

## The Board of Governors of PORTAGE COLLEGE

### Mandate and Roles Document

#### Preamble

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This Mandate and Roles Document for the Board of Governors of Portage College (Board) has been developed collaboratively between the Minister of Innovation and Advanced Education (Minister) and the Board to reflect a common understanding of respective roles and responsibilities.

#### 1. Mandate

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##### **Mandate**

Established under the *Post-secondary Learning Act (PSLA)*, the Board manages and operates the post-secondary institution within its approved mandate [PSLA Section 60(1)(a)].

##### **Our Mandate**

Portage College is a public, board-governed college operating as a Comprehensive Community Institution under the authority of the PSLA of Alberta. Portage College has campus locations in Lac La Biche, Cold Lake, St. Paul, Bonnyville, Frog Lake, Saddle Lake, Boyle, and Whitefish Lake.

In addition to delivering Apprenticeshipable Trades Training, Portage College offers certificate and diploma programs in diverse areas, including Forestry, Natural Resources, Business, Pre-Hospital Care, Health and Wellness, Culinary Arts, Human Services, Native Arts and Culture, University Studies, and Power Engineering. The College also offers academic upgrading, pre-employment trades training, continuing education credit and non-credit courses, and cost recovery customized training programs.

Portage College encourages applied research focusing on improvement of rural education and supports scholarly activity strengthening our understanding of rural communities. College personnel model established ethical principles guiding all research involving human subjects. College students' community-based and applied research practices adhere to the same code of respectful engagement. Portage College embraces every opportunity to collaborate with communities when conducting research identifying economic development and learning needs.

As a member of Campus Alberta, Portage College works with eCampus Alberta, Alberta-North, and Community Adult Learning Councils to make the broadest selection of education and training available in the region. Portage College expands its program offerings through articulation and transfer agreements, program delivery collaborations, brokering arrangements, and strategic partnerships.

As a Comprehensive Community Institution, Portage College stewards adult education and training offerings in its geographic service region in alignment with the strategic planning initiatives of the Government of Alberta. Portage College undertakes in-depth consultation with all of its community stakeholders, including community adult learning providers, school districts, current and past students, service and industry employers, Program Content Advisory Committees, and municipal and Aboriginal leaders.

Portage College excels in designing and delivering programs responding to the learning needs of students and local employers. Portage programs utilize leading-edge learning technologies and are offered in multiple instructional modalities, including traditional face-to-face, off-site video-conferencing, and distributed self-paced learning. The College's blended learning offerings, mobile trades training units, outreach programming, and service to small cohorts demonstrate its ability to make both instruction and learning supports readily available to students at times and places convenient to them. The College offers learning assistance programs and dedicated learner support services addressing the needs of disadvantaged learners.

Portage College works to maximize learning opportunities that support the economic growth and human development needs of diverse northeast communities. A focus on community-based learning enables the College to partner with municipalities, First Nations Reserves, Métis Settlements, and school divisions for the provision of access to learning

and recreation facilities, counseling, and library services. Portage College values collaboration and community-based volunteerism supporting quality learning and life opportunities in rural Alberta.

Portage College provides education and employment training programs that instill a passion for lifelong learning, promote personal wellness, develop appreciation for cultural diversity, and inspire social engagement.

*Approved by Minister, Advanced Education and Technology – April 12, 2010*

## **Vision and Mission**

The vision and mission of Portage College are:

### **OUR VISION**

*(Board approved March 8, 2012)*

Building success by delivering exceptional learning experiences.

### **OUR MISSION**

*(Board reviewed and re-affirmed December 1, 2012)*

Portage College provides education, training and services to facilitate learning and development of knowledgeable, skilled citizens in a caring, supportive and dynamic college environment.

## **Applicable Legislation and Regulations**

The Board has responsibilities under, and is subject to, a number of statutes and regulations including the:

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

The *Post-secondary Learning Act* provides the primary legislation for public post-secondary institutions in the province of Alberta. Regulations enacted under the PSLA include:

- *Alternative Academic Council Regulation;*
- *Campus Alberta Sector Regulation;*
- *Model Provisions Regulation;*
- *Programs of Study Regulation; and*
- *Public Post-secondary Institutions' Tuition Fee Regulation.*

## **2. Duties and Responsibilities**

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### **Lieutenant Governor in Council**

The PSLA outlines the duties and responsibilities of the Lieutenant Governor in Council specific to the Board. These include the establishment of the public post-secondary institution [PSLA Section 40] and its Board [PSLA Section 43(1)].

In addition, the Lieutenant Governor in Council:

- *Appoints Board members [PSLA Section 44(2)(c)];*
- *May by order disestablish the public post-secondary institution and its Board [PSLA Section 102(1)];*
- *May order that the assets and liabilities of a dissolved Board be transferred to government or to another post-secondary institution [PSLA Section 102(2)];*
- *Approves debenture borrowing [PSLA Section 73(1)];*

- Approves an incorporation, and the establishment, acquisition and dissolution of a subsidiary by the Board [PSLA Section 77];
- Approves the Board's establishment of a registered pension plan as an alternative to a designated pension plan [PSLA Section 69(2)(b)]; and
- Approves the Board's disposition of land [PSLA Section 67(1.1)].

#### **Auditor General**

The Auditor General is the auditor of the Board as outlined in Section 71 of the PSLA.

#### **Minister of Innovation and Advanced Education**

The PSLA outlines a variety of duties and responsibilities for the Minister including the appointment of Board members from nominees of constituent groups [PSLA Section 44(2)(b)], and approval of the institution's mandate statement [PSLA Section 103(1)].

In addition, the Minister:

- Monitors the institution's operation and performance through the Board's comprehensive institutional plan, and annual report submissions [PSLA Sections 78(1), 78.1, 79(1)];
- Approves the Board's establishment of supplementary pension plans [PSLA Section 69(2)(c)];
- Chairs the Campus Alberta Strategic Directions Committee [PSLA Section 107.1(2)]; and
- Informs the Board of government policies and direction impacting the work of the Board.

Under the *Alberta Public Agencies Governance Act (APAGA)*, the Minister also conducts regular reviews (at least every seven years) of the Board's mandate and purpose [APAGA Section 19(1)].

#### **Deputy Minister of Innovation and Advanced Education**

The Deputy Minister supports and acts under the general direction of the Minister, and is responsible for activities which have been delegated by the Minister.

#### **Department of Innovation and Advanced Education**

The Department supports the Minister and Board in meeting their legislated responsibilities. Examples of Department support for Board related functions include:

- The provision of orientation materials and training support for new Board members;
- Establishment of workflow procedures for the recruitment and appointment of Board members;
- Ensuring that the Board's Mandate and Roles Document is affirmed annually and renewed or revised every three years; and
- Coordinating the Board's mandate and purpose review, at a minimum, every seven years.

#### **The Board of Governors of Portage College**

The Board shall manage and operate the institution in accordance with its mandate [PSLA Section 60(1)(a)].

The Board agrees to work with the Minister to support and promote Campus Alberta, and its goals of an accessible, affordable, quality, and sustainable post-secondary system in Alberta that fosters innovation, entrepreneurship, and collaboration.

The Board has the authority through the PSLA to establish admission requirements and publish rules with respect to enrolment and programs [PSLA Section 60(1)(c) and (d)], determine tuition fees to be paid by students in accordance with the regulations [PSLA Section 61], and delegate in writing powers, duties or functions set out in the PSLA, with the exception of bylaws [PSLA Section 62]. Other Board specific functions include:

- The settlement of questions [PSLA Section 63];
- Student discipline [PSLA Section 64];
- The acquisition of land [PSLA Section 66(1)];
- The disposition of land with approval of the Lieutenant Governor in Council [PSLA Section 67(1.1)(a) and (b)];
- Debenture borrowing, subject to the approval of the Lieutenant Governor in Council [PSLA Section 73];
- Banking and investment [PSLA Section 75]; and
- The appointment of the president [PSLA Sections 81(1)].

In terms of accountability and reporting:

- The Board must prepare a statement setting out the mandate for the institution and this must be submitted to the Minister for approval [PSLA Section 103(1)].

- The Board must also submit a comprehensive institutional plan and annual report to the Minister on an annual basis [PSLA Sections 78(1), 78.1 and 79(1)].
- The Board may be required to collect information (such as enrolment data and Key Performance Indicators) and submit to the Minister any information and reports the Minister considers necessary [PSLA Section 118(1)].
- The Board is accountable for ensuring that the public funds appropriated for the support of institutions are used effectively and appropriately. The Board approves annual operating and capital budgets and regularly review expenditures, investments and borrowings.
- The Board is responsible for the appointment of a President as the Chief Executive Officer of the institution [PSLA Section 81(1)] and the remuneration to be paid to the President [PSLA Section 81(2)]. The Board is ultimately responsible for the quality and performance of its administrations, and therefore is required to evaluate the overall efficiency and effectiveness of the President and the administration.

The Board may establish committees as it deems necessary to carry out its duties and ensures that a written mandate of each committee is reviewed and approved annually.

Committees for the Board include:

Planning / Academic / Student Services Committee  
/ Human Resources Adhoc Committee

Finance/Infrastructure/Risk Management Committee

The Board acts as an intermediary between the institution and the public that it is intended to serve. The Board is responsible for ensuring that the institution is responsive to changing educational and societal needs. The Board ensures that the institution maintains appropriate liaisons with prospective employers and other stakeholders throughout Campus Alberta.

#### **Board Chair**

With direction from the Board, the Chair represents the Board and its interests in dealing with the Minister, the Department, the President, stakeholders and the community. The Chair is responsible for providing leadership for the Board and for effectively facilitating the work of the Board.

Additional responsibilities of the Chair include:

- Planning and managing Board meetings;
- Providing the Minister with regular updates on the Board's operations and informing the Minister regarding emergent issues;
- Ensuring that the Board, and its committees, have opportunities to meet independent of management; and
- Administering the Code of Conduct and ensuring that conflict of interest matters are addressed by the Board.
- Signing Officer of the Board.

#### **Board Members**

Board members will act in the best interest of the institute [PSLA Section 44(4)].

The individual responsibilities of Board members include:

- Attending all general and special board meetings;
- Sitting on committees and attending committee meetings as required;

#### **President**

The President has general supervision over and direction of the operation of the institution and has those powers, duties and function that are assigned by the Board [PSLA Section 81(3)].

Additional responsibilities of the President include:

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

### **3. Recruitment and Appointment of Board Members**

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The Board will comply with all appointment requirements pursuant to the PSLA and any additional policies of the Government of Alberta or the Minister. The department has an established recruitment process that applies to all of its agencies.

### **Membership**

As outlined in the PSLA [Section 44(2)], the Board consists of 13 members. These include:

- Nine persons appointed by the Lieutenant Governor in Council, one of whom shall be designated as Chair;
- The President;
- One academic staff member nominated by the academic staff association (appointed by the Minister);
- One student nominated by the council of the students association (appointed by the Minister); and
- One member of the non-academic staff who is not engaged in the administration of the public college nominated by the non-academic staff association (appointed by the Minister).

### **Recruitment**

The recruitment of public members is competency based and led by the Department in consultation with the Board. The Board and the Department will develop a competency matrix for the Board as a whole as well as competencies required for individual members.

The steps that are taken or intended to be taken in the recruitment process and any identified skills, knowledge, experience or attributes required of a member to be appointed will be made public either before or after the member is appointed [APAGA Section 13(2)].

A public posting of all vacancies is the responsibility of the Department's Human Resources (HR) area.

Recruitment is based on the competencies approved by the Minister.

### **Process**

When a vacancy occurs:

- The Board identifies competencies that need to be replaced and provides that profile to the Department's HR area who facilitates the recruitment process.
- Applications are reviewed by HR and assessed on the basis of the applicable competencies and values identified through the development of a screening report.
- A Board sub-committee reviews the screening report and forwards their recommendation to the Minister.
- Based on the screening report and the Board sub-committee recommendation, the Minister recommends to Cabinet the name of the candidate for appointment.
- Once Cabinet approves the Minister's recommendation, the Department will coordinate the appointment process by *Order in Council*.

### **Appointment**

Prior to the appointment of a Board member, appropriate screening will include determining potential conflicts of interest.

Appointment is for a fixed term of up to 3 years, with the potential for reappointment [PSLA Sections 56(1) and 56(2)].

### **Remuneration**

The Board prescribes the remuneration that members are paid for their duties as members of the Board [PSLA Section 55].

## **4. Interaction between Board and Department**

The Board serves as the intermediary between the Government of Alberta and the institution. The Board may become involved in the development of provincial policies by:

- Providing advice on issues and trends;
- Reacting to proposals and statements put forward by the Minister;
- Recommending policy changes to the Minister; and
- Keeping the Minister informed about the development of the institution and plans for the future.

As described under Duties and Responsibilities, the Board provides the Department with regular reports on the institution's performance and future plans.

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

## 5. Administration

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### Annual Affirmation

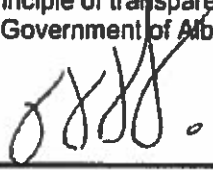
The Mandate and Roles Document must be affirmed annually by the Board.

### Three Year Renewal or Revision

The Mandate and Roles document shall be in effect for not more than three years. It must be renewed or revised by the expiry date [APAGA Section 4].

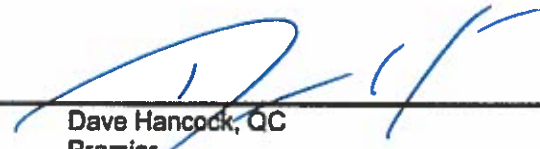
### Transparency

Copies of the Mandate and Roles Document will be filed with the Minister and the Agency Governance Secretariat. In support of the principle of transparency [APAGA Section 5], this document will also be made available on the Board's website and the Government of Alberta's website.



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Raymond Danyluk  
Board Chair  
Portage College



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Dave Hancock, QC  
Premier  
Minister of Innovation and Advanced Education

Date: April 10, 2014

Date: June 12/14

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