

Amended and Restated 2022-2025 Investment Management Agreement

The parties originally entered into a 2022-2025 Investment Management Agreement on July 19, 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 Grant MacEwan University ("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.	2020-21 Actual	2021-22 Actual	2022-23 Target	2023-24 Target	2024-25 Target
	72%	78%	78%	80%	82%
	Tolerance Threshold		2%	5%	5%
	Weighting		7%	13%	22%

Funding Metric 2: Total Domestic Enrolment by School Year

Total domestic Full Load Equivalent (FLE) enrolled in approved programs as reported in LERS.	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Target	2023-24 Target	2024-25 Target
	11,994	11,769	12,256	12,170	12,130	12,200	12,500
	Tolerance Threshold				1,000	800	1,000
	Weighting				3%	4%	5%

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.	2018 Actual	2020 Actual	2022 Target	2022 Actual	2024 Target
	94%	95%	95%	93%	93%
	Tolerance Threshold		7%	7%	10%
	Weighting		3%	3%	5%

*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 Actual	2021-22 Actual	2022-23 Estimate	2023-24 Target	2024-25 Target
	8%	8%	9%	9%	9%
	Tolerance Threshold			3%	3%
	Weighting			8%	8%

Transparency Metrics

Transparency Metric 1: International Student Enrolment

Total international FLE count as reported in LERS.	2020-21 Actual	2021-22 Actual	2022-23 Target	2023-24 Target	2024-25 Target
	403	448	425	525	575

MANDATE

This mandate has been developed by The Board of Governors of Grant MacEwan University in consultation with Alberta's Minister of Advanced Education pursuant to Section 78 of the *Post-secondary Learning Act (PSLA)*.

Grant MacEwan University is a board-governed, public post-secondary institution operating in Alberta as an Undergraduate University under the authority of the *Post-Secondary Learning Act (PSLA)*. Established in 1971, the institution is known for delivering exceptional undergraduate learning and has a rich history in its growth from a community college. The University was officially named Grant MacEwan University by an Order in Council in 2009 and was rebranded MacEwan University for communications and marketing purposes in 2013.

The Board of Governors of Grant MacEwan University (Board) operates and manages the University in accordance with its mandate by carrying out duties and responsibilities legislated by the PSLA and the *Alberta Public Agencies Governance Act (APAGA)*. The Board works with the Minister to support and to promote the adult learning system's principles of accessibility, affordability, quality, coordination, and accountability. The role of the Board and its operations are outlined in its Bylaws. The Board carries out some of its duties and responsibilities through its standing committees. The terms of reference of standing committees set out the responsibilities, membership, and authority of each committee.

The General Faculties Council (GFC) is MacEwan University's senior academic governance body. The GFC is responsible for academic integrity, policies, programs, and standards, as well as for oversight of scholarship, understood to include both research and creative activity. The role of the Council and its operations are outlined in its Bylaws. The University President is chair of Council and acts as a conduit between GFC and the Board.

MacEwan University is Edmonton's downtown University, located in the municipal ward O-day'min, and its commitment to place informs the choices it makes. MacEwan serves the capital region, as well as central and northern Alberta, by collaborating with other post-secondary institutions to respond to the needs of business, industry, government, and society as a whole. Over 85 percent of MacEwan University graduates live and work in Alberta, contributing to the vitality and resilience of our province.

MacEwan University emphasizes a student-centered approach to delivering its academic programs and services. This approach is rooted in the interaction between academic staff and students, blended modes of course delivery, experiential learning opportunities, an emphasis on critical thinking, and high-quality student support. The University's focus on community-based learning introduces students to a range of Albertans in their cities and towns and connects our programming with the development of competencies in demand across the province.

Through the delivery of its mandate, MacEwan University seeks to:

- Ensure student success through a focus on high-quality teaching from academic staff whose emphasis is on the student experience in the classroom and beyond it;
- Provide an undergraduate educational experience enriched through research and creative activity that informs our faculty's approach to pedagogy, engages students in their skill development, creates and applies knowledge, and supports economic development;
- Ensure that students develop the background to engage fully the economic and social challenges of a changing world; and
- Provide graduates the opportunity to advance their careers and further their education through flexible program delivery in a wide range of credentials.

MacEwan University focuses on four primary types of programming:

- Baccalaureate degrees that prepare students for employment and for graduate studies;
- Certificate, diploma, post-diploma, and post-baccalaureate credentials that prepare students for employment and for continued study in other credential areas;
- University transfer programs that prepare students for degree completion at partner institutions; and
- Preparatory (foundational) programming that readies students for credentialed post-secondary studies.

MacEwan University offers a wide range of certificate, diploma, and degree programs. The University offers programs in business, communications, community and human services, design, fine and performing arts, health, humanities, natural science, nursing, public safety, and social science. Program areas that flow into degree offerings include business, community and

human services, fine and performing arts, and nursing. MacEwan has programs distinctive to central and northern Alberta, including those in health, natural science, and public safety.

MacEwan University offers transfer programs and actively participates in the Alberta Council on Admissions and Transfers to facilitate student mobility within the province and across Canada. Members of the University's senior administration participate with their provincial counterparts to coordinate programming and services and enhance access for students. Partnerships outside Advanced Education include other postsecondary institutions and government departments, municipalities, not for profit organizations, business, and industry. In the spirit of reconciliation, efforts are being made to expand partnerships with Indigenous postsecondary institutions, not-for-profit organizations, and amiskwacy Academy. Collaborations and partnerships facilitate expanded opportunities for students, faculty, and staff in areas such as undergraduate degree programming access, work-integrated learning, experiential learning, student-based research, and student supports and services.

In recognizing that students need choices in delivery modes to accommodate life circumstances or learning preferences, MacEwan University offers online, hybrid, and face-to-face course delivery. The University's commitment to flexible program delivery and to a range of credentials maximizes opportunities for graduates to advance their careers and further their educations. Student's learning journeys are not always linear, and MacEwan's programming serves as building blocks in a creative, multi-disciplinary education. MacEwan University provides unique opportunities for prospective and current students enrolled in a range of credentials to access seamlessly and to progress in baccalaureate programming, including:

- Laddering opportunities from certificate and diploma programs to different degree options at MacEwan University, facilitating progression so students can further their education and skill development; and
- Stackable credentials that allow students to pause and exit formal education to enter the workforce, leaving a degree program after two years with a diploma or leaving a diploma after one year with a certificate. Students can return to pursue additional education when needed, through to complete of a degree.

Scholarship at MacEwan University thrives in a culture of research and creative activity that enriches undergraduate education by informing faculty members' approach to pedagogy, engages students in their skill development, creates and applies knowledge, and supports economic development. The broad campus community undertakes scholarly enquiry that benefits the city, the region, the province, the country, and the world beyond. The University aims to provide students and academic staff the background to help address the social, economic, and environmental issues we face in a changing world. Scholarship is guided by the oversight of a standing committee of General Faculties Council. MacEwan seeks to build upon existing strengths across all our Faculties and Schools, as well as scholarship rooted in the early work of faculty members who helped the institution emerge as a University, bolstered further by new colleagues whose appointments across campus feed a culture of teacher-scholars committed to research and creative activity inside and outside the classroom. What MacEwan University offers is in demand from the next generation of post-secondary students, from business and industry, and from the community. In identifying future research directions, MacEwan is mindful of government priorities for advances to be made in the environment, health, and resource management.

MacEwan University provides a student-centered undergraduate experience focused on student success, including the success of those students who are typically underrepresented in post-secondary education. Through a wide array of learning opportunities, and strategic partnerships in the community, the University seeks to expand students' cultural awareness by engaging the diversity of downtown Edmonton and supporting the individuals who come to MacEwan from around the world. Short-term education abroad programs for students, teaching exchanges, and study tours for academic and non-academic staff provide further opportunities to engage with other cultures.

MacEwan University offers a safe, inclusive, and welcoming campus to a diverse group of qualified students. They are supported from recruitment and admission through graduation and employment and to their return to the University as alumni. MacEwan is committed to expanding its capacity and reputation for accessibility. Faculty members work closely with the community to open doors and to encourage the transition to postsecondary education for traditionally underrepresented students, including first-generation students, Indigenous students, international students, and students with disabilities. Efforts are ongoing to improve inclusiveness, increase affordability, and remove all barriers to student success in an undergraduate learnercentered setting.

A wide array of services is provided to support student success and student wellness. Student services provide early intervention strategies and anticipate and remove barriers for students. Specialized services are offered, including services through the kihêw waciston Indigenous Centre, MacEwan University Health Centre, Access and Disability Resources, the Human Rights Office, and the Office of Sexual Violence and Prevention Education and Response.

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 Grant MacEwan University


Minister


Board Chair


Date

October 25, 2023
Date