the last five years to build such training programs - while in Canada our innovative program is the first to be established. The Translational Medicine Program is open to all graduate students and clinical residents across the Faculty of Medicine and Dentistry - and graduates of this new program are granted a Masters of Science in Translational Medicine. Graduate students from outside of the Faculty of Medicine & Dentistry can also secure academic credits toward MSc or PhD degrees at the University of Alberta.

Strategic positioning of CRINA on the Alberta's Cancer Care and Research Landscape

To provide further context and rationale for creation of CRINA, the following is an overview of the provincial cancer research and clinical care landscape. The funding structures and 'centres of power/influence' have evolved substantially over recent years.

Players and Funders:

Prior to 2008, cancer care was delivered under the auspices of the Alberta Cancer Board (ACB) – a provincial entity that also supported cancer research in collaboration with the Alberta Cancer

Foundation (ACF). With creation of Alberta Health Services (AHS) and dissolution of ACB, cancer care became the responsibility of AHS: thus the Cross Cancer Institute is now managed by AHS and cancer care is currently delivered by AHS's 'CancerControl Alberta' office.

The goal of 'CancerControl Alberta' is to be "a leader in cancer prevention, diagnosis, treatment, survivorship and palliative care, all on a foundation of world-class research"². AHS is hiring a Scientific Director for CancerControl Alberta and the AHS Cancer Strategic Clinical Network (SCN). A role of this position is to champion a broad provincial health research agenda for cancer. All health pillars of research are in scope for this role, including building stronger bridges to basic discovery and applied research at the universities.

With this restructuring also came redirection of the 'Alberta Cancer Prevention Legacy Fund' (ACPLF; est. 2006), a \$500M provincial endowment to support cancer prevention and research strategies. Stewardship of the fund was transferred from ACB to Alberta Health. The endowment income is about \$25 million annually and is invested each year in research, prevention, and screening activities across the province. AHS administers the prevention/screening portion (\$12.5 million annually) and AI-HS invests ~\$12.5 million annually into cancer research. Just a month ago, AI-HS released notification of a first round of 'AI-HS Translational Health Research Chairs in Cancer Prevention'. On behalf of UA's VPR Office, the CRINA Executive led development of a 'letter of intent' for this Chair that represented multi-faculties and their research strengths in cancer prevention.

Additionally, the ACF supports cancer research, prevention and care in Alberta and has been a key partner with AI-HS in leveraging funding from the ACPLF.³ In 2013/14, ACF will honor commitments of \$11.5M for multi-year research projects, infrastructure and endowed chairs; invest an additional \$5.6 million in new cancer initiatives; and assist (financially) with key scientific recruitments.

Strategic Planning Efforts Underway:

In light of sobering data on current and projected impact of cancer in Alberta, Alberta Health and AHS produced a provincial cancer plan – *Changing Our Future: Alberta's Cancer Plan to 2030*.⁴ By 2030, the projected number of new cancer cases annually is 27,000, a 65% increase since 2010. Alberta's aging population is expected to be the biggest factor behind this increase, followed by projected population growth. Unless this trend is reversed, the burden on Alberta families, the economy and the health system is going to be massive.⁵

The Cancer Plan 2030 provides a comprehensive framework for ongoing development of programs and services related to cancer with a sustained and enhanced emphasis on prevention, screening and research. An important priority within the plan is to develop a long-term cancer research strategy for the province of Alberta. Further, AHS and AI-HS are also developing a provincial cancer research strategy in the area of 'cancer prevention' to guide ACPLF expenditures.

These two provincial research planning efforts are beginning soon alongside similar efforts in AHS CancerControl Alberta with the appointment of their new Scientific Director.

² AHS CancerControl Alberta: <http://www.albertahealthservices.ca/8109.asp> (accessed 30Jan2014)

³ Cancer Services and Challenges in Alberta: A Companion Document. <http://www.health.alberta.ca/documents/Cancer-Plan-Companion.pdf>

⁴ Changing Our Future: Alberta's Cancer Plan to 2030. <http://www.health.alberta.ca/documents/Cancer-Plan-Alberta-2013.pdf>

⁵ Changing Our Future: Alberta's Cancer Plan to 2030. <http://www.health.alberta.ca/documents/Cancer-Plan-Alberta-2013.pdf>

Cancer Research Effector Arms in Alberta:

AHS: The research portfolio of AHS's CancerControl Alberta will be developed and implemented under direction of their new Scientific Director and in part through the framework of AHS's Strategic Clinical Network (SCN) in Cancer. AHS will dedicate funds and resources for cancer research, in addition to those available through the ACPLF portfolio.

U of Calgary and SACRI: The University of Calgary has organized its cancer researchers under the umbrella of 'SACRI': the Southern Alberta Cancer Research Institute. SACRI has 72 full members and 75 associate members (individuals outside the Faculty of Medicine, U Calgary). SACRI has forged a strong relationship with AHS's CancerControl office and ACF. SACRI's new Director – Dr Greg Cairncross – is embarking on a 2014 research planning effort to establish SACRI research priorities, with emphasis on (1) translating basic research to improve care and (2) raising the quality of research within SACRI. Importantly, as an institute entity, SACRI has garnered an estimated \$25 million in donor dollars over the last 12 years (up and above ACF funds) for their research and training programs.

U Alberta: U Alberta boasts many accomplishments and areas of research excellence in the cancer arena (not reviewed here). Historically, cancer research at U Alberta has been perceived to be largely focused within the Cross Cancer Institute and the Department of Oncology. However, as confirmed by our recent U Alberta Cancer Research Survey (full data available) a substantial amount of cancer research is being conducted across campus in many faculties and disciplines and traversing the full 'translational continuum' from basic to applied.

The scientific breadth and capacity across our university represents a considerable opportunity in the current landscape of translational and 'big science' research (described previously). The new biomedical research funding model builds teams of excellent researchers across differing disciplines to discover, translate and bring to clinical practice novel interventions. It could be argued that the University of Alberta has been struggling to make the change to this new paradigm. An analysis of cancer research funding secured by U Alberta researchers over the last 10 years from national cancer research funding bodies (CIHR, CRC, others) reveals that we are lagging behind comparative institutions (data available). Our lack of cohesion disadvantages us at both the provincial and federal level in terms of research competitiveness.

Further, in light of emerging provincial cancer research planning exercises that will drive cancer research investment in Alberta, creation of the CRINA entity is particularly important. It is necessary that U Alberta has a 'voice at the table' in these efforts, to ensure our researchers and priorities are represented along with the views SACRI, AHS's CancerControl Alberta, AI-HS, and Alberta Health.

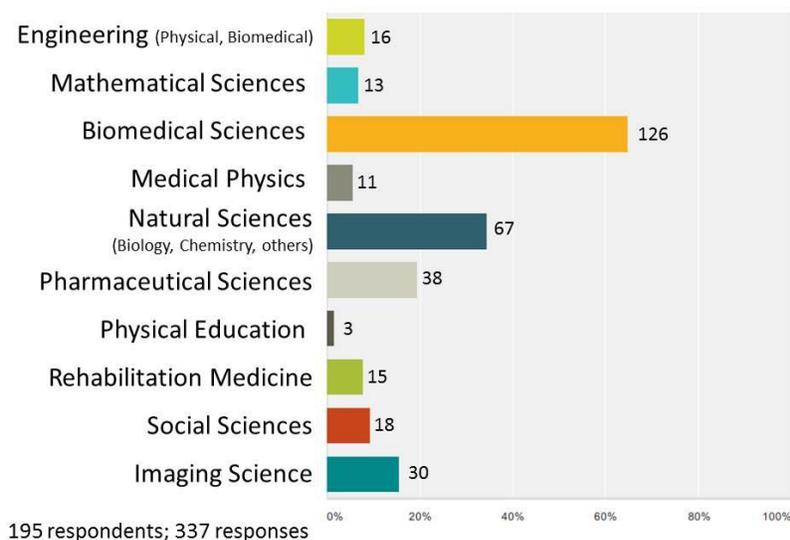
Representing the breadth of cancer research at UA cannot be achieved through 'traditional' channels alone (e.g., Department of Oncology). We require a new multi-faculty research institute structure to optimally advocate for the cancer research community at U Alberta. This will ensure U Alberta's place on the provincial and national cancer research stage and the ability to create meaningful research alliances with 'like' institutions such as SACRI and CancerControl Alberta.

Broader University of Alberta Priorities

The Executive Committee responsible for establishing CRINA surveyed the university academic community (PI's and graduate students) to assess cancer-related research and education capabilities on campus, to inform the research priorities of CRINA, and to encourage interest, feedback and institute

membership. They also hosted a ‘CRINA Information Session’ to inform the research community of CRINA and to further engagement.

To date, 195 individuals (cancer researchers) have responded to the survey. The graph shown below represents the range of disciplinary fields involved in cancer research across our campus and confirms a role for CRINA in supporting and fostering the multidisciplinary efforts of this collective. *The number of faculty and trainees involved with CRINA will increase as the institute becomes operational.*



Creation of CRINA aligns with the University’s ‘Dare to Deliver 2011-2015’ Academic Plan and related strategic planning efforts.^{6,7,8,9,10}

CRINA builds on the existing capacities in cancer research across the University to create a position of strength and profile in Alberta and on the national and international landscape. CRINA provides the organizational framework necessary to actively seek large scale provincial and federal infrastructure and operating awards on behalf of its membership. This is an expectation of the TSI’s. Another mandate of the TSI’s is to also provide support and management of competitive shared resources and research cores/platforms for the benefit of institute membership and the broader university.

A fundamental objective of CRINA is to foster trans-disciplinary interactions at all levels of research and to *accelerate* the capture and translation of discoveries and innovations for health and economic benefit. Knowledge mobilization will be advanced through commercialization as well as through non-

⁶ Dare to Deliver 2011-2015. The Academic Plan for the University of Alberta
<http://www.provost.ualberta.ca/AcademicPlan.aspx>

⁷ U of Alberta Strategic Research Plan for CFI/CRC/CERC – March 2012
<https://docs.google.com/a/ualberta.ca/file/d/0B8B3IXhPHP2gZ1A3T0k4dII2YVv/edit?pli=1>

⁸ University of Alberta Office of the Vice-President (Research) – Research Portfolio Plan and Goals 2012-2016
http://www.research.ualberta.ca/OfficeoftheVice-PresidentResearch/~media/vpresearch/Documents/OVPR/research_portfolio_plan_final_21jn12.pdf

⁹ University of Alberta Human Health Initiative: A Vision. A Companion Document to the University of Alberta Academic Planning – 2010
<http://www.provost.ualberta.ca/~media/provost/Documents/Academic%20Plan/HumanHealthInitiative.pdf>

¹⁰ University of Alberta Student Engagement Plan – A DRAFT Companion Document to the 2001-2015 Academic Plan
<http://www.provost.ualberta.ca/en/~media/provost/Documents/Academic%20Plan/StudentEngagement.pdf>

commercialization channels. This will be achieved through engagement with appropriate enablers (e.g., TEC Edmonton, AI-TF, industry) and end-users (e.g., AHS's Strategic Clinical Network in Cancer, policy makers).

CRINA will thus create an environment for success that addresses an important area of health for Albertans and for society at large. Once established, a goal of CRINA (year 3 – 4) is to develop a meaningful national and/or international research-based relationship. This will serve to enhance the university's research reputation and improve the ability to attract and retain quality researchers, educators and clinicians.

In the education portfolio, CRINA will participate in the Faculty's new Translational Medicine Program (outlined above). It will also focus on the following educational initiatives:

- Identify and make public (website) to trainees and PI's all cancer-related activities (courses, lectures, seminars) occurring across campus. Develop educational materials to fill content gaps.
- Develop a credit survey course for 1st/2nd year undergraduate students that provides introduction to cancer and cancer-related activities on campus. The course will be jointly developed, coordinated and taught by those faculties involved with CRINA. The course would introduce undergraduates to academic choices and career opportunities early in their career development so they can plot the most appropriate academic paths. Additional courses may be necessary to help students realize their career objectives. Deliver multi-faculty graduate level teaching and research assistantships (funded from 'UA central' and also from the CRINA operating budget). Adjudication of awards will involve appropriate Faculty-wide representation and assessment of project cancer-relatedness.
- Instil a 'cancer research experience' in existing undergraduate courses throughout U Alberta faculties that include cancer-related topics.

A statement of benefits to the University of Alberta is as follows:

- Creation of a unique culture and landscape for translational research: a model for innovation that supports and interconnects basic and clinical research
- Unique, interdisciplinary training environment and new training opportunities for undergraduate and graduate students
- Enhanced funding opportunities under "translational", "big science" and cancer portfolios
- A strong philanthropic opportunity for the University
- Profile for the University – locally (with public and government) and internationally
- Increased cooperation and activities between U Alberta and AHS
- Knowledge translation: technology development, commercialization and IP generation for U Alberta

Summary: As presented in this section, creation of CRINA strategically leverages established strengths on campus to position U Alberta researchers for success in a complex cancer research and cancer care environment. CRINA also represents a new way of doing 'academic business' at our University, in part through managed and milestone-gated expectations of the new TSI model. The results will be quantifiable scholarly, health and economic impact for the university and province.

3. Provide a description of the proposed centre/institute governance structure/reporting lines. Include a diagram of organizational structure.

CRINA will be governed by a '**Board' of Stakeholders** that will adopt core principles of good governance: accountability, leadership, integrity, stewardship and transparency. The 'Board' of Stakeholders will

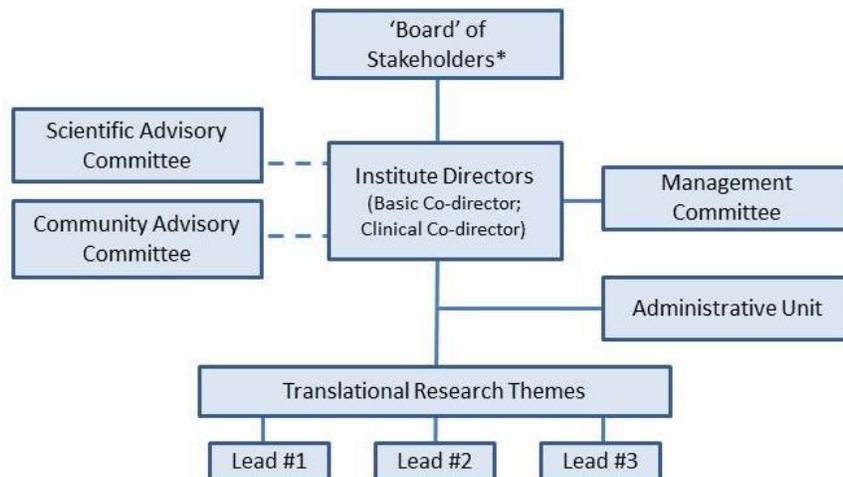
consist of deans from other participating faculties (or their delegates), senior representation from AHS and/or CCI, and potentially representation from major funding partners. The 'Reporting Dean' for CRINA is dean of the Faculty of Medicine & Dentistry (Chair, 'Board' of Stakeholders). This 'Board' will provide information and advice to the CRINA Directors (see below) and will also be apprised of financial reporting and project progress. The Board of Stakeholders will approve the business plan, the annual budget, the appointment of institute directors, and membership of the management committee (see below). The Board of Stakeholders will report to the Dean of FoMD who has final authority over all decisions.

A **Management Committee** will assist the institute directors with overall management responsibility of CRINA. Responsibilities include: ensuring activities of CRINA are consistent with its mission and objectives; overseeing and moving forward the research programs of CRINA; development of the institute's business plan and annual budgets, and management/oversight of CRINA finances, staff and operations. Research Theme leads will be on this committee as will members of the leadership team.

A leadership team that embodies the range of expertise in translational research – from basic to clinical – will be established (see next section). The Directors will function with guidance from the **Management Committee**, an **External Scientific Advisory Committee**, and a **Community Advisory Committee**.

The **External Scientific Advisory Committee** - comprised of internationally recognized scientific leaders representing areas of research focus in CRINA - will provide input to the Directors and to the research team on 'science and platforms'. The **Community Advisory Committee** will consist of leaders from Alberta's business community and will offer strategic advice to the Directors regarding financial and legal issues and will support the Directors in garnering external funds/gifts for the Institute. This committee will also be a conduit for engagement with the general public regarding public education strategies and community-based participatory research initiatives.

The following diagram shows the CRINA governance relationships:



*Reporting Dean – Faculty of Medicine & Dentistry (Chair of Board of Stakeholders)

4. Provide a statement of the role and qualifications of the centre/institute lead of the proposed centre or institute.

As noted above, a leadership team that embodies the range of expertise in translational research, from basic to clinical, will be established. This will likely follow a co-directorship model, where one director is a PhD basic scientist and the other is a MD clinical scientist. This approach is being used in most of the translational research centres/institutes across the US and Europe [(the NCI CCC's; 'Clinical Translational Science Award' centres (CTSA's)] to ensure basic and clinical integration and 'cross-talk' among the disciplines. This is intended to optimize efforts to discover and translate.

The role of the Institute Directors is to manage the affairs of the institute, guide its strategic development, and to be the formal channel of communication between the institute and senior officers of the University and the external landscape (AHS, AI-HS, CCI, and government).

The 'basic' director will likely be a PhD scientist and will lead and represent the basic discovery/pre-clinical research programs in CRINA and will ensure that a culture of "forward translation" is fostered in the institute. This individual will also be a bridge to stakeholders (AI-HS, government) with respect to the institute's discovery and pre-clinical work. The 'clinical' director will likely be an MD clinician scientist with early-phase clinical trial experience. This individual will ensure that a culture of "backward translation" is fostered in the institute and will represent the clinical research programs of CRINA to relevant stakeholders and end-users (government, AHS, SCN's). Together, the two directors will make certain that each translational research theme within CRINA is highly integrated and populated with projects that span the continuum of translational research (e.g., from basic discovery/pre-clinical, to early first-in-human, to health outcomes and health services research).

The Directors will be recognized international leaders within their field of expertise and will be able to demonstrate substantial administrative leadership skills and experience. Their research and/or clinical programs will be directly linked to one or more of the priority research themes of CRINA.

The approach to establishing CRINA leadership is as follows: An interim leadership team will be appointed for a period of approximately one year. They will be selected by a committee (appointed by the dean) from a cohort of internal candidates who will apply or be nominated. These individuals will be appointed over the next 1-2 months. Currently, the CRINA initiative is being led by the Executive team as outlined in **Appendix 3**.

Over the next year and under the leadership of the two interim directors CRINA will be established and advanced. The research themes will be refined and a research strategy developed and implemented that includes clear targets for progress. Similar work will occur under the training, outreach, and operational domains of CRINA. The interim directors will focus on securing funding for the institute via granting agencies, philanthropy, and creation of partnerships with stakeholders.

During year one, search and selection committees will be assembled for the CRINA directorship positions. Position descriptions will be developed and posted. Internal - including interim directors - and external cancer experts will be invited to apply. The period of office for the Directors shall normally be three years. A person who has previously held office as Director shall be eligible for reappointment.

Importantly, AI-HS recently announced funding for several new 'AI-HS Translational Health Chairs in Cancer Prevention'. We will work with UA's Vice President, Research and AI-HS to define and secure one or more of these chairs for the institute. Such may be used to support the directorship position(s).

5. Employees

- a)** Provide a statement of the employment status of employees (i.e., are they University of Alberta employees?)
- b)** Specific source(s) of any “University funding” must be identified

Researchers and clinicians directly involved with CRINA are academic employees of the university and are paid through various usual/standard operational and base funding sources from a multitude of university departments and faculties (e.g., Depts of Oncology, Biochemistry, Chemistry, Computing Sciences, Biological Sciences, etc). CRINA also serves research investigators employed by AHS and located at the Cross Cancer Institute. As for the core administrative support team, employment status and responsibility is as follows:

Name	Role	Employment Status	FTE with CRINA	Source of UA funds
Re-assign (in-kind)	APO (Finances, HR)	Dept Oncology, FoMD	0.5 FTE	Operations budget
Re-assign (in-kind)	Admin Assistant	Dept Oncology, FoMD	1.0 FTE	Operations budget
Hire	CRINA Manager	FoMD	1.0 FTE	FoMD funds to CRINA
Hire	Sr Grant Writer	FoMD	1.0 FTE	FoMD base budget

- c)** Personnel expenditures must include adequate provisions for benefit costs, salary settlements, and other escalating factors.

Please refer to the detailed budget, next section.

6. Detailed Budget

This budget provides a high-level plan for funding CRINA over the next 5 years. It will evolve with time, efforts, emergence of other opportunities and with funding success and failure. The Faculty of Medicine & Dentistry is hiring a senior Grant Coordinator/Grant Writer to specifically support CRINA and the other TSI's as they emerge.

Budget assumptions and high-level sustainability plan/projections:

1. The **investment from FoMD** (up to \$750K/year for 3 years) allows immediate establishment of CRINA and its research priorities and hiring of a person who will lead leveraging funds.
2. **CRINA is a philanthropic priority for the Faculty and for UA central advancement.** The target for CRINA is to have secured a **'naming donor' by year 3 (\$20 Million investment)**. A strategy for endowing/spending funds is currently being developed which will also be dependent on donor wishes. **Important note:** For the purposes of this budget this donor endowment/revenue is shown as separately and is not included in the net surplus/deficit calculation.
3. In years 2 a host of team grant applications will be submitted to the **AI-HS Cancer RFPs** (RFP dates TBD) to support each of CRINA's 3 translational research themes. Each grant can be funded for up to \$1M/year for 5 years. The target (and the assumption in the budget) is to have 3 team grants funded beginning year 2.
4. Beginning in year 1 (and for each year following) we anticipate funds from the emerging **AI-HS Platform Initiative** to support infrastructure (\$1 M/yr; Imaging, tumor bank, etc).
5. In year 1, CRINA will begin developing proposals seeking funds from **ACF Transformative Programs** portfolio. By year 2, \$1 million annually will be secured for CRINA programming for each of the 3 research themes.
6. In year 1, CRINA will begin developing proposals seeking funds from **ACF Foundational Infrastructure** Program. By year 2, \$1 million annually will be secured for CRINA infrastructure.
7. **Department of Oncology** will support 0.5 FTE APO and 1.0 FTE administrative assistant (in-kind – e.g., reassignment of responsibilities).
8. A large scale infrastructure grant will be submitted in the next **Canada Foundation for Innovation** call for proposals – estimated to occur in year 3 (~\$15 over 3 years; GoA will be the main matching partner).
9. A plan for **industry investment** will be developed. Modest estimates of revenue are shown (\$2 M/yr beginning year 3).
10. Modest amounts of **philanthropy will be sought from local corporation and donors** to support community outreach, travel, hosting, student awards, etc (estimated revenue at \$500K annually)
11. By year 4/5, CRINA will submit an NCE or GC application (RFP dates unknown) to become a **NCE CECR or GC 'Centre'** - \$15,000,000 shown in year 5.
12. Infrastructure/platform costs appear larger than research operating costs however note that some HQP are assumed/included in the platform cost roll-up.

Note: this is a preliminary budget designed to demonstrate an approach to leveraging and sustainability based on the current cancer funding landscape. A refined and active budget will be developed during the upcoming year that will focus on operational planning.

	Year 1	Year 2	Year 3	Year 4	Year 5
REVENUE/INCOME (sustainability approaches)					
Faculty of Medicine & Dentistry (FoMD) ¹	750,000	750,000	750,000		
Dept Oncology, FoMD (in kind) ⁷	135,000	140,000	145,000	150,000	155,000
AI-HS CRIO Team Grants (operating) ³			3,000,000	3,000,000	3,000,000
AI-HS Platform Investment (emerging) ⁴	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
ACF Transformative Programs (operating) ⁵		3,000,000	3,000,000	3,000,000	3,000,000
ACF – Foundational Infrastructure ⁶		1,000,000	1,000,000	1,000,000	1,000,000
CFI (matched by IAE) infrastructure grant ⁸			5,000,000	5,000,000	5,000,000
Industry contracts, partnerships, donations ⁹			2,000,000	2,000,000	2,000,000
Philanthropy – local donors & corporations ¹⁰	500,000	500,000	500,000	500,000	500,000
NCE or GC grant (match from GoA) ¹¹					15,000,000
Philanthropy – Endowment (not included) ²			[20,000,000]		
TOTAL REVENUE/INCOME	\$2,385,000	\$6,390,000	\$16,395,000	\$15,650,000	\$30,655,000
EXPENDITURES					
Direct Costs of Organizational Operations – these are “fixed costs/expenditures”					
<i>Personnel: includes base salary, benefits (22%), annual COLA (4%)</i>					
Sr APO (0.5 FTE at \$120K base)	73,200 ⁷	76,128 ⁷	79,173 ⁷	82,340 ⁷	85,634 ⁷
Admin assistant (1.0 FTE at \$50K base)	61,000 ⁷	63,440 ⁷	65,978 ⁷	68,617 ⁷	71,361 ⁷
Project Manager (1.0 FTE at \$100K base)	122,000 ¹	126,880 ¹	131,955 ¹	137,233	142,723
Sub-total personnel	\$256,200	\$266,448	\$277,106	\$288,190	\$299,718

Office supplies					
Admin, promotions, conference calls, etc	25,000	25,000	25,000	25,000	25,000
Sub-total office supplies	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Travel, hosting, seminars					
Conferences, business, invited speakers	60,000	60,000	65,000	65,000	70,000
CRINA Retreat	60,000		60,000		60,000
Sub-total travel, etc	\$120,000	\$60,000	\$125,000	\$65,000	\$130,000
Community engagement					
Public seminars, etc	30,000	30,000	30,000	30,000	30,000
Sub-total community engagement	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Research and Training Operating Costs – these expenditures will vary based on grant/other revenue success					
Training					
Student awards (\$32K; 10, 15, 20, 20, 20)	320,000	480,000	640,000	640,000	640,000
Fellowship awards (\$55K; 5, 10, 15, 15, 15)	275,000	550,000	825,000	825,000	825,000
Sub- total training	\$595,000	\$1,030,000	\$1,465,000	\$1,465,000	\$1,465,000
Research					
Translational Research Theme #1	200,000	1,000,000	1,000,000	1,000,000	1,000,000
Translational Research Theme #2	200,000	1,000,000	1,000,000	1,000,000	1,000,000
Translational Research Theme #3	200,000	1,000,000	1,000,000	1,000,000	1,000,000
Sub- total research operating	\$600,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000
Research Infrastructure Costs					
Platforms, IT, service – *INCLUDING HQP	1,000,000 ⁴	1,000,000 ⁴ 1,000,000 ⁶	1,000,000 ⁴ 1,000,000 ⁶	1,000,000 ⁴ 1,000,000 ⁶	1,000,000 ⁴ 1,000,000 ⁶

			5,000,000 ⁸	5,000,000 ⁸	5,000,000 ⁸
<i>Sub- total research infrastructure</i>	\$1,000,000	\$2,000,000	\$7,000,000	\$7,000,000	\$7,000,000
TOTAL EXPENDITURES	\$2,626,200	\$6,411,448	\$11,922,106	\$11,873,190	\$11,949,718
Net Surplus / (Deficit)	(\$241,200)	(\$21,448)	\$4,472,894	\$3,776,810	\$18,705,282
			Any surplus: back in to research operating	Any surplus: back in to research operating	Surplus distributed as per agency requirements (e.g., NCE)

7. Space Requirements.

Space is required for the administrative unit of CRINA and for the purposes of providing a ‘face’ for the institute. The Faculty of Medicine & Dentistry will allocate ‘dry’ space when it becomes available (likely within the year).

8. Potential Risks to the University of Alberta

- a) State any reputational, financial, and/or operational risks to the University of Alberta.
- b) Outline plans to mitigate/manage those risks.
- c) Risk Management Services may be consulted.

Risks are inherent in any endeavor and CRINA does not impose risk up and above that which is consistent with usual university teaching and research activities. A main risk to CRINA would be a failure to achieve financial sustainability. CRINA will take steps to minimize risks: its functional governance structure, lines of reporting and accountability serve to minimize risk as does an aggressive funding and sustainability strategy that will be vigilantly pursued and monitored. The CRINA business manager and senior grant writer will support these endeavors. CRINA will abide by all UA policies, procedures and ethical codes with regard to research.

9. Annual Reporting and Strategic Review: In accordance with UAPPOL Policy

- a) State a provision for annual reporting to the responsible Dean.
- b) State a provision for annual reporting to the Office of the Provost.
- c) State a provision for strategic and operational review by the responsible Dean (or delegate) at no less frequency than every five years.

The ‘Reporting Dean’ for CRINA is dean, Faculty of Medicine & Dentistry. CRINA will submit annual reports to both FOMD and Office of the Provost containing the following elements:

1. Progress towards the goals and objectives of the five year business plan
2. Funding by source
3. Expenditures by major line item
4. Budget variance report
5. Benefits/innovations in care to individuals with cancer
6. Benefits/innovations to the FoMD and the UofA

The Faculty of Medicine will perform metrics-based reviews on all TSI’s (CRINA) at years 3 and 5 following institute establishment. CRINA will need to demonstrate ‘sustainability’ and impact by this stage (year 3-5). At year 5, CRINA will also revisit its strategic plan and develop future strategies and operational goals.

10. Intellectual Property (IP) and Copyright

- a) Will any copyright or patentable IP be created, and if so, how will it be handled?
- b) How will ownership and commercialization of IP be handled?

All copyright or patentable IP created by CRINA will be handled according to the Patent Policy and Commercialization of Patentable Intellectual Property Procedure of UAPPOL.

11. Termination Plan/Provisions

a) Exigency plan for termination: If physical and/or financial resources will remain upon termination, a plan for consultation with donors or agencies associated with the centre or institute must be included in the dissolution plan.

Staff: Current U Alberta staff would remain with the UofA as per their individual appointments/agreements. Administrative positions that are on contract would be terminated or reassigned with adequate notice.

Facilities & Equipment: Any facilities and equipment designated to and for use by CRINA would be returned to the FoMD for redistribution at the discretion of the Office of the Dean.

Financial: All financial encumbrances and contractual obligations would become the responsibility of the FoMD for resolution, fulfillment or termination through the Office of the Dean. Donor agreements will be honored provided that the gift can continue to be aligned with donor intent. Grants and sponsored research remain the responsibility of the PI under which they are held and will be managed appropriately with input/guidance from the Office of the Dean, Faculty of Medicine & Dentistry.

12. Letters of Support

Attach letters from relevant on- and off-campus sources

Provide, if applicable, any **agreements and/or memoranda of understanding between the University of Alberta and its partner(s)** to establish, fund and operate the proposed academic centre or institute

Letters of support from:

1. U Alberta Faculty Deans
 - i. Dr James Kehrer, Dean, Faculty of Pharmacy and Pharmaceutical Sciences
 - ii. Dr Jonathan Schaeffer, Dean, Faculty of Sciences
 - iii. Dr Kue Young, Dean, School of Public Health
 - iv. Dr Joanne Profetto-McGrath, Dean, Faculty of Nursing
 - v. Dr John Kennelly, Dean Faculty of Agriculture, Life and Environmental Sciences
 - vi. Dr Kerry Mummery, Dean, Faculty of Physical Education and Recreation
 - vii. Dr Bob Haennel, Dean, Faculty of Rehabilitation Medicine
2. Dr Paul Grundy, Senior VP and Senior Medical Director, CancerControl Alberta
3. Dr Gregory Carincross, Director, Southern Alberta Cancer Research Institute
4. Dr Cy Frank, CEO, Alberta Innovates Health Solutions
5. Ms Myka Osinchuk, CEO, Alberta Cancer Foundation

Appendix 1: CRINA will achieve its goals through focused planning in the following domains:

- **Organizational structure**
 - An organizational structure that promotes collaboration (website, cross-faculty seminars) and provides research support (grant writing support, research facilitator)
- **Proactive revenue seeking**
 - On behalf of members (large-scale funding awards)
- **Robust philanthropy plan**
 - In collaboration with central and FoMD Advancement offices
- **Priority research themes** that incorporate all cancer tumor types and span the translational continuum in expertise/capacity (basic discovery to applied)
 - Theme 1: Cancer biology
 - Theme 2: Novel therapies and biomarkers
 - Theme 3: Prevention, lifestyle and survivorship
- **Educational programming**
 - Leadership in the Faculty's new 'Translational Medicine' graduate program
 - 'Multi-faculty' undergraduate courses in cancer-related topics to guide career options
 - Research experiences in undergraduate courses
 - An graduate student teaching and research awards program
 - PDF awards
 - Research seminar series
- **Outreach and advocacy**
 - Public seminars/community engagement strategy
- **Centralized research platforms**
 - Pre-clinical drug and biomarker development
 - Cell imaging, pathology
 - Animal facility
 - Tumor and clinical data repository
 - Bioinformatics core
 - Imaging platforms: Pre-clinical; image-guided adaptive radiotherapy (IGAR); clinical
 - Clinical trials unit (phase I, II, III, imaging, investigator initiated)
 - Radiotherapeutics
- **Partnerships with stakeholders** (local, national, international)
 - AHS (CCI, AHS SVP Cancer Research office, Cancer Strategic Clinical Network)
 - Southern Alberta Cancer Research Institute
 - International research collaborators
 - Industry partnerships, etc
- **Commercialization and technology transfer**
 - Drugs, biomarkers, devices
- **Non-commercialization approaches to knowledge translation**
 - Clinical protocols, policy

APPENDIX 2: TSI Requirements

To maximize success of the TSI's and to qualify for direct strategic investment by the Faculty, new TSI's must comply with the following requirements:

1. Governance

- a. Functional 'translational' leadership - TSI's will be directed by a leadership team that is representative of both ends of the translational continuum: basic (PhD) and clinical (MD). These may be internal or external appointments, but cannot be sitting department chairs. Director(s) report to the FoMD Dean.
- b. Scientific Advisory Committee – internal and external composition; established in Year 1.

2. Membership

- a. Multi-faculty – requires scientists from more than one UA Faculty; membership from other Campus Alberta institutions is actively encouraged.
- b. Research Asset Map – requires participation in annual UA-wide survey for funding renewal (see below).
- c. Benefits – access to translational cores and platforms at a cost-recovery rate, or less. Each TSI is responsible for acquisition and sustainability of core facilities/research platforms for its members.

3. Science Programs

- a. Follows the National Cancer Institute (NCI) Model – at least three (3) translational research domains are required by each TSI.
- b. Key Institute Goals – must be approved by Dean's Office (i.e., 'big science' project funding, first-in-patient trial, etc.).
- c. Masters in Clinical Translational Science (MCTS) – The Faculty has developed a MCTS program. Each TSI must enroll clinician-scientist members and contribute to delivery of MCTS educational content.

4. Strategic Funding

- a. FoMD will provide up to \$750K/year/TSI for 3 years.
- b. Carry Forward – annual funding may be carried forward with FoMD Dean approval (annual progress will be reviewed).
- c. Term – renewable for up to 3 years with Year 3 FoMD review of TSI progress towards approved Key Institute Goals. Sustainability expected after 3 years.
- d. Dean's Innovation Fund (DIF) – Executives in the dean's office (Director of Innovative Partnerships; Assistant Dean, Advancement; Senior Grant Writer/Coordinator) available to TSI's for leveraging of other funding sources

APPENDIX 3: Committees involved with creating CRINA

CRINA Executive Committee

- Sandy McEwan – Professor, Oncologic Imaging, and Chair, Oncology (Committee Chair)
- John Mackey - Professor, Medical Oncology
- Charles Holmes - Professor and Chair, Biochemistry
- David Brindley - Professor, Biochemistry
- Deborah James – Director Innovation Partnerships, Faculty of Medicine & Dentistry

CRINA Steering Committee

- David Brindley - Professor, Biochemistry (Committee Chair)
- Sandy McEwan – Professor, Oncologic Imaging, and Chair, Oncology
- John Mackey - Professor, Medical Oncology
- Charles Holmes - Professor and Chair, Biochemistry
- Deborah James –Director, Innovation Partnerships, Faculty of Medicine & Dentistry
- Shairaz Baksh – Assistant Professor, Pediatrics
- Shelagh Campbell - Professor, Biological Sciences
- David Eisenstat - Professor Pediatrics, Medical Genetics and Oncology
- Gino Fallone - Professor, Medical Physics, Oncology
- Roseline Godbout - Professor, Experimental Oncology
- Judith Hugh - Professor, Laboratory Medicine & Pathology
- Todd McMullen - Professor, General Surgery
- Michael Weinfeld – Professor, Experimental Oncology

March 10, 2014

D. Douglas Miller, Dean
Faculty of Medicine & Dentistry
University of Alberta
2J2.01 WMC Building
Edmonton, AB T6G 2R7

Dear Doug:

I am very pleased to provide this letter indicating the strong support of the Faculty of Pharmacy and Pharmaceutical Sciences for the creation of a new University of Alberta academic institute, the Cancer Research Institute of Alberta (CRIA). We understand that the purpose of CRIA is to provide the structural organization to co-ordinate and enhance the work of cancer researchers across the university campus including the education of their research trainees.

In the Faculty of Pharmacy & Pharmaceutical Sciences, eight individuals responded to your survey noting that their research interests as related to cancer include: free radical mechanisms of carcinogenesis and anti-cancer approaches involving free radical attenuation; imaging bone metastasis and palliative relief for refractive bone pain; tumor angiogenesis and cancer-related thrombosis; design, chemical synthesis, and biological evaluation of naturally occurring compounds (polyphenols, scaffolds) with anticancer activity; nanotechnology to enhance cancer treatment; nano-probes for cancer imaging; product development and testing, including regulatory support, and in vitro and in vivo data correlation testing. I believe one additional faculty member, recently returned from sick leave, will also have a strong interest in participating with research interests in cancer genomics.

I believe that the CRIA structure will enable our researchers to better collaborate with others thereby facilitating the discovery, translation and dissemination of new knowledge in the broadly defined area of cancer. Overall, this is a very timely initiative that will position the UofA to be far more competitive on the national scene. I am, therefore, pleased to provide my strongest possible support.

Sincerely,



James P. Kehrer, Ph.D.
Professor and Dean

Faculty of Science
Office of the Dean
6-189 Centennial Centre for Interdisciplinary Science (CCIS)
Edmonton, Alberta, Canada T6G 2E1

Tel: 780.492.4757
Fax: 780.492.9434
dean.science@ualberta.ca
www.science.ualberta.ca

Date: March 12, 2014

To: Dr. Doug Miller, Dean
Faculty of Medicine and Dentistry

From: Jonathan Schaeffer, Dean
Faculty of Science

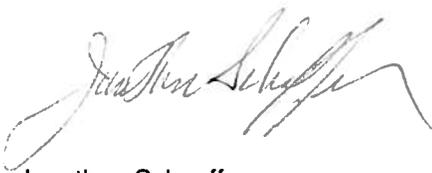
Re: **Cancer Research Institute of Alberta**

Dear Dr. Miller:

It is with great enthusiasm that I write this letter in support of your effort to create the Cancer Research Institute of Alberta, an academic institute that will co-ordinate cancer research across campus. Numerous researchers in the Faculty of Science are engaged in a broad spectrum of cancer research from developing bioassay platforms for diagnostic biomarkers to developing innovative cancer imaging techniques and they will benefit from the improved communication about cancer research activities on campus, awareness and access to state-of-the-art infrastructure, and the opportunity to engage in more interdisciplinary research. The creation of CRINA will increase the profile of cancer research at the University of Alberta, allow the opportunity for meaningful partnerships to be established with other health-related foundations/institutes, have a positive impact on the scope/quality of student training in cancer research, and deliver new discoveries in cancer research that will impact the lives of many Canadians.

In summary, the Faculty of Science strongly supports the creation of the Cancer Research Institute of Alberta.

Sincerely yours,



Jonathan Schaeffer
JS/cdm

*Kue Young, CM, MD, FRCPC, DPhil, FCAHS
Professor and Dean*

3-300 Edmonton Clinic Health Academy
11405 - 87 Ave
Edmonton, Alberta, Canada T6G 1C9
Tel: 780.492.9981
Fax: 780.492.0364
kue.young@ualberta.ca
www.publichealth.ualberta.ca

Dr. Douglas Miller
Dean
Faculty of Medicine and Dentistry
University of Alberta

Re: Cancer Research Institute of Alberta

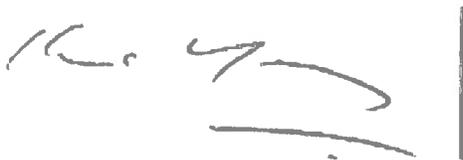
Dear Dr. Miller:

I am writing to pledge my whole hearted support for your initiative to develop CRIA, which is timely. It will consolidate the efforts of different cancer researchers within the university community, promote collaboration, and ultimately improve health outcomes.

As you know, the School of Public Health is home to a variety of researchers focused on different aspects of cancer prevention and the delivery of cancer care services and technologies. We would therefore wish to participate fully in developing, implementing, and sustaining CRIA.

I wish you every success in your proposal.

Sincerely,



Kue Young, CM, MD, FRCPC, DPhil, FCAHS
Professor and Dean



Level 3, Edmonton Clinic Health Academy
11405 – 87 Avenue
Edmonton, Alberta, Canada T6G 1C9
Tel: 780.492.6236
Fax: 780.492.2551
nudean@ualberta.ca
www.nursing.ualberta.ca

March 18, 2014

D. Douglas Miller, Dean
Faculty of Medicine & Dentistry
University of Alberta
2J2.01 WMC Building
Edmonton, AB T6G 2R7

Dear Dr. Miller,

I am writing to you in support for the establishment of the Cancer Research Institute of Alberta (CRIA), as formal University of Alberta 'academic institute' designation is being sought.

The purpose of CRIA is to provide the structural organization to co-ordinate and enhance the work of cancer researchers across the university campus including the education of their research trainees. Primary objectives will be to facilitate the discovery, translation, and dissemination of new knowledge in the broadly defined area of cancer, and to increase the University of Alberta's competitive edge on the cancer funding landscape.

Membership to CRIA will be open to all cancer researchers working across campus, as well as those located at the Cross Cancer Institute and other health centres.

The Executive Committee responsible for establishing CRIA recently surveyed the university academic community to assess cancer-related research and education capabilities across campus. To date, 193 University of Alberta cancer researchers have responded to the survey and they collectively represent an incredibly diverse group of scientific fields – from engineering, mathematical sciences, biomedical sciences, medical physics, and natural sciences – to pharmaceutical sciences, physical education, rehabilitation medicine, nursing sciences, social sciences, and more.

In the Faculty of Nursing alone, seven individuals responded to the survey. Their research interests as they relate to cancer include: development of etiological models of cancer fatigue; social construction of symptom experience; inequalities in cancer pain outcomes; knowledge translation; care transition; experience of females living at high hereditary risk for breast and/or ovarian cancer; information needs of patients with head and neck cancers; and psychosocial interventions for palliative patients and their families (as examples).

I believe that CRIA provides an extraordinary opportunity to address the full spectrum of cancer diseases and in a comprehensive manner, to measurably improve the quality of life for people with cancer and their families, and I fully support the formation of this institute.

Sincerely,

A handwritten signature in black ink that reads "Joanne Profetto-McGrath". The signature is written in a cursive, flowing style.

Joanne Profetto-McGrath
Professor & Acting Dean

March 27, 2014

2-14 Agriculture-Forestry Centre
Edmonton, Alberta, Canada T6G 2P5

www.ales.ualberta.ca

Tel: 780.492.4931
Fax: 780.492.8524

Dr. Doug Miller
Dean, Faculty of Medicine & Dentistry
2J2.00 WC Mackenzie Health Sciences Centre
Edmonton, AB T6G 2R7

Dear Dr. Miller:

This letter is to confirm my support of the establishment of the proposed Cancer Research Institute of Alberta (CRINA). The Division of Nutrition in the Department of Agricultural, Food and Nutritional Science in the Faculty of ALES has identified nutrition and cancer as one of their strategic focuses. Currently two faculty members in the Nutrition Division have active research programs in nutrition and cancer. Dr. Catherine Field and Dr. Vera Mazurak currently hold CIHR funding for their cancer research in the role of polyunsaturated fatty acids in cancer treatment. Both of these researchers have long standing collaborations with researchers in oncology. Dr. Wendy Wismer, in the Division of Food Science and Technology leads a team of researchers that are characterizing chemosensory alterations and the impact on dietary intake and quality of life in advanced cancer patients. A new CAIP Chair has just been hired in AFNS who has a primary interest in characterizing body composition changes during cancer therapy and the influence on prognosis and other indices of health. Dr. Carla Prado will join our Faculty in May 2014. Two adjunct professors work with our Faculty to bring additional cancer research and teaching to our students. Dr. Vickie Baracos (Department of Oncology) plays a major role in training of graduate students and co-teaches an undergrad course in Nutrition and Cancer with Dr. Mazurak. Dr. Paula Robson (Alberta Health Services, research lead on the Tomorrow study) contributes to teaching and graduate training in the area of cancer. Both of our adjunct professors in cancer have facilitated experiences for our undergraduate students to participate in cancer research.

CRIA provides an extraordinary opportunity to address the full spectrum of cancer diseases and in a comprehensive manner, to measurably improve the quality of life for people with cancer and their families. CRIA will enhance the work of our cancer researchers, their trainees and our undergraduate students by facilitating new ideas, new teams and the dissemination of their research. The Faculty of ALES has a strong focus on undergraduate and graduate training and we have incorporated cancer into many of our courses. CRINA will enhance our ability to train the next generation of scientists and health professionals while aiming at prevention and improving the quality of life for people with cancer and their families.

Sincerely,



John J. Kennelly, PhD
Dean, Faculty of Agricultural, Life & Environmental Sciences



March 17, 2014

D. Douglas Miller, Dean
Faculty of Medicine & Dentistry
University of Alberta
2J2.01 WMC Building
Edmonton, AB T6G 2R7


Dear Dr. Miller:

Re: Support for Cancer Research Institute of Northern Alberta (CRINA)

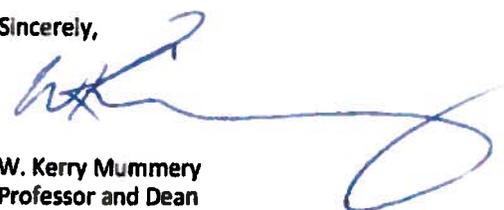
It is with great interest that we support the establishment of a new University of Alberta Academic Institute, the Cancer Research Institute of Alberta (CRINA).

To have a facility such as this is essential for having partnerships that include the research community at the University of Alberta as well as AHS's CancerControl Alberta office, the Cancer Strategic Clinical Network, the Cross Cancer Institute, the Alberta Cancer Foundation, Alberta Innovates Health Solutions and the Alberta Academic Health Network (AAHN). CRINA will also create collaborative opportunities with the Universities of Calgary and Lethbridge, the Southern Alberta Cancer Research Institute (SACRI), and other research intensive organizations - provincially, nationally and internationally.

CRINA's approach with supporting the depth of research activities will align with work currently being done by two of our own faculty members in the Faculty of Physical Education and Recreation. Having that partnership on campus is integral to our advancement(s) with education and outreach capabilities.

We look forward to the development of this new Institute and support its proposal without hesitation.

Sincerely,


W. Kerry Mummery
Professor and Dean

March 18, 2014

Dr. D. Miller, Dean
Faculty of Medicine
2J2.00 WC Mackenzie Health Sciences Centre
University of Alberta
Edmonton, Alberta
T6G 2R7

Dear Doug,

I have reviewed the proposal for the establishment of the Cancer Research Institute of Alberta (CRIA) here at the University of Alberta. The establishment of this Institute seems appropriate as the activities outlined in the proposal are broad in scope and will engage academics from multiple Faculties in interdisciplinary and multidisciplinary research. Therefore, on behalf of the Faculty of Rehabilitation Medicine I wish to express our support for the establishment of the CRIA.

As I understand it, the Institute will engage in multiple initiatives simultaneously and engage the talents of numerous researchers from across the university including academics from engineering, science and social science to medicine, nursing and rehabilitation medicine. This proposal highlights that the CRIA could engage more than 190 investigators from across the full gamut of scientific fields. The proposal clearly identifies three broad based research themes that span the translational continuum from basic discovery to applied research. With research activities spanning basic laboratory and clinical research to prevention, control and population-based investigations the competitiveness of those affiliated with the CRIA should be enhanced.

Given the emphasis on interdisciplinary research in the three broad research themes I would expect that the CRIA should be able to capitalize on new funding opportunities. Finally one cannot dismiss the suggestion that the designation of this Institute will markedly increase the profile of the University of Alberta.

Sincerely,



R.G. (Bob) Haennel PhD, FACSM
Professor and Acting Dean

/ce

March 27, 2014

Dr. Douglas Miller
Dean, Faculty of Medicine and Dentistry
University of Alberta
Room 2J2. 01
8440 - 112 St.
Edmonton AB T6G2R7

Re: Development of the Cancer Research Institute of Northern Alberta (CRINA)

Dear Dr Miller,

I am writing to provide strong support for the development of the Cancer Research Institute of Northern Alberta (CRINA). Building on the strengths of many individuals with cancer research expertise, this initiative to network and support multidisciplinary researchers across the spectrum of the research continuum from across the campus is laudable, forward thinking and necessary to achieve the impact needed within the cancer control system in Alberta.

On behalf of CancerControl Alberta, Alberta Health Services, I want to assure you of our encouragement and support and the commitment to partner with CRINA wherever possible, to translate research findings into changes in practice that positively impact patient care.

This is a tremendous opportunity for Alberta to help focus our efforts on mutually identified priorities and to harness all the talent available on those priorities. CRINA will provide the interface between the University of Alberta and CancerControl Alberta to facilitate this partnership.

I could go on, but the benefits of creating this structure to support the cancer research community are really self evident in many respects.

We in CancerControl Alberta are excited and fully supportive of this venture and look forward to the creation of CRINA.

Sincerely,



Paul Grundy, MD, FRCPC
Senior Vice President and Senior Medical Director
CancerControl Alberta, Alberta Health Services

March 17, 2014

David Brindley, FRSC,
Professor of Biochemistry,
Director of Signal Transduction Research Group,
Department of Biochemistry, University of Alberta,
Edmonton, Alberta T6G 2S2

Dear Dave,

I am very pleased to hear that the University of Alberta is intending to create a Cancer Research Institute of Northern Alberta (CaRINA).

I am writing as the Director of the Southern Alberta Cancer Research Institute (SACRI) to offer my full support for this initiative. I look forward very much to having a sister Institute in Northern Alberta.

The existence of two strong cancer research institutes representing the North and South of Alberta to be vital in promoting cancer care in the Province. At SACRI, we look forward to interacting with our friends and colleagues in CaRINA. I think that we will be able to promote the development of new programs of education, research and its translation in the cancer area much more effectively by working together.

I, therefore, offer my full support for the creation of CaRINA.

Good luck and best wishes,

Sincerely,



J Gregory Cairncross
Director, Southern Alberta Cancer Research Institute
Professor, Clinical Neurosciences
University of Calgary

March 31, 2014

Dr. D. Douglas Miller
Dean, Faculty of Medicine and Dentistry
University of Alberta
2J2.01 WMC Building
Edmonton, Alberta
T6G 2R7

Sent via email: ddouglasmiller@ualberta.ca and deborah.james@ualberta.ca

Dear Dr. Miller:

I am pleased to provide this letter in support of the Faculty of Medicine and Dentistry at the University of Alberta to develop a Cancer Research Institute of Northern Alberta (CRINA). I believe that the development of CRINA as a partner with all of the other major cancer entities in the province will help facilitate cancer researchers from multiple areas within the University of Alberta, which in turn will provide an opportunity to address the cancer health needs of patients in Edmonton and throughout Alberta.

If I can supply any further information in support of your development of CRINA, please do not hesitate to contact me directly.

Sincerely,



Cy Frank, MD, FRCSC
President and Chief Executive Officer
Alberta Innovates - Health Solutions
Tel: 780-429-9332

CF/jcc

March 25, 2014

Dr. D. Douglas Miller
Faculty of Medicine & Dentistry
University of Alberta
2J2 Walter C. Mackenzie Health Sciences Centre
Edmonton, AB T6G 2R7

Dear Dr. Miller:

Re: Cancer Research Institute of Northern Alberta

The Alberta Cancer Foundation has a target to invest \$120M in cancer research, prevention, screening and enhanced care by 2017. As a mission driven organization, we are focused on investing in opportunities that will improve outcomes for Albertans facing cancer.

The Foundation is pleased to support initiatives that encourage collaboration between disciplines, faculties and research institutions, and that create strong connections with our partner, Alberta Health Services CancerControl. We are confident that collaboration will lead to a consistent and shared provincial strategic focus in cancer research, ultimately leading to the translation of research to the system and patients.

We look forward to working with the Cancer Research Institute of Northern Alberta and other partners to develop this vision and priorities for a cancer research strategy that will directly benefit Albertans.

Sincerely,



Myka Osinchuk
Chief Executive Officer
Alberta Cancer Foundation

OUTLINE OF ISSUE

Agenda Title: **Proposed Athletics and Recreation Mandatory Non-Instructional Fee Increase for Fall/Winter 2014-2015**

Motion: THAT:

In order to maintain the integrated model in which the Faculty of Physical Education and Recreation offers Athletics and Recreation services to the broader University of Alberta community; and

Consistent with the practices of comparable post-secondary institutions across Canada;

The GFC Academic Planning Committee recommend to the Board of Governors the approval of an increase to the existing Mandatory Non-Instructional Fee for Athletics and Recreation of \$16.38 per full-time student per term and \$8.19 per part-time student per term, with such increase to take effect for Fall/Winter 2014-15.

Item

Action Requested	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Kerry Mummery, Dean, Faculty of Physical Education and Recreation
Presenters	Kerry Mummery, Dean, Faculty of Physical Education and Recreation (FPER); Ian Reade, Director of Athletics, FPER; Leah Hall Dorothy, Director of Recreation Services, FPER; Cheryl Harwardt, Director of Operations, FPER
Subject	Athletics and Recreation Fee increase, starting in the Fall/Winter 2014-2015

Details

Responsibility	Provost and Vice-President (Academic)												
The Purpose of the Proposal is (please be specific)	To increase the Athletics and Recreation Mandatory Non-Instructional Fee by \$16.38 <i>per</i> full-time student <i>per</i> term and by \$8.19 <i>per</i> part-time student <i>per</i> term, effective Fall/Winter 2014-2015. The current approved fee, as well as the new proposed increase, are noted below: <table border="1" data-bbox="565 1325 1479 1457"> <thead> <tr> <th>2014-15 Athletics and Recreation Fee (Current)</th> <th>Proposed Increase</th> <th>New 2014-15 Athletics and Recreation Fee</th> </tr> </thead> <tbody> <tr> <td>Fall/Winter Full-time: \$65.62 per term</td> <td>\$16.38 per term</td> <td>\$82.00 per term</td> </tr> <tr> <td>Fall/Winter Part-time: \$32.81 per term</td> <td>\$8.19 per term</td> <td>\$41.00 per term</td> </tr> <tr> <td>Spring/Summer: \$32.81 per term</td> <td>\$8.19 per term</td> <td>\$41.00 per term</td> </tr> </tbody> </table>	2014-15 Athletics and Recreation Fee (Current)	Proposed Increase	New 2014-15 Athletics and Recreation Fee	Fall/Winter Full-time: \$65.62 per term	\$16.38 per term	\$82.00 per term	Fall/Winter Part-time: \$32.81 per term	\$8.19 per term	\$41.00 per term	Spring/Summer: \$32.81 per term	\$8.19 per term	\$41.00 per term
2014-15 Athletics and Recreation Fee (Current)	Proposed Increase	New 2014-15 Athletics and Recreation Fee											
Fall/Winter Full-time: \$65.62 per term	\$16.38 per term	\$82.00 per term											
Fall/Winter Part-time: \$32.81 per term	\$8.19 per term	\$41.00 per term											
Spring/Summer: \$32.81 per term	\$8.19 per term	\$41.00 per term											
The Impact of the Proposal is	The increase in the Athletics and Recreation Mandatory Non-Instructional Fee revenue contribution to the Operations, Recreation Services, and Athletics Units in the Faculty of Physical Education and Recreation will enable each unit to continue to provide services to the students. These units in return will be able to successfully meet their mandates to serve students and enhance student life.												
Replaces/Revises (eg, policies, resolutions)	See 'Purpose'.												
Timeline/Implementation Date	Fall/Winter 2014-2015.												
Estimated Cost	See attached proposal for details.												
Sources of Funding	See attached proposal for details.												
Notes	The Faculty of Physical Education and Recreation has been working closely with the Students' Union (SU) and Graduate Students' Association (GSA) on the consultation process for an increase in Athletics and Recreation Fee. Consultations took place during the												

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	<p>following dates:</p> <ul style="list-style-type: none"> • Athletics and Recreation Fee Advisory Committee on September 26, 2013, November 27, 2013, and December 19, 2013; • Students' Council on November 19, 2013, January 21, 2014, and April 8, 2014; • SU Executive on January 9, 2014; • GSA Executive on January 14, 2014; • GSA Council on January 20, 2014. <p>The fee increase is the first increase, beyond the annual Consumer Price Index (CPI), since 1996 (18 years).</p> <p>The GSA has provided a letter of support for the proposed increase dated February 28, 2014 (see Attachment 3).</p> <p>At the Students' Council meeting of April 8, 2014, the Council voted in favor of the proposed increase. A letter confirming SU support has been requested by the proposers.</p>
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Alignment/Compliance

<p>Alignment with Guiding Documents</p>	<p><i>Dare to Discover</i> Learning, Discovery and Citizenship (1 - 3 and 7): "1. Create an exceptional and life-changing university experience for students through curricular and extra-curricular offerings that integrate learning, discovery, and citizenship to develop the intellect and the imagination, education leaders, and enhance a global perspective; 2. Engage students through mentorship and peer-based activities such as clubs, athletics, and social events to inspire high achievement, improvement retention, and enhance graduation rates; 3. Foster scholarship and discoveries that are transformative and at the cutting edge by rewarding quality and impact over quantity and by enhancing cross-disciplinary initiatives; [...] 7. Inspire students, faculty, and staff alike to engage in activities that develop leadership, foster social and moral responsibility, and contribute to the further development of our society and its institutions." <i>Dare to Discover</i> Connecting Communities (6): "Promote community pride and participation in the University through its physical and intellectual openness and opportunities for ongoing dialogue and discussion." <i>Dare to Discover</i> Transformative Organization and Support (4): "Build, enhance, and maintain classrooms, laboratories, libraries, and museums, as well as athletic, social, and residential facilities to provide a transformative university experience [.]"</p>
<p>Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)</p>	<p>1. Post-Secondary Learning Act (PSLA): The PSLA gives GFC responsibility, subject to the authority of the Board of Governors, over academic affairs (Section 26(1)). Section 26(1)(o) provides that GFC may make recommendations to the Board of Governors on a number of matters including the budget and academic planning. GFC has thus established an Academic Planning Committee (GFC APC), as set out in Section 3 of the GFC Policy Manual. GFC delegates its power to recommend to the Board on the budget to the GFC APC.</p> <p>2. Board of Governors General Terms of Reference, Section 1 (b): "The Board has delegated to each Committee responsibility and authority to make decisions on behalf of the Board in the Committee's defined area of responsibility except to the extent that such authority has</p>

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	<p>been specifically limited by the Board in the Terms of Reference for the Committee.”</p> <p>3. Board Finance and Property (BFPC) Terms of Reference, Section 3(d): “3. Without limiting the generality of the foregoing, the Committee shall: [. . .] d) review and recommend to the Board tuition and other like fees[.]”</p> <p>4. GFC Academic Planning Committee (APC) Terms of Reference, Section 3.4.b: GFC APC is “[t]o recommend to the Board of Governors on the annual budget [which includes fees-related matters], excluding budgets for ancillary units.”</p> <p>5. At its meeting of February 10, 2012, the Board of Governors approved the following Motion:</p> <p style="padding-left: 40px;">“THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, rescind the “Church/Minsos” Board-approved Motion of May 5, 2000 regarding the Indexing of Mandatory Non-Instructional Fees; and</p> <p style="padding-left: 40px;">THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the annual adjustment of all Mandatory Non-Instructional Fees (MNIF), as determined by Administration, up to and including the Annual Alberta Consumer Price Index and that the MNIF be reported for information to the GFC Academic Planning Committee, the Board Finance and Property Committee, and the Board of Governors on an annual basis.”</p>
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Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	Athletics and Recreation Fee Advisory Committee on September 26, 2013, November 27, 2013, and December 19, 2013; Students’ Council on November 19, 2013, January 21, 2014, and April 8, 2014; Students’ Union Executive on January 9, 2014; Graduate Students’ Association Executive on January 14, 2014; Graduate Students’ Association Council on January 20, 2014; Tuition Budget Advisory Committee (TBAC) and Mandatory Non-Instructional Fees Budget Advisory Committee (MBAC) on December 10, 2013 and January 22, 2014
Approval Route (Governance) (including meeting dates)	GFC Academic Planning Committee (April 23, 2014) – for recommendation; Board Finance and Property Committee (April 29, 2014) – for recommendation; Board of Governors (May 9, 2014) – for final approval
Final Approver	Board of Governors

Attachments:

- Attachment 1 (pages 1 – 49) - The Athletics and Recreation Fee – A Background Report (Prepared by the Faculty of Physical Education and Recreation (November 2013))
- Attachment 2 (pages 1 – 4) - *Dare to Discover* (Final Version, November 2009), University of Alberta

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3. Attachment 3 (pages 1 – 2) - Graduate Students' Association (GSA) Position on the Proposed Increase to the Athletics and Recreation Fee (ARF), February 28, 2014
4. Attachment 4 (pages 1 – 2) – Students' Union Position on the Proposed Increase to the Athletics and Recreation Fee (ARF), April 23, 2014

Prepared by: Kerry Mummery, Dean, Faculty of Physical Education and Recreation (FPER), kerry.mummery@ualberta.ca; Ian Reade, Director of Athletics, FPER, ian.reade@ualberta.ca; Leah Hall Dorothy, Director of Recreation Services, FPER, leah.halldorothy@ualberta.ca; Cheryl Harwardt, Director of Operations, FPER, cheryl.harwardt@ualberta.ca

THE ATHLETIC AND RECREATION FEE

A Background Report

Prepared by the Faculty of Physical Education and Recreation

November 2013

Contents

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Section 2: Historical Background 4

Section 3: Background Information 7

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SECTION 1: INTRODUCTION

The present document provides an historical background and context to drive consultation, consideration and review by the Mandatory Non-Instructional Fee Budget Advisory Committee (MBAC) for an increase the Athletic and Recreation fee (A&R fee) at a level expected to exceed the Alberta Consumer Price Index (CPI).

To begin, the Faculty of Physical Education and Recreation is an 'integrated' faculty, which refers to the fact that academics, athletics, recreation services and operations are all housed within an academic faculty and are under the oversight of an academic dean. This model, while common in some of the major universities in Western Canada (Universities of Calgary, Saskatchewan, Manitoba), is not a model followed by the majority of universities throughout Canada. The Faculty considers this model to be a superior approach, as it allows for integration of the various community service components of the faculty within an overarching scholarly mission/mandate consistent with the vision of a great university encompassed by the Dare to Discover and Dare to Deliver visioning document and academic plans respectively. This structure is integral to the Faculty's mission "*to create and share the best understandings and applications of physical activity, sport and leisure to inspire the human spirit*".

The Faculty has approximately 1,000 undergraduate and 150 graduate students and serves the broader university and general community through its operations and programs on both the main and south campuses of the University of Alberta. Upon completion of the Physical Activity and Wellness (PAW) Centre in 2014, the Faculty will oversee approximately \$250 million dollars in facilities, service over 30,000 students in over 500 programs through recreation services and support 24 varsity teams and over 500 inter-university athletes in the most successful Canadian Inter-University Sport (CIS) program in Canada. Overall the Faculty operates on an annual budget of \$34.4M with base funding from the University of Alberta totaling \$15.6M.

The Faculty supports the health and well-being of the University student population through its fitness and recreation programs and facilities and adds to the overall student experience and national reputation of the University through its varsity sports programs. A committed staff works to ensure top quality service and respond to needs and demands of the student population. Growth in facilities, programs and demand over the past two decades has outstripped the support provided by the growth in existing Athletic and Recreation fees as dictated by the consumer price index (CPI). This background document has been developed to inform discussion and drive the consultative process behind a request to increase existing fees beyond the established CPI. The Faculty is committed to working with the University of Alberta's Student Union (SU) and Graduate Student Associate (GSA) in preparation of our submission to MBAC for a fee.

SECTION 2: HISTORICAL BACKGROUND

2.1. In 1999, a task force report (see Appendix 1) was produced outlining agreement of principles by which the Athletics and Recreation (A&R) fees should be allocated. The 1999 Task force identified issues and recommendations regarding the allocation of A&R fee

2.2. Issues identified include:

- There is no mechanism to provide revenue for increases to personnel costs
- There is no Capital Equipment Budget allocation.
- There is no long-term plan for changes to the Athletics & Recreation Fee.
- Student enrolments fluctuate from year-to-year.
- There is no policy relative to the expenses the Fees should cover, nor how the fee should be calculated.
- The Faculty does not receive a share of revenue from the sale of merchandise which incorporates the Golden Bears and Pandas logos, nor from parking or concessions for Athletic events
- The Faculty of Physical Education and Recreation and Athletics and Recreation support a development program that benefits students in all Faculties. It is argued that at least one-half of these costs should be provided centrally.
- Athletics and Recreation programs provide significant profile for the University and in order to better coordinate University public relations and recognize the contribution of this profile; Public Affairs should contribute financially to the sports information position.
- Athletics and Recreation maintains a very active role in alumni contact to former students in all Faculties. It is argued that financial support for this activity should be provided centrally.
- Championship travel is an extremely variable expense; if Athletics and Recreation is to include this in its budget, then a reserve account will be required to meet the exigencies of very successful years.
- Athletics and Recreation has incurred a significant debt over the period 1995/96 to 1998/99. Part of this debt is attributed to inaccurate data in budget development, failure to get the correct information into the calendar and therefore to collect the appropriate fees. In addition, unanticipated championship travel costs for 1998/99 were not budgeted for. Other components of the debt are appropriately attributed to Athletics and Recreation over-expenditures. This debt must be repaid and it is argued that the portion of the debt attributed to circumstances beyond the control of Athletics and Recreation should be covered centrally.

2.3 In response to these issues, the 1999 Task Force identified eight recommended principles that should guide A&R fee allocation. Although some of the information within the 1999 taskforce report is outdated, much of the problems and principles still remain as relevant today as they were then. As such, it is recommended that the developments of this initial task force should be recognized and incorporated into any discussion regarding setting the A&R fee in the future.

The 1999 task force recommendations included:

PRINCIPLE 1

All students who pay the Athletics & Recreation Fee should be entitled to the following:

- fee-free access to the Fitness and Lifestyle Centre
- subsidized admission to interuniversity athletic events
- participation in organized Campus Recreation programs, with nominal fees for intramural programs and subsidized fees for programs which require instruction or officiating
- fee-free access to recreation and sport facilities on a drop-in basis, when the facilities are available
- potential for participation in interuniversity athletics

PRINCIPLE 2

The Athletics & Recreation Fee should cover the "basic operating costs" of an excellent interuniversity athletic and recreation program. These costs include:

- Salaries: for coaching, administrative, program, and support staff
- Travel: including Canada West, CIAU, and international travel for all inter-university program
- Capital and Protective Equipment:
- Printing and Publications
- Long Term Planning Reserve

PRINCIPLE 3

Non-fee revenue sources include the following:

- Donations: would normally cover exhibition travel in the pre-season or post season, but may also fund enhancements to the basic program in areas such as meals, clothing, equipment or financial awards
- Fundraising Activities: (including casinos, bingos, 50/50's, dinners, golf tournaments, etc.) should normally assist in the same way as donations
- Program Revenues: (i.e. CFLP, CR, NCI, events) will offset the cost of staffing (many of whom are students) the programs which generate those revenues, with any profits turned back into program enhancements. These revenues will also fund Computer Support staff costs.
- Sponsor Revenues: are normally used to cover the costs of program promotion in areas such as advertising, player cards, posters, newsletters, and promotions staff.

PRINCIPLE 4

A reasonable fee for access to the Fitness and Lifestyle Centre should be charged to Academic and Non-academic staff or supplied under agreement with their respective associations.

PRINCIPLE 5

The university has a fundamental responsibility to provide central budget support for central services. These would include:

- Salaries:
- Facility Operating Costs
- Capital Budget Items

PRINCIPLE 6

Effective April 01, 2000 there will be a regular adjustment to the Athletics & Recreation Fee. This increase will be equal to 0% or to the Alberta Consumer Price Index (Alberta - CPI), whichever is greater.

PRINCIPLE 7

Any request for an increase in the Athletics & Recreation Fee, beyond the Alberta CPI, will be presented to the Council of the Students Union by the Director of Athletics and Recreation. Should the request be successful, the new fee will be incorporated into the normal budget process outlined in Principle 6 above. Should the request for an extraordinary fee increase be defeated by Students Union Council, the matter may go forward on a Referendum during the annual Students Union election process.

PRINCIPLE 8

The annual budget process for Athletics & Recreation will involve the submission of a proposed budget and updated, detailed Business Plan. These documents will initially be submitted to the Dean, Faculty of Physical Education for review and discussion. The next step in the annual budget process will involve a meeting of the Director, Athletics & Recreation; Dean, Faculty of Physical Education; and the Vice-President (Academic).

2.4. The 1999 Task force report was a significant step for the establishment of an A&R fee for two keys reasons. First, it articulates eight key principles by which A&R fees should be used within the Faculty. These principles are as relevant and appropriate today as they were in 1999. Second, and crucially, both the Faculty and the University mutually agreed upon these principles. As such, they should be drawn upon during any negotiation regarding a change to the A&R fee.

SECTION 3: BACKGROUND INFORMATION

This section outlines the key findings from two key documents: The annual report produced by the M-BAC committee last year (2011-2012), and the Recreation Service cross-comparative study into A&R fees across Canada that was updated this year (i.e., 2013).

3.1. M-BAC Annual Report 2011-2012: Implications for the Faculty

According to the M-BAC annual report (see Appendix 2), during the fiscal year 2011-2012:

- The university generated a total of **\$27.4 million** in Mandatory Non-Instructional Fees (MNIF) revenue across its five areas (Common Student Space, Sustainability and Service fee (CoSSS); Health Services; Registration and Transcript fee; Student Services fee; Athletics and Recreation fee)
- **\$4.4 million** of MNIF revenue is generated through the A&R fee.
- MNIF services generated a deficit of **\$13.7 million**
- **\$6 million (60%)** of that deficit is accounted for by the A&R fee deficit

A&R Fee Summary of Revenue, Expenses and Deficiency (\$0,000)

Revenue	\$4,482
Expenses	\$10,565
Deficiency	(\$6,083)

(Source: MNIF Annual Report 2011-212)

- Athletics & Recreation spends in excess of **\$10.5 million** dollars per year on recreation and athletic programs. The Athletic Services Fee generates revenues of approximately **\$4.4M**. This allocation provides access to facilities for students and staff, for programs and casual use.
- The A&R fee in 2012-2013 was set as **\$63.70 per term** for a full-time student. The fee is the same for both Fall and Winter terms. Part-time students pay half of this amount. Students enrolled in Intersession also pay this fee.
- Thus the total A&R fee per during the 2012-2013 year was **\$127.40**

3.2. Recreation Services Cross-Comparative Study

According to a comparative study (see Appendix 3) conducted by Recreation Services in 2007, and was subsequently updated in 2013:

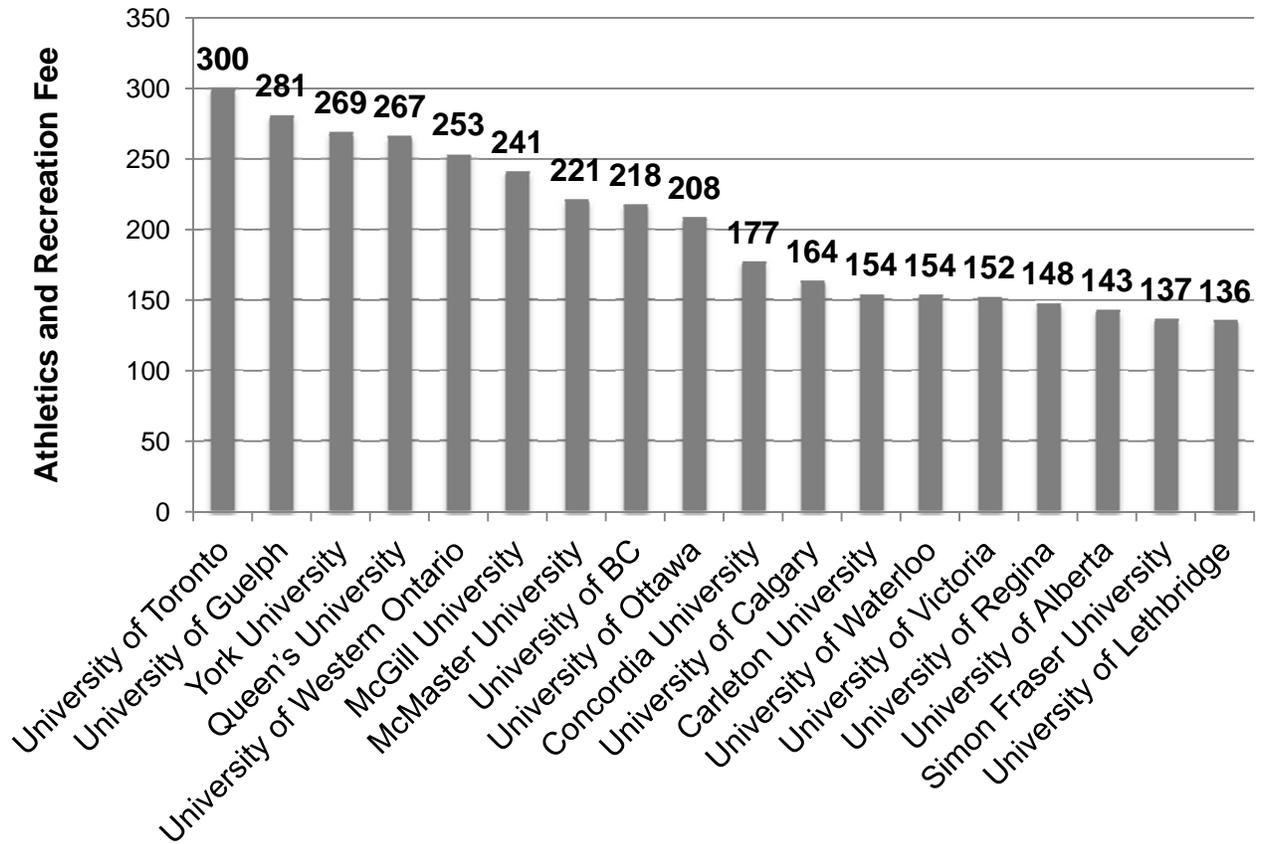
- A&R fee per during the 2012-2013 year was **set at \$127.40**
- The average fee across all major Canadian universities is **\$192.21**
- U of A's A&R fee is therefore **THE LOWEST (18/18)** of all major Canadian universities. See Table below:

	A&R fee	Total MNIF
University of Toronto	300.02	1158.00
University of Guelph	281.10	478.36
York University	268.80	830.10
Queen's University	266.56	550.25
University of Western Ontario	253.36	1175.20
McGill University	241.00	742.20
McMaster University	221.40	607.18
University of BC	218.00	900.00
University of Ottawa	208.48	676.82
Concordia University	177.00	625.75
University of Calgary	163.56	510.78
Carleton University	154.14	964.40
University of Waterloo	153.60	391.20
University of Victoria	152.00	296.82
University of Regina	147.80	673.90
University of Alberta**	143.04**	773.42
Simon Fraser University	136.60	351.86
University of Lethbridge	135.60	498.90
University of Alberta	127.40	773.42

Source: Table reproduced from Recreation Services (2013)

*Even accounting for the additional two fees provided through the Students Union dedicated fees (these fees are NOT a part of the A&R fee), i.e., the Golden Bear and Panda Legacy Fund (set at \$4.08 per term in 2013-2014) and the Campus Recreation Enhancement Fund (set at \$3.82 per term in 2013-2014) the U of A still only **ranks 3rd LOWEST** of all top Canadian universities.

Even with the cost of the PAW center (approximately an additional \$20), which will only be generated as and when the center is open, U of A's A&R fee still remains one of the lowest in Canada (11/18). The discrepancy between U of A's A&R fee compared to other universities is displayed graphically below:



SECTION 4. THE ATHLETICS AND RECREATION FEE: WHAT IT SUPPORTS; HOW STUDENTS BENEFIT

As part of this data gathering exercise, it was agreed that the document "*The Athletics and Recreation Fee: How it Benefits Students*" should be updated as a necessary baseline to demonstrate the present service offering within the Faculty. It should be noted at this stage, that the initial purpose of this document was not to highlight the contribution of the A&R fee specifically, but rather simply show the benefits students received from the Faculty's service offering. For example, much of the service and provision offered by the Athletics unit is paid for by alternative sources of income (i.e., casinos, adopt and athlete, sponsorship etc.). Nonetheless, the student fee contribution provides a necessary and integral proportion of the all of the service units budgets, and therefore it is important to recognize specifically what the A&R fee contributes towards, but also the additional service offering of the Faculty, which would not be possible within the support of the A&R fee. Thus, it is argued that although some of these services are not directly linked to the A&R fee, they would not be possible without it.

In light of this recognition of its original intended purpose, two additional changes have been made to the document. First as well as updating this 'shopping list' of service offerings, an attempt was also made to identify more precisely which of these services is or is not covered by the A&R fee. This goes some way to clarify to the reader precisely what the A&R fee does and does not contribute towards. Second, additional figures have been added to give the reader a broad overview of the relative costs within each of the three service units.

FACULTY OF PHYSICAL EDUCATION & RECREATION

UNIVERSITY OF ALBERTA

The Athletic and Recreation Fee

What it supports and how students benefit

**Presentation to the Mandatory Non-Instructional Fee
Budget Advisory Committee (M-BAC)**

September 2013

Principles for the Distribution of Athletic and Recreation Fee

- 1.** The Athletic and Recreation (A&R) fee is at all times dedicated to the budgets of the services components of the Faculty of Physical Education (Athletics, Campus Recreation, Operations). These services components are separate and distinct from the academic component of the Faculty, and the Faculty holds to the principle that there is never any flex of surplus or deficit between the academic and services budget
- 2.** There is an allocation of no more than four percent of the A&R fee dedicated to the Faculty Development Office to ensure the continued generation of funds in support of the services units' programs and commitments
- 3.** The A&R fee is allocated in support of student-centered activities, such as campus recreation programs, sports clubs, varsity teams and games, facility access, operation and recreational use times.
- 4.** The A&R fee is divided among the three service units in the manner that will provide optimum use of the fee, taking into account the priorities of the services units and the needs of the students. Since 2004, all new monies have been allocated equally on the basis of one-third to each of the services units.
- 5.** The allocation of the A&R fee is done at all times in a transparent manner so that the Faculty of Physical Education and Recreation can show clearly and consistently how the fee has been allocated and the benefits that accrue to the students.
- 6.** It is the Faculty's principle to provide opportunities for student consultation and input relative to the use of the A&R fee.

GOLDEN BEARS AND PANDAS ATHLETICS- BENEFITS TO STUDENTS

Golden Bears and Pandas and the Alberta Model

Sport is a results based environment. In the U of A Athletics sport environment, expectations for wins to exceed losses are high, and results are public. However, the traditional focus on wins and losses oversimplifies the expectations for our competitive sport programs. Our programs are expected to positively influence youth in sport through the development and delivery of youth sport programs, and through a partnership with KidSport. Community coaches improve their coaching competency through work with university sport programs. Graduating members from U of A sport programs become sport leaders in schools and clubs in their sport, and other sports. Academic staff, PhD students, Masters students and undergraduate students collaborate with the coaches and athletes in the sport programs. The sport programs attract undergraduate and graduate students from throughout the world to both train and study. The ability for Athletics to achieve these results is contingent upon the respect the community has for the competitive sport programs that win championships, and for the athletes and coaches that graduate to national teams. Respect leads to community support, and without it no Athletics program can succeed.

Golden Bears and Pandas Teams

The University of Alberta Athletics program presently has **24** varsity teams – **12** Pandas teams and **12** Golden Bears teams.

The A&R fee funds the **coaching and management required to compete in Canada West** – CIS. The total cost of this staff in 2013 is about **\$2.5M**, which is virtually the same as the allocation to Athletics from the A&R Fee.

Student-Athletes

- Athletics supports **500+** student-athletes from all faculties across campus.

Facilities

- All varsity student-athletes have full access to training, practice and competition facilities.

Medical Services

- Athletics provides athlete medical services to student-athletes, including: athletic therapy access to doctors, medical support during practice games and travel at cost of roughly 300K/year.

Athlete Health

- Athlete Health services provided include: nutrition counseling, strength and conditioning programs, sport psychology and academic support services.

Travel

- Athletics provides team and individual sports travel to Canada West, CIS and non – Conference events at a cost of about **\$1M annually**.

Equipment

- Uniforms and equipment are provided to all student-athletes.
- Protective equipment must be maintained at the highest standards to ensure the ultimate safety of our varsity student-athletes.

Scholarships/Awards

- Athletics manages approximately **960** annual scholarships and awards (valued at approximately \$977,000) that are distributed to students from all faculties. **The A&R Fee does not contribute any funds to scholarships or awards.**

Academic Recognition

- Through the CIS Academic All-Canadian program, many of our student-athletes (100+ annually) receive national recognition for achieving first-class academic standing while competing for the University of Alberta.

Employment

- Close to **300** students annually receive about **\$600K** per year through part-time employment opportunities with the Golden Bears and Pandas Athletic program.

Events

- Athletics organizes approximately **120 events** on campus every year.
- Athletics hosts in excess of **76,000 people** at events annually; on average **25 percent** of these spectators are University of Alberta students.
- University of Alberta students receive a discount on regular event ticket prices.

Media Exposure/Public Relations

- Through the Athletics' Sports Information Office, the accomplishments of our student-athletes are conveyed to the local and national media on a daily basis throughout the athletic season.
- Webcasts of Golden Bears and Pandas events occur regularly throughout the season.

Alumni

- Athletics is supported by **16 alumni** associations that support the Athletic programs through donations, sponsorships, casinos and fundraising events.
- Alumni contributions exceed \$1M annually.

Practicum and Research Opportunities

- The Golden Bears and Pandas Athletic program provides practicum/internship opportunities for
- University of Alberta students (undergraduate and graduate) in coaching, athletic therapy, and sports management.
- Athletics provides a living laboratory for various research opportunities for undergraduate and graduate students across campus.

Teaching

- Golden Bears and Pandas full-time head coaches are academic appointments and teach courses for the Faculty of Physical Education and Recreation.

University Athletic Board

- The University Athletic Board (UAB) is comprised of student-athletes from a variety of faculties on campus.
- This advisory group provides feedback to athletic administrators on key issues affecting student-
- Athletes.
- The UAB also provides opportunities for Golden Bears and Pandas to link with the local community as University of Alberta ambassadors with such programs as Tobacco Free (in schools), Read In Week (in schools) and Bear Hugs (at the Stollery Children's Hospital and in the community)

RECREATION SERVICES - BENEFITS TO STUDENTS

Recreation Services provides the university community diverse programs to be active for life. We serve over **30,000** participants annually in more than **500** programs. Our programs cater to a wide range of interest and skill levels to engage students, staff and community in positive and healthy activity. The number of participants in our programs has **increased by more than 8,900 since 2005 - 2006**.

Recreation Services Mission Statement

To create a sense of community through quality recreation programs at the University of Alberta and in the community beyond the University.

Our Vision

- We are leaders in recreational programming focused on the development of a healthy and active University of Alberta community, as well as for the community beyond the boundaries of the University.
- We create and organize valuable recreation experiences that enhance the lives of the university community and the community at large
- We believe in the positive impact recreation can have in one's life

Recreation Services Programs (2012 - 2013)

Recreation Services offered the following programs during 2012 - 2013. The A&R Fee **subsidized University of Alberta student's participation** in these programs to make recreation affordable and accessible. The current level of A&R Fee support has not kept pace with the increase in participation, therefore, limiting the ability to offer students reduced fees. The A&R Fee also funds a portion of the **program coordinators and student positions required to deliver a recreation program** of this magnitude.

Intramural Sports Program

- **55** sports and multi-sport events were offered; **13,394** participants
- Intramural Sports Program is comprised of **74%** undergraduates, **14%** graduate, **4%** staff and **8%** alumni/community.
- The Intramural Sports Program is structured for team and individual competition which offers levels suitable for everyone, from the highly skilled to the beginner player.

Group Exercise

- **279** classes were offered; **5016** participants (70% UA Students)
- Types of classes are offered included: mind/body fitness, overall fitness development, muscular strength and endurance, yoga and indoor cycling.

Instructional Programs

- **193** classes were offered; **2880** participants (70% UA Students)

- The goal of this program is to learn new skills that provide an opportunity to be active for life, including Dance, Martial Arts, Sport & Skills Development and Safety Programs.

South Campus Programs

- **143** classes were offered; **876** participants (35% UA Students)
- With the expansion of recreational space and facilities on South Campus, Recreation Services has been offering a wide range of Instructional and Group Exercise programs in that location. Although the Saville Community Sport Centre currently has a community focus, a subsidized fee was offered for UA Students. Programs offered on South Campus include, Dance, Indoor Cycling, TRX, Yoga and Zumba classes.

Sport Clubs

- **20** Sport Clubs with a membership of over **2085** (85% UA Students)
- Sport Clubs are student led, student delivered, and student focused. Each Sport Club is unique and includes recreational activities and competitive competition. Student interest and dedication will lead to the development of sport clubs that will further students' extra-curricular and leadership experiences.

Special Events & Philanthropic Events

- **16** events with over **6000** participants (75% UA Students)

Turkey Trot (United Way)	Cabane a Sucre Festival (UA Alumni Assoc.)
Hot Shot Challenge (Campus Food Bank)	Old Tyme Skating Party
Sunday Night Recreation Drop-in	I Heart Zumba (Heart & Stroke Foundation)
Big Pink Volleyball (Alberta Cancer Society)	Pond Hockey Tournament (KidsSport)
Ski & Snowboard	Edmonton River Valley Canoe Trips

Recreational Drop-In Opportunities

- Recreation Services stewards the schedule of drop-in recreational spaces available in the Van Vliet Centre for the University of Alberta community. Sports such as badminton, basketball, volleyball, soccer and skating are offered weekly.

Cooperative Programming

- Recreation Services delivers recreational programs and services in collaboration with other areas the University of Alberta, including the Students' Union, Campus St. Jean, Residence Halls, Dean of Student's Office, Health Promotion and Work life Services and University Wellness Services.

Recreation Advisory Council

- The Recreation Advisory Council provides feedback on the convenience, affordability and high quality opportunities of Recreation Services and administers the Campus Recreation Enhancement Fund.

Facilities

- Recreation Services provides access via rental and bookings to the Faculty of Physical Education and Recreation Facilities through the multitude of programs.

Equipment

- Recreation Services provides and maintains equipment to ensure safety and quality for all participants.

Employment

- Recreation Services provides over **200** student part-time employment positions through \$200,000 A&R Fee funds. We also provide over **150** volunteer and student leadership opportunities annually.

Practicum and Research Opportunities

- Recreation Services provides over **200** practicum opportunities for UA Students.
- Research opportunities for undergraduate and graduate students are available in conjunction with Recreation Services programs.

Recruiting and Retention of Students

- Recreation Services plays a vital role in the recruitment and retention of students at the University of Alberta. Recreation Services programs create dynamic communities that enhance the university experience. The Faculty of Physical Education and Recreation's extracurricular programs offer physical, psychological, and social benefits for University of Alberta students. Based on the research that indicates participation in the university recreational sports may lead to greater satisfaction with the collegiate experience, University of Alberta Recreation Services strives to enhance the student experience and be a leader of campus recreation program delivery in North America.

OPERATIONS - BENEFITS TO STUDENTS

Operations has five key functions within the Faculty;

- Facility Management – the basic operational functions of the Faculty’s specialized facilities including the Fitness Centre, Climbing Wall, Aquatics Centre, Curling rink, Tennis Centre, Artificial Turf fields, Track, Gymnasiums and multi-use area (Pavilion).
- Facility Planning and Management – the future development of new facilities and upgrades of current facilities.
- Facility Use Maximization – the allocation of space for all academic, research, athletic and recreational use.
- Community Program Delivery – delivery of sport development and recreational programming to the broader community.
- Partnership/Relationship Fulfillment – put the words into action of the many facility related partnerships developed by the Faculty.

Operations Mission Statement

“Operations develops and manages facilities and programs to build a world-class experience for faculty, staff, students and the broader community in spaces operated and managed by the Faculty.”

Aquatics Centre

- **31** hours per week for Recreational student drop-in use at no additional fee, approximately **30,400** student visits.
- CREF funding allows for a further **12.5** hours per week of student drop-in use at no additional fee.
- The Aquatics Centre offers programs to University students ranging from swim lessons (novice to advanced); all lifesaving/lifeguarding courses; instructor courses, kayaking and SCUBA. All programs are available at a reduced rate for students. Approximately **600** students take part in these programs annually.
- Student groups hosting events in the Aquatics Centre receive discounted rates on their rental fees.
- The Varsity Swim Team utilizes the facilities at no charge.
- The Aquatics Centre employees approximately **20** students annually.

Climbing Wall

- **4** hours per week for Recreational student drop-in use at no additional fee, approximately **1900** students drop-in annually
- **30** hours per week for climbing access at a reduced rate additional fee, approximately 6830 students visit occur annually
- The Climbing Wall offers programs to University students ranging from novice instructional level classes to advanced level classes. Classes include a variety of styles of “technical rope” instruction courses. All classes geared to University students offer a reduced registration fee.
- Over **160** students registered in these programs in 2012/13.

- The Climbing Wall hosts six intramural events annually. A reduced registration fee is provided for these events.
- The Climbing Wall employees approximately **16** U of A students annually.

Curling Centre

- Students may practice at the Saville Community Sports Centre curling rink for a reduced fee during specified practice hours.
- The Curling Centre hosts Physical Activity Courses and offers free practice ice for students registered in those courses, approximately **48** students participate in these courses.
- The Varsity Curling teams and Team Canada Athletes who are U of A students (total of 23 students) utilize the facilities at no charge.
- The Curling Centre hosts one University League with **70** participants. The fees for this league are highly subsidized.
- The Recreation Services intramural bonspiel is held at the Saville Centre annually.
- The Curling Centre employees approximately 3 students per year.

Fitness and Lifestyle Centre (North Campus)

- **98** hours per week for student drop-in use at no additional fee, approximately **290,000** student drop-in uses annually
- The Fitness and Lifestyle Centre offers programs to University students in the categories of Personal Training, Group Training, Nutrition and “learn-to” instructional level classes. All classes offer a reduced registration fee to University students.
- Over **250** students registered in these programs in 2012/13.
- The Fitness and Lifestyle Centre offers employment to approximately 50 students annually.

Tennis Centre

- The Tennis Centre offers a highly subsidized rate for student monthly memberships.
- The Varsity Tennis teams (approximately 16 students) utilize the facilities at no charge.
- The Green & Gold Invitational tennis tournament provides free access to students.
- The Tennis Centre employs **6 – 10** students annually.

General Information

- Operations employs approximately **75** students annually in general customer service and maintenance roles in addition to the program specific areas mentioned above.
- All north campus facilities offer a range of drop-in recreational use times for such activities as basketball, badminton, tennis, track, ice skating, stick/skate skating, soccer and ultimate frisbee at no additional charge to students.
- South campus facilities offer a variety of reduced rate memberships for students including programs and drop-in gymnasium use.

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Appendix 1: 1999 Athletics and Recreation Task Force Report

Appendix 2: M-BAC Report 2012

Appendix 3: Athletic & Recreation Fee Comparison

FUNDING PRINCIPLES
for
ATHLETICS AND RECREATION
AT THE
UNIVERSITY OF ALBERTA

A REPORT
prepared for the
Vice-President (Academic) and Provost,
Vice-President (Research and External Affairs),
and Vice-President (Finance and Administration)

BY
The Task Force on Athletics and Recreation

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John Barry
Michael Chalk
Martin Coutts
Terry Flanagan
Susan Green
Dean Hengel
Ian Reade
Bruce Dancik (Co-chair)
Art Quinney (Co-chair)

1. HISTORY

In March of 1994 the following statements were endorsed by both the Planning and Priorities Committee and the Academic Development Committee:

To restructure the current Department of Athletics into a program delivery unit with leadership provided through an administrative appointment without term (APO) reporting directly to the Dean of the Faculty of Physical Education & Recreation.

To reorganize the funding for the programs delivered by this unit so that it is based on a combination of:

- **student athletic fee (Athletic Services Fee),**
- **self-generated revenue (gate receipts, fee-based programming), and**
- **fund development (sponsorships, donations).**

2. BACKGROUND INFORMATION

- 2.1 Athletics & Recreation spends in excess of 4 million dollars per year on recreation and athletic programs. The Athletic Services Fee generates revenues of approximately \$2.5M, of which \$2.1M is available to Athletics and Recreation and \$410,000 is allocated to the Operations Division of the Faculty. This allocation provides access to facilities for students and staff, for programs and casual use.
- 2.2 The Athletics & Recreation Fee does not increase annually, but costs typically do.
- 2.3 The current Athletics & Recreation Fee is \$ 44 per term (\$ 88 per Winter Session) for a Full-time student. Part-time students pay 50% of this amount. Students enrolled in Intersession also pay this fee.
- 2.4 Fees for access to the Van Vliet Centre are paid to the Faculty of Physical Education and Recreation by NASA on behalf of Support Staff and by AASUA on behalf of Academic staff, as part of the overall benefit package. Currently NASA pays \$ 68, 000 and ASS:UA provides \$ 91, 000.

September 30, 1999

2

3. ISSUES ADDRESSED BY THE TASK FORCE

- 3.1 There is no mechanism to provide revenue for increases to personnel costs e.g.: increments, benefits, and scale increases.
- 3.2 There is no Capital Equipment Budget allocation.
- 3.3 There is no long-term plan for changes to the Athletics & Recreation Fee.
- 3.4 Student enrolments fluctuate from year-to-year.
- 3.5 There is no policy relative to the expenses the Fees should cover, nor how the fee should be calculated.
- 3.6 The Faculty does not receive a share of revenue from the sale of merchandise which incorporates the Golden Bears and Pandas logos, nor from parking or concessions for Athletic events
- 3.7 The Faculty of Physical Education and Recreation and Athletics and Recreation support a development program that benefits students in all Faculties. It is argued that at least one-half of these costs should be provided centrally.
- 3.8 Athletics and Recreation programs provide significant profile for the University and in order to better coordinate University public relations and recognize the contribution of this profile; Public Affairs should contribute financially to the sports information position.
- 3.9 Athletics and Recreation maintains a very active role in alumni contact to former students in all Faculties. It is argued that financial support for this activity should be provided centrally.
- 3.10 Championship travel is an extremely variable expense; if Athletics and Recreation is to include this in its budget, then a reserve account will be required to meet the exigencies of very successful years.
- 3.11 Athletics and Recreation has incurred a significant debt over the period 1995/96 to 1998/99. Part of this debt is attributed to inaccurate data in budget development, failure to get the correct information into the calendar and therefore to collect the appropriate fees. In addition, unanticipated championship travel costs for 1998/99 were not budgeted for. Other components of the debt are appropriately attributed to Athletics and Recreation over-expenditures. This debt must be repaid and it is argued that the portion of the debt attributed to circumstances beyond the control of Athletics and Recreation should be covered centrally.

4. RECOMMENDED PRINCIPLES

PRINCIPLE 1

All students who pay the Athletics & Recreation Fee should be entitled to the following:

- fee-free access to the Fitness and Lifestyle Centre
- subsidized admission to interuniversity athletic events
- participation in organized Campus Recreation programs, with nominal fees for intramural programs and subsidized fees for programs which require instruction or officiating
- fee-free access to recreation and sport facilities on a drop-in basis, when the facilities are available
- potential for participation in interuniversity athletics

PRINCIPLE 2

The Athletics & Recreation Fee should cover the "basic operating costs" of an excellent interuniversity athletic and recreation program. These costs include:

2.1 Salaries¹: for coaching, administrative, program, and support staff

- Full-time Head Coaches and part-time assistant coaches for each interuniversity program
- Full-time Administrative support for sports information, marketing, finance, program coordination, event coordination, administration of eligibility and awards, etc.
- Athletic Trainers and Physiotherapists for interuniversity teams
- Program staff for Campus Recreation
- Fitness and Lifestyle Centre staff

Note 1: Salaries exclude increments, benefits, and Collective Bargaining Agreement increases, as these should be paid centrally.

2.2 Travel²: including Canada West, CIAU, and international travel for all inter-university programs

- two pre-Canada West tournaments for tournament sports (swimming, wrestling, track and field)
- Regular league schedules for all sports
- Canada West playoffs
- CIAU championships
- FISU-sanctioned events (to a maximum of 25% of net cost)

Note 2: Non-Conference travel for each program is an important part of each interuniversity program. As long as Legacy Funding is maintained, non-conference expenses can be covered with a combination of these funds and self-generated revenue.

2.3 Capital and Protective Equipment

- appropriate computer hardware and software
- protective and playing equipment for interuniversity teams
- game and warm-up uniforms for all interuniversity teams
- Fitness and Lifestyle Centre equipment;
- Campus Recreation equipment

PRINCIPLE 2 (CONTINUED)

The Athletics & Recreation Fee should cover the "basic operating costs" of an excellent interuniversity athletic and recreation program. These costs include:

2.4 Printing and Publications

- Campus Recreation catalogue
- on-campus advertising costs

2.5 Long Term Planning Reserve

- to cover contingencies and/or enrolment fluctuations

PRINCIPLE 3

Non-fee revenue sources include the following:

- **Donations:** would normally cover exhibition travel in the pre-season or post season, but may also fund enhancements to the basic program in areas such as meals, clothing, equipment or financial awards
- **Fundraising Activities:** (including casinos, bingos, 50/50's, dinners, golf tournaments, etc.) should normally assist in the same way as donations
- **Program Revenues:** (i.e. CFLP, CR, NCI, events) will offset the cost of staffing (many of whom are students) the programs which generate those revenues, with any profits turned back into program enhancements. These revenues will also fund Computer Support staff costs.
- **Sponsor Revenues:** are normally used to cover the costs of program promotion in areas such as advertising, player cards, posters, newsletters, and promotions staff.

PRINCIPLE 4

A reasonable fee for access to the Fitness and Lifestyle Centre should be charged to Academic and Non-academic staff or supplied under agreement with their respective associations.

PRINCIPLE 5

The university has a fundamental responsibility to provide central budget support for central services. These would include:

5.1 Salaries

- A collaborative working arrangement between Athletics & Recreation and the Office of the Registrar and Student Awards for the purpose of a jointly-funded staff position in Recruitment
- A collaborative working arrangement between Athletics & Recreation and the Office of Public Affairs for the purpose of jointly-funded staff position in Public Relations which would highlight athletic and recreation activities
- Development and Alumni Affairs staff (0.5 for Development, 0.5 for Alumni, and 1.0 for clerical support)
- Benefits, Increments, and Collective Bargaining Agreement increases for all eligible staff, as required by AASUA and NASA agreements (see also Principle 2.1).
- Reimbursement for the teaching of academic classes by Coaching staff

5.2 Facility Operating Costs

- heat, light, water, maintenance, cleaning
- regular facility staffing
- an annual allocation is recommended to ensure facility maintenance, renovation, and development is ongoing

5.3 Capital Budget Items

- need to ensure there is an appropriate forum for input to decisions
- need to consider A & R requests separately from academic priorities

PRINCIPLE 6

Effective April 01, 2000 there will be a regular adjustment to the Athletics & Recreation Fee. This increase will be equal to 0% or to the Alberta Consumer Price Index (Alberta - CPI), whichever is greater.

PRINCIPLE 7

Any request for an increase in the Athletics & Recreation Fee, beyond the Alberta CPI, will be presented to the Council of the Students Union by the Director of Athletics and Recreation. Should the request be successful, the new fee will be incorporated into the normal budget process outlined in Principle 6 above. Should the request for an extraordinary fee increase be defeated by Students Union Council, the matter may go forward on a Referendum during the annual Students Union election process.

PRINCIPLE 8

The annual budget process for Athletics & Recreation will involve the submission of a proposed budget and updated, detailed Business Plan. These documents will initially be submitted to the Dean, Faculty of Physical Education for review and discussion. The next step in the annual budget process will involve a meeting of the Director, Athletics & Recreation; Dean, Faculty of Physical Education; and the Vice-President (Academic).

Should the Business Plan submitted by Athletics & Recreation impact areas controlled by the V.P. (Finance and Administration) and/or the V.P. (Research and External Affairs), the Director and the Dean will meet with each Vice-President separately. This particular budget planning process will ensure not only that resources are allocated in the most efficient manner but also that common goals and objectives are identified and agreed upon.

Budget recommendations that arise from these meetings will go forward for approval to the Academic Planning Committee, the Board of Governor's Finance Committee, and finally to the Board of Governors.

Note: the Students Union will have an opportunity for input into the Budget planning process at the Academic Planning Committee level.

Table 1
Mandatory Non-Instructional Fees Summary
Year Ended March 31st, 2012 (\$,000)

Fee	Actuals
CoSSS	\$ 11,085
Registration and Transcripts	5,754
Athletics and Recreation Fee	4,482
Student Services	4,288
Health Services	1,832
Total	\$ 27,441
Related Expenses	\$ (41,188)
(Deficiency)	\$ (13,747)

13 million deficit

For the fiscal year 2011-12 the University generated a total of \$27.4 million in MNIF revenue and incurred related unit expenses of \$41.2 million in the delivery and provision of those services of direct benefit to students. This resulted in a deficiency of just over \$13.7 million. The deficiency was offset by transfers to the units through the allocation of that unit's operating budget.

Figure 1 provides a breakdown of the fee by both dollar amount and percentage. The figure illustrates related MNIF expenses of \$41.2 million, the dollar amount and percentage derived from the specific fee and the dollar amount and percentage of the deficiency between related expenses and total MNIF revenue.

Table 2 provides a breakdown by MNIF of the revenue generated through the fee and the related expenses for that unit or group of units supported by the fee. When the CoSSS fee was introduced it was designed to sustain services in a broad range of areas including the Registrar's Office and Student Services. To ensure transparency and reconciliation back to the audited financial statements all expenses have been reported within the primary unit in which the expenses were incurred. Although the CoSSS fee supports services that are provided within the RO and Student Services those expenses are shown within those units and not under the CoSSS fee. The related expenses associated with the CoSSS fee are services such as Protective Services and student health and safety initiatives, resulting in a deficiency of \$329,000. The deficiencies associated with the RO and student services are shown below the line within the CoSSS Fee Summary as "Other Fees Deficiencies" resulting in an adjusted CoSSS fee deficiency of \$7.1 million.

Figure 1
Mandatory Non-Instructional Fees Summary
Year Ended March 31st, 2012
Percentage of Fee and Dollar Amount Relative to Total MNIF Expenses of \$41.2 Million

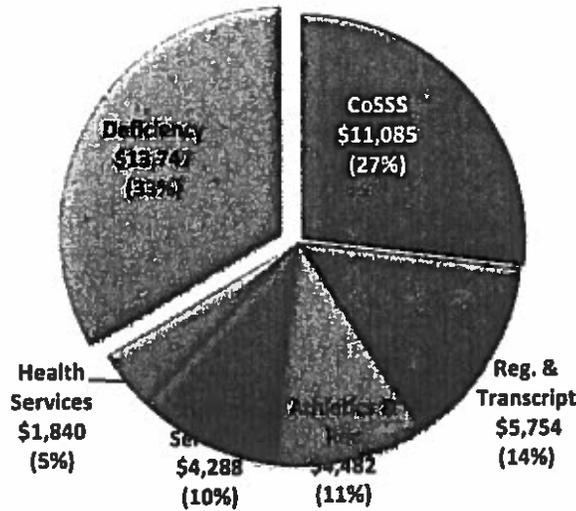


Table 2
Mandatory Non-Instructional Fees Summary
Year Ended March 31st, 2012 (\$,000)
Summary of Revenue, Expenses and Deficiency by Fee Type

CoSSS Fee Summary	
CoSSS Revenue	\$11,085
CoSSS Related Expenses:	<u>(11,414)</u>
(Deficiency)	<u>(329)</u>
Other Fees Deficiencies (RO and Student Services)	<u>(6,760)</u>
Adjusted CoSSS Deficiency	<u>(\$7,089)</u>
Registration and Transcripts Fee Summary	
Registration and Transcripts Fees Revenue	\$5,754
Registrar's Office Related Expenses	<u>(9,594)</u>
(Deficiency)	<u>(\$3,839)</u>

Health Services Fee Summary

Health Services Fees Revenue	\$1,832
Health Services Related Expenses	<u>(2,407)</u>

(Deficiency)

(\$575)

Athletic and Recreation Fee Summary

Athletics and Recreation Fee Revenue	\$4,482
Athletics and Recreation Related Expenses	<u>(10,565)</u>

(Deficiency)

(\$6,083)

*\$6 million
rec + Athl fees
deficit.*

Student Services Fees

Student Services Fee Revenue	\$4,288
Student Services Related Expenses	<u>(7,209)</u>

(Deficiency)

(\$2,921)

Summary of Services Provided and Benefit to Students

Athletics and Recreation Services

Recreation Services and Facility Operations provides recreation, sport, exercise, instructional and wellness programs for students. The programs offer team and individual competition, group exercise classes, aquatics, climbing, personal training, nutrition, instructional classes, sport clubs, and special events. The fee ensures additional and extended hours of recreational use spaces available to students, the provision of additional upgrades and enhancements to facilities and required staff support for recreation services and facility operations.

Athletics provides students an opportunity to experience high performance sport as participants and spectators. There are also volunteer, employment, and practicum opportunities for students. Golden Bears and Pandas Athletics are also a great sense of pride for many students.

Enhancements to programs and services in 2011-2012 included increased recreation use times and new group exercise classes and intramural sports. There has also been the establishment of several "Legacy" games, to which all students gained free admission.

The benefits of services to the students are extensive. Physical activity, wellness and health have been found to be integral to managing stress and promoting overall well-being. The recreation centre also provides demonstrated social benefits: a safe place to engage with other students; the chance to develop a sense of belonging; a key to building a sense of community; and overall improvement in the quality of student life. These attributes have been found to have a direct impact academically, resulting in a higher grade point average.

The Faculty of Physical Education and Recreation will continue to face challenges in attempting to meet the needs of students for recreational facilities, time/space availability and sports opportunities. The University of Alberta has one of the lowest levels of Athletics and Recreation fees in the country, and there has been no significant increase in the A & R fee for nearly a decade. As student numbers have grown there has been a commensurate demand for recreational use,

programs and opportunities, but funding challenges make it difficult to extend recreation services and facility hours.

Common Student Space, Sustainability and Services (CoSSS)

The CoSSS fee provides funding for a broad range of services provided to students in the areas of student service and safety and security. In the area of student services the cost fee supports activities in the RO's office, Academic Information and Communications Technology, the Dean of Students, Faculty of Graduate Studies and Research, and Administrative Information Systems - Bear Tracks. In terms of safety and security, the CoSSS fee helps support services in the areas of Protective Services, Environment, Health and Safety, safe disclosure, emergency notification and office of emergency management. As some of these services also benefit the broader University community, in each case analysis was undertaken and calculations made to only allocate those expenses that were of direct support and benefit to the students. A breakdown on the methodologies used for each area can be found in Appendix III.

These services offer substantial benefits to the students some of which have already been identified in the sections describing the ROs office and the Dean of Student services. Additional examples include programs through Protective Services such as the personal safety and security handbook, escort services 24 hours a day, the lone worker program, server intervention training, verbal judo and the Don't Feed the Thieves campaign. Enhancements to Bear Tracks are ongoing as are continuous upgrades to the University's information technology systems such as the wireless network across campus. Finally, the University works continuously at updating and upgrading its emergency notification and safety systems to enhance student safety on our campuses.

Some of the enhancements over the last year include the placement of a full-time Peace Officer in HUB Mall to provide greater access to Protective Services and offer higher levels of security to the students who work, study, shop and live in HUB Mall. Plans are underway to add additional resources enabling a dedicated Peace Officer to be assigned to Lister Hall and to the Student's Union Building. In the last two years, extensive planning has taken place to add additional emergency phone across the University's campuses. There are now 19 emergency phones in place for easier access and improved security. The continuing efforts by Protective Services to develop more proactive programs and services and increase the number of Peace Officers on patrol through changes in shift design resulted in a 40% drop in crime activities across the University in 2011-12 from the previous year. These are just a few examples of enhancements to the services that benefit students.

Challenges faced by the University include increasing student demands for many of these services within an environment of constrained resources.

Health Services

The health services fee supports a broad range of health and wellness services provided by a comprehensive team of caring and professional staff. Collectively identified as University Wellness Services, health and support services are provided through the University Health Centre, Sexual Assault Centre, Mental Health Centre and the University Health Centre Pharmacy. In addition there are a number of specialty programs offered such as the health and wellness team and the community wellness program. Examples of specific services provided by these units include, family physician services including subsidized de-insured medical services, an on-site pharmacy including subsidized pricing on some pharmacy products and prescription medications, services in support of sexual assault, and services to promote and improve the mental health of students.

In the last year a number of significant enhancements have been made in the delivery of student health services. In response to an identified need for increased mental health support resources, a two-year soft-funded psychiatric nurse position, one soft-funded psychologist position and three

soft-funded student intern positions were created. This initiative has nearly doubled the number of mental health resources available to the student community.

A new Community Wellness Program was introduced to campus during 2011-12. The program provides direct social wellness support to international students, students living in residence and the general campus community via on-the-ground counselling and a community helpers program. The Community Helpers Program is a provincially developed program that identifies natural *helpers* within the campus community and provides them with training and resources with which to assist students in distress.

Further enhancements to service were the creation of the Health & Wellness Volunteer Coordinator position and the restructuring of the Health & Wellness Team program. This team is tasked with promoting prevention and health resiliency on campus. The addition of the coordinator position in conjunction with the restructuring has allowed the program to more effectively promote wellness on campus while building stronger collaborative ties with other wellness stakeholders on campus.

The primary challenge for Wellness Services is the provision of adequate mental health services. Although the University has invested one-time funding to address service needs a long-term base funding solution must be found for the continuing provision of these services.

Student Services

The Dean of Students is the contact point of the University as an engaged and responsive voice to concerns from students, parents, alumni, and community members. It provides services to all students (undergraduate, graduate, domestic, international, Aboriginal, students with disabilities, full- and part-time) by co-ordinating, managing, developing and implementing a wide array of programs and services to help students succeed. Services within the Dean of Students' portfolio include CAPS: Your U of A Career Centre, University Wellness Services (including the University Health Centre, Mental Health Centre, Sexual Assault Centre), Student Success Centre (including Specialized Support and Disability Services, Math and Applied Sciences Centre), University Bursaries and Emergency Funding, Aboriginal Student Services Centre, Ombud Service, and the Office of Student Judicial Affairs.

Over the last year a series of substantial enhancements were made in the delivery of programs and services to students. The Student Success Centre has implemented two positions (social worker, student advisor) to provide services to support student learning and provide alternative delivery, which play a critical role in enhancing student development and success. Take Back the Term conferences were held in October 2011 and February 2012 targeted at undergraduate and graduate students facing difficulties following their first midterm exams. This will be an ongoing event.

Student services have directed a great deal of time and energy into new programs or enhancements that provide leadership, development and engagement opportunities. These include the Undergraduate Research Initiative that organizes successful events focusing on student involvement and providing funding through grant competitions. The Green and Gold Student Leadership and Professional Development Grant is designed to encourage and assist students to develop professional and leadership skills. The Emerging Leaders Program, organized by the Office of the Dean of Students in conjunction with Residence Services and the Students' Union is designed to develop and enhance leadership and citizenship skills and knowledge among student leaders. There is the Heroes for Health Program which saw more than 100 students and staff participate in the annual healthy campus challenge and symposium. Finally the Office of the Dean of Students assumed a leadership role in supporting the SU in engaging 4,979 students, staff, and faculty in retaking the record of the world's largest dodgeball game.

The mental health of our students remains a high priority in the University and is a key contributor to students' success. While significant attention has been directed towards this issue, we are still

unable to adequately serve our students in a timely and appropriate manner. We are working towards securing increased resources (counselors) to improve the mental health of students, focusing on prevention, education, early intervention timely diagnosis and treatment, and follow-up. Provost Fellow Dr. Robin Everall has been identifying best practices across North America post-secondary institutions and is working to develop a campus-wide strategy to improve mental health services and augment student wellness.

Registration and Transcript (Registrar's Office)

The Office of the Registrar and Student Awards (RO) at the University of Alberta is often the first and on-going point of contact for University of Alberta students. The RO directs its attention to the core areas of attracting students to the University, engaging and retaining students and running the convocation ceremonies for students and their families. The registration and transcript fee funds a large array of services including recruitment, admissions and registration services, student records management, academic certification including the provision of official transcripts, and convocation.

In 2010-11, the RO received over 42,000 undergraduate applications for admission and readmission, managed approximately 300,000 grades and graduated more than 8,600 students.

While the RO continues to fulfill its traditional role, it is evolving into an integrated *Student First* enrolment services office with the planned launch of Student Connect, a transformative, one-stop centre for student services which will greatly reduce the need for students to visit several units within the university. Services to students and clarity as to where to find the services they need, is the primary focus. The RO is working to ensure students have a clear understanding of where respective services are delivered across the university campus and ensuring a smooth transition for students requiring services elsewhere.

The project will be a catalyst for the entire University community to come together and transform the nature of service delivery for our students. Already, much has been accomplished in relation to this project such as articulation of a new service delivery model and significant progress on a supportive organizational structure for the RO.

Staff work continuously to improve the delivery of services in ways that encourage and promote student engagement and improve services to students. The RO has led the review of internal domestic and international admissions processes developed new recruitment and award strategies, redeveloped its website and eliminated sick notes required for student absences from course work.

The RO has been a leader in Campus Alberta with both the provincial online application system (ApplyAlberta) and the Alberta Council on Admissions and Transfer (ACAT). After several years of development, ApplyAlberta was launched for the 2010-11 application cycle. The RO now receives most applications through this provincial process. With respect to ACAT, the University receives the most transfer students and supports the largest number of course and block exchange agreements. These are all managed by the RO to facilitate and make easier the transfer of students to the University.

Conclusion

The University provides to students an extensive range of non-instructional services vital to meeting student needs, essential to enhancing the student experience while providing a safe and secure environment for all students. The University strives to provide the highest quality in the delivery of these services and continues to respond to new and growing demands within the limited resources available. The revenue from the University's Mandatory Non-Instructional Fees is essential if the University is to continue to provide these services and respond to the changing and increasing demands of the students.

Appendix I

Office of the Provost and Vice-President (Academic)

Student/University Administration – Mandatory Non-Instructional Fee Budget Advisory Committee (M-BAC) Terms Of Reference

1. Purpose

The Student/University Administration – Mandatory Non-Instructional Fee Budget Advisory Committee (M-BAC) is the student and senior administrative committee that ensures open and effective communication between the students and senior administration, in relation to the establishment of new Mandatory Non-Instructional Fees (MNIF), any increase in existing MNIF above Alberta Consumer Price Index (CPI), and the annual reporting associated with existing MNIF.

MNIF decisions will be fed into the University's budget process which follows the University of Alberta Integrated Planning and Budgeting Policy, found in UAPPOL.

2. Committee Mandate

The Student/University Administration – M-BAC will:

- Consult, review, consider and discuss issues concerning a University proposal to establish a new MNIF at either the institutional or Faculty level
- Consult, review, consider and discuss issues concerning a University proposal to implement an increase to any existing MNIF above the Alberta CPI.
- Review and accept for information the MNIF annual report as prepared by administration that will include total annual revenue collected by MNIF type, the published budgets of the unit(s), as per the University Data Book, that are supported in part by MNIF, and outline the benefits to students of the services provided by those units.
- Ensure the effective communication between the organizations and offices represented on the Committee.
- The MNIF annual report will be brought forward to the Board of Governors on an annual basis.

3. Committee Composition

The committee shall consist of the following standing and resource members:

Standing Members

Provost as delegated to the Vice-Provost and Associate Vice-President (Academic), *Chair*

Dean of Students or Designate

Vice President (Finance and Administration) as delegated to the Associate Vice President (RMS)

Director Academic Budget Planning Office of the Provost

President, Graduate Students' Association (GSA), plus one additional executive member of the GSA

President, Students' Union (SU), plus one additional executive member of the SU

Resource Personnel

As required

4. Committee Meetings

The Student/University Administration – M-BAC will meet at least two times annually, at the call of the Chair, with meetings to coincide with the budget planning cycle of the University. At one of those meetings, the MNIF will review the annual report as prepared by University administration. Any additional meetings required to fulfill the committee's mandate will be at the call of the Chair.

Meetings of M-BAC may be supplemented by meetings of the Provost with stakeholders.

5. Secretariat

The Office of the Provost and Vice-President (Academic) will provide secretariat support to the committee.

Official records of the committee's deliberations will be held by the Office of the Provost and Vice-President (Academic). The records of the Committee will be subject to the provincial FOIPP legislation and comply with the records retention schedule of the Office of the Provost and Vice-President (Academic).

G:\FI04\COM-BU (BAC)\COM-BU-13\MBAC\MBAC TOR\M-BAC Terms of Reference - 16 April 2012.docx

**Appendix II
Unit Operating Budgets Supported In Part by MNIF**

Fee	Department ID	Department ID Description	Operating Budget \$
1. Unit Budgets Supported by CoSSS Fee			
A. Non-Instructional Student Services			
Registrar's Office (see # 2 Registrar's Office)			
Dean of Students (see # 5 Dean of Students)			
Information and Privacy Office			
	210 500149	Information and Privacy Office	\$264,550
Academic Information and Communications Technology			
	210 730210 73201	AICT Administration	\$1,516,713
Administrative Information Systems (AIS)			
	210 730900	Administrative Information Systems	8,107,083
	210 730900 73901	AIS Development	2,300,000
	210 730900 73902	AIS Upgrades	1,983,000
	210 730900 73906	Research Ethics (HERO)	327,716
	210 730900 73907	Financials	727,608
	210 730900 73909	AIS HCM CS	111,702
		Total	\$13,557,109
Faculty of Graduate Studies and Research			
	210 220100	Faculty of Graduate Studies and Research	2,235,274
	210 220100 22004	Research Assistants	115,363
	210 220100 22009	External Examinations	67,840
		Total	\$2,418,477
		Total Non-Instructional Student Services	\$17,756,849
B. Safety and Security			
	210 700201	Safe Disclosure & Human Rights Office	\$221,944
	210 710601	Integrated Emergency Management Program	\$298,952
	210 710602	University of Alberta Protective Services	3,361,856
	210 710602 71062	UofA Protective Services Augustana	201,812
		Total	\$3,563,668
	210 710603	Environment Health and Safety	2,355,572

210 710603 71064	EHS Hazardous Waste Facility	598,020
	Total Safety and Security	\$7,038,176
	Total A & B Operating Budgets	\$24,795,025

2. Registrar's Office Budget (supported by reg and transcript fee)

210 510000	Registrar and Student Awards	2,172,615
210 510000 51002	Graduand Survey	11,150
210 510000 51027	Budget and Future Initiatives	
210 510001	RO Augustana Faculty	58,431
210 510011	RO Student Awards	631,069
210 510012	RO National Recruitment	509,316
210 510012 51091	Open House Preview Days	2,600
210 510012 51092	Aboriginal Recruitment	89,675
210 510013	RO Admissions/Records	3,098,274
210 510014	RO Academic Awards and Ceremonies	259,036
210 510014 51074	Awards Facilitation	10,865
210 510014 51075	Celebration Teaching Learning	45,975
210 510014 51076	Convocation	307,030
210 510015	RO Communications	391,708
210 510018	RO International Recruitment	354,433
210 510021	RO Records	10,000
210 510021 51125	Registration	22,000
210 510021 51126	Grade Transcripts	50,370
210 510022	RO Exams and Timetabling	756,622
210 510022 51121	Special Events	(3,000)
210 510022 51122	External Exams Program	(3,000)
210 510030	RO Information Systems	861,265
210 510050	RO Special Registrations	500
210 510060	RO Office Services	779,139
	Total	\$10,416,073

3. Health Services Operating Budget (supported by health services fee)

310 550500	University Health Center ¹	\$ 5,707,765
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Note: Represents Revenue Budget. For Ancillary Operations the expense budget equals revenue budget

4. Athletics and Recreation Operating Budget (supported by athletics and rec fee)

210 324050	PER A & R Central Administration	1,013,316
210 324100	PER Interuniversity Athletics	100,000
210 324300	PER Campus Recreation	374,977

210 326000	PER Facilities Operations	753,246
	Total	\$2,241,539

5. Dean of Students and Student Services Operating Budget (supported by student services fee)

210 550100	Dean of Students	1,098,728
210 550100 55108	Academic Guidance Centre	100,000
210 550100 55109	Orientation	75,000
210 550100 55113	Student Engagement	210,000
210 550100 55114	Elder's Council	50,000
210 550170	Augustana Student Services	466,366
210 550190	Student Judicial Affairs	246,272
210 550200	Specialized Support and Disability	705,960
210 550300	Sexual Assault Centre	141,218
210 550400	Student Counselling Services	1,159,985
210 550600	Aboriginian Student Services Centre	357,615
210 550700	Career and Placement Services	1,098,770
210 550800	University Bursary and Emergency Funding	178,665
210 550900	Academic Support Centre	333,726
210 550900 55092	Learning Resources	30,950
	Total	\$6,253,255
	GRAND TOTAL ALL UNIT BUDGETS	\$49,413,657¹

Note! Total all unit base budgets are net of budgeted revenues

**Appendix III
MNIF Expense Allocation Methodology**

1. Common Student Space, Sustainability and Services (COSSS) Fee

Allocation Methodology

Expenditures supported by the CoSSS fee we allocated using several different methodologies including student vs. staff ratio, net budgets of units or calculations from the unit to determine what percentage of their activity is in direct support of students.

2011-12 Student vs. Staff FTE Ratio

		Ratio	Data Book
Staff @ 85% Sab/Holiday /Mat Leave	8,562	24.5%	Table 4.1
Students On Campus ¹	26,361	75.5%	
Total	34,923	100%	

	Total	On Campus Average	Adjusted FTE	Data Book
UG	31,300	67%	20,867	Tables 2.1.2, 2.2
Grad less PGME	6,593	83%	5,494	Table 2.1.3
	37,893	70%	26,361	

Notes

1. Does not capture costs of graduate studies in Faculties and departments
2. Indirect cost ratio of 27% applied to all CoSSS related expenditures to reflect support of central services

2. Registration and Transcripts Fee

Allocation Methodology

Non-direct student related expenditures are determined using the following ratios as identified annual by the RO. For 2011-12 there was a weighted average of 10.8% of expenses non-direct student related. All other expenditures are associated with student services.

	Ratio
Salaries	
RO Operating	33%
Administrative Systems	33%
Records	20%
Benefits	11%
Revenue	
Office Services - Revenue	100%
Student Awards - Revenue	100%
International Adm - Revenue	100%
Program and Operating Funding	
General Operating	20%
Information Systems	33%

Academic Awards	
Awards Facilitation	100%
Celebration of Teaching and Learning	100%

Notes

1. Does not capture costs of graduate studies in Faculties and departments

3. Health Services Fee

University Health Services, in addition to the health services fee, collects revenue from physician billings and pharmacy operations. These revenues are used to pay for these services and offset resources used by Physicians. All revenue collected from the health services fee is transferred directly to the University Health Centre.

Revenues		\$	%
Pharmacy ¹		2,096,381	
Donations & Other		45,474	
Physician Billings Revenue		2,003,100	100%
Physician Expenses		-1,338,466	67%
Net Revenue ²		664,634	33%

Notes

1. Pharmacy operations expected to be self-sustaining
2. An average of 25% of physician billings is retained by the UHC as overhead to cover expenses associated with operating the centre.

4. Athletics and Recreation Fee

Allocation Methodology

Expenditures directly related to students based on one card usage staff (20%) and students (80%). All revenue collected from the athletics and recreation fee is transferred directly to the Athletics and Recreation.

5. Student Services Fee

Allocation Methodology

All expenditures within the Dean of Students and Student Services are identified.

A Summary: Athletic and Recreation Fees Across Canadian Institutions
Revised Sep 2012

A Cross Country Comparison

This project examines compulsory Athletic and Recreation fees and associated benefits at 18 Canadian schools. Included in this research were the following institutions:

University of Saskatchewan
University of Toronto
University of Western Ontario
University of Lethbridge
University of Alberta
University of Calgary
University of Waterloo

Simon Fraser University
University of Regina
University of Manitoba
McMaster University
Carleton University
University of Guelph

University of Ottawa
York University
Concordia University
McGill University
Queen's University
University of Victoria

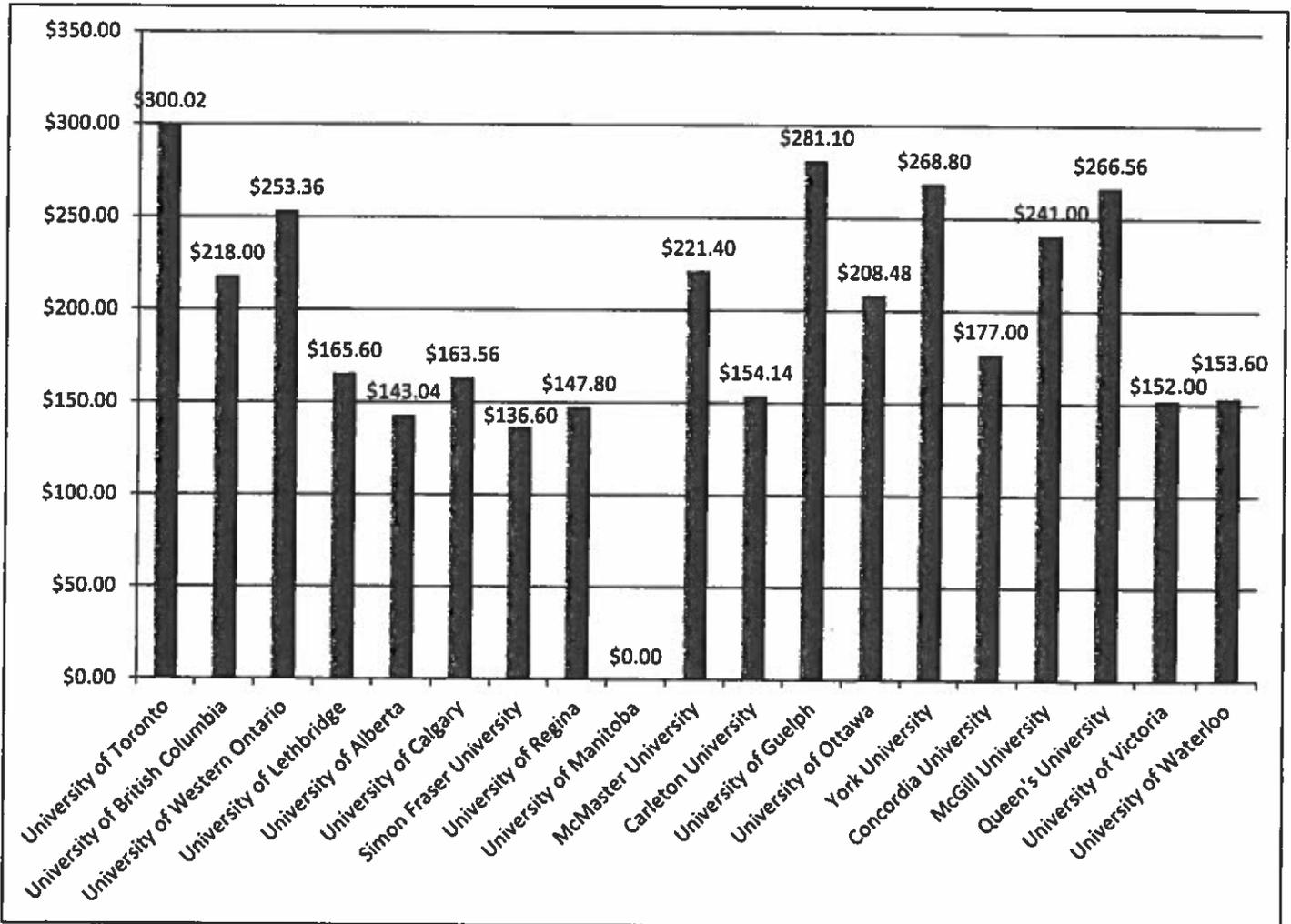
Methodology

10 schools' websites were referenced

9 schools were contacted directly (Recreation Directors, Associate Directors and Managers)

Key Findings

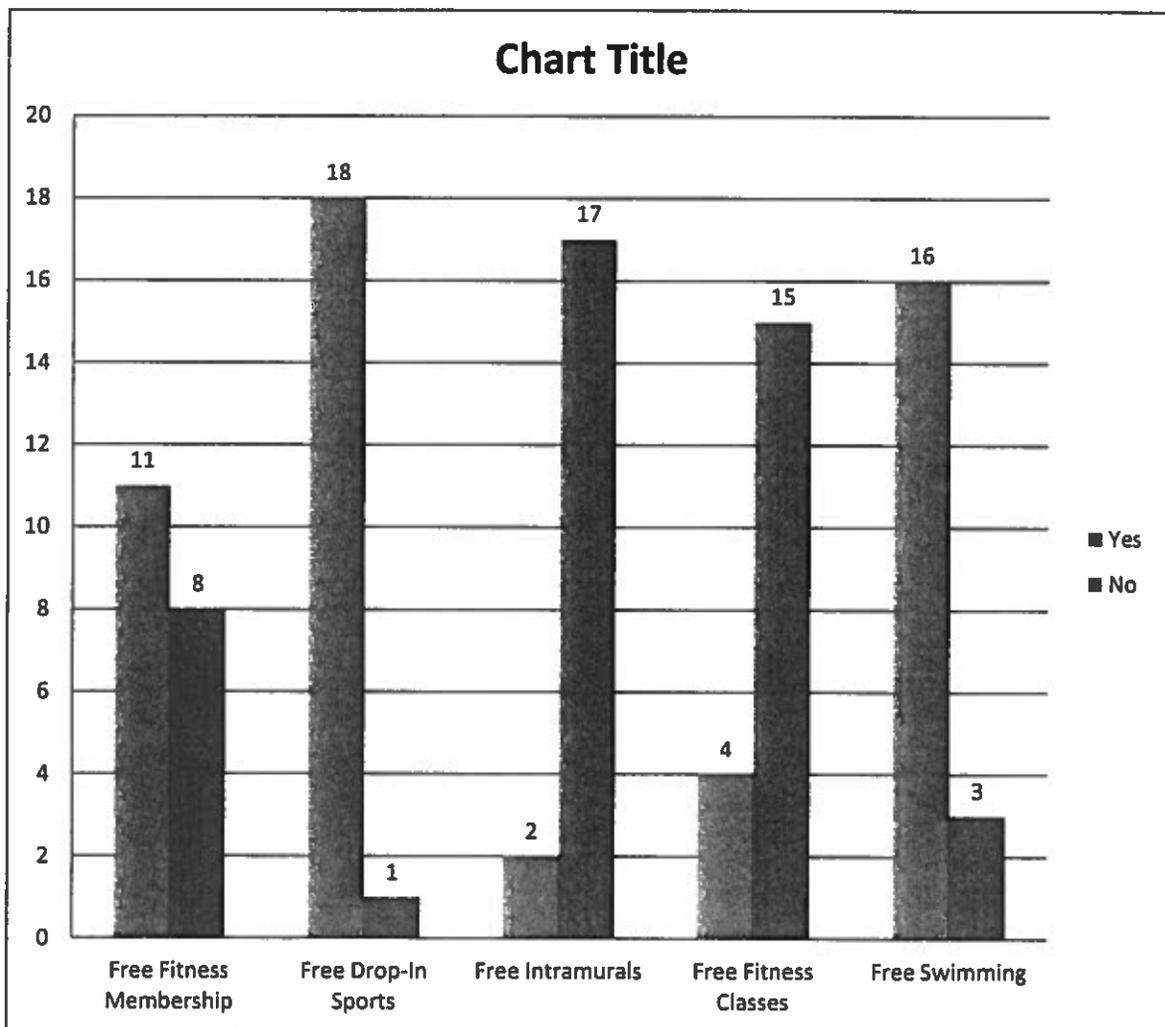
Total Athletics and Recreation Fee (Full Time Student)



For comparative purposes, total fees were determined assuming full-time students in the fall and winter semesters taking a full course load (30 credits).

- Range of athletics and recreation fees being charge: \$0 – \$300.02. The University of Manitoba is the only institution currently not charging an athletics and recreation fee, although there are plans to institute one in 2013.
- The average athletic and recreation fee being charged is \$192.21.
- 15 of 19 schools charging fees collected a single fee. 2 of 19 schools had a separate recreation fee from the athletics fee. 1 school also had separate small recreation enhancement and athletic legacy fees. 1 school had a separate facility fee from its athletic and recreation fee.

Benefits Associated with Athletics and Recreation Fee



- Of the two schools that are identified as providing intramurals for free, this does not apply to the entire intramural program. In one case, certain leagues require fees for cost recovery of outside officials and every team must submit a refundable bond. In the other case, all recreational leagues are free while all competitive options require a registration fee.
- Free skating is also available at 4 of the schools.
- Free access to a climbing wall is also available at 3 of the schools.

RegistrarsOffice

Noninstructional Fees

2012-2013 Noninstructional Fees and Faculty Student Funds

Students are assessed noninstructional fees per term as shown below. For fee purposes, a full-time student must be registered for credit in courses totaling nine or more units of course weight in a term (★ 9).

Auditing students who are not taking courses for credit do not pay noninstructional fees and are not granted the corresponding privileges.

- [Noninstructional Fee Rates](#)
- [Augustana Noninstructional Fee Rates](#)
- [Faculty Student Funds](#)

Noninstructional Fee Rates

	ON-Campus		OFF-Campus	
	Full-Time	Part-Time	Full-Time	Part-Time
<u>Registration & Transcripts</u>	74.04	37.02	74.04	37.02
<u>Student Services</u>	55.40	27.07	55.40	27.07
<u>Students' Union Dedicated Fees</u> ¹	32.14	29.21	29.21	29.21
<u>Students' Union Membership Fees</u>	37.09	18.08	18.08	18.08
<u>Students' Union Health Plan</u>	109.06	109.06	109.06	109.06
<u>Students' Union Dental Plan</u>	110.46	110.46	110.46	110.46
<u>CoSSS</u>	148.58	74.29	74.29	74.29
<u>U-Pass</u>	116.67	116.67	variable	variable
<u>Athletics and Recreation</u>	63.70	31.85	optional	optional
<u>Health Services</u>	26.28	13.14	optional	optional
TOTAL	\$773.42	\$566.85	\$470.54	\$405.19

Notes:

¹ An additional Faculty Association Fee is assessed in the Fall/Winter terms to all degree program students in the following faculties:

- Engineering - 4.00
- Business - 7.50

Augustana Noninstructional Fee Rates

	ON-Campus		OFF-Campus	
	Full-Time	Part-Time	Full-Time	Part-Time

<u>Registration & Transcripts</u>	74.04	37.02	74.04	37.02
<u>Student Services</u>	55.40	27.07	55.40	27.07
<u>Students' Union Dedicated Fees</u> ¹	80.13	80.13	N/A	N/A
<u>Students' Union Membership Fees</u>	37.09	18.08	N/A	N/A
<u>Students' Union Health Plan</u>	109.06	110.46	109.06	110.46
<u>Students' Union Dental Plan</u>	109.06	110.46	109.06	110.46
<u>CoSSS</u>	148.58	74.29	74.29	74.29
<u>Athletics and Recreation</u>	63.70	31.85	<u>optional</u>	<u>optional</u>
<u>Augustana Student Insurance</u>	\$8	N/A	\$8	N/A
TOTAL	\$685.06	\$489.36	\$429.85	\$359.30

Notes:

¹ The SU Dedicated Fees include a \$65.00/term Augustana Faculty Association Fee.

Faculty Student Funds *

	Per Term
Engineering	25.00
Law	50.00

*Students in certain Faculties have voted to be assessed an additional Faculty Student Fund fee in accordance with the Students' Union bylaws. For further information on these fees, contact the Vice-President (Operations and Finance) of the Students' Union at (780) 492-4236.

Description of Noninstructional fees:

Athletics and Recreation Fee

This fee supports the provision of recreation, sport and wellness services, access to recreation and sport facilities and the administrative support for these services that benefit students, including varsity athletics, recreation facility access, group exercise, intramural sports, aquatics, instructional recreation, special events, sport clubs, personal training, and sport development. This fee is assessed to all on-campus graduate and undergraduate students, full-time and part-time. See §24.5 of the University Calendar.

Opt-out: No

Opt-in: Yes (Off-campus students must opt in)

Common Student Space, Sustainability and Services (CoSSS) Fee

This fee sustains and supports the provision of an extensive range of non-instructional services of direct



DARE TO DISCOVER: A VISION FOR A GREAT UNIVERSITY

*Quaecumque vera—
Whatsoever things are true*

“The people demand that knowledge shall not be the concern of scholars alone. The uplifting of the whole people shall be its final goal.” Henry Marshall Tory, September, 1908

VALUES

To achieve our vision of a great university, we rely on shared, deeply-held values that are a bedrock for our behaviour and guide our actions. These values are drawn from the principles on which the University of Alberta was founded in 1908 and reflect a dynamic, modern institution of higher learning, leading change nationally and internationally.

We value

1. excellence in teaching that promotes learning, outstanding research and creative activity that fuel discovery and advance knowledge, and enlightened service that builds citizenship;
2. the centrality of our students and our responsibility to provide an intellectually superior educational environment;
3. integrity, fairness, and principles of ethical conduct built on the foundation of academic freedom, open inquiry, and the pursuit of truth;
4. a diverse, yet inclusive, dynamic collegial community that welcomes change and seizes opportunity with passion and creativity;
5. pride in our history and traditions, including contributions from Aboriginal people and other groups, that enriches and distinguishes the University.

VISION

To inspire the human spirit through outstanding achievements in learning, discovery, and citizenship in a creative community, building one of the world's great universities for the public good.

MISSION

Within a vibrant and supportive learning environment, the University of Alberta discovers, disseminates, and applies new knowledge through teaching and learning, research and creative activity, community involvement, and partnerships. The University of Alberta gives a national and international voice to innovation in our province, taking a lead role in placing Canada at the global forefront.

CORNERSTONES

We have anchored our vision on four cornerstones that provide the foundation for a great university.

TALENTED PEOPLE

1. Attract outstanding students from Alberta, Canada, and the world.
2. Create a dynamic, discovery-based learning environment by aiming for a mix of undergraduate and graduate students typical of leading public research universities.
3. Attract post-doctoral fellows, researchers, and visiting faculty from around the world to join the academic community already in place.
4. Improve access for rural, Aboriginal, and non-traditional students through partnerships with colleges and by linkages with high schools across the province and improve affordability by enhancing bursaries and scholarships.
5. Recruit and retain outstanding and diverse academic staff through endowed professorships, competitive start-up funding, attractive career support, and by providing a vibrant intellectual climate that celebrates and rewards achievement.
6. Recruit and retain the best staff by fostering a culture of excellence within a healthy and safe workplace, providing progressive career opportunities and rewarding leadership and outstanding accomplishments.
7. Enhance the global perspective and intercultural climate at the University by celebrating and drawing upon the diversity within it.

LEARNING, DISCOVERY, AND CITIZENSHIP

1. Create an exceptional and life-changing university experience for students through curricular and extra-curricular offerings that integrate learning, discovery, and citizenship to develop the intellect and the imagination, educate leaders, and enhance a global perspective.
2. Engage students through mentorship and peer-based activities such as clubs, athletics, and social events to inspire high achievement, improve retention, and enhance graduation rates.
3. Foster scholarship and discoveries that are transformative and at the cutting edge by rewarding quality and impact over quantity and by enhancing cross-disciplinary initiatives.

4. Demonstrate the contribution of university discovery and scholarship to public policy and enhance these social, cultural, and economic dividends by celebrating and rewarding achievements in knowledge translation and dissemination.
5. Foster national and international research collaborations that advance understanding and generate knowledge to address global challenges.
6. Reward and recognize the excellence of individuals in teaching, ground-breaking scholarship, and contributions to community and nation building as public intellectuals and professionals.
7. Inspire students, faculty, and staff alike to engage in activities that develop leadership, foster social and moral responsibility, and contribute to the further development of our society and its institutions.

CONNECTING COMMUNITIES

1. Engage alumni in a mutually beneficial life-long relationship with the University of Alberta, enlisting their support to achieve the University's vision and to assist us in connecting to communities around the world.
2. Build strong partnerships with the capital region, the cities of Edmonton and Camrose, other urban and rural Alberta communities, and all orders of government to fulfill our responsibility as Alberta's university, a leader on the national stage with global connections.
3. Foster partnerships with business and industry to advance mutual goals for supporting talented people through employment and internship opportunities for our students and access to life-long learning, identifying research challenges, and translating and disseminating our research outcomes.
4. Foster excellent relationships with Alberta Health Services and other provincial health organizations, the post-secondary sector, the public sector, and non-governmental organizations to further enhance the quality of life in our society.
5. Enhance relationships with other nations to create learning opportunities for students and research collaborations to address global challenges and initiatives that foster mutual understanding, global peace, and prosperity.
6. Promote community pride and participation in the University through its physical and intellectual openness and opportunities for ongoing dialogue and discussion.
7. Engage with, serve, and draw strength from the diversity of our external communities, in particular Aboriginal, Franco-Albertan, multicultural, rural, and northern communities.

TRANSFORMATIVE ORGANIZATION AND SUPPORT

1. Develop an endowment comparable to the best public research universities in the world.
2. Secure resources to provide the best education for our students, to support world-class research and creative activity and its dissemination and translation, and to foster citizenship.
3. Provide needs-based and merit-based financial assistance to increase affordability for all students and offer competitive fellowships to attract outstanding graduate students.
4. Build, enhance, and maintain classrooms, laboratories, libraries, and museums, as well as athletic, social, and residential facilities to provide a transformative university experience.
5. Continue to set priorities and invest in world-class teaching and research infrastructure.
6. Establish high standards of service based on best practices to achieve and maintain good stewardship of financial resources and capital assets.
7. Promote administrative effectiveness and good governance by improving communication among units, enhancing collaboration, implementing transformative ideas, and revising organizational structures.



February 28, 2014

Dear Dean Mummery and Dr. Reade,

I am writing today to let you know the GSA Board's position on the proposed increase to the Athletics and Recreation Fee (ARF).

On behalf of the GSA Board, which unanimously agrees on this point, I would like to commend FPER for their truly consultative process around the proposed increase to the ARF. We see the consultation that you have engaged in as a potential model for future consultation processes on MNIFs.

I now write to report on all the consultations that the GSA has undertaken with graduate students at the University of Alberta in regards to the proposed increase to the ARF. Our consultation process (which includes your visits to council, a forum held January 27, 2014, a request for written feedback, a consultative, non-binding referendum held February 10-12, 2014, and discussion and a vote at the February 24, 2014 meeting of GSA Council), and the feedback gathered during the process from graduate students from across campus, are summarized in the attached document (*Graduate Student Feedback on Proposed ARF Increase*).

In the course of our consultations with graduate students, we heard from students both in support of and opposed to the proposed ARF increase. Feedback from graduate students during the forum and in writing was split between those who oppose the proposed increase, and those who support the increase, either fully or conditionally. This feedback is included in the attached document. The result of the consultative, non-binding referendum showed a strong majority in opposition to the proposed increase (full results are detailed in the attached document). Voter turnout, however, was low, and the GSA Board did not feel they had yet received a clear mandate to either support or oppose the proposed ARF increase. Therefore, in order to ensure the GSA Board's final position was as representative as possible, at the February 19, 2014 meeting of the GSA Board, members decided to request that the GSA Council hold a vote that would bind the GSA Board to a position either in support of or opposition to the proposed ARF increase.

At the February 24, 2014 meeting of the GSA Council, members of Council, who had previously held two straw polls regarding the matter, decided after lengthy debate in closed session, that they should not hold a vote that would bind the GSA Board to a position on the proposed increase to ARF. Instead, the GSA Council decided that they would vote, using the same question posed to graduate students during the consultative, non-binding referendum, to provide an additional item for the GSA Board to consider in its decision on whether or not to support the proposed ARF increase. The result of the vote at GSA Council was in support of the proposed increase to the ARF, and is detailed in the attached document.

As the summation of all of our consultation, I now present the GSA Board's official position decided by a majority agreement of the GSA Board voting members. It is important to note that there were strong dissenting opinions from some members of the GSA Board.

www.gsa.ualberta.ca

Graduate Students' Association
 Room 1-37, Killam Centre for Advanced Studies
 Triffo Hall, University of Alberta
 Edmonton, Alberta, T6G 2E1
 Tel: 780.492.2175 | Fax: 780.492.2999

The Graduate Students' Association at the University of Alberta (GSA), after careful consideration of materials presented by the Faculty of Physical Education and Recreation, Athletics, and Recreation Services, and thorough consultation with graduate students at the University of Alberta, supports the proposed increase to the Athletics and Recreation Fee. Although many members of the graduate community have expressed opposition to the proposed increase to the Athletics and Recreation Fee, the GSA Board supports the increase because we believe that athletics and recreation are integral to a robust university community. As well, the GSA Board feels that the Faculty of Physical Education and Recreation has shown a need for the increase through extensive consultation with students. We thank and commend the Faculty of Physical Education and Recreation, along with the Athletics and Recreation Fee Advisory Committee, for their transparent, extensive, and collegial consultation process on this issue.

Once again, I would like to thank you for the transparency and willingness to engage and consult meaningfully with graduate students on the proposed increase. We appreciate the opportunities you have provided, not only for the GSA Board to discuss the proposed increase with you, but also your level of engagement with the larger graduate student community through your visits to the GSA Council meetings in November and January. I believe that your quality of consultation in this process has set a new standard to which central administration and all faculties should be held in future mandatory non-instructional fee discussions.

I look forward to hearing from you regarding the GSA's position and the feedback document soon.

Sincerely,



Brent Epperson
GSA President 2013-2014

April 23, 2014

RE: Proposed Increase to the Athletics and Recreation Fee (ARF)

Dear Dean Mummery and Dr. Reade,

I am writing today to inform you of the University of Alberta Students' Council's position on the proposed increase to the Athletics and Recreation Fee (ARF).

On behalf of the Students' Union Executive and Students' Council, I would like to commend the work you and your colleagues from the Faculty of Physical Education and Recreation engaged in to consult with students on the proposed increase to the ARF. We truly believe that your conduct with students during this entire process is a model for others to follow within the University of Alberta community.

As a result of this, Students' Council was willing to reconsider the proposed increase to the ARF after a non-binding plebiscite to increase the fee failed with 56 percent of votes against the increase and 41 percent of votes in favour of it. The plebiscite question stated the following:

The Athletics and Recreation Fee (ARF) is a Mandatory Non-Instructional Fee (MNIF) levied by the University of Alberta and paid by every on-campus undergraduate and graduate student. In addition to funding from the university, donors, sponsors and program revenues, the ARF provides revenue that enables the university to provide recreational and interuniversity sport programs and facility access to students. In general, the fee revenues are designated to cover the costs of professional staff that manage the aforementioned programs. The ARF is currently \$64.92 per semester for full-time students and \$32.46 per semester for part-time students.

In consultation with the Students' Union (SU) and the Graduate Students' Association (GSA), it has been agreed that an increase to the ARF would be accompanied by the following stipulations:

- no increases to student user fees for existing intramural programs for a three (3) year period and existing fitness programs or services for a one (1) year period;
- free admission to all regularly scheduled Golden Bears and Pandas events excluding Canada West and CIS playoffs and special events;
- 10% student discounts on merchandise from the Golden Bears and Pandas store;
- facility access at no charge for two special events per semester sponsored by the SU and/or GSA (subject to SU and GSA participation in the required facility scheduling timeline and process); and
- one (1) presentation in each of the Spring or Summer and Fall semesters, respectively, by the Faculty of Physical Education and Recreation to Students' Council on the status of the ARF, the Golden Bears and Pandas Legacy Fund, the Campus Recreation Enhancement Fund, and the Physical Activity and Wellness Centre fee.

Given the explanation and the stipulations described above, do you support an increase in the Athletics and Recreation Fee of \$16.38 per semester for full-time students and \$8.19 per semester for part-time students?

business owner | service provider | student advocate | building operator

Suite 2-900 Students' Union Building, University of Alberta Edmonton, Alberta, Canada T6G 2J7
T: 780-492-4236 F: 780-492-4643 W: www.su.ualberta.ca

Due to your willingness to renegotiate the terms of a proposed increase to the ARF in order to provide students a “better deal,” Students’ Council voted in favour of the proposed increase (fourteen votes in favour, six votes against, and seven abstentions) at its April 8, 2014 meeting with the following stipulations you provided to Vice-President Student Life, William Lau, on April 7, 2014 via email:

Original Proposal	Revised Proposal
No increases to student user fees for existing intramural programs for a three (3) year period and existing fitness programs or services for a one (1) year period;	A 10% Reduction in Recreation Service fees for activities designated as part of the ‘Student Well-Being Initiative’ (based on Spring/Summer 2014 published fees)
Free admission to all regularly scheduled Golden Bears and Pandas events excluding Canada West and CIS playoffs and special events;	Remains unchanged
10% student discounts on merchandise from the Golden Bears and Pandas store;	Remains unchanged
Facility access at no charge for two special events per semester sponsored by the SU and/or GSA (subject to SU and GSA participation in the required facility scheduling timeline and process); and	SU/GSA partnership with the Faculty of Physical Education and Recreation on a minimum of two (2) special events per year aimed at shared revenue generation
One (1) presentation in each of the Spring or Summer and Fall semesters, respectively, by the Faculty of Physical Education and Recreation to Students’ Council on the status of the ARF, the Golden Bears and Pandas Legacy Fund, the Campus Recreation Enhancement Fund, and the Physical Activity and Wellness Centre fee.	Remains unchanged

In conclusion, Students’ Council supports the proposed increase to the ARF with the aforementioned stipulations. Without the aforementioned stipulations, Students’ Council does not support the proposed increase.

It is, however, important to note that there were strong dissenting opinions from other members of Students’ Council. This underscores the importance for the Students’ Union, Athletics and Recreation, and Faculty of Physical Education and Recreation to continue working closely and collaboratively with one another.

As our colleagues from the Graduate Students’ Association have mentioned to you with the consultation process you pursued is exemplary and should be the bar for others at the University of Alberta.

Sincerely,



Petros Kusmu
University of Alberta Students’ Union President 2013-2014

cc. Members of the General Faculties Council Academic Planning Committee

OUTLINE OF ISSUE

Agenda Title: **University of Alberta (Department of Renewable Resources, Faculty of Agricultural, Life and Environmental Sciences, and Faculty of Graduate Studies and Research): Transatlantic Master's Programs Leading to Dual Degrees in Forestry and Environmental Management (TRANSFOR-M) Proposal (Renewal)**

Motion: THAT the GFC Academic Planning Committee approve, under delegated authority from General Faculties Council, the proposed renewal of the 'Transatlantic Master's Programs Leading to [Overlapping] Dual Degrees in Forestry and Environmental Management' (TRANSFOR-M), as submitted by the Dean of the Faculty of Graduate Studies and Research and set forth in Attachment 1, to take effect upon final approval.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Mazi Shirvani, Vice-Provost and Dean, Faculty of Graduate Studies and Research; Vic Lieffers, Chair, Department of Renewable Resources; Andreas Hamann, Associate Chair (Research), Department of Renewable Resources
Presenters	Mazi Shirvani, Vice-Provost and Dean, Faculty of Graduate Studies and Research; Vic Lieffers, Chair, Department of Renewable Resources; Andreas Hamann, Associate Chair (Research), Department of Renewable Resources
Subject	Dual Degrees Program between the Department of Renewable Resources (University of Alberta) and Albert-Ludwigs-University Freiburg, Bangor University (Wales), University of Eastern Finland, University of New Brunswick, and University of British Columbia, as part of the Transatlantic Master's Programs Leading to Dual Degrees in Forestry and Environmental Management Agreement (TRANSFOR-M)

Details

Responsibility	Provost and Vice-President (Academic)
The Purpose of the Proposal is (please be specific)	To offer a dual degree option (based on the existing University of Alberta Master of Science (MSc) and Master of Forestry (MF) programs offered in the Department of Renewable Resources) through an agreement referred to as the Transatlantic Master's Programs Leading to Dual Degrees in Forestry and Environmental Management (TRANSFOR-M).
The Impact of the Proposal is	To contribute to the internationalization of University of Alberta MSc and MF programs through collaboration with Canadian and European Union (EU) partner institutions.
Replaces/Revises (eg, policies, resolutions)	N/A
Timeline/Implementation Date	Upon final approval.
Estimated Cost	N/A
Sources of Funding	Reciprocal Exchange Program subject to approval of the Provost.
Notes	N/A

Alignment/Compliance

Alignment with Guiding Documents	<i>Dare to Discover</i> : Through the 'Connecting Communities' cornerstone, enhances relationships with an international partner thereby enriching the educational environment; <i>Dare to Deliver</i> engaging communities
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	<p>near and far: “Increase the number, attractiveness and affordability of genuine joint programs, semesters abroad, bilateral exchange programs[...][.] Support new academic programs with a global perspective.”</p> <p><i>Academic Plan (Dare to Deliver)</i>, under Connecting Communities, “Collaborative programs: Creating more internationally collaborative models of course delivery, such as dual and joint degrees for undergraduate and graduate programs[.]”</p>
<p>Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)</p>	<ol style="list-style-type: none"> 1. Post-Secondary Learning Act (PSLA): The <i>PSLA</i> gives GFC responsibility, subject to the authority of the Board of Governors, over academic affairs (Section 26(1)). 2. PSLA: GFC may make recommendations to the Board of Governors on a number of matters including the budget and academic planning (Section 26(1)(o)). GFC delegates its power to recommend to the Board on the budget and on new or revised academic programs to the GFC Academic Planning Committee (APC). 3. PSLA: The <i>PSLA</i> gives Faculty Councils power to “provide for the admission of students to the faculty” (29(1)(c)). 4. PSLA: The <i>PSLA</i> gives Faculty Councils the authority to “determine the programs of study for which the faculty is established” (Section 29(1)(a)); to “provide for the admission of students to the faculty” (Section 29(1)(c)); and to “determine the conditions under which a student must withdraw from or may continue the student’s program of studies in a faculty” (Section 29(1)(d)). 5. UAPPOL Shared Credentials Policy is available for review at: https://policiesonline.ualberta.ca/PoliciesProcedures/Policies/Shared-Credentials-Policy.pdf 6. UAPPOL Overlapping Programs Proposal Procedure is available for review at: https://policiesonline.ualberta.ca/PoliciesProcedures/Procedures/Overlapping-Programs-Proposal-Procedure.pdf 7. GFC Academic Planning Committee (APC) Terms of Reference (Mandate): GFC delegated the following to GFC APC, the Provost and Vice-President (Academic) and the Dean of FGSR: <ul style="list-style-type: none"> “Existing Undergraduate and Graduate Programs: <ul style="list-style-type: none"> - Extension and/or Substantive Revision of Existing Programs - Revisions to or Extension of Existing Degree Designations <p>All proposals for major changes to existing undergraduate and graduate programs (eg, new degree designation, new curriculum) shall be submitted to the Provost and Vice-President (Academic). [...] The Provost and Vice-President (Academic), after consultation with relevant Offices, committees or advisors[,] will place the proposal before</p>



	<p>APC. APC has the final authority to approve such proposals unless, in the opinion of the Provost and Vice-President (Academic), the proposal should be forwarded to GFC with an attendant recommendation from APC. [...]” (3.13.)</p> <p>8. PSLA: “The Campus Alberta Quality Council may inquire into and review any matter relating to a proposal to offer a program of study leading to the granting of an applied, baccalaureate, master’s or doctoral degree other than a degree in divinity.” (Section 109(1))</p>
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Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	Original Program Approved: Faculty of Graduate Studies and Research Council, January 19, 2011
Approval Route (Governance) (including meeting dates)	Program Renewal: Faculty of Graduate Studies and Research, March, 2014; GFC Academic Planning Committee (April 23, 2014) – for final approval
Final Approver	GFC Academic Planning Committee

Attachments

- Attachment 1 (pages 1 – 18) – TRANSFOR-M: Transatlantic Master’s Programs Leading to Dual Degrees in Forestry and Environmental Management – Memorandum of Understanding (MOU) Renewal
- Attachment 2 (pages 1 – 30) - Letters of Department and Faculty Support and the Original MOU

Prepared by: Mazi Shirvani, Vice-Provost and Dean, Faculty of Graduate Studies and Research, graddean@ualberta.ca

*TRANSFOR-M: Transatlantic Master's Programs Leading to Dual Degrees
in Forestry and Environmental Management*

MEMORANDUM OF UNDERSTANDING
(the "Memorandum of Understanding")

between:

- Albert-Ludwigs-University Freiburg
- Bangor University (Wales)
- University of Eastern Finland

(collectively, the "EU Members")

and:

- University of New Brunswick
- University of Alberta
- University of British Columbia

(collectively, the "Canadian Members")

(the EU Members and the Canadian Members, together the "EUC Members")

Definitions

Exchange Student shall mean any student registered in Master's programs at his/her Home Institution and the Host Institution while he or she is studying abroad at the Host Institution.

Full Academic Year shall mean the academic year at the Host institution and commences on the first day of classes and conclude on the last day of lectures or examinations. The Full Academic Year may be divided into several semesters or terms.

Home Institution shall mean the institution at which a student is registered before going abroad and that has admitted the Exchange Student to its master's program.

Host Institution shall mean the institution that has agreed to host the Exchange Student from the Home Institution and that has admitted the Exchange Student to its master's program.

Liaison Officers are the designated representatives at each EUC Member responsible for coordinating the academic and administrative responsibilities for the TRANSFOR-M Program. The list of liaison officers is provided in Appendix 1.

Study Plan shall mean the program of study that the Exchange Student should submit to both the Home Institution and the Host Institution. The Study Plan should outline: the courses to be undertaken at the Home Institution, the courses to be undertaken at the Host Institution, and the transfer credits to be received at the Home Institution.

BACKGROUND AND PURPOSE

The EUC Members wish to cooperate to deliver 2-year thesis-based and course-based transatlantic Master's programs leading to dual degrees and further academic cooperation in the fields of forestry, environmental and conservation sciences/management, in the framework of the project entitled: *TRANSFOR-M: Transatlantic Master's programs leading to dual degrees in Forestry and Environmental Sciences/Management* (the "TRANSFOR-M Program").

Under the terms of this Memorandum of Understanding, students registered in Master's degree programs at any of the EUC Members in the fields of forestry, environmental or conservation sciences/management, are eligible to participate in the TRANSFOR-M Program.

GENERAL

This is a multilateral agreement based upon a consortium model of balance management. Students apply to the TRANSFOR-M Program through their Home Institution and must meet the minimum eligibility criteria and be admitted to the master's programs at both their Home Institution and their Host Institution in order to participate. Fulfillment of minimum eligibility requirements does not guarantee admission and each EUC Member reserves the right to admit Exchange Students based on many considerations including fulfillment of eligibility requirements, availability of appropriate program and courses of study, and balance of students exchanged among the EUC Members. For each EUC Member, the number of incoming and outgoing student exchanges will be approximately the same over the term of this Memorandum of Understanding.

GOALS AND FORMS OF COOPERATION

The main interests of this academic cooperation are as follows:

- To implement Master's programs leading to dual degrees in the field of forestry, environmental and conservation sciences/management and that include the development and delivery of field courses and internships
- To develop institutional basis for academic cooperation and exchanges
- To exchange students and faculty amongst EUC Members

STUDENT RECRUITMENT AND ADMISSION

Application Process

Applicants wishing to participate in the TRANSFOR-M Program must submit her/his application, including all application materials outlined in Appendix 2 for the proposed Home Institution and Host Institution(s) to the Liaison Officer of the Home Institution for admission to eligible master's programs. The Liaison Officer will verify that the applicant meets the eligibility criteria for the TRANSFOR-M Program and the admission criteria of each Master program to which the applicant is applying. Admission requirements, deadlines and application material are noted in Appendix 2 and are current at the time of signing but may change without amendment to this Memorandum of Understanding.

Each Home Institution will select the applicants(s) it wishes to nominate for the TRANSFOR-M Program, taking into account the admission requirements of the proposed Host Institution(s). Once the students have been selected in the TRANSFOR-M program, the Liaison Officers of both the Home and Host institutions will work with the student to develop a Study Plan that will outline courses to be taken at the Host Institution and the transfer credits that will be granted at the Home Institution. Liaison Officers of both the Home Institution and the Host Institutions must approve the student's Study Plan.

Selection

EUC Members agree that students will be admitted on the basis of academic merit and/or professional qualifications. Each Host Institution will have the sole discretion in determining admissibility into its academic program.

EUC Members will jointly select applicants for participation in the TRANSFOR-M Program and will consider the balance of students exchanged among the EUC Members. In case one EUC Member does not have sufficient qualified applicants, applicants from the reserve list may be selected by the EUC Members.

Successful applicants will receive a Letter of Acceptance including the rules and regulations of the Home Institution and Host institution governing the students during their studies. The successful applicants selected by their Home Institution will then apply for admission to the master's program at the Host Institution

DUAL DEGREE PROGRAM GUIDELINES

Because participants pay tuition at their home institution, and Canadian students generally pay much higher tuition fees, the number of European students received at each Canadian host institutions cannot exceed the number of Canadian students sent in the long term. To allow for year-to-year variation in the amount and quality of applicants, a maximum cumulative imbalance of 3 students (sent versus received at each Canadian institution) is allowed.

The credit transfer between Canadian and European universities for coursework to meet individual degree requirements will be determined by each EUC Member granting the degree. The credit transfer should be: 1 Canadian Credit = between 2 and 3 ECTS, aiming at equality in total workloads across different Master programs. The duration of the transatlantic exchange must be at least one Full Academic Year.

Upon successful completion of a student's Study Plan, each of the institutions will determine whether the student has fulfilled that institution's graduation requirements for its master's degree program and will officially confirm the student's eligibility for degree conferral. The EUC Members are committed to helping those students who are unsuccessful in meeting the graduation requirements to successfully complete their studies at a single institution towards a non-dual degree.

For the purpose of calculating student exchanges, one student registered for a Full Academic Year is equivalent to two students registered for one semester/term of a Full Academic Year. If a participating Exchange Student voluntarily withdraws or is dismissed for disciplinary reasons before the end of the Full Academic Year (or other approved exchange period), that student's exchange will be considered completed by the Home Institution and Host Institution as it pertains to accomplishing balance of exchanges between the EUC Members.

The following graduate degree programs are eligible for the TRANSFOR-M Program:

- Master of Environmental Management (University of New Brunswick)
- M.Sc. Forestry (University of New Brunswick)
- M.Sc. Forest Engineering (University of New Brunswick)
- M.Sc. (University of Alberta)
- Master of Forestry, MF (University of Alberta)
- Master of Forestry, MF (University of British Columbia)
- Master of Forest Sciences (Albert-Ludwigs-University Freiburg)
- M.Sc. Agroforestry (Bangor University / Wales)
- M.Sc. Conservation and Land Management (Bangor University / Wales)
- M.Sc. Environmental Forestry (Bangor University / Wales)
- M.Sc. Agriculture and Forestry (University of Eastern Finland)

Language of instruction will be English. However, local European languages (German and Finnish) may also be used for some optional courses at EU Members. It is strongly recommended that Canadian students formally study the language spoken at the EU Member where the student has been accepted into the master's program.

Each of the EUC Members may request that any Exchange Student be withdrawn from the TRANSFOR-M Program by their Home Institution for reasonable cause. While complying with the request, the Home Institution will work with the student to ensure a smooth transition back into the Home Institution's master's program.

ROLES AND RESPONSIBILITIES OF EUC MEMBERS

Home Institutions will be responsible for:

- recruiting applicants;
- verifying eligibility of applicants to participate in the TRANSFOR-M Program;
- assisting applicants in the preparation of Study Plans;
- submitting Letters of Application to the Liaison Officer at the Host institution;
- providing pre-departure preparation to outbound Exchange Students which may include: an orientation session on living abroad; specific country orientation, including cultural awareness; academic culture of the Host Institution; basic language orientation; and workshop on safety and security when abroad. Any expenses related to this preparation have to be paid by the student;
- ensuring Exchange Students have been advised of the need to obtain health and other appropriate insurance coverage; and
- providing Exchange Students with rules and regulations of the Home Institution and Host Institution in effect at the time of the exchange.

Host Institution will be responsible for:

- assisting Exchange Students, as far as possible, in locating suitable accommodation. Host Institutions cannot guarantee accommodation in institution operated or controlled housing. Housing information for each EUC Member will be noted in [Appendix 5](#);
- providing appropriate assistance in matters of course registration, health, language and local custom that may arise;
- providing basic due process and fundamental fairness to Exchange Students in accordance with its academic and disciplinary rules and regulations; and
- providing access to language training (only for the European institutions)

General Responsibility:

- Each EUC Member shall designate an individual who will serve as the Liaison Officer for this Memorandum of Understanding. In addition to coordinating their institution's responsibilities under this Memorandum of Understanding, Liaison Officers will be responsible for advising and assisting Exchange Students. The designated Liaison Officers (with their address, phone, and email) for this Memorandum of Understanding are noted in Appendix 1.
- It is the primary responsibility of the department (or Faculty) within the Home Institution to advise and help the student to manage the requirements of the TRANSFOR-M Program on an ongoing basis.
- To the extent possible, the EUC Members will attempt to respect the planned number of Exchange Students and to maintain a reasonable balance in the number of Exchange Students between the EUC Members.
- The Liaison Officers will review the TRANSFOR-M Program annually to determine if there is any imbalance in the number of students exchanged among EUC Members and adjust the numbers of Exchange Students the following year in order to maintain a reasonable balance.
- The EUC Members are committed to working toward the following:
 1. Opportunities for students to work toward achieving a second language proficiency when the opportunity arises; and
 2. Ensuring a mechanism for approval of credit transfer and that Exchange Students receive clear advice and appropriate credit.
- The crests and logos of the EUC Members are the intellectual property of those institutions and may not be used without the express written permission of the institution that owns the crest or logo.

STUDENT RESPONSIBILITIES

Exchange Students will be responsible for:

- applying for and obtaining the appropriate visa (Host Institution to provide necessary institutional documents);
- applying for and obtaining appropriate insurance;
- complying with all policies, procedures, rules and regulations of the Host Institution during their studies at the Host Institution, as well as any other policies, procedures, rules or regulations placed upon them by the Home Institution during the period of their participation in the TRANSFOR-M Program; and
- all costs associated with their participation in the TRANSFOR-M Program including tuition, student fees, travel, passport, visas, accommodation, meals, insurance, medical expenses, textbooks, equipment, clothing and personal expenses and application fees.

Exchange Students will have the rights, responsibilities and privileges enjoyed by other international students at the Host Institution.

FEES AND FINANCIAL SUPPORT AND INSURANCE FOR STUDENTS

As far as possible, the Home institution will provide exchange students with information about travel grants, subsidies and additional funding sources and/or stipends. Students will pay to their Home Institution full tuition and all other mandatory and required fees associated with full-time registration in the graduate program to which they have been admitted at the Home Institution during their exchange. Students will pay no application or tuition fees at the Host institution. Other mandatory fees at the Host institution may require payment (cf. [Appendix 3](#)). Some EUC Members require mandatory health care coverage ([Appendix 4](#)) obtained through their institution as a condition of registration on their campus. All Exchange Students are required to obtain adequate out of country major medical insurance which includes repatriation expenses. Other insurance to be considered by the students would include property insurance and liability insurance. Students must demonstrate evidence of coverage when requested by any appropriate authority. Current information and requirements surrounding health care coverage for Exchange Students will be provided as part of the application / information package forwarded to applicants. Where applicable, Host Institutions will provide liability insurance for all exchange students at the same level they provide their own students (whether for extra cost to the student or not). While access to the library system, laboratories and on-campus services may be possible without any fees, optional and user fees may exist on each campus and the primary ones are noted in [Appendix 3](#).

LIABILITY

Each party shall indemnify and hold harmless the other party in connection with any liabilities, claims, losses, costs, damages, charges and expenses whatsoever, including reasonable legal fees, in any way caused by or arising from the performance or non-performance of its obligations under this Agreement, any negligent act or omission, or any breach of any representation, warranty or covenant.

Neither party to this Agreement is liable to the other party for any negligent or wrongful act, either of commission or omission, of the other or of the student. Nothing in this Agreement is to be construed as either enlarging or diminishing any legal obligation or duty owed by one party to the other or to a third party.

INFORMATION DISCLOSURE AND PRIVACY

All parties acknowledge that each party is subject to its own jurisdiction's laws regarding information disclosure and/or privacy and that access to information in respect of this Memorandum of Understanding will be provided in accordance with those laws. The records transferred to or collected, created, maintained or stored under this Memorandum of Understanding by each party are subject to the access provisions of the relevant jurisdiction's laws and shall not be released unless the applicable law so requires.

CONFIDENTIALITY

Each party who receives any information from the other marked "Confidential" ("Confidential Information"), will take reasonable steps to protect its confidentiality, will not disclose to any third party such Confidential Information without the prior written consent of the other party, and will only use such Confidential Information for the purposes contemplated in this Agreement. For the purposes of this Agreement, Confidential Information shall not include information that is or becomes part of the public domain through no act of the receiving party, that was in the receiving party's possession before receipt from the disclosing party, that was rightfully received by the receiving party from a third party without a duty of confidentiality, or information that is required to be disclosed under any applicable law or by order of a court..

RENEWAL, TERMINATION, AND AMENDMENT

This Memorandum of Understanding will come into effect with the approval of the partners through the appropriate signatures on the final page of this document of institutions' representatives who have full authority to sign and enter into this Memorandum of Understanding on behalf of their institution and will remain in force until September 30, 2017.

Each EUC Member may unilaterally withdraw from participation in this Memorandum of Understanding by giving six months written notice to the other EUC Members unless an earlier termination date is mutually agreed upon. Upon receipt of such notice, no additional students will be admitted from the withdrawing EUC Member. The Exchange Students already admitted into the TRANSFOR-M Program will be given reasonable time to complete their Study Plans.

Termination of or early withdrawal from the Memorandum of Understanding by any EUC Member would necessitate correcting any imbalances which may exist. If required, each EUC Member agrees to allow a period of up to two years to redress any imbalances that may exist at the Memorandum of Understanding 's termination or at the time of a EUC Member's early withdrawal. In such instances priority for recovering imbalances by sending students to institutions with positive balances shall be afforded to the EUC Member(s) with the greatest negative imbalances.

As appropriate, there may be consideration for expansion and inclusion of other institutions. Generally, new institutions will be admitted in pairs; one Canadian and one EU institution together in order to have a balanced involvement of EU and Canada. Criteria for admission of new institutions would include: academic standards, geographic representation/balance, and ability (financial and otherwise) for participation in the TRANSFOR-M Program and are subject to approval by the appropriate academic governing bodies at each EUC Member.

Amendments to this Memorandum of Understanding shall be in writing and shall be made and executed with the signature of the appropriate institutional representatives.

Subsequent to the conclusion of this Memorandum of Understanding, EUC Members will endeavor to continue ongoing project activities.

In witness whereof, the parties hereto have offered their signatures:

Institution	Print Name	Title	Date	Signature
University of New Brunswick	Daniel Coleman	Assistant Vice-President Fredericton (Academic)		
University of Alberta	Dr. Carl G. Amrhein	Provost and VP (Academic)		
University of British Columbia	John Hepburn David Farrar	VP Research and International Provost & VP Academic		
Albert-Ludwigs-Universität Freiburg	Klaus-Dieter Düformantel	Head of EU-Office		
Bangor University (Wales)	John Hughes	Vice-Chancellor		
University of Eastern Finland	Jukka Jurvelin	Dean, Faculty of Science and Forestry		

Appendix 1: List of the Designated Liaison Officers (With Their Contact Info)

Institution	Name	Address	Phone	Fax	Email
University of New Brunswick	Dr. Brigitte Leblon	University of New Brunswick, Faculty of Forestry and Environmental Management 28 Dineen, Fredericton, NB, E3B 5A3, CANADA	+1.506.4534924	+1.506.4533538	bleblon@unb.ca
University of Alberta	Dr. Andreas Hamann	Department of Renewable Resources Faculty of Agricultural, Life and Environmental Sciences, University of Alberta 751 General Services Bldg Edmonton, Alberta, T6G 2H1, CANADA	+1.780.4924413	+1.780.4924323	andreas.hamann@ales.ualberta.ca
University of British Columbia	Jorma Neuvonen	University of British Columbia, Faculty of Forestry, 2618-2424 Main Mall, Vancouver, BC, V6T 1Z4 Canada	+1.604.8222807	+1.604.8228645	jorma.neuvonen@ubc.ca
Albert-Ludwigs-Universität Freiburg	Heinrich Spiecker (Marianne Stadler)	Albert-Ludwigs-Universität, Freiburg Faculty of Environment and Natural Resources Professur für Waldwachstum, Tennenbacherstr. 4, 79106 Freiburg, Germany	+49.761.2033736	+49.761.2033740	instww@uni-freiburg.de (Marianne.Stadler@iww.uni-freiburg.de)
Bangor University (Wales)	Christine Cahalan	School of Environment, Natural Resources & Geography, Bangor University, Bangor, Gwynedd, LL57 2UW, Wales (UK)	+44.1248.382337	+44.1248.354997	c.m.cahalan@bangor.ac.uk
University of Eastern Finland	Marjoriitta Möttönen	University of Eastern Finland, Faculty of Science and Forestry, Yliopistokatu 7, 80101 Joensuu, Finland	+358.50 4423031	+358. 29 4457 316	marjoriitta.mottonen@uef.fi

Appendix 2: Admission Requirements, Deadlines and Application Material

****subject to change – please consult with each institution prior to application****

Institution	Admission Requirements	Deadline	Application Material
University of New Brunswick	<ul style="list-style-type: none"> • An undergraduate degree in science, forestry, environmental studies, social ecology, or equivalent, from a recognized university • Grade point average (GPA) of 3.0 • English language requirement (http://www.unb.ca/gradstudies/admissions/international.html) 	March 1 st for the MEM program (check with the UNB Liaison officer for the other programs)	<ul style="list-style-type: none"> • In addition to the application material that is required to apply to the UNB School of Graduate Studies (see http://www.unb.ca/gradstudies/admissions/index.html), you need to send also an authorized copy of your admission letter to the TRANSFOR-M program
University of Alberta	<ul style="list-style-type: none"> • A 4-year undergraduate degree, or its academic equivalent from a recognized university • English language requirement: TOEFL score of 550 (88 internet-based) or an equivalent score on an approved English Language examination • Grade point average (GPA) of 3.0 in the last two years of undergraduate or graduate work. 	July 1 st (Canadian applicants), June 1 st (European applicants)	<ul style="list-style-type: none"> • http://www.ales.ualberta.ca/GraduateStudies.aspxhttp://www.gradstudies.ualberta.ca/apply.aspx
University of British Columbia	<ul style="list-style-type: none"> • Applicants for a master's degree program must hold the academic equivalent of a four-year bachelor's degree from UBC with one of the following: • A minimum overall average in the B+ range (76% at UBC) in third- and fourth-year courses. • Academic standing with at least 12 credits of third- or fourth-year courses in the A grade range (80% or higher at UBC) in the field of study. • Applicants with international academic credentials should refer to the following website for specific requirements: http://www.grad.ubc.ca/prospective-students/application-admission/minimum-academic-requirements-international-credentials • English language requirement: TOEFL 100 (internet-based): http://www.grad.ubc.ca/prospective-students/application-admission/english-proficiency-requirements. 	March 1 st	<ul style="list-style-type: none"> • Please refer to the application document checklist at: http://www.forestry.ubc.ca/Students/Graduate/HowToApply/tabid/1787/Default.aspx

Appendix 2. Admission Requirements, Deadlines and Application Material

subject to change – please consult with each institution prior to application

Institution	Admission Requirements	Deadline	Application Material
Albert-Ludwigs-Universität Freiburg	<ul style="list-style-type: none"> BSc (or equivalent primary degree) well above average in Forest or Agricultural Sciences, Geography, Biology, Ecology, Environmental Sciences, Land Use Planning, Nature Conservation or Natural Resource Management. Very good English language skills equivalent to C1 (TOEFL paper-based 600 points, internet-based 100 points, IELTS band 7) 	mid-May	<ul style="list-style-type: none"> Filled in application form: http://www.msc-forst.uni-freiburg.de/downloads-en/application_form authorized copies of your B. Sc. our previous degrees an authorized copy of your admission letter to the TRANSFOR-M program
Bangor University (Wales)	<ul style="list-style-type: none"> Applicants should normally have at least a second-class degree in a relevant subject. Applications from mature applicants with relevant experience in forestry, agriculture or land use are actively encouraged. Applications from people with other backgrounds are welcomed and will be considered on an individual basis. Applicants whose first degree was not in English must have an overall score of IELTS 6.0 (with no individual score lower than 5.5) or TOEFL IBT 75 (R-18, L-17,S-20,W-18) 		<p>Please see details at http://www.bangor.ac.uk/courses/postgrad/taught/apply_taught.php.en</p>
University of Eastern Finland	<ul style="list-style-type: none"> B. Sc. in Forestry from a recognized university Very good English language skills (TOEFL paper-based 580 points, internet-based 90 points, IELTS band 6.5, PTE 59; TOEFL code number 9779; TOEFL should not be older than 2 years). Native speakers do not need to proof the proficiency in English language. Please see details at http://www.uef.fi/en/studies/language-requirements 	mid-April	<ul style="list-style-type: none"> Copies of the application and its attachments to Transfor-M program An authorized copy of your admission letter to the TRANSFOR-M program Authorized copies of BSc or previous degree certificate and transcript of academic records Copy of passport

Note: TOEFL score requirements are according to specific regulations of the hosting universities.

Appendix 3. Institutional Fees

Students will pay to their Home Institution full tuition and all other mandatory and required fees associated with full-time registration in the graduate program to which they have been admitted at the Home Institution during their exchange. Students will pay no application or tuition fees at the Host Institution. Other mandatory fees at the Host Institution may require payment:

Institution	Mandatory fees at the Host institution
University of New Brunswick	The mandatory fees for all Master programs is detailed at the following URL http://www.unb.ca/financialservices/students/tuitionandfees/fred_grad_cdn_ft_course.html
University of Alberta	European students enroll as regular Master students at UofA for the entire duration of the program. During their year at the home institution in Europe, they pay off-campus non-instructional fees, equivalent to THES 910 (http://www.gradstudies.ualberta.ca/regfees/fees/Fall%202013/thesis910.aspx). During their year in residence at UofA, they pay non-instructional fees for international students (http://www.gradstudies.ualberta.ca/regfees/fees/noninstructional.aspx).
University of British Columbia	Graduate students can expect to pay approximately \$800 per year in student fees (including the transit U-Pass) and \$200 for the AMS/GSS Extended Health Plan. Most of these fees are mandatory, but some have opt-out provisions. Refer to this URL for more specific details: http://www.grad.ubc.ca/prospective-students/tuition-fees-cost-living/graduate-student-fees
Albert-Ludwigs-Universität Freiburg	<ul style="list-style-type: none"> • Student fees (56.00 Euros*), entitle students to take advantage of all services offered by the Office of Student Services: cafeterias; accident, personal liability, bicycle, and cloak room theft insurance; social and psychotherapeutic advising; day care; credit bank; job search service • Initial contribution for the public transportation semester-ticket (19.00 Euros*) <p>During the registration period, these fees (a total of 75.00 Euros*) can be paid directly at the university cashier's office in the administrative building (Fahnenbergplatz, 1st floor, room 01008). * fees may vary in the different years</p>
Bangor University (Wales)	<ul style="list-style-type: none"> • Charges are made for residential field courses (one week duration, MSc Conservation and Land Management, MSc Environmental Forestry only) • Student union membership is included, but individual student clubs and societies may charge an additional fee.
University of Eastern Finland	<ul style="list-style-type: none"> • Student union membership fee (104.00 Euros* for the full academic year), entitles students to the services of Finnish Student Health Service, discounts on meal prices in the student cafeterias on campuses and at a number of shops, stores and restaurants. In addition, the membership entitles to 50% discount on long distance train and bus fares. The forms for the payment of the Student union membership fee can be obtained from the Student Union and they will also be available during the Orientation in September. • A Lyyra Student Card (15 Euros*) that can be paid and ordered online from the Lyyra website.

** fees may vary in the different years*

Appendix 4. Insurance Requirements (1)

All exchange students are required to obtain adequate out of country major medical insurance which includes repatriation expenses. Other insurance to be considered by the students would include property insurance and liability insurance. Students must demonstrate evidence of coverage when requested by any appropriate authority. Where applicable, Host institutions will provide liability insurance for all exchange students at the same level they provide their own students (whether for extra cost to the student or not). Some participating institutions require mandatory health care coverage obtained through their institution as a condition of registration on their campus:

Institution	Insurance Requirements
University of New Brunswick	Students coming to UNB must purchase the UNB Global Excel insurance (which is mandatory for all international students enrolled at UNB). Students are responsible for securing independent insurance during their time in Canada that is not at UNB (i.e. if they travel before or after their exchange). Details on the plan are given at http://www.unb.ca/financialservices/students/healthinsurance.html
University of Alberta	<ul style="list-style-type: none">• Please refer to this URL for specifics: http://www.iss.ualberta.ca/PreparingForUAlberta/Healthcareinsurance.aspx
University of British Columbia	Please refer to this URL for specifics: http://www.students.ubc.ca/international/international-students/health-care-and-health-insurance/

Appendix 4. Insurance Requirements (2)

Institution	Insurance Requirements
Albert-Ludwigs - Universität Freiburg	In order to register, students must submit a certificate providing evidence of health and nursing care insurance coverage. They may request this certificate from their health insurance agency. Therefore students should register at a public German health insurance company, which costs about 77 € per month. They have to register at the agency personally once they have arrived in Freiburg. It is not possible to register in advance. However, students who acquire their own health insurance in accordance with international health insurance agreements or are covered internationally on a family health insurance plan in their native country are exempt from the health insurance requirement. This exemption has to be certified by a public health insurance agency in Germany. In this case they are not allowed to contract public German health insurance again during their whole study life! (They must take out a policy with another insurance.)
Bangor University (Wales)	Non-UK students who come to live in the UK for more than six months are entitled to treatment under the British National Health Service (NHS). However, it is recommended that you have medical insurance for the duration of your stay in the UK, even if you are entitled to free NHS treatment. The University's insurance policy covers activities undertaken by registered students as part of their degree course. Students are advised to take out insurance to cover travel to/from the UK, travel not associated with their degree course, and personal belongings.
University of Eastern Finland	All students need to have a valid personal (travel) insurance policy from an internationally recognized insurance agency for the whole duration of their stay in Finland. The students coming from non-EU/EEA countries are required to have insurance already when they apply for the residence permit. Insurance should cover all costs related to treatment of sudden illness, accidents and accidental death. Students must present proof of valid insurance when registering to the University of Eastern Finland. It is also important to check that the insurance also covers the travels to/from Finland. Please see details at http://www.uef.fi/en/studies/insurance

Appendix 5. Housing Office Contact Information (1)

Institution	Address	Phone	Fax	Email/Website
University of New Brunswick	Residential Life, Campus & Conference Services Residence Administration Bldg, UNB 20 Bailey Dr., PO Box 4400, Fredericton, N.B. E3B 5A3 CANADA	+1.506.4534800 +1.888.865 6122 (Toll Free)	+1.506.4533585	resadmin@unb.ca http://www.unb.ca/fredericton/residence/
University of Alberta	Residence Services Office 1-044 Lister Centre University of Alberta Edmonton, Alberta T6G 2H6 CANADA	+1.780.4924242	+1.780.4920064	housing@ualberta.ca http://www.residence.ualberta.ca
University of British Columbia	Student Housing & Hospitality Services - Main Office, UBC 2205 Lower Mall, Bldg 6, Vancouver, BC. V6T 1Z4, CANADA	+1.604.8222811	+1.604.8226935	information@housing.ubc.ca http://www.housing.ubc.ca/

Appendix 5. Housing Office Contact Information (2)

Institution	Address	Phone	Fax	Email/Website
Albert-Ludwigs-Universität Freiburg	Wohnraumvermittlung Studentenwerk Freiburg Schreiberstr. 12-16 79098 Freiburg Germany	+49.761.2101.200/300	+49.761.2101.303	wohnen@swfr.de http://www.swfr.de/en/
Bangor University (Wales)	Halls Office Bangor University, Neuadd Idwal, Ffriddoedd Site, Bangor LL57 2GP UK Student Housing Office Neuadd Rathbone, College Road, Bangor LL57 2DF UK	+44 1248 382667 +44 1248 382034	+44 1248 371303 None	halls@bangor.ac.uk studenthousing@bangor.ac.uk
University of Eastern Finland	Opiskelija-asunnot Oy Joensuun Elli Merimiehenkatu 30 P.O Box 242, 80101 Joensuu, Finland	+358 13 223 300	+358 13 223 301	opiskelija-asunnot@joensuunelli.fi http://www.joensuunelli.fi/eng/

Provost and VP (Academic)
2-29 South Academic Building (SAB)
University of Alberta
Edmonton, AB T6G 2G7
Canada

Dear, Dr. Amhrein,

Re: TRANSFOR-M dual degree program renewal

On behalf the Department of Renewable Resources, I am pleased to support the renewal of the TRANSFOR-M degree partnership. The program is a unique platform through which Master's students can study forest and environmental management based on a selection of 12 graduate programs across six partner institutions, comprising the premier European and Canadian forestry and environmental management schools.

Over the last three years, the Department of Renewable Resources sent 8 Canadian Masters students to Europe and in return received 8 exchange students. We are pleased with the quality of students attracted by the program, with a mean entrance GPA 3.7/4, substantially higher than the average for the standard programs. Many students have by now successfully defended their theses. Further, these students add a diversity of experience and culture to our group of students, thereby enriching our program.

Furthermore, the TRANSFOR-M program has also facilitated European study visits of three of our faculty members. This has already led to more than \$400,000 of international collaborative research projects between the University of Alberta and the European partner institutions in which TRANSFOR-M students participated.

In summary, I fully support the renewal of the program, and I am enthusiastic about the prospect of growing the TRANSFOR-M dual degree program in accordance with the internationalization strategy of the University of Alberta.

Sincerely,



Victor Lieffers
Professor and Department Chair.
780-492-6722



March 11, 2014

Carl Amrhein, PhD.
Provost and VP (Academic)
2-29 South Academic Building (SAB)
University of Alberta
Edmonton, AB T6G 2G7

Dear Dr. Amrhein: *Carl*

Re: Endorsement for the renewal of the Transatlantic Degree Partnership "TRANSFOR-M"

As Dean of the Faculty of Agricultural, Life & Environmental I am pleased to offer my strong support for the renewal of the Transatlantic Degree Partnership (TRANSFORM-M).

It is our strategic goal to give our students and lecturers the opportunity to visit other faculties, to attend intensive courses and to prepare their final theses abroad. Therefore we highly appreciate the renewal of the TRANSFOR-M dual degree partnership, which perfectly fits within the academic exchange policy and the international strategy of the University of Alberta.

We commit to renew the formal agreement (MoU) on credit transfer or recognition and mutual tuition fee waivers with the international partners in our project. We continue to be enthusiastic about the opportunities that this partnership program offers and will do our best to support its practical implementation.

Sincerely,

John J. Kennelly, PhD.
Dean, Faculty of Agricultural, Life & Environmental Sciences

**TRANSFOR-M: Transatlantic Master's Programs Leading to Dual Degrees
in Forestry and Environmental Management**

**MEMORANDUM OF UNDERSTANDING
(the "Memorandum of Understanding")**

between:

- Albert-Ludwigs-University Freiburg
- Bangor University (Wales)
- University of Eastern Finland
- Swedish University of Agricultural Sciences

(collectively, the "EU Members")

and:

- University of New Brunswick
- University of Alberta
- University of British Columbia

(collectively, the "Canadian Members")

(the EU Members and the Canadian Members, together the "EUC Members")

Definitions

Exchange Student shall mean any student registered in Master's programs at his/her Home Institution and the Host Institution while he or she is studying abroad at the Host Institution.

Full Academic Year shall mean the academic year at the Host institution and commences on the first day of classes and conclude on the last day of lectures or examinations. The Full Academic Year may be divided into several semesters or terms.

Home Institution shall mean the institution at which a student is registered before going abroad and that has admitted the Exchange Student to its master's program.

Host Institution shall mean the institution that has agreed to host the Exchange Student from the Home Institution and that has admitted the Exchange Student to its master's program.

Letter of Acceptance shall mean the official confirmation of acceptance into both Master's programs signed by both the Home Institution and the Host Institution, setting out the Study Plan, credit transfer approval, if any, and sent by the Home Institution.

Letter of Permission shall mean the form completed by the Home Institution and its student which serves as a letter of permission, enclosing the student's application materials, setting out the student's proposed academic Study Plan at the Host Institution, credit transfer approval, and nomination of the student by the Host Institution for the TRANSFOR-M Program.

Liaison Officers are the designated representatives at each EUC Member responsible for coordinating the academic and administrative responsibilities for the TRANSFOR-M Program.

Study Plan shall mean the program of study that the Exchange Student should submit with the application to both the Home Institution and the Host Institution. The Study Plan should outline: the courses to be undertaken at the Home Institution, the courses to be undertaken at the Host Institution, and the transfer credits to be received at the Home Institution.

BACKGROUND AND PURPOSE

The EUC Members wish to cooperate to deliver 2-year thesis-based and course-based transatlantic Master's programs leading to dual degrees and further academic cooperation in the fields of forestry, environmental and conservation sciences/management, in the framework of the project entitled: *TRANSFOR-M: Transatlantic Master's programs leading to dual degrees in Forestry and Environmental Sciences/Management* (the "TRANSFOR-M Program").

The EU Members have submitted a proposal for the TRANSFOR-M Program to the Education, Audiovisual and Culture Executive Agency ("EACEA") under the European Union-Canada Program for Co-operation in Higher Education, Training and Youth.

University of New Brunswick, on behalf of the Canadian Members, has submitted a proposal for the TRANSFOR-M Program to Human Resources and Skills Development Canada ("HRSDC") under the International Academic Mobility Initiative and has been awarded funding to support the Canadian Members in implementing the TRANSFOR-M Program.

Under the terms of this Memorandum of Understanding, students registered in Master's degree programs at any of the EUC Members in the fields of forestry, environmental or conservation sciences/management, are eligible to participate in the TRANSFOR-M Program.

GENERAL

This is a multilateral agreement based upon a consortium model of balance management. Students apply to the TRANSFOR-M Program through their Home Institution and must meet the minimum eligibility criteria and be admitted to the master's programs at both their Home Institution and their Host Institution in order to participate. Fulfillment of minimum eligibility requirements does not guarantee admission and each EUC Member reserves the right to admit Exchange Students based on many considerations including: fulfillment of eligibility requirements, availability of appropriate program and courses of study, and balance of students exchanged among the EUC Members. For each EUC Member, the number of incoming and outgoing student exchanges will be approximately the same over the term of this Memorandum of Understanding.

GOALS AND FORMS OF COOPERATION

The main interests of this academic cooperation are as follows:

- To implement Master's programs leading to dual degrees in the field of forestry, environmental and conservation sciences/management and that include the development and delivery of field courses and internships
- To develop institutional basis for academic cooperation and exchanges
- To exchange students and faculty amongst EUC Members

STUDENT RECRUITMENT AND ADMISSION

Eligibility Requirements

Canadian students must be post-secondary students enrolled at a Canadian Member, be a Canadian citizen, a landed immigrant or have been granted refugee status in Canada and be between the ages of 15 and 30. A valid Social Insurance Number is required and the student should not be in receipt of Employment Insurance benefits.

European students must be citizens of the European Union or third-country nationals who have been legal residents in the European Union for at least three years (and for purposes other than study) before the start of the outgoing mobility and enrolled at an EU Member.

Application Process

Applicants wishing to participate in the TRANSFOR-M Program must submit her/his application, including all application materials outlined in Appendix 2 for the proposed Home Institution and Host Institution(s) to the Liaison Officer of the Home Institution for admission to eligible master's programs. The Liaison Officer will verify that the applicant meets the eligibility criteria for the TRANSFOR-M Program and the admission criteria of each Master program to which the applicant is applying. Admission requirements, deadlines and application material are noted in Appendix 2 and are current at the time of signing but may change without amendment to this Memorandum of Understanding.

Liaison Officers will work with students to develop a Study Plan that will outline courses to be taken at the Host Institution and the transfer credits that will be granted at the Home Institution. Liaison Officers of both the Home Institution and the Host Institutions must approve a student's Study Plan.

Nomination by Home Institution

Each Home Institution will select the applicants(s) it wishes to nominate for the TRANSFOR-M Program, taking into account the admission requirements of the proposed Host Institution(s). The Liaison Officer will prepare a Letter of Permission and submit it to the proposed Host Institution. The students selected by their Home Institution will also need to apply for admission to the master's program at the Host Institution.

Selection

EUC Members agree that students will be admitted on the basis of academic merit and/or professional qualifications. Each Host Institution will have the sole discretion in determining admissibility into its academic program.

EUC Members will jointly select applicants for participation in the TRANSFOR-M Program and will consider the balance of students exchanged among the EUC Members. In case one EUC Member does not have sufficient qualified applicants, applicants from the reserve list may be selected by the EUC Members.

Successful applicants will receive a Letter of Acceptance including the rules and regulations of the Home Institution and Host institution governing the students during their studies.

DUAL DEGREE PROGRAM GUIDELINES

The maximum number of Canadian student participants shall be 24 and the maximum number of European student participants shall be 20. Each Canadian Member may admit up to 8 students (approximately 2 per year) and each EU Member may admit up to 5 students (approximately 1 per year).

The credit transfer between Canadian and European universities for coursework to meet individual degree requirements will be determined by each EUC Member granting the degree. The credit transfer should be: 1 Canadian Credit = between 2 and 3 ECTS, aiming at equality in total workloads across different Master programs.

Canadian and European students must study in at least three EUC institutions (at least one Canadian Member and at least two EU Members located in different countries). This mobility cannot be replaced by virtual mobility. The duration of the transatlantic exchange must be at least one Full Academic Year.

Upon successful completion of a student's Study Plan, each of the institutions will determine whether the student has fulfilled that institution's graduation requirements for its master's degree program and will officially confirm the student's eligibility for degree conferral. The EUC Members are committed to helping those students who are unsuccessful in meeting the graduation requirements to successfully complete their studies at a single institution towards a non-dual degree.

For the purpose of calculating student exchanges, one student registered for a Full Academic Year is equivalent to two students registered for one semester/term of a Full Academic Year. If a participating Exchange Student voluntarily withdraws or is dismissed for disciplinary reasons before the end of the Full Academic Year (or other approved exchange period), that student's exchange will be considered completed by the Home Institution and Host Institution as it pertains to accomplishing balance of exchanges between the EUC Members.

The following graduate degree programs are eligible for the TRANSFOR-M Program:

- Master of Environmental Management (University of New Brunswick)
- Master of Forestry (MF) (University of New Brunswick)
- Master of Forest Engineering (MFe) (University of New Brunswick)
- M.Sc. Forestry (University of New Brunswick)
- M.Sc. Forest Engineering (University of New Brunswick)
- M.Sc. (University of Alberta)
- Master of Forestry, MF (University of Alberta)
- Master of Forestry, MF (University of British Columbia)
- M.Sc. Forest Ecology and Management (Albert-Ludwigs-University Freiburg)
- M.Sc. Agroforestry (Bangor University / Wales)
- M.Sc. Conservation and Land Management (Bangor University / Wales)
- M.Sc. Environmental Forestry (Bangor University / Wales)
- M.Sc. Agriculture and Forestry (University of Eastern Finland)
- M.Sc. Forest Science, Forest Management, Biology or Environmental Science, additional requirements case by case (Swedish University of Agricultural Sciences)

Language of instruction will be English. However, local European languages (German, Swedish, and Finnish) may also be used for some optional courses at EU Members.

Canadian and European students must have the possibility of using at least two European languages spoken in EU Members countries. In addition, Canadian students must study intensively the language spoken at the EU Member where the student has been accepted into the master's program and that EU Member will assess the student's language skills.

Each of the EUC Members may request that any Exchange Student be withdrawn from the TRANSFOR-M Program by their Home Institution for reasonable cause. While complying with the request, the Home Institution will work with the student to ensure a smooth transition back into the Home Institution's master's program.

ROLES AND RESPONSIBILITIES OF EUC MEMBERS

Home Institutions will be responsible for:

- recruiting applicants;
- verifying eligibility of applicants to participate in the TRANSFOR-M Program;

- assisting applicants in the preparation of Study Plans;
- submitting Letters of Application to the Liaison Officer at the Host institution;
- providing pre-departure preparation to outbound Exchange Students which may include: an orientation session on living abroad; specific country orientation, including cultural awareness; academic culture of the Host Institution; basic language orientation; and workshop on safety and security when abroad;
- ensuring Exchange Students have been advised of the need to obtain health and other appropriate insurance coverage; and
- providing Exchange Students with rules and regulations of the Home Institution and Host Institution in effect at the time of the exchange.

Host Institution will be responsible for:

- assisting Exchange Students, as far as possible, in locating suitable accommodation. Host Institutions cannot guarantee accommodation in institution operated or controlled housing. Housing information for each EUC Member will be noted in Appendix 5.
- providing appropriate assistance in matters of course registration, health, language and local custom that may arise; and
- providing basic due process and fundamental fairness to Exchange Students in accordance with its academic and disciplinary rules and regulations.
- language training and assessment

General Responsibility:

- Each EUC Member shall designate an individual who will serve as the Liaison Officer for this Memorandum of Understanding. In addition to coordinating their institution's responsibilities under this Memorandum of Understanding, Liaison Officers will be responsible for advising and assisting Exchange Students. The designated Liaison Officers (with their address, phone, and email) for this Memorandum of Understanding are noted in Appendix 1.
- It is the primary responsibility of the department (or Faculty) within the Home Institution to advise and help the student to manage the requirements of the TRANSFOR-M Program on an ongoing basis. Subject to any applicable privacy legislation, the EUC Members will be provided with annual progress reports on performance of the TRANSFOR-M Program.
- To the extent possible, the EUC Members will attempt to respect the planned number of Exchange Students and to maintain a reasonable balance in the number of Exchange Students between the EUC Members.

- The Liaison Officers will review the TRANSFOR-M Program annually to determine if there is any imbalance in the number of students exchanged among EUC Members and adjust the numbers of Exchange Students the following year in order to maintain a reasonable balance.
- The EUC Members are committed to working toward the following:
 1. Opportunities for students to work toward achieving a second language proficiency when the opportunity arises; and
 2. Ensuring a mechanism for approval of credit transfer and that Exchange Students receive clear advice and appropriate credit.
- The crests and logos of the EUC Members are the intellectual property of those institutions and may not be used without the express written permission of the institution that owns the crest or logo.

STUDENT RESPONSIBILITIES

Exchange Students will be responsible for:

- applying for and obtaining the appropriate visa (Host Institution to provide necessary institutional documents);
- applying for and obtaining appropriate insurance;
- complying with all policies, procedures, rules and regulations of the Host Institution during their studies at the Host Institution, as well as any other policies, procedures, rules or regulations placed upon them by the Home Institution during the period of their participation in the TRANSFOR-M Program; and
- all costs associated with their participation in the TRANSFOR-M Program including travel, passport, visas, accommodation, meals, insurance, medical expenses, textbooks, equipment, clothing and personal expenses and application fees.

Exchange Students will have the rights, responsibilities and privileges enjoyed by other international students at the Host Institution.

FEES AND FINANCIAL SUPPORT AND INSURANCE FOR STUDENTS

Exchange Students will be provided a stipend by their Home Institution to partially cover expenses during the academic year abroad. Mobility costs of European students within Europe as well as mobility costs for Canadian students within Canada will **not** be funded by the TRANSFOR-M Program.

Students will pay to their Home Institution full tuition and all other mandatory and required fees associated with full-time registration in the graduate program to which they have been admitted at the Home Institution during their exchange. Students will pay no application or tuition fees at the Host institution. Other mandatory

fees at the Host institution may require payment (cf. Appendix 3). Some EUC Members require mandatory health care coverage (Appendix 4) obtained through their institution as a condition of registration on their campus. All Exchange Students are required to obtain adequate out of country major medical insurance which includes repatriation expenses. Other insurance to be considered by the students would include property insurance and liability insurance. Students must demonstrate evidence of coverage when requested by any appropriate authority. Current information and requirements surrounding health care coverage for Exchange Students will be provided as part of the application / information package forwarded to applicants. Where applicable, Host Institutions will provide liability insurance for all exchange students at the same level they provide their own students (whether for extra cost to the student or not). While access to the library system, laboratories and on-campus services may be possible without any fees, optional and user fees may exist on each campus and the primary ones are noted in Appendix 3.

CONSORTIUM MEETINGS

At least one consortium face-to-face meeting is planned for each year, attended by representatives of each EUC Member (Liaison officers and/or their designates). Eventually, a meeting will be organized in conjunction with the annual Canada/EU/US program conference which will normally be attended by the Project Directors (or their designates). Interim meetings will be done as needed. If appropriate, they will be arranged via conference call, email, or other remote means, in order to maximize the opportunities for faculty exchange.

INFORMATION DISCLOSURE AND PRIVACY

All parties acknowledge that each party is subject to its own jurisdiction's laws regarding information disclosure and/or privacy and that access to information in respect of this Memorandum of Understanding will be provided in accordance with those laws. The records transferred to or collected, created, maintained or stored under this Memorandum of Understanding by each party are subject to the access provisions of the relevant jurisdiction's laws and shall not be released unless the applicable law so requires.

CONFIDENTIALITY

Each party acknowledges that it may come into possession of confidential information of another party. Accordingly, each party agrees that it will only use such confidential information for the purposes contemplated in this Memorandum of Understanding and that it will not, without the prior, written consent of the relevant other party, disclose to any third party such confidential information. For the purposes of this Memorandum of Understanding, "confidential information" shall be clearly marked as confidential when first disclosed and shall not include information that was already in the public domain, information that comes into the public domain through no act of the receiving party or information that is required to be disclosed under any applicable law or by order of a court.

RENEWAL, TERMINATION, AND AMENDMENT

This Memorandum of Understanding will come into effect with the approval of the partners through the appropriate signatures on the final page of this document of institutions' representatives who have full

authority to sign and enter into this Memorandum of Understanding on behalf of their institution and will remain in force until September 14, 2014. Notwithstanding the foregoing, if at the time of expiration of the Memorandum of Understanding, EACEA and/or HRSDC has granted an extension to the eligibility period for funding, this Memorandum of Understanding will be extended automatically until the end of such extension period.

Each EUC Member may unilaterally withdraw from participation in this Memorandum of Understanding by giving six months written notice to the other EUC Members unless an earlier termination date is mutually agreed upon. Upon receipt of such notice, no additional students will be admitted from the withdrawing EUC Member. The Exchange Students already admitted into the TRANSFOR-M Program will be given reasonable time to complete their Study Plans.

Termination of or early withdrawal from the Memorandum of Understanding by any EUC Member would necessitate correcting any imbalances which may exist. If required, each EUC Member agrees to allow a period of up to two years to redress any imbalances that may exist at the Memorandum of Understanding's termination or at the time of an EUC Member's early withdrawal. In such instances priority for recovering imbalances by sending students to institutions with positive balances shall be afforded to the EUC Member(s) with the greatest negative imbalances.

As appropriate, there may be consideration for expansion and inclusion of other institutions. Generally, new institutions will be admitted in pairs; one Canadian and one EU institution together. Criteria for admission of new institutions would include: academic standards, geographic representation/balance, and ability (financial and otherwise) for participation in the TRANSFOR-M Program and are subject to approval by the appropriate academic governing bodies at each EUC Member.

Amendments to this Memorandum of Understanding shall be in writing and shall be made and executed with the signature of the appropriate institutional representatives with a copy to EACEA and HRSDC.

The Canadian Members shall abide by the terms of the International Academic Mobility Initiative Contribution Agreement attached in Appendix 6.

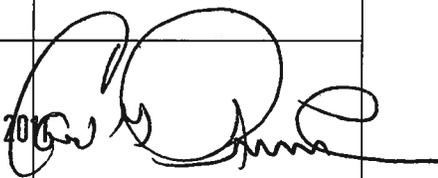
Subsequent to the conclusion of this Memorandum of Understanding, EUC Members will endeavor to continue ongoing project activities.

In witness whereof, the parties hereto have offered their signatures:

Institution	Print Name	Title	Date	Signature
University of New Brunswick	Gregory Kealey	VP Research	24/5/11	
University of Alberta	Dr. Carl G. Amrhein	Provost and VP (Academic)		
University of British Columbia	John Hepburn David Farrar	VP Research and International Provost & VP Academic		
Albert-Ludwigs-Universität Freiburg	Klaus-Dieter Düformantel	Head of EU-Office		
Bangor University (Wales)	John Hughes	Vice-Chancellor		
University of Eastern Finland	Timo Jääskeläinen	Dean, Faculty of Science and Forestry		
Swedish University of Agricultural Sciences	Lisa Sennerby Forsse	Vice-Chancellor		

Subsequent to the conclusion of this Memorandum of Understanding, EUC Members will endeavor to continue ongoing project activities.

In witness whereof, the parties hereto have offered their signatures:

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University of New Brunswick	Gregory Kealey	VP Research		
University of Alberta	Dr. Carl G. Amrhein	Provost and VP (Academic)	MAR 03 2016	
University of British Columbia	John Hepburn David Farrar	VP Research and International Provost & VP Academic		
Albert-Ludwigs-Universität Freiburg	Klaus-Dieter Düformantel	Head of EU-Office		
Bangor University (Wales)	John Hughes	Vice-Chancellor		
University of Eastern Finland	Timo Jääskeläinen	Dean, Faculty of Science and Forestry		
Swedish University of Agricultural Sciences	Lisa Sennerby Forsse	Vice-Chancellor		

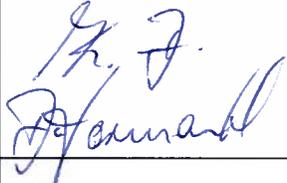
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University of Alberta	Dr. Carl G. Amrhein	Provost and VP (Academic)		
University of British Columbia	John Hepburn	VP Research and International	Mar 11 2011	
	David Farrar	Provost & VP Academic	Mar 11, 2011	
Albert-Ludwigs-Universität Freiburg	Klaus-Dieter Düformantel	Head of EU-Office		
Bangor University (Wales)	John Hughes	Vice-Chancellor		
University of Eastern Finland	Timo Jääskeläinen	Dean, Faculty of Science and Forestry		
Swedish University of Agricultural Sciences	Lisa Sennerby Forsse	Vice-Chancellor		

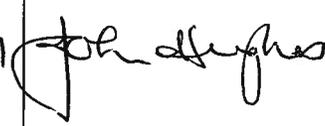
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University of Alberta	Dr. Carl G. Amrhein	Provost and VP (Academic)		
University of British Columbia	John Hepburn David Farrar	VP Research and International Provost & VP Academic		
Albert-Ludwigs-Universität Freiburg	Klaus-Dieter Düformantel	Head of EU-Office	22. März 2011	
Bangor University (Wales)	John Hughes	Vice-Chancellor		
University of Eastern Finland	Timo Jääskeläinen	Dean, Faculty of Science and Forestry		
Swedish University of Agricultural Sciences	Lisa Sennerby Forsse	Vice-Chancellor		

Subsequent to the conclusion of this Memorandum of Understanding, EUC Members will endeavor to continue ongoing project activities.

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Institution	Print Name	Title	Date	Signature
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University of Alberta	Dr. Carl G. Amrhein	Provost and VP (Academic)		
University of British Columbia	John Hepburn David Farrar	VP Research and International Provost & VP Academic		
Albert-Ludwigs-Universität Freiburg	Klaus-Dieter Düformantel	Head of EU-Office		
Bangor University (Wales)	John Hughes	Vice-Chancellor	25/3/2011	
University of Eastern Finland	Timo Jääskeläinen	Dean, Faculty of Science and Forestry		
Swedish University of Agricultural Sciences	Lisa Sennerby Forsse	Vice-Chancellor		

Subsequent to the conclusion of this Memorandum of Understanding, EUC Members will endeavor to continue ongoing project activities.

In witness whereof, the parties hereto have offered their signatures:

Institution	Print Name	Title	Date	Signature
University of New Brunswick	Gregory Kealey	VP Research		
University of Alberta	Dr. Carl G. Amrhein	Provost and VP (Academic)		
University of British Columbia	John Hepburn David Farrar	VP Research and International Provost & VP Academic		
Albert-Ludwigs-Universität Freiburg	Klaus-Dieter Düformantel	Head of EU-Office		
Bangor University (Wales)	John Hughes	Vice-Chancellor		
University of Eastern Finland	Timo Jääskeläinen	Dean, Faculty of Science and Forestry	23.3.2011	
Swedish University of Agricultural Sciences	Lisa Sennerby Forsse	Vice-Chancellor		

Subsequent to the conclusion of this Memorandum of Understanding, EUC Members will endeavor to continue ongoing project activities.

In witness whereof, the parties hereto have offered their signatures:

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University of New Brunswick	Gregory Kealey	VP Research		
University of Alberta	Dr. Carl G. Amrhein	Provost and VP (Academic)		
University of British Columbia	John Hepburn David Farrar	VP Research and International Provost & VP Academic		
Albert-Ludwigs-Universität Freiburg	Klaus-Dieter Düformantel	Head of EU-Office		
Bangor University (Wales)	John Hughes	Vice-Chancellor		
University of Eastern Finland	Timo Jääskeläinen	Dean, Faculty of Science and Forestry		
Swedish University of Agricultural Sciences	Lisa Sennerby Forsse	Vice-Chancellor	25/3-11	

Appendix 1: List of the designated Liaison Officers (with their contact info) –(1)

Institution	Name	Address	Phone	Fax	Email
University of New Brunswick	Dr. Brigitte Leblon	University of New Brunswick, Faculty of Forestry and Environmental Management 28 Dineen, Fredericton, NB, E3B 5A3 CANADA	+1.506.4534924	+1.506.4533538	bleblon@umb.ca
University of Alberta	Dr. Andreas Hamann	Department of Renewable Resources Faculty of Agricultural Life and Environmental Sciences, University of Alberta 751 General Services Bldg, Edmonton, Alberta, T6G 2H1, CANADA	+1.780.4924413	+1.780.4924323	andreas.hamann@ales.ualberta.ca
University of British Columbia	Jorma Neuvonen	University of British Columbia, Faculty of Forestry, 2618-2424 Main Mall, Vancouver, BC, V6T 1Z4 Canada	+1.604.8222807	+1.604.8228645	jorma.neuvonen@ubc.ca
Albert-Ludwigs-Universität Freiburg	Heinrich Spiecker (Marianne Stadler)	Albert-Ludwigs-Universität, Freiburg Faculty of Forestry and Environmental Sciences, Institut für Waldwachstum, Tennenbacherstr. 4, 79126 Freiburg, Germany	+49.761.2033736	+49.761.2033740	instwww@uni-freiburg.de (Marianne.Stadler@iww.uni-freiburg.de)
Bangor University (Wales, UK)	Christine Cahalan	School of Environment, Natural Resources & Geography, Bangor University, Bangor, Gwynedd, LL57 2UW, Wales (UK)	+44.1248.382337	+44.1248.354997	c.m.cahalan@bangor.ac.uk

Appendix 1: List of the designated Liaison Officers (with their contact info) – (2)

Institution	Name	Address	Phone	Fax	Email
University of Eastern Finland	Lauri Sikanen (Marjoriitta Möttönen)	University of Eastern Finland, Faculty of Science and Forestry, Yliopistokatu 7, 80101 Joensuu, Finland	+358.13.2513636	+358.13.2512050	lauri.sikanen@uef.fi (marjoriitta.mottonen@uef.fi)
Swedish University of Agricultural Sciences	Anders Karlsson (Louise Tetting)	Swedish University of Agricultural Sciences, Faculty of Forest Science, SE- 90183 Umeå, Sweden	+46.90.7868446 +46.90.7868622	+46.90.7868102 +46.90.7868102	anders.karlsson@ssko.slu.se louse.tetting@adm.slu.se

Appendix 2: Admission requirements, deadlines and application material (1)
***** subject to change – please consult with each institution prior to application*****

Institution	Admission Requirements	Deadline	Application Material
University of New Brunswick	<ul style="list-style-type: none"> • An undergraduate degree in science, forestry, environmental studies, social ecology, or equivalent, from a recognized university • Grade point average (GPA) of 3.0 • English language requirement (http://www.unb.ca/gradstudies/admissions/international.html) 	March 1 st for the MEM program (check with the UNB Liaison officer for the other programs)	<ul style="list-style-type: none"> • In addition to the application material that is required to apply to the UNB School of Graduate Studies (see http://www.unb.ca/gradstudies/admissions/index.html), you need to send also an authorized copy of your admission letter to the TRANSFOR-M program
University of Alberta	<ul style="list-style-type: none"> • A 4-year undergraduate degree, or its academic equivalent from a recognized university • 2 years of professional forestry-related experience (only for MF program, not MSc program) • English language requirement: TOEFL score of 550 (88 internet-based) or an equivalent score on an approved English Language examination • Grade point average (GPA) of 3.0 in the last two years 	July 1 st (Canadian applicants), June 1 st (European applicants)	<ul style="list-style-type: none"> • http://www.ales.ualberta.ca/rr/GraduateProgram/AdmissionRequirements.aspx • http://www.gradstudies.ualberta.ca/apply/index.htm
University of British Columbia	<ul style="list-style-type: none"> • Applicants for a master's degree program must hold the academic equivalent of a four-year bachelor's degree from UBC with one of the following: <ul style="list-style-type: none"> • A minimum overall average in the B+ range (76% at UBC) in third- and fourth-year courses. • Academic standing with at least 12 credits of third- or fourth-year courses in the A grade range (80% or higher at UBC) in the field of study. • Applicants with international academic credentials should refer to the following website for specific requirements: http://www.grad.ubc.ca/prospective-students/application-admission/minimum-academic-requirements-international-credentials • English language requirement: TOEFL score 550 (80 internet-based): http://www.grad.ubc.ca/prospective-students/application-admission/english-proficiency-requirements. 	March 1 st	<ul style="list-style-type: none"> • Please refer to the application document checklist at: http://www.forestry.ubc.ca/Students/Graduate/HowToApply/tabid/1787/Default.aspx

Appendix 2. Admission requirements, deadlines and application material (2)

Institution	Admission Requirements	Deadline	Application Material
Albert-Ludwigs-Universität Freiburg	<ul style="list-style-type: none"> BSc (or equivalent primary degree) well above average in Forest or Agricultural Sciences, Geography, Biology, Ecology, Environmental Sciences, Land Use Planning, Nature Conservation or Natural Resource Management. Very good English language skills (TOEFL paper-based 600 points, internet-based 100 points, IELTS band 7; TOEFL code number 8692; TOEFL should not be older than 2 years) 	mid-May	<ul style="list-style-type: none"> Filled in application form: http://www.msc-forest-ecology-management.uni-freiburg.de/div/pdf/application/app_form authorized copies of your B. Sc. our previous degrees an authorized copy of your admission letter to the TRANSFOR-M program
Bangor University (Wales, UK)	<ul style="list-style-type: none"> Applicants should normally have at least a second-class degree in a relevant subject. Applications from mature applicants with relevant experience in forestry, agriculture or land use, are actively encouraged. Applications from people with other backgrounds are welcomed and will be considered on an individual basis. Applicants whose first degree was not in English must have: an overall score of IELTS 6.0 (with no individual score lower than 5.5); or TOEFL 560 with a TWE (written score) of 4; or computer-based TOEFL 220 		<p>Please see details at</p> <ul style="list-style-type: none"> http://www.bangor.ac.uk/courses/postgrad/taught/apply_taught.php.en
University of Eastern Finland	<ul style="list-style-type: none"> B. Sc. in Forestry from a recognized university Very good English language skills (TOEFL paper-based 600 points, internet-based 100 points, IELTS band 7; TOEFL code number 9779; TOEFL should not be older than 2 years). Native speakers do not need to proof the proficiency in English language. 	mid-April	<ul style="list-style-type: none"> An authorized copy of your admission letter to the TRANSFOR-M program Authorized copies of BSc or previous degrees Copy of passport

Appendix 2. Admission requirements, deadlines and application material (3)

Institution	Admission Requirements	Deadline	Application Material
Swedish University of Agricultural Sciences	<ul style="list-style-type: none"> A completed Bachelor's degree, equivalent to a Swedish Bachelor's degree (180 ECTS), in Forest Science, Forest Management, Biology or equivalent, from a university recognized by government or accredited by other recognized organization according to UNESCO. Students in their final year of undergraduate education in EU/EES countries may also, if the student meets the general admission requirements, receive a conditional acceptance. Specific requirements for the program applied to must usually be fulfilled by the student at the time of application. Good knowledge of written and spoken English. 	April 15	<ul style="list-style-type: none"> Online application form: http://www.slu.se/en/education/exchange-studies/application-and-admission/ After the application has been submitted online, the application form must be printed and signed by the student and the coordinator and then sent together with an official transcript of the academic record in English and with ECTS credits (or information about credit system).

TOEFL score requirements are according to specific regulations of the hosting universities.

Appendix 3. Institutional Fees (1)

Students will pay to their Home Institution full tuition and all other mandatory and required fees associated with full-time registration in the graduate program to which they have been admitted at the Home Institution during their exchange. Students will pay no application or tuition fees at the Host Institution. Other mandatory fees at the Host Institution may require payment:

Institution	Mandatory fees at the Host institution
University of New Brunswick	The mandatory fees for all Master programs is detailed at the following URL http://www.unb.ca/financialservices/students/tuitionandfees/fred_grad_cdn_ft_course.html
University of Alberta	European students enroll as regular Master students at UofA for the entire duration of the program. During their year at the home institution in Europe, they pay off-campus non-instructional fees, equivalent to THES 910 (http://www.gradstudies.ualberta.ca/regfees/fees/thesis910.htm). During their year in residence at UofA, they pay non-instructional fees for international students (http://www.gradstudies.ualberta.ca/regfees/fees/international.htm).
University of British Columbia	Graduate students can expect to pay approximately \$655 per year in student fees (including the transit U-Pass) and \$224 for the AMS/GSS Extended Health Plan. Most of these fees are mandatory, but some have opt-out provisions. Refer to this URL for more specific details: http://www.grad.ubc.ca/prospective-students/tuition-fees-cost-living/graduate-student-fees
Albert-Ludwigs-Universität Freiburg	<ul style="list-style-type: none"> ● student fees (46.00 Euros*), entitle students to take advantage of all services offered by the Office of Student Services: cafeterias; accident, personal liability, bicycle, and cloak room theft insurance; social and psychotherapeutic advising; day care; credit bank; job search service ● initial contribution for the public transportation semester-ticket (19.00 Euros*) <p>During the registration period, these fees (a total of 65.00 Euros*) can be paid directly at the university cashier's office in the administrative building (Fahrenbergplatz, 1st floor, room 01008).</p> <p>* fees may vary in the different years</p>

Appendix 3. Institutional Fees (2)	
Institution	Mandatory fees at the Host institution
Bangor University (Wales, UK)	No mandatory fees, but charges are made for some optional field courses. Student union membership is included, but individual student clubs and societies may charge a small additional fee.
University of Eastern Finland	<ul style="list-style-type: none"> • Student union membership fee (104.00 Euros* for the full academic year), entitles students to the services of Finnish Student Health Service, discounts on meal prices in the student cafeterias on campuses and at a number of shops, stores and restaurants. In addition, the membership entitles to 50% discount on long distance train and bus fares. • A Lyyra Student Card (15 Euros*) • The forms for the payment of the Student union membership fee can be obtained from the Student Union and they will also be available during the Orientation in September. The Lyyra Student cards can be paid and ordered online from the Lyyra website. <p>* fees may vary in the different years</p>
Swedish University of Agricultural Sciences	No mandatory fees. There might be fees for some course material or for travel cost if the course includes field trips etc.

Appendix 4. Insurance requirements (1)

All exchange students are required to obtain adequate out of country major medical insurance which includes repatriation expenses. Other insurance to be considered by the students would include property insurance and liability insurance. Students must demonstrate evidence of coverage when requested by any appropriate authority. Where applicable, Host institutions will provide liability insurance for all exchange students at the same level they provide their own students (whether for extra cost to the student or not). Some participating institutions require mandatory health care coverage obtained through their institution as a condition of registration on their campus:

Institution	Insurance Requirements
University of New Brunswick	Each student attending the University of New Brunswick is required to either show proof of their own insurance or purchase the plan offered by the University of New Brunswick. Details on the plan are given at http://www.unb.ca/financialservices/students/healthinsurance.html
University of Alberta	University of Alberta Health Insurance Plan: approx. \$38.00/month Health Services: approx. \$51.32 GSA Dental Plan: approx. \$155.00 GSA Health Plan: approx. \$205.00 http://www.international.ualberta.ca/current/uahip.cfm
University of British Columbia	Please refer to this URL for specifics: http://www.students.ubc.ca/international/international-students/health-care-and-health-insurance/
Albert-Ludwigs-Universität Freiburg	In order to register, students must submit a certificate providing evidence of health and nursing care insurance coverage. They may request this certificate from their health insurance agency. Therefore students should register at a public German health insurance company, which costs about 64 € per month. They have to register at these companies personally once they have arrived in Freiburg, it is not possible to register in advance. However, students who acquire their own health insurance in accordance with international health insurance agreements or are covered internationally on a family health insurance plan in their native country are exempt from the health insurance requirement. This exemption has to be certified by a public health insurance agency in Germany. In this case they are not allowed to contract public German health insurance again during their whole study life! (The must take out a policy with another insurance.)

Appendix 4. Insurance requirements (2)

Bangor University (Wales, UK)	<p>Medical insurance is not required: non-UK students who come to live in the UK for more than six months are entitled to treatment under the British National Health Service (NHS). The University's insurance policy covers activities undertaken by registered students as part of their degree course. Students are advised to take out insurance to cover travel to/from the UK and personal belongings.</p>
University of Eastern Finland	<p>All students need to have a valid personal (travel) insurance policy from an internationally recognized insurance agency for the whole duration of their stay in Finland. The students coming from non-EU/EEA countries are required to have insurance already when they apply for the residence permit. Insurance should cover all costs related to treatment of sudden illness, accidents and accidental death. Students must present proof of valid insurance when registering to the University of Eastern Finland. It is also important to check that the insurance also covers the travels to/from Finland.</p>
Swedish University of Agricultural Sciences	<p>All registered exchange students at SLU are covered by the insurance STUDENT IN. The insurance STUDENT IN is an emergency insurance. To read more about the conditions, please visit: http://www.kammarkollegiet.se/english/insurance.</p> <p>The insurance is valid during the study period at SLU and two weeks before and after the studies.</p>

Appendix 5. Housing office contact information (1)

Institution	Address	Website	Phone	Fax	Email
University of New Brunswick	Residential Life, Campus & Conference Services Residence Administration Bldg, UNB 20 Bailey Dr., PO Box 4400, Fredericton, N.B. E3B 5A3 CANADA	http://www.unbf.ca/rics/	+1.506.4534800 +1.888.865.6122 (Toll Free)	+1.506.4533585	resadmin@unb.ca
University of Alberta	Residence Services Office 1-050 Lister Centre U. of Alberta, Edmonton, Alberta, T6G 2H6 CANADA	http://www.uofaweb.ualberta.ca/residences/ and http://www.rentingspaces.ca/search.htm?ref=2	+1.780.4924242	+1.780.4920064	housing@ualberta.ca
University of British Columbia	Student Housing & Hospitality Services - Main Office, UBC 2205 Lower Mall, Bldg 6, Vancouver, BC. V6T 1Z4, CANADA	http://www.housing.ubc.ca/	+1.604.8222811	+1.604.8226935	information@housing.ubc.ca
Albert-Ludwigs-Universität Freiburg	Wohnraumvermittlung Studentenwerk Freiburg Schreiberstr. 12-16 79098 Freiburg/Germany	http://www.studentenwerk.uni-freiburg.de/	+49.761.2101.200	+49.761.2101.303	wohnen@studentenwerk.uni-freiburg.de
Bangor University (Wales)	Student Housing Office, Neuadd Rathbone, College Road, Bangor, LL57 2DF.	http://www.bangor.ac.uk/student-services/studenthousing/index.php.en?menu=7&catid=4728&subid=0	+44.1248.382034	None	mailto:student.housing@bangor.ac.uk

Appendix 5. Housing office contact information (2)

Institution	Address	Website	Phone	Fax	Email
University of Eastern Finland	Opiskelija-asunnot Oy Joensuu Elli Merimiehenkatu 30 P.O Box 242, 80101 Joensuu, Finland	http://www.joensuunelli.fi/eng/	+358 13 223 300	+358 13 223 301	opiskelija-asunnot@joensuunelli.fi
Swedish University of Agricultural Sciences	Students apply for housing in the application form online when they apply to SLU	SLU guarantee housing for all exchange students that apply within the application deadline. The housing that SLU provides is close to campus. All rooms are single rooms and they are fully furnished. All rooms are located in a corridor where you share kitchen with other students. The rent is between 2500-3000 SEK per month.	+46.90.7868622	+46.90.7868102	Louise.Tetting@adm.slu.se

OUTLINE OF ISSUE

Agenda Title: **Proposed Bachelor of Science (BSc) in Nursing - Post RN (Registered Nurse) Degree Program Termination**

Motion: THAT the GFC Academic Planning Committee recommend to General Faculties Council the proposal for termination of the Bachelor of Science (BSc) in Nursing - Post RN (Registered Nurse) Degree Program, as submitted by the Faculty of Nursing and set forth in Attachment 1, to take effect January 1, 2015.

Item

Action Requested	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Faculty of Nursing
Presenter	Kaysi Kushner, Associate Dean (Undergraduate Programs), Faculty of Nursing
Subject	Proposed Termination of the Bachelor of Science (BSc) in Nursing - Post RN (Registered Nurse) Degree Program

Details

Responsibility	Provost and Vice-President (Academic)
The Purpose of the Proposal is (please be specific)	To terminate the above-noted degree program. Admissions/transfer to the BSc in Nursing - Post RN program have been suspended since September 1, 2011.
The Impact of the Proposal is	That entrance to the BScN - Post RN program was suspended as of September 1, 2011. The remaining students will complete the program in Fall Term 2014 so the program can then be terminated, effective January 1, 2015.
Replaces/Revises (eg, policies, resolutions)	Will require revisions to the University Calendar to denote this program is no longer offered by the University of Alberta.
Timeline/Implementation Date	January 1, 2015.
Estimated Cost	N/A
Sources of Funding	N/A
Notes	<p>At its June 18, 2009 meeting, the GFC Academic Standards Committee (ASC) approved the following Motion under delegated authority from General Faculties Council (GFC): "THAT the GFC Academic Standards Committee approve, under delegated authority from General Faculties Council, suspension of admissions/transfer to the Bachelor of Science (BSc) in Nursing-Post RN Degree Program, as submitted by the Faculty of Nursing, to be effective 2011-2012."</p> <p>According to Ministry (ie, Innovation and Advanced Education (IAE)) definitions (see below), this nursing program is considered a second-level specialization.</p> <p>In certain cases, Ministry approval is required for suspensions and terminations. The Ministry is only concerned with what it deems to be "first-level specializations." It is not concerned with "second-level specializations."</p> <p>➤ First-level specializations are often defined as the major disciplines that are recognized in a university and that are used to organize departments. Examples of first level specializations for a Bachelor of Science degree are <i>Biological Sciences, Oncology, Physics</i> and</p>

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	<p><i>Public Health Sciences</i>. First-level specializations are also listed within the Provider and Program Registry System (PaPRS). Ministerial approval to suspend these programs is required.</p> <p>Second-level specializations are the University's specializations that fall within each discipline. Examples of second-level specializations in Physics (first-level specialization or discipline) are <i>Geophysics</i> and <i>Medical Physics</i>. These second-level specializations do not appear in the Ministry's program system, and ministerial approval is not required.</p>
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Alignment/Compliance

Alignment with Guiding Documents	<i>Dare to Discover</i> and <i>Dare to Deliver</i>
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)	<p>1. Post-Secondary Learning Act (PSLA): The <i>PSLA</i> gives GFC responsibility, subject to the authority of the Board of Governors, over academic affairs (Section 26(1)). Section 26(1)(b) provides that GFC consider and make decisions on the reports of the Faculty Councils at to the programs of study in the Faculties. GFC has thus established an Academic Planning Committee (GFC APC), as set out in the Committee's GFC-approved Bylaws.</p> <p>2. GFC Academic Planning Committee's (APC's) Terms of Reference: According to GFC APC's Terms of Reference (Section 3.8.b), the Committee is "[t]o recommend to GFC on the termination of academic programs at the University of Alberta or those administered in cooperation with other post-secondary institutions."</p>

Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	<ul style="list-style-type: none"> • Those in attendance of the Faculty of Nursing Council meeting of October 9, 2008, including representatives from the College and Association of Registered Nurses of Alberta (CARNA) and (the former) Capital Health; • Representatives from (the former) Grant MacEwan Community College (GMCC) (now MacEwan University), Grande Prairie Regional College (GPRC), Red Deer College (RDC), and Keyano College were informed of the possibility of phasing out of the program through e-mail dated February 22, 2008 but did not see the proposal; • Vice-Provost (Academic Programs and Instruction) and Vice-Provost and University Registrar (consultation), June 10, 2009
Approval Route (Governance) (including meeting dates)	GFC Academic Planning Committee (April 23, 2014) – for recommendation; GFC Executive Committee (May 20, 2014) – for final approval
Final Approver	GFC Executive Committee (acting under delegated authority)

Attachments (each to be numbered 1 - <>)

1. Attachment 1 (pages 1 – 9) – Proposal for the Termination of the Bachelor of Science - Post RN (Registered Nurse) Degree Program (with Attendant Calendar Copy)

Prepared by: Garry Bodnar, University Governance, garry.bodnar@ualberta.ca, 2-4733

Program Approval Template A

Program changes are essential to program viability and maintenance of program quality and service to both the student and society. They flow from institutional vigilance and continued review of the needs of society and students. They are also carefully monitored for quality through established institutional processes (see *Quality Assurance at Alberta's Universities*).

This template is a common form that will be used for central vetting and approval at Alberta's public universities, and then submitted to Alberta Advanced Education for approval, in some cases after consultation with the Campus Alberta Quality Council (CAQC). Both reserve the right to ask for further information or clarification. (Note that individual universities have been permitted to develop their own version of the Template, which may list additional questions after the set of common ones.).

This Template applies to

- D Program requirement FLE (full-load equivalents) and load weight changes above 5%
- D Major/specialization title changes (eg, History to Historical Studies)
- D Minor degree title changes (eg, BSc Nutrition to BSc Nutritional Science)
- X Short-term suspensions (note: add an enrolment projection table) (Effective September 1, 2011)
- X Terminations (note: add an enrolment projection table) (Effective January 1, 2015)
- D For-credit certificate and diploma changes

Basic Information

1. Title of the program: Bachelor of Science in Nursing (BScN) Post RN Program
2. Proposed start date: Suspension September 1, 2011
3. Length of the program (years): The curriculum is designed to be taken over one year. With approval, students have three years from the time of admission to complete the requirements for this program
4. University and academic unit: University of Alberta, Faculty of Nursing
5. Collaborating partners at other institutions: Red Deer Regional College and Grande Prairie Regional College
6. Contact person, with telephone number and e-mail address: Dr. Joanne Olson, 780-492-6252, joanne.olson@ualberta.ca
7. Completed/proposed approval path: Faculty Nursing Council, Academic Standards Committee (ASC), Academic Planning Committee (APC), General Faculties Council (GFC), Board Learning & Discovery Committee (BLDC) and Board of Governors.
8. Attach proposed program and course University Calendar changes and other supporting documentation. See attachments to Outline of Issue.

Program Impact and Rationale

9. Describe the nature of the change.

Entrance to the BScN Post RN program will be suspended as of September 1, 2011 and the program will be terminated effective January 1, 2015. The last cohort of students will enter the Program in Winter term 2011. This will provide one year to communicate the intention for suspension to any diploma-prepared RNs who wish to earn a UofA baccalaureate degree. Once the program is suspended, the students would have three years to complete their degree, consistent with the regulations stipulated in the UofA Calendar for the Program. Over the transition period, the Faculty of Nursing would attempt to streamline course offerings by incorporating Post RN students into courses delivered as part of other program streams. The guiding principle in these decisions would be maintaining the identity of the Post RN student.

10. What is the rationale for the proposed change?

The Alberta Government through the *Health Professions Act* has changed the requirements for a registered nurse from a diploma in nursing to a baccalaureate degree in nursing from an approved nursing program undertaken in Alberta on and after January 1, 2010 (Section 3(1), Alberta Regulation 232/2005)

In addition, over the past five years, program demand, program enrolment and the proportion of diploma-prepared RNs in the Alberta workforce has declined substantially.

Percent Diploma- and Baccalaureate-prepared nurses in the Alberta workforce

	2003	2004	2005	2006	2007	2008
Diploma	61	59.2	57.6	55.5	52.2	50.2
Degree	36	37.6	39.4	41.4	44.6	46.2
Total	97%	97%	97%	97%	97%	96%

Data from College and Association of Registered Nurses of Alberta

There is a declining trend of admissions to Post RN programs across the three western Canadian provinces. Already the University of British Columbia and the University of Calgary have terminated their Post RN programs.

Post RN Baccalaureate Programs – Admissions 2002-2007 by academic year in Western Provinces

Admissions	Canada	SK	AB	BC
2002-2003	2,409	189	629	550
2003-2004	1,918	92	574	89
2004-2005	2,539	100	282	504
2005-2006	2,493	130	203	107
2006-2007	2,438	167	157	75

Data from Canadian Nurses Association: Nursing Education Statistics 2006-2007

11. Provide the expected enrolment (or other) impact on the academic unit(s) offering the program and other affected units if applicable. Include current enrolment.

Demand for the program at the UofA campus, as measured by the number of applications received, decreased by 59% over the past five years. This translated into a 19% decrease in enrolment (FTE) and a 25% decrease in the total number of students registered in courses. (The discrepancy is due to the high proportion of students who choose to study part time.) The number of degrees granted increased, but appears to have peaked two years ago and will likely continue to decline given the downward trend in enrolment.

Program trends over the past five years

	2003	2004	2005	2006	2007	% Change
Admissions						
Applications Received	168	156	122	51	69	-59%
Enrolment		241	172	158	95	-61%
FT Students	25	20	11	13	19	-24%
PT Students	97	86	67	72	73	-25%
Total Students	122	106	78	85	92	-25%
FTE	67	57	37	42	54	-19%
Degrees granted (graduates)	42	47	60	55	59	40%

Data from UofA Databooks, UofA Office of Strategic Analysis and FON Council reports

BScN Post RN students comprised 3.3% of total on-campus enrolment in undergraduate nursing programs in 2007/08; i.e., 54 out of 1613 student FTE

Enrolment Table

Proposed Enrolment	2008-09	2009-10	2010-11	2011-12
• Total Full-Time head count	n/a	n/a	n/a	n/a
• Total Part-Time head count	104	55	55	55
• Total FLE	25	25	25	25
• Anticipated Number of Graduates	30	30	30	30

12.

a) Do you anticipate an enrolment (or other) impact on programs at other institutions or regulatory bodies?

Yes, potentially there may be an increase at Athabasca University and other out of province distance education institutions. We have consulted with leaders in nursing programs at Athabasca University and they are supportive of our decision to terminate this program.

b) Describe any consultations that have occurred with other institutions and professional organizations.

A report on the *Exploration of the Future of the BScN Post RN Program (Faculty of Nursing)* was compiled by Laura Querengesser on behalf of the BScN Post RN Future Direction Advisory Committee and presented at FON Council October 9, 2008. The goal of the committee was to determine anticipated future demand for the Program, the benefit of the UofA program to students and employers, and the cost to the UofA FON of offering the Program. Evidence was collected from students, employers, CARNA, and UofA data sources.

All health regions in Northern Alberta were surveyed through a phone interview. Employers place a high value on baccalaureate-prepared RNs and indicate that there is a need for at least one nursing education institution in Alberta to continue to offer a post-RN baccalaureate program. The health region employers noted that the number of students may not warrant delivery of the program by multiple institutions and that the program does not necessarily need to be delivered through the UofA.

Alberta Health and Wellness Health Workforce Division (ADM Glenn Monteith) was consulted in regards to the phase out of the Post RN program. The ADM supported the idea as long as the “seats” were transferred to another nursing program and indicated that resources be devoted to preparing graduates who would become “new” RNs rather than re-qualifying existing RNs.

13. Are there any resource implications (budget, information technology (IT), library (Library Impact Statement), laboratory, space, student services, administrative services (eg, Registrar’s Office) for the proposed change? If so, please provide detail and evidence of consultation with affected unit(s) and/or appropriate University officers/committees.

For the 2008/09 budget year, the UofA FON expends approximately 4% of its undergraduate instructor budget on the BScN Post RN program while Post RN students account for 3.3% of all “on-campus” undergraduate enrolment in nursing programs.

The following is a breakdown of Faculty of Nursing Expenditure (derived from 2008/09 analysis of undergraduate teaching requirements prepared by Peter Noden).

Instruction: The BScN Post RN Program consumes 4.0% of the undergraduate instructor budget (5.0 FTE instructors out of the 124.5 instructor FTE required to deliver all on-campus FON undergraduate programs).

Non-clinical instruction: 3.5 instructor FTE out of a total 28.5 instructor FTE for all undergraduate programs; i.e., the Post RN program consumes 12.3% of the non-clinical instruction budget.

Clinical instruction: 1.5 instructor FTE out of 96.0 instructor FTE for all undergraduate programs; i.e., the Post RN program consumes 1.6% of the clinical instruction budget.

Teaching release for administration: BScN Post RN Coordinator costs \$20,250 in teaching release annually.

The FON expects resources being freed as a consequence of the program’s termination which will be reallocated to other nursing programs.

**Faculty of Nursing
Course and Program Changes
For the 2015-2016 University
Calendar**

CURRENT					
12.7 Admission and Readmission Deadlines					
Nursing					
	Admission		Readmission		Other Requirements
	Application	Documents	Application	Documents	
BScN (Post RN)					
Fall Term	No-admission		February 1	June 15	
Winter Term	No-admission		Previous-students-- October 15	November 15	
Spring/Summer	No-admission		Previous-students-- March 1	March 1	
Contact the Faculty prior to applying.					

<p>CURRENT</p> <p>13.1 Programs of Study</p> <p>Faculty of Nursing</p> <table style="width: 100%;"> <tr> <td>BScN (Collaborative)</td> <td style="text-align: right;">4</td> </tr> <tr> <td>BScN Bilingual (taught in English and French)</td> <td style="text-align: right;">4</td> </tr> <tr> <td>BScN (After Degree)</td> <td style="text-align: right;">2</td> </tr> <tr> <td>BScN (Post-RN program)</td> <td style="text-align: right;">2</td> </tr> <tr> <td>BScN Honors</td> <td style="text-align: right;">1 + 3</td> </tr> <tr> <td>BScN (RPN to BScN program)</td> <td style="text-align: right;">2.75 or (1 + 2)</td> </tr> </table> <p>15.11.4 BSc in Nursing--Post RN Degree Program</p> <p>—This program is for Registered Nurses who have graduated from an approved diploma program and are eligible for registration in Alberta.</p> <p>—The Faculty of Nursing will not admit to the BScN Post RN Program starting September 1, 2011. Contact the Faculty of Nursing for information regarding readmission.</p> <p>Requirements</p> <p>(1) Graduation from a diploma nursing program.</p> <p>(2) A minimum GPA of 2.0 in the above program.</p> <p>(3) Proof of active registration in the College and Association of Registered Nurses of Alberta (CARNA) as a Registered Nurse or a Graduate Nurse on a temporary permit. Foreign students must provide evidence of graduation from a general nursing program considered equivalent by the CARNA to an approved School of Nursing in Alberta at the time the program was taken and active registration in the CARNA as a Registered</p>	BScN (Collaborative)	4	BScN Bilingual (taught in English and French)	4	BScN (After Degree)	2	BScN (Post-RN program)	2	BScN Honors	1 + 3	BScN (RPN to BScN program)	2.75 or (1 + 2)	<p>PROPOSED</p> <p>13.1 Programs of Study</p> <p>Faculty of Nursing</p> <table style="width: 100%;"> <tr> <td>BScN (Collaborative)</td> <td style="text-align: right;">4</td> </tr> <tr> <td>BScN Bilingual (taught in English and French)</td> <td style="text-align: right;">4</td> </tr> <tr> <td>BScN (After Degree)</td> <td style="text-align: right;">2</td> </tr> <tr> <td>BScN Honors</td> <td style="text-align: right;">1 + 3</td> </tr> <tr> <td>BScN (RPN to BScN program)</td> <td style="text-align: right;">2.75 or (1 + 2)</td> </tr> </table>	BScN (Collaborative)	4	BScN Bilingual (taught in English and French)	4	BScN (After Degree)	2	BScN Honors	1 + 3	BScN (RPN to BScN program)	2.75 or (1 + 2)
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<p>Nurse or a Graduate Nurse on a temporary permit.</p> <p>(4) Proof that the applicant has worked the equivalent of full-time hours as a registered nurse for a minimum of 12 months (not necessarily consecutive, i.e. 1,920 hours) since graduation from the nursing diploma program.</p> <p>(5) Official transcripts of</p> <ul style="list-style-type: none">a. A diploma nursing program,b. Any other postsecondary education taken. <p>— Note: Admission to the Post-RN degree program from another University or Faculty is based on assessment of the applicant's previous achievement by the Faculty of Nursing Admissions Committee.</p>	
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**Faculty of Nursing
Course and Program Changes
For the 2015-2016 University
Calendar**

CURRENT	PROPOSED
<p>133.2 Academic Standing and Graduation (No changes until...)</p> <p>(2) Health and Safety Requirements (no changes until...)</p> <p>c. Immunization: To ensure, insofar as possible, both student and patient safety, the Faculty requires immunization against, or proof of immunity to, poliomyelitis, diphtheria, tetanus, measles, mumps, rubella, and hepatitis B. As well, varicella screening and a two-step tuberculin skin test is required in the first year of the program and should be performed by the University Health Centre. The Alberta Public Health Act - Communicable Disease Regulation (1985) states: "All staff of day care facilities and persons with face to face contact with patients in a health care facility shall ensure they are immunized against Rubella." Students in the BScN Collaborative Program, the BScN-After Degree Program, the BScN Post RN Program, and the Registered Psychiatric Nurse (RPN) to BScN Program must have their immunization status reviewed by the University Health Centre upon acceptance to the nursing program. Students in the BScN Bilingual Program must have their immunization status reviewed by the University Health Centre during Spring Session of Year 1.</p> <p>(No changes until...)</p> <p>(8) Graduation Requirements:</p> <p>a. For students in the BScN - Collaborative Program, BScN – Bilingual Program, or the BScN - After Degree Program, a minimum GPA of 2.0 is required on the last *60. (If *60 requires including another term or terms, the best results from this term or terms are included. Failing results are not included in the calculation of the graduation GPA.).</p> <p>b. For students in the BScN - Post RN Degree Program, a minimum GPA of 2.0 is required on the last *23. (If *23 requires including another term or terms, the best results from this term or terms are included. Failing results are not included in the calculation of the graduation GPA.). For students admitted to the program between 1995 and 2001, a minimum GPA of 2.0 is required on the last *50. (If *50 requires including another term or terms, the best results from this term or terms are included. Failing results are not included in the calculation.).</p>	<p>133.2 Academic Standing and Graduation (No changes until...)</p> <p>(2) Health and Safety Requirements (no changes until...)</p> <p>c. Immunization: To ensure, insofar as possible, both student and patient safety, the Faculty requires immunization against, or proof of immunity to, poliomyelitis, diphtheria, tetanus, measles, mumps, rubella, and hepatitis B. As well, varicella screening and a two-step tuberculin skin test is required in the first year of the program and should be performed by the University Health Centre. The Alberta Public Health Act - Communicable Disease Regulation (1985) states: "All staff of day care facilities and persons with face to face contact with patients in a health care facility shall ensure they are immunized against Rubella." Students in the BScN Collaborative Program, the BScN-After Degree Program, and the Registered Psychiatric Nurse (RPN) to BScN Program must have their immunization status reviewed by the University Health Centre upon acceptance to the nursing program. Students in the BScN Bilingual Program must have their immunization status reviewed by the University Health Centre during Spring Session of Year 1.</p> <p>(No changes until...)</p> <p>(8) Graduation Requirements:</p> <p>a. For students in the BScN - Collaborative Program, BScN – Bilingual Program, or the BScN - After Degree Program, a minimum GPA of 2.0 is required on the last *60. (If *60 requires including another term or terms, the best results from this term or terms are included. Failing results are not included in the calculation of the graduation GPA.).</p> <p>b. For students in the Registered Psychiatric Nurse (RPN) to BScN Program a minimum GPA of 2.0 is required on the last *36 taken.</p>

- e. For students in the Registered Psychiatric Nurse (RPN) to BScN Program a minimum GPA of 2.0 is required on the last *36 taken.

134.4 BScN—Post RN Program

134.4.1 General Information

~~—This program is for Registered Nurses who have graduated from an approved diploma program and who are eligible for registration in Alberta. To be admitted to this program, all applicants must have proof of having worked the equivalent of full-time hours as a registered nurse for a minimum of 12 months (not necessarily consecutive, i.e., 1,920 hours) since graduation from the nursing diploma program.~~

~~—The Faculty of Nursing will not admit to the BScN Post RN Program starting September 1, 2011. Contact the Faculty of Nursing for information regarding readmission.~~

- ~~(1) The curriculum is designed to be taken over one year. Application for an extension to the program must be submitted to the Student Advisor. With approval, students have three years from the time of admission to complete the requirements for this program.~~
- ~~(2) Students are responsible for the completeness and accuracy of their registrations. Particular care should be exercised regarding prerequisite courses.~~
- ~~(3) Placements can be made anywhere in the greater Edmonton area (Devon, Fort Saskatchewan, Leduc, Morinville, St Albert, Sherwood Park, Spruce Grove and Stony Plain) or as far away as 150 kilometers. Students are responsible for their transportation to practice placements and for the costs of travel and accommodations.~~
- ~~(4) Students must have a lab coat.~~

134.4.2 Course Sequence

Fall Term

NURS 415 (*5) (see Note 1)
NURS 468 (*4)
NURS 470 (*5)
STAT (*3)

Winter Term

NURS 301 (*3)
NURS 410 (*3) or 409 (*3)
NURS 475 (*7) or 492 (*7) (see Note 2)
Two courses from the following (see Note 3):
ENGL (*3) or Elective (*3)
PHIL (*3)
POLS (*3)

Spring/Summer

NURS 492 (*7) (see Note 2)
Complete remaining requirements from the following

~~(see Note 3):~~

~~ENGL (*3) or Elective (*3)~~

~~PHIL (*3)~~

~~POLS (*3)~~

Notes

- ~~(1) NURS 415 is a pre- or corequisite for NURS-301, 410 and 470; prerequisite for NURS 475.~~
- ~~(2) All students must take one clinical course. Students must take NURS 475 unless they can demonstrate that they have met the requirements of this community nursing clinical course. If they have met these requirements they must take NURS 492. Students who need to take NURS 475 but would also like to take NURS 492 can select it as a senior elective in Spring/Summer.~~
- ~~(3) All students must take political science (*3), philosophy (*3), and English (*3). Students who obtained credits for English in their nursing diploma program must take an elective instead.~~