



The Board of Governors of the Southern Alberta Institute of Technology Mandate and Roles Document

Preamble

This Mandate and Roles Document for the Board of Governors of the Southern Alberta Institute of Technology (“The Polytechnic”) has been developed collaboratively between the Minister of Advanced Education (“Minister”) and the Polytechnic. 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 Polytechnic.

1. Mandate

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

1. Type of Institution, Sector, and Governance

SAIT is a board-governed public post-secondary institution operating in Alberta as a polytechnic institution under the authority of the *Post-secondary Learning Act* (PSLA).

SAIT provides learners with the skills and knowledge required to serve the employment needs of key industry sectors: energy, business, communication, construction, health, information technologies, manufacturing and automation, media, public service and safety, tourism and transportation. It offers academic upgrading, pre-employment, apprenticeship, certificate, and diploma programs, as well as applied degree and baccalaureate degree programs in specified areas. SAIT also offers non-credit courses and programs, including customized training and workforce development for both domestic and international corporate clients in key industry sectors. SAIT’s courses and programs may lead directly to both career employment and educational laddering opportunities.

SAIT primarily serves the Southern Alberta region, and also attracts students from across the province, nationally, and internationally. By advancing the highest quality of learning and teaching, SAIT attracts a diverse group of students seeking practical, skills-oriented education and training, with immediate employment prospects upon graduation and continued opportunities for lifelong learning. As a global educator, SAIT is best known for excellence in energy training.

SAIT is committed to providing a learner-centered environment that embodies the principles set out in the Campus Alberta framework. These principles include accessibility, innovation, and responsiveness. SAIT is also committed to working collaboratively with other learning providers and stakeholders, and to being an active and supportive member of an Alberta-wide learning community.

The philosophical and practical emphasis at SAIT is on providing a high-quality student experience, focused on academic excellence and student support. SAIT achieves this through its emphasis on teaching excellence, curriculum excellence, market responsiveness, resource management and stakeholder engagement. SAIT is committed to building and nurturing strong business and industry partnerships that contribute to academic excellence. Programs facilitate learning through face-to-face, online and blended delivery methods to meet the needs of learners. SAIT uses technology to enhance the learning experience and has a long history as a leader in distance learning technologies.

SAIT also achieves academic excellence by working in partnership with industry on applied research. Through its applied research activities, SAIT advances technology, transfers innovation into the classroom, and provides the highly qualified, skilled personnel that industry requires.

SAIT focuses on student support and enhances the student experience by providing students with a variety of services and facilities. These include counselling and disability services, prior learning assessment and recognition, and learning skills services. Students also have access to a wide range of services and facilities through the Wellness Centre. In addition, SAIT provides support for indigenous I students and international students through Natoysoyoyiis and the International Student Centre.

Alberta's knowledge-based economy requires innovative, well-educated, skilled, and adaptable citizens. As a nationally recognized Polytechnical Institution, SAIT is a leader in workforce development that enhances Alberta's economic growth and prosperity. SAIT graduates have the knowledge and skills to function in a global, interconnected world while contributing to the economic, social, and environmental health and sustainability of the communities in which they live.

2. Outcomes

SAIT provides students with the skills and knowledge required to serve the employment needs of key industry sectors: energy, business, communication, construction, health, information technologies, manufacturing and automation, media, public service and safety, tourism and transportation. SAIT offers academic upgrading, pre-employment, apprenticeship, certificate, and diploma programs, as well as applied degree and baccalaureate degree programs in specified areas.

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SAIT's mission is to prepare students for successful careers and lives. Graduates are able to enter/re-enter into meaningful careers enabling their personal well-being and contribution to a continuously better society. SAIT provides industry-focused training using technology to deliver meaningful learning experiences.

- We equip students with essential skills for career success in industry.
- Whether looking to upskill or change careers, we enable lifetime learning through relevant, customized education.
- We enhance the global competitiveness of our students and region.
- With more than 11,000 industry partners, we blur the lines between industry and SAIT to strengthen the economy.

3. Clients/Students

Credit programming is designed for those students looking to start, restart or enhance their career opportunities.

Continuing education is focused on the adult learner as part of their lifelong learning journey. This includes learners who need to reskill or upskill and there is a focus on ensuring that under-served learners are also encouraged to register for training courses.

Program areas covers a broad range of programs designed for both entry level-careers and career advancement in a broad spectrum of business and industry sectors including:

- Business
- Health
- Information technologies
- Communication and Media
- Energy
- Transportation
- Construction
- Manufacturing and automation
- Hospitality & Tourism

4. Geographic Service Area and Type of Delivery

SAIT is situated in Calgary, Alberta. SAIT operates one main campus and four satellite locations that have facilities purpose built for their programs.

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5. Program Mandates and Credentials Offering

Credit programs are offered in certificates, diplomas, and degrees. A wide range of apprenticeship programs are also offered. Except for apprenticeship programs, all can be taken as full-time or part-time learners. Non-credit offerings range from single courses to certificates.

Credit Programs

- Bachelor's Degree: Minimum of 90 credits and a maximum of 120 credits. A Bachelor's Degree program is generally a four-year program. It consists of a minimum of 72 senior course credits, with the remaining credits comprised of junior courses. It can include majors and minors. Note that additional studies, such as the completion of a minor, may result in a student's record showing more than 120 credits for the degree.
- Applied Degree: Minimum of 60 credits, generally consisting of 30 credits of class and laboratory coursework and 30 credits of work-integrated learning. An Applied Degree program is generally a two-year program with the admission requirement being a diploma or degree or equivalent.
- Post-Bachelor's Certificate: Minimum of 24 credits and a maximum of 36 credits. It is 8-15 months in length (two-three semesters), with the admission requirement normally being a bachelor's degree (or equivalent) and other program-specific requirements.
- Post-Diploma Certificate: Minimum of 18 credits and generally a maximum of 30 credits. It is one year or less in length, with the admission requirement normally being a two-year diploma and other program-specific requirements. In some cases, admission may require active registration with a regulatory body.
- Diploma: Minimum of 60 credits and a maximum of 80 credits. It is two-to-three years in length. It can include specializations.
- Certificate: Minimum of 12 credits and a maximum of 32 credits. It is one year or less in length.

Non-Credit Programs

- Certificate of Achievement: Recognizes completion of a program which includes a formal evaluation of student performance, and which is a minimum of 144 hours.
- Certificate of Completion: Recognizes completion of a program which includes a formal evaluation of student performance, and which is a minimum of 30 hours and a maximum of 143 hours.
- Statement of Completion: Recognizes completion of a non-credit course which may or may not include a formal evaluation of student performance.
- Certificate of Accomplishment: Recognizes completion of the technical training portion of an apprenticeship program. An apprentice must complete the final period and at least one other period of study at SAIT to qualify for this credential.

All programs developed by SAIT are delivered at SAIT.

BBA degree offered at Northwestern Polytechnic.

6. Special Program Areas/Areas of Specialization

Apprenticeship programs focus on trades education.

Career preparation through aligned programming in certificates, diplomas, and degrees.

7. System Collaboration and Partnerships

Several articulation and transfer agreements enable students to transfer to and from SAIT with other postsecondary providers in the province. Within the provincial network of postsecondary institutions, SAIT works in partnership to continuously improve the ability to provide meaningful and relevant programs and services to students.

SAIT's Applied Research and Innovations Services (ARIS) – collaborates with University of Calgary and University of Alberta on Canada First Research Excellence Fund (CFREF) research projects.

SAIT's Continuing Education and Professional Studies (CEPS) works with other continuing education units/schools in post-secondary institutions in Alberta (e.g. NAIT). This includes sharing of the curriculum where agreements are in place and joint marketing to students.

CEPS is also working with other institutions across Canada as part of the Canadian College for a Resilient Recovery.

SAIT participates in the Calgary Heads of International Working Group that meets quarterly to discuss International Education challenges and how best to promote Calgary as a destination for International students.

Participation in Calgary AB International Educators Forum which meets twice a year. This group involves most of the Alberta post-secondaries and is driven by Advanced Education International.

SAIT is an active partner in several system partnerships such as Cybera and Alberta Association for Higher Education Information Technology (AAHEIT), as well as buying partnerships locally in Calgary. SAIT also participates in local, Canadian, and international organizations to be part of the sharing of best

practices and bringing new and creative ideas on all aspects of the post-secondary business back to SAIT.

SAIT's procurement team now has a common practice when negotiating goods and service agreements of including clauses that allow other post-secondary institutions to adopt the contract if desirable.

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Alberta's knowledge-based economy requires innovative, well-educated, skilled and adaptable citizens. As a nationally recognized polytechnic institution, SAIT is a leader in workforce development that enhances Alberta's economic growth and prosperity. SAIT graduates have the knowledge and skills to function in a global, interconnected world while contributing to the economic, social, and environmental health and sustainability of the communities in which they live.

Through SAIT's Youth Engagement Strategy, high school students are able to explore careers in business and technology fields to enable their informed education decision-making.

Transfer and articulation agreements established through the Alberta Council on Admissions and Transfer (ACAT) allow students to move to and from SAIT.

8. Research and Scholarly Activities

SAIT actively engages in Scholarly Activity, the process in which research or creative work is conducted, peer-reviewed, and publicly disseminated. Scholarly activity contributes to the quality of our students' experience. At SAIT, scholarly activity is defined according to seven criteria:

1. Has an impact on students (both direct and indirect)
2. Results in an output, and leads to an outcome
3. Is measurable and observable (using quantitative and/or qualitative indicators)
4. Requires both knowledge acquisition and knowledge transmission
5. Requires critical review by a variety of polytechnic stakeholders (e.g., colleagues, industry, academic experts, and the academic community at large)
6. Advances subject-matter expertise and/or pedagogical expertise
7. Contributes to a body of knowledge and/or academic discipline and/or industry practice

SAIT's Applied Research and Innovation Services (ARIS) department is comprised of 6 distinct research areas. They include the following:

- Centre for Innovation and Research in Unmanned Systems (CIRUS)
- Centre for Energy Research and Clean Unconventional Technology Solutions (CERCUTS)
- Centre for Innovative Information Technology Solutions (CIITS)
- Environmental Technologies (ET)
- Green Building Technologies (GBT)
- Design, Fabrication and Testing (DFT)

A new research area, the Centre for Innovation Research in Additive Materials and Manufacturing (CIRAMM), is in development with support from the Canada Foundations for Innovations, Alberta.

Research Capacity Programs, and College and Community Innovation's Innovation Enhancement program.

ARIS is also a key partner in the University of Calgary's Global Research Initiative in sustainable low carbon unconventional resources, funded by the Canada First Research Excellence Fund. Each year ARIS engages with up to 200 companies on everything from idea validation, basic consultations, to multi-year research projects.

Scholarly activity helps SAIT deliver on its promise to students, ensuring the education they receive reflects current practices and innovative thinking. SAIT instructors engage in a wide range of research and creative work that advances their knowledge and enhances curriculum and program quality. Scholarly activity progress is being demonstrated by faculty teaching in all of the degree programs. Faculty have launched a variety of scholarly projects, including Scholarship of Teaching and Learning (SoTL) studies, applied research and more.

Scholarly Activity Highlights:

School of Business

- The contribution to a book chapter in the edited book, "Preparing Indonesian Youth: A Review of Educational Research," by an experienced faculty on several empirical studies done on the relationship between sociocultural factors, educational outcomes and motivation goals in Indonesia.
- Two experienced faculty presented their analysis on emerging technologies to an international audience of 150 individuals representing 23 countries. The presentation focused on exploring 10 technological advances of the 2020 MIT technology review in VR that will make a difference in solving important problems of the future.
- The Chartered Professional Accountants of Canada (CPA Canada) provided funding as part of the Canadian Academic Accounting Association (CAAA) Research Grant Program for an impact study on the use of virtual reality simulation experience to help SAIT students improve persuasion skills and self-efficacy.

School of Construction

- Faculty member published paper and presented at Associated Schools of Construction Annual International Conference on the demand for 21st Century (soft) skills in the construction workforce.
- Faculty member presented at the Alberta Building Envelope council on their research, "Energy Retrofit of Historical Buildings and its effect on efficiency and durability - Heritage Hall Case Study".

Student Engagement with Industry and Research

- With funding from Alberta Innovates, SAIT developed the High-Performance Residential Design and Construction certificate program. The course is designed to fill knowledge gaps for existing professions in the residential construction industry. The program was designed with the knowledge base developed at GBT with the consultation of over 100 professionals from Alberta.
- Scholarly activity benefits SAIT researchers by increasing their expertise and visibility within their field. It also benefits the field of study by contributing to the body of knowledge and helps the achievement of student success by continually evolving our innovative applied education environment in teaching, learning and applied research.

Applied Research and Innovations Services (ARIS) research aligns with the ARIF outcomes of Economic Diversification and Job Creation, Environmental Stewardship and Climate Leadership, Effective Resource Management, and Engaged Individuals and Communities for a Healthy Alberta. Below are some key examples of ongoing research that support the ARIF.

Economic Diversification and Job Creation

- The development of the Centre for Innovation Research in Additive Materials and Manufacturing (CIRAMM) will address the growing applied research and innovation needs of local, regional, and national industry partners in advanced and additive materials, manufacturing, design expertise used in prototyping to validate components and products.
- The Centre for Innovative Information Technology Solutions (CIITS) partnered with Takemetuit to develop a novel indoor positioning system that aims to be the world's first system capable of wayfinding within 10cm resolution using acoustic technology.

Environmental Stewardship and Climate Leadership

- The Centre for Energy Research and Clean Unconventional Technology Solutions (CERCUTS) is in partnership with Canada's Oil Sands Innovation Alliance (COSIA) to conduct applied research in steam generation to accelerate environmental performance for in-situ facilities, demonstrate clean technologies that reduce GHG emissions, and enhance environmental sustainability & climate leadership.
- The Environmental Technologies (ET) group was a key partner that supported Katal Energy's application for the Ocean Superclusters (OCS). Project ORCA was the first Alberta-Led project to be awarded \$4.25 million buy OCS. The project will advance the development of Katal Green Fuel and reduce dependency on diesel in favour of lower- carbon fuels.

Effective Resource Management

- The Centre for Innovation and Research in Unmanned Systems (CIRUS), in collaboration with Imperial Oil, has been working on a multi-year project at Imperial's Kearn oil sands site to test, evaluate and develop procedures to integrate Unmanned Aerial Systems (UAS) into mine operations to improve operational efficiencies, safety, and environmental sustainability.

Engaged Individuals and Communities for a Healthy Alberta

- The Green Building Technologies (GBT) group partnered with Sprung Structures and Falkbuilt Ltd. to improve the response time of their pop-up hospital system to support the initiative to build the capacity to rapidly respond to the demands of Covid-19.
- The Centre for Energy Research and Clean Unconventional Technology Solutions (CERCUTS) partnered with Blue Eden to refine their portable electrochemical biomedical wastewater treatment system for uses during Covid-19. The technology will aim to eliminate COVID-19 contamination at the source before disposal into traditional treatment systems to reduce the associated health risk to the public.
- The Centre for Innovation and Research in Unmanned Systems (CIRUS) partnered with Stoney Nakoda Nations, University of Calgary, Alberta Health Services and Alberta Precision Laboratories to evaluate the potential use of drones to deliver medical equipment and test kits for Covid-19 to remote areas in need.

9. System Mandate

SAIT's applied research team is working on environmental issues with industry partners. Examples include SAIT's Once Through Steam Generator (OTSG) project with Canada's Oil Sands Innovation Alliance (COSIA), and collaboration with Katal Energy on the use of water in diesel to reduce GHG.

SAIT's Centre of Continuing Education and Professional Studies (CEPS), along with Corporate Training department, are working with businesses and individuals to ready them for the digital transformation that is occurring in every industry of the province.

SAIT's applied research team is working with a multitude of companies that are looking at bringing new concepts to market in alignment with the economic diversification strategy of the province.

SAIT's commitment to creating an equitable, diverse, and inclusive experience for students, employees, and community partners has found expression in a multi-year strategy with a set of expected outcomes. Employees and graduates will be able to demonstrate the skills and competencies necessary to navigate a diverse global economy and world. Staff, faculty, and students will have the confidence to practice and promote equity, diversity and inclusion (EDI) inside and outside of the classroom. Physical infrastructure and space planning will recognize the diversity of the SAIT campus. Accountability for EDI will be shared amongst students and employees. Curriculum will better reflect the diversity of the SAIT campus. SAIT will have improved pathways to success and reduced experiences of discrimination for equity-seeking groups.

SAIT has initiated a Sustainable Operations Task Group to ensure alignment with sustainability goals in the areas of environmental, social, and economic metrics. SAIT strives to impact all three aspects of the triple bottom line – environmental, social, and economic. Many of the environmental indicators for sustainability are in support of our Strategic Plan, energy usage, waste generation, occupant well-being. Current initiatives include:

- Water savings equal to or greater than 18,100 cubic metres for Trades and Technology Complex (environmental).
- Creating a safe, comfortable, and productive work environment for SAIT students and staff (social).
- Ensuring our core systems efficient (economic).

In alignment with both levels of government, SAIT's International Centre created a comprehensive arrival and quarantine program, encompassing close collaboration with Calgary Airport (YYC) administration, Canada Border Service Agency (CBSA) officers at YYC, SAIT Safety Ambassadors, Checker Taxi, and SAIT Residence. This government approved readiness program, ensures international students arriving at YYC can safely arrive and quarantine, thus enabling business and program continuity at SAIT.

SAIT's International Centre created and implemented a Canadian Classroom 101 online course to support international students' transition into the Canadian/SAIT classroom. The course helps newly arrived international students understand Canadian classroom norms, rules, and expectations, as well as strategies to make a successful academic transition.

SAIT's International Centre, in partnership with the Equity, Diversity and Inclusion (EDI) office, purchased and implemented a 6-week online Intercultural Communication course to better support SAIT staff develop the competencies required to teach and interact across culture to an increasingly more diverse student body. This course enables SAIT to prepare its institutional culture to support the expected acceleration of a more diverse student body, including international students, newcomers to Canada and indigenous students.

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 Polytechnic 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 Polytechnic.

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 the Polytechnic in meeting their legislated responsibilities.

Subsidiaries

The Polytechnic 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 Polytechnic'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 Chief Financial Officer and Vice President, Corporate Services administers the Code of Conduct for the Chair.

5. Mutual Expectations – Communication, Collaboration, and Consultation

The relationship between the Polytechnic 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:

- Executive Committee – Conducts business on behalf of the Board as appropriate between meetings. Assists the Board in fulfilling its Human Resources responsibilities, and supervises the selection and performance of the President and CEO.
- Audit Committee – Assists the Board in fulfilling its financial reporting, risk management, and audit responsibilities.
- Investment Committee – Assists the Board in fulfilling its investment policy objectives, and its investment management and reporting responsibilities.
- Governance Committee – Assists the Board in ensuring its governance structures, procedures and operations align with the Board's Mandate and external compliance requirements.
- Joint Board Executive Committee – Provides oversight on major capital projects from acquisition, development or construction of new buildings and existing infrastructure including renovations relating to project budget, scope and schedule, risk management and legal and regulatory requirements.

7. Financial, Staffing, and Administrative Arrangements

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

The Auditor General is the auditor of the Polytechnic.

The Polytechnic 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.

Compensation of senior executives is determined by the Board in accordance with any legislation, policies or guidelines governing compensation applicable to the institution as a public agency.

An agreement exists between the Polytechnic and the Alberta University of the Arts for the use of land, building and facilities. The agreement is reviewed every 5 years.

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 Polytechnic 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

The Board of Governors of the Southern
Alberta Institute of Technology

Minister

Board Chair

Date

Date