

LETTER OF EXPECTATION

BETWEEN

**THE MINISTER OF ALBERTA ENTERPRISE AND ADVANCED EDUCATION
(AS REPRESENTATIVE OF THE GOVERNMENT OF ALBERTA)**

AND

**THE BOARD OF GOVERNORS OF MOUNT ROYAL UNIVERSITY
(AS REPRESENTATIVE OF MOUNT ROYAL UNIVERSITY)**

Alberta  Government

OVERVIEW

This Letter of Expectation is an agreement between the Board of Governors of Mount Royal University and the Minister regarding high level outcomes and responsibilities for both parties.

BOARD OF GOVERNERS RESPONSIBILITIES

As a publicly funded post-secondary institution accountable to the Minister of Enterprise and Advanced Education under the *Post-secondary Learning Act*, Mount Royal University agrees to work with the Minister to support and promote Campus Alberta, and its goals of a learner-centered, accessible, affordable, quality, and sustainable post-secondary system in Alberta that fosters innovation, entrepreneurship, and collaboration. In doing so, Mount Royal University will operate within its approved mandate, as set out in its approved Mandate Statement and Mandate and Roles Document, as well as in accordance with any additional direction provided by the Minister.

Mount Royal University is an important partner in supporting and promoting Campus Alberta. Campus Alberta aims to lead the world in inspiring and supporting lifelong learning for all its peoples, and fosters a post-secondary system that enhances social, economic, and cultural prosperity to achieve the following ultimate outcomes:

- Albertans are engaged thinkers who maximize their human potential and contribute to the collective good.
- Graduates apply their skills and knowledge to advance the province's growing economy.
- Albertans contribute to and are actively engaged in their communities.

GUIDING PRINCIPLES

Mount Royal University agrees to support the following guiding principles:

Ethical Leadership: Embrace sound governance practices and adopt ethical approaches to both business endeavours and academic inquiries.

Efficiency: Use resources efficiently.

Collaboration: Establish and maintain strong, mutually reinforcing, collaborative relationships between Campus Alberta partners, the K-12 system, industry, communities, and learners.

Adaptability: Respond to changing learner, economic, labour market, and societal needs.

Transparency: Embrace transparent practices and open communication.

Environmental Awareness: Promote and support a sustainable environment.

Accountability: Be accountable to Albertans.

Collective Strength: Acknowledge and respect each other's distinct but equally valuable roles and contributions.

OUTCOMES

The Government of Alberta and its post-secondary institutions are expected to achieve focused outcomes valuable to Albertans that support and encourage engagement, economic, social, and cultural prosperity. To demonstrate that achievement, and in the context of a results-based budgeting framework, Mount Royal University agrees to contribute to and achieve the following outcomes:

System Level Outcomes

Alberta's advanced learning system will:

- Encourage Albertans to be global citizens.
- Enhance learner access to advanced education opportunities.
- Provide learners with an affordable, high quality advanced learning system that recognizes individual circumstances and rewards excellence.
- Enhance the ability of learners to freely move both within, and outside the province in the pursuit of advanced learning opportunities.
- Contribute to and promote lifelong learning in Alberta.
- Promote socially responsible values and attitudes.
- Attract international learners, researchers, and entrepreneurs.
- Produce a skilled, productive, and creative workforce.
- Support a competitive and sustainable economy.
- Demonstrate innovation that supports learner outcomes.
- Promote an entrepreneurial spirit that encourages learners to take risks, to make bold decisions, and to explore ideas that challenge the status quo.
- Lead within communities to enhance cultural awareness and community economic development.

Sector Level Outcomes

As described in the *Post-secondary Learning Act*, institutions within the Baccalaureate and Applied Studies Institutions (BASI) sector may:

- provide approved programs of study that lead to baccalaureate degrees, applied degrees, diplomas, and certificates,
- provide university transfer programs,
- conduct applied research and foster innovation, and
- conduct scholarly research related to approved programs of study.

Consistent within the above legislation and in support of the Campus Alberta outcomes, Grant MacEwan University and Mount Royal University will:

- Offer programs that stress the primacy and the quality of the undergraduate experience.
- Offer programs that prepare graduates for successful careers or to further their education both within and outside the BASI sector.
- Develop opportunities for seamless transitions for students from one and two year programs to four year degrees.
- Continue to take a leadership role in the Alberta Transfer System by working collaboratively with stakeholders.
- Develop collaborative degrees with partner institutions.
- Serve the community by providing continuing education and professional development opportunities.
- Support research that demonstrates responsiveness and alignment with the Alberta Research and Innovation Plan.

Institutional Level Outcomes

As a publicly funded undergraduate university accountable to the Minister under the *Post-secondary Learning Act*, the University will work with government and Alberta post-secondary stakeholders to achieve the Campus Alberta outcomes. In doing so, the University will operate within its approved mandate, as well as in accordance with any additional direction provided by the Minister.

Within the above context and as per the University's 2013/14 to 2015/16 Comprehensive Institutional Plan, Mount Royal University will:

Access

- Accept more qualified students by expanding applied and baccalaureate degree offerings in a sustainable manner.

- Increase access to post-secondary education close to home and expand educational opportunities for Albertans by increasing educational outreach, portability and use of new technology.
- Provide the opportunity for Calgary high school students to begin their post-secondary education while still in high school.

Relevant Programs

- Ensure curriculum is appropriate to related field(s) of employment and promote employability of graduates by working with Program Advisory Committees.
- Increase options available to students for the acquisition of skills and knowledge to perform competently, professionally, and socially in the global economy by including an international dimension in the curriculum.
- Ensure academic success of aboriginal and other under-represented groups within Alberta by developing and fine-tuning programs.

Quality of the Educational Experience

- Increase student engagement and a sense of community on campus.
- Address the current and emerging needs of students in undergraduate programs by expanding library collections, facilities and services.
- Increase assistance to students in planning their education and careers.
- Secure suitable program work experience placements and assist employers in recruiting qualified graduates by expanding relationships with both private and public sector employers.
- Expand students' personal horizons, enhance their educational experience, add value to their credentials and increase their opportunities for employment in the current knowledge-based global economy by providing opportunities for national and international experiences.

Campus Alberta Partnerships & Transferability

- Improve transfer arrangements for students intending to enter Mount Royal degree programs by increasing collaboration with Comprehensive Community Institutions.

- Achieve higher rates of degree completion by increasing opportunities for collaboration with Alberta and other post-secondary institutions, including offering MRU degrees on college campuses.

Financial Sustainability

- Ensure quality programs can be maintained with enrolment targets matched to fiscal resources.
- Achieve cost-effective strategies by increasing collaboration with other post-secondary institutions.
- Increase sustainability by making more efficient use of existing resources.

Research & Innovation

- Become a national leader in the Scholarship of Teaching and Learning research.
- Increase opportunities for undergraduate involvement in research, leading to opportunities for the majority of students.
- Become a leader in community-engaged scholarship and innovation.
- Increase strategic partnerships for collaborative and integrated research.

Lifelong Learning

- Increase lifelong learning opportunities by offering practical, engaging and flexible programming across all sectors in business, industry, health care, music, social services and education through the Faculty of Continuing Education and Extension.
- Ensure program graduates achieve professional designations, where applicable, by continuing to work with professional associations and government departments to offer programs that enable them to do so.

GOVERNMENT RESPONSIBILITIES

The Minister of Enterprise and Advanced Education is ultimately responsible for the public advanced education system in the province. The government is responsible for approving institutional mandates, as well as the legislative, regulatory, and policy frameworks under which the institution must operate. In order to support the achievement of the expectations outlined in this letter, government will:

- Provide the institution with annual operating and capital funding allocations.
- Provide broad policy direction and outline accountability frameworks to the institutions.
- Consult with and advise the institution of the government’s strategic priorities, key outcomes, and performance indicators.
- Ensure Board appointments are filled in a timely way and support the Board’s ability to fulfill its obligations.
- Work with Campus Alberta institutions to anticipate and respond to labour market demands for graduates and appropriate education and training.
- Consult with Albertans and learners to ensure that strategic direction reflects their priorities.
- Initiate a formal annual review of this letter and monitor the implementation of the direction noted above.

COMMITMENT TO CONTINUED COLLABORATION

This letter will be reviewed and updated annually through collaboration between the Minister and the Board Chair that builds upon the collegial working relationships between the government and the institution.

originally signed by Thomas A. Lukaszuk
Minister of Enterprise and Advanced Education

originally signed by Richard Shaw
Chair, Board of Governors

Date Signed

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