



The Board of Governors of Lethbridge College

Mandate and Roles Document

Preamble

This Mandate and Roles Document for The Board of Governors of Lethbridge College ("Lethbridge College" or "The College") has been developed collaboratively between the Minister of Advanced Education ("Minister") and the College. This document is in furtherance of the parties' legal obligations under the *Alberta Public Agencies Governance Act* (APAGA) to reflect a common understanding of respective roles and responsibilities in governance of the College.

1. Mandate

The College's mandate is set out in the Investment Management Agreement entered into by the College and the Minister.

1. Type of Institution, Sector, and Governance

Lethbridge College is a board-governed public post-secondary institution currently operating in Alberta as a Comprehensive Community College under the authority of the *Post-secondary Learning Act* (PSLA).

2. Outcomes

Lethbridge College is driven by our mission of inspiring and facilitating learning and innovation to meet economic and social need.

Lethbridge College's outcomes are:

- Learners have access to relevant responsive learning experiences that prepare them for multiple careers and life-long learning.
- Employers have access to a prepared workforce.
- The economic, cultural and social prosperity of Southern Alberta is enhanced.

3. Clients/Students

Lethbridge College serves a diverse student population predominantly from southern Alberta, with students also from other regions, provinces and countries. We serve adult learners in foundational learning, upgrading, university transfer, apprenticeship programs, certificates, diplomas, as well as applied degrees and CAQC approved baccalaureate degrees. Furthermore, several of Lethbridge College's graduates from degree programs have moved on to master's programs across the country.

We are deeply committed to serving our Indigenous community, and to creating an inclusive, diverse and safe learning environment for all learners. Our "Coming together in a Holistic Way: Lethbridge College Niitsitapi Strategy" guides our response to truth and reconciliation and our relationship and work with the Indigenous Community.

4. Geographic Service Area and Type of Delivery

Lethbridge College plays a stewardship role for the roughly 178,000 adult learners within our geographic service region. Although our main campus is located in the City of Lethbridge, we provide educational opportunities for learners of all ages throughout southern Alberta. Regional work in Claresholm, Pincher Creek and Vulcan County have been developed in conjunction with community advisory councils, based on a learner support service model and collaboratively developed resources for program mix and delivery.

As a member of the Alberta Adult Learning System, Lethbridge College works with other post-secondary institutions, community organizations, school districts, employers and other partners to enhance access to programs and services throughout the region. Through our commitment to a variety of educational delivery methods including face-to-face, online, hybrid and blended learning, we strive to address diverse learning styles and needs to increase access for students. In addition, we have designed a broad range of student support services to enhance learner success for both on and off campus learning.

5. Program Mandates and Credentials Offering

Lethbridge College offers certificate, diploma, applied degree and CAQC approved baccalaureate degrees as well as journeyman certificates through Alberta Apprenticeship and Industry Training. Lethbridge College provides lifelong learning opportunities through the LC extension (formerly called the Center of Excellence in People Development). The focus of this LC extension is on reskilling and upskilling through a variety of course offerings and micro-credentials and corporate and industry training to support economic growth and development.

6. Special Program Areas/Areas of Specialization

Programs and Applied Research opportunities at Lethbridge College are focused on the Economic and labour market needs in the region and the province. Agriculture, particularly Aquaponics and Irrigation, represents a strength area as does Environmental Studies, Justice Studies, and Communication and Media Technologies. We offer programming in General Arts and Science, Business and Trades/Apprenticeship, all of which contribute to a strengthened and diversified economy.

7. System Collaboration and Partnerships

Lethbridge College works collaboratively with Alberta Industry Training (AIT) and industry partners to provide accessible, affordable and quality apprenticeship training opportunities within the region. As a member of the Alberta Adult Learning System, Lethbridge College works with other post-secondary institutions, community organizations, school districts, employers and other partners to enhance access to programs and services throughout the region.

Lethbridge College has a memorandum of understanding with Red Crow College to help facilitate the delivery of specialized programming to indigenous learners.

The English Language Centre (ELC) at Lethbridge College has been providing high-quality ESL instruction and essential skills training to new immigrants, Canadian citizens, corporate clients and international students. The programming is coordinated in collaboration with Lethbridge Family Services-Immigrant Services, Southern Alberta Language Assessment Services (SALAS), Lethbridge school districts and Flexibility Learning Systems.

Lethbridge College participates in dual credit opportunities in collaboration with school division partners including Kainai High School, Palliser School Division, Lethbridge Regional School District 51, and the Holy Spirit Catholic School Division.

Lethbridge College, Medicine Hat College and the University of Lethbridge signed a Memorandum of Understanding to create an ecosystem of post-secondary learning that supports Government of Alberta goals while operating as independent institutions.

Lethbridge College has an MOU with Olds College that outlines a commitment to collaboration in Applied Research in Agriculture and is exploring further collaboration with academic programming,

8. Research and Scholarly Activities

Lethbridge College's Centre for Applied Research, Innovation and Entrepreneurship is a catalyst for economic growth and diversification, sustainability and social development. It brings together community organizations, researchers and students to collaborate to solve real-world challenges with immediate practical applications. Project outcomes often lead to innovative products and services that benefit our economy and society.

Lethbridge College's applied research services many sectors yet has strength in Emerging Technologies and Agriculture including the areas of greenhouse, ag-tech, food processors, and large-scale crop producers. To date, this record has included 135 industry partnerships resulting in 85 successful applied research projects and \$12.3 million in external funding, leading to many new and improved technologies.

Applied Research at Lethbridge College has grown significantly in recent years and is nationally ranked 3rd in industry partnership growth as well as 26th for overall applied research activity.

9. System Mandate

The college promotes a holistic approach to health and wellness, which encompasses physical, spiritual, emotional and social wellbeing. Specific focus has been given to mental health initiatives as a key driver in student academic success. In 2021, Lethbridge College launched "LC Cares: Stronger Together", a college wide Health and Wellness Strategy. The strategy includes a five-year roadmap toward the goal of promoting and inclusive healthy learning and work environment that nurtures the health and well-being of all students and employees.

Lethbridge College is committed to internationalization that provides growth and learning opportunities for students, faculty and staff, maintains a diverse campus community, encourages global awareness and contributes to the sustainability of the college.

10. Other

A key goal for Lethbridge College is to have an engaged workforce where employees feel passionate about their jobs and are committed to the college and its success in helping to prepare students from all walks of life to reach their potential.

2. Roles and Responsibilities

The Board

The Board manages and operates the institution in accordance with its mandate and carries out the other duties and responsibilities legislated by the PSLA.

The Board sets strategic direction and monitors implementation.

The Board participates with the Minister in setting its long-term objectives and short-term targets, if any.

Board Members

All board members, regardless of the manner of their appointment, have the fiduciary duty to act in the best interest of the institution.

Board Chair

The Chair is the interface between the College and the Minister and provides leadership to the Board.

President

The President has general supervision over the direction of the operation of the institution and has other powers, duties, and functions that are assigned to the President by the Board.

Minister of Advanced Education

The Minister is responsible for the performance of all public agencies under Advanced Education, including the College.

The Minister's responsibilities as legislated by the PSLA and APAGA include:

- appointing, or recommending the appointment of, the Board members and the Chair;
- monitoring whether the institution is acting within its mandate and achieving its long-term objectives and short-term targets;
- advising the institution respecting any government policies applicable to the institution or its activities or operations; and
- reviewing the mandate and operations of the institution at least every seven years.

Department of Advanced Education

The Department supports the Minister and College in meeting their legislated responsibilities.

Subsidiaries

Lethbridge College has no subsidiaries.

3. Accountability Relationships of the Public Agency

The flow of accountability relationships at the agency is as follows:

- The President is accountable to the Board.
- The Board is accountable to the Minister through the Chair.
- The Chair is accountable to the Minister for the mandate and conduct of the public agency.

4. Process for Administering the Code of Conduct

The College's Code of Conduct is reviewed and approved by the Ethics Commissioner, and the Board ratifies and makes public the Code of Conduct. Updates to the Code of Conduct are submitted to the Ethics Commissioner for review. The Chair administers the Code of Conduct for board members. The President and CEO administers the Code of Conduct for the Chair.

5. Mutual Expectations – Communication, Collaboration, and Consultation

The relationship between the College and the provincial government is an important one. Boards are accountable to the Minister, who has primary responsibility for the PSLA.

The Minister oversees strategic planning and direction setting for Alberta's advanced learning system, policy development, funding for general operations and specific purposes, and the promotion of transparency and accountability. The Minister is responsible for providing clear mandate direction to boards, establishing clear expectations for oversight and accountability, and for participating in an ongoing dialogue with boards on important issues.

The board has a governance oversight role in relation to the institution it governs. Because the chair serves as the voice of the board, and is directly accountable to the Minister, the relationship between the Minister and the chair is critical.

Other officials, such as the Deputy Minister who oversees the operations of Advanced Education, will typically be in closer contact with institution presidents and vice-presidents. Similarly, department staff may be in regular contact with staff of the institutions on areas of mutual interests.

6. Committee Structure

Committees of the Board include:

- Governance and Human Resources – This Committee’s purpose is to identify strategies and actions for building and strengthening the Board’s capacity in the area of governance, to deal with Board governance and human resources issues related to executive compensation and executive succession planning and development, and to dealing with other duties as assigned by the Board from time to time in order to assist the Board in implementing effective governance practices.
- Finance, Audit and Risk – This Committee’s purpose is to oversee the accounting and financial reporting processes of the College, review the audits of the financial statements of the College, and oversee the effectiveness of the College’s risk management and internal control framework.

7. Financial, Staffing, and Administrative Arrangements

The College receives funding from the Government of Alberta via its Operating and Program Support Grant.

The Auditor General is the auditor of the College.

The College is subject to sections 1, 2(5), 5, 6, 7, 13(3), 57.1, 80, and 81 of the *Financial Administration Act*.

While the *Post-secondary Learning Act* gives the Board of Governors broad authority to appoint employees, the President is the only employee that reports to and is directly accountable to the Board.

For Alberta’s public post-secondary institutions, positions that are defined as “designated executives” by the *Reform of Agencies, Boards and Commissions (Post-secondary Institutions) Compensation Regulation* are subject to the compensation framework and limits on total remuneration established thereunder.

- The Executive Assistant and Board Administrative Support supports the work of the board and its associated activities. Executive Leadership Team members provide additional inputs and/or attend meetings with the board as needed.

8. Planning and Reporting Requirements

The Board is required to enter into an Investment Management Agreement with the Minister that includes

- the mandate of the institution,
- performance metrics for the institution, and
- anything else determined by the Minister.

Annually, the College provides the Department with a Capital Plan and a Budget Plan.

Each year the Board must prepare and submit to the Minister a report that includes the audited financial statements for the preceding year.

The Board is also required under the PSLA to submit to the Minister any reports or other information required by the Minister.

9. Administration

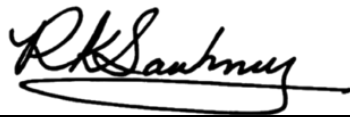
Three Year Renewal or Revision

The Mandate and Roles Document must be reviewed and renewed, amended or replaced within three years after the day on which the document or the most recent amendment to the document was signed.

Transparency

Copies of the Mandate and Roles Document will be filed with the Minister and the Public Agency Secretariat. This document will also be made publicly available on the Board’s website and the Government of Alberta’s website.

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



Minister

The Board of Governors of Lethbridge
College



Board Chair

March 26, 2024

Date

February 13, 2023

Date