

## Amended and Restated 2022-2025 Investment Management Agreement

The parties originally entered into a 2022-2025 Investment Management Agreement on May 17, 2022 ("Original IMA").

The parties conducted the annual review contemplated in the Original IMA and the parties wish to update targets and add performance metrics of the Original IMA, and have prepared this Amended and Restated Investment Management Agreement ("Amended and Restated IMA") to reflect those amendments.

### PURPOSE

This Amended and Restated IMA with The Board of Governors of Northern Lakes College ("Institution") describes the investment framework related to the Base Operating Grant (BOG). The purpose of the investment framework is to identify, and incentivize, measurable progress towards the vision and goals contained in *Alberta 2030: Building Skills for Jobs*.

This Amended and Restated IMA also contains the Institution's Mandate as required under section 78 of the *Post-Secondary Learning Act*.

### TERM

This Amended and Restated IMA is effective from the Effective Date to March 31, 2025 ("Term").

### CONDITIONS

The total at risk funding for this 2022-25 Amended and Restated IMA is as follows:

#### Total Three Year At Risk Funding

Fiscal Year	Total Percentage of BOG
2022-23	15% of the 2022-23 BOG
2023-24	25% of the 2023-24 BOG
2024-25	40% of the 2024-25 BOG

Listed in the section PERFORMANCE METRICS below are the weighting, targets and tolerance bands for all Funding Metrics. If an actual result for a specific funding metric does not meet the identified target, and is outside of the respective tolerance threshold, an adjustment will be applied to BOG funding. The calculated percentage reduction to the BOG that will be applied is subject to the final discretion of the Minister, but will not exceed the percentages listed above.

The adjustment will be contingent on the following factors:

- The weighting applied to a funding metric; and
- The extent to which the actual result is outside the tolerance threshold.

The adjustment will be applied, as determined by the Minister, when all funding metric data for the respective fiscal year has been finalized.

The Transparency Metrics listed below do not have any at risk funding implications associated with them. Actual results for these metrics are for accountability purposes only.

All of the metric data, and their associated weightings, targets and thresholds, in the section PERFORMANCE METRICS below is subject to an annual review by the Minister and the Institution. The Minister may remove or add PERFORMANCE METRICS during the annual review, and the Parties will amend this Investment Management Agreement to reflect amendments resulting from the annual review.

## PERFORMANCE METRICS

Methodology details for all funding and transparency metrics found in the respective metric worksheets that have been provided to the Institution.

### Funding Metrics

#### Funding Metric 1: Work Integrated Learning (WIL) by School Year

Proportion of approved programs that offer WIL opportunities to students, as reported in PAPRS.	<b>2020-21 Actual</b>	<b>2021-22 Actual</b>	<b>2022-23 Target</b>	<b>2023-24 Target</b>	<b>2024-25 Target</b>
	58%	64%	70%	72%	73%
	<b>Tolerance Threshold</b>		4%	5%	5%
	<b>Weighting</b>		6%	8%	13%

#### Funding Metric 2: Total Domestic Enrolment by School Year

Total domestic Full Load Equivalent (FLE) enrolled in approved programs as reported in LERS.	<b>2018-19 Actual</b>	<b>2019-20 Actual</b>	<b>2020-21 Actual</b>	<b>2021-22 Actual</b>	<b>2022-23 Target</b>	<b>2023-24 Target</b>	<b>2024-25 Target</b>
	1,243	1,254	1,320	1,397	1,320	1,340	1,350
	<b>Tolerance Threshold</b>				100	100	150
	<b>Weighting</b>				3%	9%	12%

#### Funding Metric 3: Graduate Outcomes by Survey Year\*

Proportion of recent graduates in employment two years after graduation whose current main job is very or somewhat related to the general skills and abilities acquired during their program.	<b>2018 Actual</b>	<b>2020 Actual</b>	<b>2022 Target</b>	<b>2022 Actual</b>	<b>2024 Target</b>
	96%	95%	96%	95%	95%
	<b>Tolerance Threshold</b>		7%	7%	10%
	<b>Weighting</b>		3%	3%	7%

\*The Graduate Outcome Survey is completed every two years.

**Funding Metric 4: Administration Expense Ratio**

Ratio of administration expenses over total expenses, excluding extraordinary expenses, as reported in FIRS.	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Actual	Estimate	Target	Target
	12%	9%	11%	11%	11%
	<b>Tolerance Threshold</b>			3%	3%
	<b>Weighting</b>			8%	8%

Transparency Metrics

**Transparency Metric 1: Indigenous Student Enrolment**

Total self-reported Indigenous FLE count as reported in LERS.	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Actual	Target	Target	Target
	712	752	730	740	750

**MANDATE**

This mandate has been developed by Northern Lakes College in consultation with Alberta's Ministry of Advanced Education pursuant to Section 78 of the Post-secondary Learning Act (PSLA).

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

Northern Lakes College is a board-governed public post-secondary institution operating in Alberta as a comprehensive community college under the authority of the PSLA.

**2. Outcomes**

Northern Lakes College provides distance learning access to students in rural and remote regions of Alberta through our Supported Distance Learning and Supported Distance Teaching models enabling students to participate in post-secondary education regardless of their location. Northern Lakes College places a high value on collaboration with Campus Alberta partners to ensure we are providing accessible programs and services to all students. Northern Lakes College embraces dual credit programming and has numerous partnerships with School Boards throughout the province. The College also values our working relationship with Community Adult Learning Programs to ensure we are working together to provide pathways for students into post-secondary programs.

**3. Clients/Students**

Northern Lakes College students are adult learners, lifelong learners, and dual credit learners. The College has a mandate region that encompasses four Métis Settlements and 15 First Nations and the majority of our students are of Indigenous heritage. Northern Lakes College is committed to providing incremental educational opportunities enabling students to progress through all levels of the learning continuum, to seek employment opportunities, and to improve their quality of life.

Many students are not able to relocate to pursue their post-secondary goals. The ability to pursue learning in their home communities is key to being able to serve such a broad

geographic region of the province. Northern Lakes College accepts students from across Alberta.

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

Northern Lakes College serves a vast region of Northwestern Alberta with 25 campuses and Community Access Points in communities, First Nations Reserves and Métis Settlements.

To ensure students have access to a wide variety of programs, and understanding the difficulty of adult learners to relocate to pursue educational goals, Northern Lakes College has developed Supported Distance Learning and Supported Distance Teaching models that ensure our students have access to all programs offered regardless of their location. Our Supported Distance Learning model accompanied by local supports for students has proven to be effective and efficient in providing access to programs and services for the purpose of upskilling, re-skilling or pursuing further education without compromising on quality.

#### **5. Program Mandates and Credentials Offering**

Northern Lakes College offers Foundational programming including literacy and numeracy, Career Preparation programs, post-secondary certificates and diplomas in a range of Health Science programs,

Human Service programs, Business, Administrative, and Technology programs, Resource Technology Programs, and Journeyman certificates in a number of trades, and various upskilling and reskilling opportunities. Northern Lakes College also provides access to collaborative degree opportunities within our University Studies department.

Northern Lakes College enjoys a proud history of collaboration and has numerous agreements with other Campus Alberta institutions, an active collaboration with the Woodland Operations Learning Foundation, transfer agreements for degree or diploma completion with Campus Alberta institutions, active dual credit agreements with School Boards throughout the province, and numerous collaborations with business, industry, and other entities.

Northern Lakes College actively collaborates with Community Adult Learning Programs in our region, operating eight and hosting five on our campuses.

Northern Lakes College also offers programming at the Peace River Correctional Centre and partners with the Rupertsland Institute, the Alberta Rural Development Network, the Northern Alberta Development Council and our regional Economic Development Committees.

Northern Lakes College also provides access to non-credit programming through our Continuing Education and Corporate Training Department.

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

Northern Lakes College offers a broad range of programming that is reflective of the employment opportunities and needs of our communities. Adult Basic Education, including literacy and numeracy, and High School (Academic Upgrading) are key program areas for our service region as they provide accessible pathways. All of our programs are accessible throughout Alberta via our Supported Distance Learning and Supported Distance Teaching models ensuring students across the province have access to a variety of current, relevant programming opportunities from within the supportive structure of their home community.

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

Northern Lakes College has a long history of collaboration that is encouraged by our Board of Governors. Existing agreements enable the College to deliver programs in other regions and other institutions to deliver programming in our region. Many of these collaborative agreements have been long standing, some are new, while others are in development. The College continues to provide and enhance student accessibility to programs and services through collaborative partnerships.

Northern Lakes College has numerous partnerships with School Boards to offer a broad range of access to high school students to obtain dual credits. Longstanding partnerships continue with CAREERS: The Next Generation, the Rupertsland Institute, economic development groups, First Nations and Métis Settlements and our Community Education Committees to support the educational needs of their communities.

Northern Lakes College has co-located with Campus Alberta institutions offering a variety of programs including locations external to our service region with full support received from our sister institutions. A longstanding partnership with Woodland Operations Learning Foundation continues to provide forestry related programming throughout the province. Northern Lakes College shares facilities with several partners including First Nations and School Divisions.

Northern Lakes College is actively engaged in regional stewardship through a number of initiatives and innovations. An active Community Education Committee in every campus community enables the success of students within their communities. The Chairs of each Committee comprise the Council of Community Education Committees which meets regularly with our Board of Governors. Active and engaged partnerships with our Community Adult Learning Programs ensure College initiatives assist learners to achieve their goals.

The College meets with municipal councils, Chiefs and Chairpersons and their respective councils, and other key stakeholders in our service region providing information on the College and encouraging feedback related to community needs.

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

Northern Lakes College is not actively engaged in discovery research however, we have undertaken research initiatives that focus on our model of teaching and learning specifically to provide insight into how to better serve students through active engagement in a distance-learning environment.

We have assisted a number of other institutions in their research endeavours.

## **9. System Mandate**

Northern Lakes College region is geographically large and comprised of mostly small rural and remote communities. The College provides access to programs and service to many students across Alberta. Northern Lakes College has a profound impact on communities and students. The social impact is significant, as many of students would not have the opportunity to pursue an education if programs were not accessible. Enrolment growth continues and is testament to the demand for accessible programs. In collaboration with Campus Alberta partners, Northern Lakes College services communities outside of our service region at their request.

Northern Lakes College has a significant economic impact and increases graduates' opportunity to find employment in their communities without relocating. Many of our graduates are employed within our region and throughout Alberta.

**Execution**

This Amended and Restated IMA has been signed by the parties to be effective as of the date last signed by the parties ("Effective Date").

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

The Board of Governors of Northern Lakes  
College

  
Minister

  
Board Chair

<sup>13</sup>  
Date *January 17<sup>th</sup>, 2024*

October 11, 2023  
Date