

STUDENTS' COUNCIL

Tuesday, January 5, 2015 Council Chamber

LATE ADDITIONS (SC 2015-16)

2015-16/1	SPEAKERS BUSINESS
2015-16/2	<u>PRESENTATIONS</u>
2015-16/3	EXECUTIVE COMMITTEE REPORT
2015-16/4	BOARD AND COMMITTEE REPORT
2015-16/5	QUESTION PERIOD
2015-16/6	BOARD AND COMMITTEE BUSINESS
2015-16/7	GENERAL ORDERS
2015-16/8	INFORMATION ITEMS
2015-16/8a	BoG REPRESENTATIVE Report.
	Please see LA 15-16.01
2015-16/8b	VICE PRESIDENT STUDENT LIFE Report.
	Please see LA 15-16.02
2015-16/8c	PRESIDENT Report.
	Please see LA 15-16.03
2015-16/8d	Residence Rental Rate Proposal.
	Please see LA 15-16.04
2015-16/8e	International Tuition Fees.
	Please see LA 15-16.05



January 5, 2016

To: SU Council

From: Governor Khan

Re: Report for January 5th 2016 Council Meeting

I hope everyone had a wonderful and refreshing winter break! =)

General Board of Governors Meeting (December 11, 2015)

There were two major motions at this meeting which include an increase in rent for residences on campus and an increase in international tuition by CPI. Please see my additional information for the specific proposal details that were voted on. Both motions passed at the Board of Governors meeting.

I abstained from voting on the rental rate increase due to a conflict of interest. Because I currently live in one of the residences (Graduate Residence) that the increase will apply to, I had a financial stake in the decision. With that being said, I did raise a number of questions many of my constituents had as well as my own. A lot of my concerns were resolved by the explanations given by Don Hickey. With that being said, many of these questions would have been answered if he created a better, clearer proposal in the first place. There were increases unaccounted for within the proposal. For the Alder, Linden, Pinecrest, Tamarack, and Grad Res there were increases beyond the 1.7% base increase and no explanation given why. Don explained that the unaccounted increases were already agreed upon previously around when these newer residences were built. Another issue of concern was that residences were being charged for UWS services. I found this initially unethical as these students were already paying for UWS services through tuition and were essentially being double charged because they live on residence. Don Hickey did explain that the UWS services did not expand to residences in the first place and the rental increase provided for the money to build extensions into the residences.

In my opinion the decision to increase the rent was set in stone when a member of the Board asked what the vacancy rate was of the residences. Don Hickey responded that there was nearly a 0% vacancy rate at the current rental price. Nobody ended up voting against the rental increases at the Board meeting.

I abstained from voting on the international tuition increase by CPI (1.6%). My stance has been that it is incredibly unethical for the UofA to make drastic increases in any student's tuition



while they are in the middle of a program. An international student has a right to expect that the tuition they paid entering a program will remain similar by the time they finish a program. These views of mine have been expressed at Board meetings as well as on-on-one meetings with other Board members. The market modifier tuition increase for international students is the kind of increase that should be banned from happening. However, an increase by CPI (which only ever really increases by 1-2%~ a year) is the type of increase that is acceptable. I abstained from the decision because I did not believe a CPI increase was acceptable for programs that were already increased by market modifiers at the beginning of this year.

It is worth noting that the GSA's mandate is that an increase by CPI is acceptable despite a greater percentage of grad students being international students (30%~ vs. 18%~).



Office of the VICE PRESIDENT STUDENT LIFE

January 5th, 2016

To: University of Alberta Students' Council 2015/2016

Re: Vice President Student Life Council Report

Advocacy

The Council of Residence Associations executives and I are still working hard on revising our Residence Fee Collection Proposal. There were some feedback given from the Residence Services side, and they ended up recommending three models as an option for us to consider. As a result, we have decided as a group to reject their models. As it is too restricting on the Residence Associations' operations and limits their ability to practice democracy via voting on a budget or change in the constitution. Our initial idea was to pass the physical collecting ability to the Registrar Office and Financial Services, as they already collect SU membership fee and Faculty Association fee for us. We suggest that it will be occur through the same process, but will just require Residence Services' assistance in providing the list of students who currently live in Residence. We had some initial conversations with the RO, and they said it's "not at all impossible", but would require a consensus between the associations and Residence Services before we talk about it further. Our next Residence Advisory Committee will take place near the end of January. Hopefully we will be able to make some progress on the proposal and have it approved before the end of the 2015/2016 year.

VP Hanwell and I had a meeting with **Dr. Everall from Dean of Students** to talk about the **Provincial Mental Health Funding**. The intent of the meeting was to figure out how the University, GSA, and SU will communicate to the government about our stance regarding the funding for mental health services. Apparently, the **Dean of Students' Office and President Turpin** have already sent out individual letters to the government regarding this issue. We were initially hoping to get the University and GSA to sign off a joint letter, but was notified by Dr. Everall that individual letters were already sent out. VP Hanwell mentioned that **CAUS** has already been drafting a letter to the government as well, so the SU will just sign off on that letter instead.

Access and Communications

The **Dean of Students' Selection Committee** will be hosting another **town hall in the upcoming January**. We are currently in discussion on how we can better engage the campus community and bring out students to the town hall as the Dean of Students portfolio impacts all students. We just had a meeting the past week to discuss about shortlisting potential candidates for interview. The interviews will take place in mid-January. More updates to come!

The **UAlberta Pride Week 2016 Committee** just met briefly in early December with their stakeholders to talk about event schedules during Pride Week in March! This year we are excited to get Campus St. Jean and Augustana more involved. A tentative schedule of events has been set, confirmations will be made in the next committee meeting in Winter Semester.





Events

The executive team and a few councillors did a quick **Holiday Treat Run** this past week to support students during exam week! A huge shout out to **L'Express** for getting the donuts and hot chocolate prepared for the three days. A big thank you and high five to **Councillors Cheng**, **Flaman**, **K**. **Wang**, **DeJong**, **and Koornhof** for coming out.



See ya lata alligataz!

Vivian Kwan Vice President Student Life 2015-2016 (Electronically Submitted)



January 5th, 2016

To: University of Alberta Students' Union Students' Council 2015-2016

From: Navneet Khinda

Re: Report to Students' Council, for January 5th, 2016 meeting

Happy New Year everyone!!! Welcome back to what I hope will be a fantastic semester! There's not much to report on – here's what I did right before leaving for the holiday break:

1. President Turpin's Holiday Party

a. Self explanatory. It was really fun and I got to meet some very interesting people.

2. Presentation for the GALD Fall cohort

a. In the beginning of the year I gave a presentation about the SU to a group of academics and administrators from Chinese universities. I did the same for a different group. It was very well received! They are beginning to have student governments of their own (albeit to a very different extent than ours) so it's very exciting to share our governance model.

3. Podcast interview with Gateway regarding Lister Association restructure

a. Leila, our SU advocate for Lister Centre, and I joined the Gateway for an interview about what exactly is going on over there. It should be up later this afternoon!

4. Board of Governors Holiday Event

a. Another holiday event. This was also quite enjoyable.

5. Board of Governors Meeting

- **a.** Discussion of Risk Report from Alberta Auditor General general commentary on the risk universities are taking on in this province
- **b.** Update on Institutional Strategic Plan. Deadline for feedback from working groups is January 8th.
- **c.** 2 Syrian students will be joining us through the President's Scholarship Program.
- **d.** Nominations for new Chancellor are open
- e. International tuition increase passed I voted against this
- **f.** Rent increases passed I voted in favour

6. Coffee with President Turpin

a. General chat about ongoing issues.

7. Exec Goals work

a. The 5 of us had a nice lunch together and spent some time mapping out our goals and objectives for the next few months. There are only about 15 work weeks left!!! Scary!

8. Meetings regarding sexual assault project

- a. From DoS office; Sexual Assault Centre, the Landing
 - i. I had some meetings about my upcoming project. Ask me more in Council ©

9. Gave out holiday treats to students

a. This was a lot of fun! Ah, those student eyes full of gratitude upon receiving free treats...

10. Holiday cards + cleanup

a. I spent way too much time writing holiday cards but it was kind of nice and I enjoyed it. I also cleaned my office before I left! Amazing!

Cheers, Nav

Item No. 4b

OUTLINE OF ISSUE

Agenda Title: 2016-2017 Residence Rental Rate Proposal

Motion: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the 2016-2017 Residence Rental Rate Proposal as set forth in Attachment 1, effective May 1, 2016.

Item

Action Requested	Approval Recommendation Discussion/Advice Information
Proposed by	Don Hickey, Vice-President (Facilities and Operations)
Presenter	Don Hickey, Vice-President (Facilities and Operations)
Subject	2016-2017 Residence Rental Rate

Details

Responsibility	Facilities and Operations
The Purpose of the Proposal is	To present the 2016-2017 residence rental rate increases.
The Impact of the Proposal is	Ancillary Services do not receive base operating or capital dollars to build and maintain the student residences. As per Board of Governors direction, Ancillary Services must operate the student residences as self-sustaining operations. As such, the financial proforma must reflect the full and true cost of replacement and renewal of their capital assets through operations and reserves, including the repayment of debt and related interest. In addition, the residences are subject to municipal property taxation.
Replaces/Revises (eg, policies, resolutions)	NA
Timeline/Implementation Date	May 1, 2016
Estimated Cost	NA
Sources of Funding	NA
Notes	 Seeking approval of base rent increases of 1.70%, and differentiated increases to select properties. Differentiated increases are due to: The installation and ongoing operation of University Wireless Services (UWS) at Augustana residences. It is proposed that a \$19.95 monthly fee be included in the monthly rent for these properties. An increase of \$37 per month to the Board Plan at Augustana. A 5.0% premium on 4-month term contracts at HUB, Maple and Aspen Houses. NOTE: UWS fees were undertaken at Lister Centre and I-House in 2014-2015, and at HUB in 2015-2016. The 5% 4-month premium is the second of two increases proposed over a two-year period for HUB and Aspen/Maple Houses. Ten percent 4-month premiums were undertaken over two years in Lister Centre, Residence Saint-Jean, and I-House in 2013-2014 and 2014-2015. A 25% premium for newly-renovated, fully furnished suites at Aspen and Maple Houses. NOTE: 25% premiums for renovated and furnished suites were undertaken in HUB in 2015-2016. Base increases are required in order to address operating costs and
	Base increases are required in order to address operating costs and ongoing deferred maintenance.

Alignment/Compliance

Alignment with Guiding	•	Facilities and Operations' Business Plan and Budget
Documents	•	Ancillary Services' Business Plan and Budget, Residence Services



Item No. 4b

	Capital Reserve Strategy
	University Academic Plan (Dare to Deliver)
Compliance with Legislation,	Board Finance and Property Committee (BFPC) Terms of Reference
Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)	Except as provided in paragraph 4 and in the Board's General Committee Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University. The Committee shall also consider any other matter delegated to the Committee by the Board.
	3. MANDATE OF THE COMMITTEE
	Without limiting the generality of the foregoing, the Committee shall:
	(d) review and recommend to the Board tuition and other like fees;
	4. <u>LIMITATIONS ON DELEGATION BY THE BOARD</u> The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:
	(e) approve tuition and other like fees;

Routing (Include meeting dates)

Participation: (parties who have seen the proposal and in what capacity) Those who have been informed Those who have been consulted Those who are actively participating	Residence Budget Advisory Committee (RBAC)
Approval Route (Governance) (including meeting dates) Final Approver	Board Finance and Property Committee (BFPC) (recommendation) November 24, 2015 Board of Governors (BG) (approval) December 11, 2015 Board of Governors

Attachments

1. Ancillary Services 2016-2017 Residence Rates (2 pages)

Prepared by:

Doug Dawson Associate Vice-President **Ancillary Services** 1-050 Lister Centre Phone: 780.492.1421

Email: doug.dawson@ualberta.ca

			2015 2016	Bronoged Bort	0/ Dont	% Poord	0/ 1046	
			2015-2016 Rent	Proposed Rent 2016-2017	% Rent Incr	Board Incr	% UWS Incr	Tot Incr
Campus Saint-Jean								
	Single	8 mos	\$646	\$657	1.70%			1.70%
	Single	4 mos	\$682	\$694	1.70%			1.709
Maple and Aspen Ho	ouses (formerly ECV Apts)							
	1 Bedroom	8 mos	\$1013	\$1030	1.70%			1.70
	1 Bedroom	4 mos	\$1039	\$1091	5.00%			5.00%
	1 Bdrm furn/reno	8 mos	\$1013	\$1283	26.70%			26.70%
	1 Bdrm furn/reno	4 mos	\$1039	\$1351	30.00%			30.009
	2 Bedroom	8 mos	\$682	\$694	1.70%			1.20
	2 Bedroom	4 mos	\$699	\$734	5.00%			5.00%
	2 Bdrm furn/reno	8 mos	\$682	\$864	26.70%			26.70%
	2 Bdrm furn/reno	4 mos	\$699	\$909	30.00%			30.00%
	4 Bedroom	8 mos	\$532 \$546	\$541 \$573	1.70% 5.00%			1.70 5.00%
	4 Bedroom 4 Bdrm furn/reno	4 mos 8 mos	\$546 \$532	\$674	26.70%			26.70%
	4 Bdrm furn/reno	4 mos	\$532 \$546	\$710	30.00%			30.00%
	4 Builli lulli/lello	4 11105	\$340	\$710	30.00 /6			30.00
<u>House</u>	0: 1 // //		A=00	A===0	4 700/			4 =0
	Single/bath	8 mos	\$739 \$781	\$752	1.70%			1.70
	Single/bath	4 mos	\$781	\$794	1.70%			1.70
HUB_				4				
	Bachelor	8 mos	\$775	\$788	1.70%			1.70
	Bachelor	4 mos	\$795	\$835	5.00%			5.00%
	Furnished Bach	8 mos	\$840	\$854	1.70%			1.70
	Furnished Bach	4 mos	\$862	\$905	5.00%			5.00%
	Bach furn/reno	8 mos	\$1041	\$1059	1.70%			1.70
	1 Bedroom	8 mos	\$1013	\$1030	1.70%			1.70
	1 Bedroom	4 mos	\$1039	\$1091	5.00%			5.00%
	1 Bedroom furn/reno	8 mos	\$1311	\$1333	1.70%			1.70
	2 Bedroom/person	8 mos	\$637	\$648	1.70%			1.70
	2 Bedroom/person	4 mos	\$653	\$688	5.00%			5.00%
	4 Bedroom/person	8 mos	\$468	\$476	1.70%			1.70
	4 Bedroom/person	4 mos	\$480	\$504	5.00%			5.009
	2 Bdrm furn/reno	8 mos	\$788	\$801	1.70%			1.70
			· ·	· ·				
	2 Bdrm furn/reno	4 mos	\$804	\$844	5.00%			5.00%
	4 Bdrm furn/reno	8 mos	\$578	\$588	1.70%			1.70
	4 Bdrm furn/reno	4 mos	\$589	\$618	5.00%			5.00%
<u>Lister</u>				40.40	4 ====/			
	Single	8 mos	\$606	\$616 \$700	1.70%			1.70
	Single	4 mos	\$692 \$303	\$702 \$400	1.70%			1.70
	Double	8 mos	\$393 \$432	\$400 \$439	1.70% 1.70%			1.70 1.70
	Double Single/bath	4 mos 8 mos	\$432 \$720	\$439 \$732	1.70%			1.70
	Single/bath	4 mos	\$720 \$763	\$732 \$776	1.70%			1.70
Michener Park	<u> </u>		, , ,	,				
ononor r ark	Row House 2 Bdrm		\$856-\$930	\$871-\$946	1.70%			1.70
	Row House 3 Bdrm	1	\$1072-\$1130	\$1090-\$1149	1.70%			1.70
	2 Bdrm Walk-up	1	\$822-\$858	\$836-\$873	1.70%			1.70
	Vanier House [.]		\$873-\$926	\$888-\$942	1.70%			1.70

¹Increase includes 5% premium for 4-month term.

²Increase includes \$19.95 monthly charge for in-room wireless service, and a \$37 monthly increase in Board fees.

³Increase includes 25% reno/furnishing fee.

⁴Increase includes 5% premium for 4-month term and 25% reno/furnishing fee.

^{*}NOTE: Reno/furn fees were adjusted for HUB properties in the 2015-16 proposal. Reno/furn fees for Maple and Aspen Houses are proposed for 2016-17.

Ancillary Services 2016-2017 Residence Rates

Newton Place						
Bachelor	\$844-\$914	\$858-\$930	1.70%			1.70%
1 Bedroom	\$1052-\$1132	\$1070-\$1151	1.70%			1.70%
2 Bedroom	\$1354-\$1453	\$1377-\$1478	1.70%			1.70%
ECV Houses						
Houses	\$441-\$1083	\$448-\$1101	1.70%			1.70%
Graduate Student Residence						
Studio Suites	\$1018	\$1049	3.00%			3.00%
2 Bedroom	\$833	\$856	3.00%			3.00%
Pinecrest and Tamarack Houses						
2 Bedroom/person	\$899	\$921	2.50%			2.50%
4 Bedroom/person	\$803	\$823	2.50%			2.50%
Alder and Linden Houses						
1 Bedroom	\$873	\$895	2.50%			2.50%
Augustana (Room & Board)	Rm & Board					
Single Rm 8 month	\$959	\$1032	1.70%	3.86%	2.08%	7.64% ²
Double Rm 8 month	\$813	\$884	1.70%	4.55%	2.45%	8.70% ²
Single Rm 4 month	\$1006	\$1080	1.70%	3.68%	1.98%	7.36% ²
Double Rm 4 month	\$854	\$925	1.70%	4.33%	2.34%	8.37% ²

¹Increase includes 5% premium for 4-month term.

²Increase includes \$19.95 monthly charge for in-room wireless service, and a \$37 monthly increase in Board fees.

³Increase includes 25% reno/furnishing fee.

⁴Increase includes 5% premium for 4-month term and 25% reno/furnishing fee.

^{*}NOTE: Reno/furn fees were adjusted for HUB properties in the 2015-16 proposal. Reno/furn fees for Maple and Aspen Houses are proposed for 2016-17.



Item No. 4a

OUTLINE OF ISSUE

Agenda Title: University of Alberta International Tuition Fee Proposal

Motion: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the proposal from University Administration to increase international tuition fees by 1.6%, effective September 1, 2016, as illustrated in the table below:

			Change		
Undergraduate ^a	2015-16 ^d	2016-17 ^e	\$	%	
Arts and Science	\$20,076.00	\$20,397.22	\$321.22	1.6%	
Business	\$26,407.52	\$26,830.04	\$422.52	1.6%	
Engineering	\$24,091.20	\$24,476.66	\$385.46	1.6%	
Juris Doctor (JD) Program	\$43,544.64	\$44,241.34	\$696.70	1.6%	
Pharmacy	\$35,538.42	\$36,107.02	\$568.60	1.6%	
Economics Course	\$2,561.42	\$2,602.40	\$40.98	1.6%	
			Change		
Graduate	2015-16 ^d	2016-17 ^e	(\$)	(%)	
Course Based Masters	\$7,817.04	\$7,942.10	\$125.06	1.6%	
Thesis 919 b	\$4,877.24	\$4,978.30	\$101.06	1.6%	
Thesis Based Masters /PhD ^c	\$6,743.28	\$6,851.16	\$107.88	1.6%	
Master's in Business Administration	\$25,509.60	\$25,917.74	\$408.14	1.6%	

Notes:

- (a) Values are based on a full-time per term and full-time per year unless otherwise stated.
- (b) Tuition applies to thesis students who were admitted to the program of study beginning in Fall 2011 or later; this is based on an annual fee assessment (including spring/summer).
- (c) Tuition applies to thesis students who were admitted to the program of study prior to Fall 2011 and are assessed the reduced thesis rate.
- (d) As approved by the board July 29, 2015.
- (e) Figures may be rounded downwards at fee index level for administrative purposes, thus lowering the effective year over year percentage increase below 1.6 percent.
- (f) Values represent total international tuition fees including base tuition, market modifiers, program differentials and international differentials.

Item

Action Requested	Approval Recommendation Discussion/Advice Information
Proposed by	Provost and Vice-President (Academic) and Vice-President (Finance and
	Administration)
Presenter	Steven Dew, Provost and Vice-President (Academic)
	Phyllis Clark, Vice-President (Finance and Administration)
Subject	International Tuition for 2016-17

Details

Responsibility	Provost and Vice-President (Academic)
The Purpose of the Proposal is	To set international tuition fees for the 2016-17 academic year.
(please be specific)	
The Impact of the Proposal is	Under the provincial Public Post-Secondary Institutions' Tuition Fees
	Regulation, annual tuition increases are tied to the Alberta Consumer
	Price Index (CPI) based on average monthly increases from July to June.



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	The maximum allowable increase for 2016-17, based on the year over year average increase in the Alberta Consumer Price Index (July 1 – June 30) is 1.6%.
	For 2016-17, Alberta Ministry of Enterprise and Advanced Education announced a freeze to regulated tuition. The regulation does not apply to international differential fees or surcharges assessed to individuals who are not Canadian citizens or permanent residents of Canada. The University is seeking Board approval to implement a 1.6% increase to international tuition fees. This will be applied to all international instructional tuition fees, including program differentials, international differentials and market modifiers.
	Grandfathering and/or the freezing of fees was considered but ultimately rejected as grandfathering does not occur when domestic fees are increased and the University did not receive funding from the Province to make up for any freeze in international fees as it did with domestic fees.
Replaces/Revises (eg, policies,	Tuition proposal set by the Board of Governors on July 29, 2015 for
resolutions)	September 2015.
Timeline/Implementation Date	Effective September 1, 2016.
Estimated Cost	n/a
Sources of Funding	n/a
Notes	

Alignment/Compliance

J	
Alignment with Guiding	Comprehensive Institutional Plan, 2015-2016
Documents	Dare to Discover: A Vision for a Great University
	Dare to Deliver: The University of Alberta Academic Plan 2011-2015
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	 July 2, 2015 Letter from the Minister: A letter to the Board Chair, University of Alberta, dated July 2, 2015, from the Ministry of Innovation and Advanced Education stated that tuition for regulated fees would be frozen at 2014-15 levels for the years 2015-16 and 2016-17. In conversations with the Ministry it was confirmed that the freeze did not apply to international tuition fees. Post-Secondary Learning Act (PSLA), Sections 61(1) and 61(2)(a): "61(1) The board of a public post-secondary institution shall set the tuition fees to be paid by students of the public post-secondary institution. 61(2) The tuition fees under subsection (1) for all public post-secondary institutions other than Banff Centre
	2. PSLA - (Section 26(1)(o)) states:
	"Powers of general faculties council
	26(1) Subject to the authority of the board, a general faculties council is responsible for the academic affairs of the university and, without restricting the generality of the foregoing, has the authority to
	(o) make recommendations to the board with respect to affiliation with



Final Approver

Item No. 4a

	other institutions, academic planning, campus planning, a building program, the budget, the regulation of residences and dining halls, procedures in respect of appointments, promotions, salaries, tenure and dismissals, and any other matters considered by the general
	faculties council to be of interest to the university []." On the line-by-line <u>budget</u> , including consideration of matters related to tuition, GFC has delegated this responsibility to its senior standing committee, the GFC Academic Planning Committee (APC), as noted in the following.
	3. GFC Academic Planning Committee (APC) Terms of Reference (Mandate-Section 3.4(b)):
	"APC is responsible for making recommendations to GFC and/or to the Board of Governors concerning policy matters and action matters with respect to the following: []
	Budget Matters To recommend to the Board of Governors on the annual budget, excluding budgets for ancillary units. []. "
	4. Board Finance and Property (BFPC) Terms of Reference (Section 3(d)):
	"3. Without limiting the generality of the foregoing, the Committee shall: []
Routing (Include meeting dates)	d) review and recommend to the Board tuition and other like fees[.]"
Consultative Route	President's Executive Committee (Operations) – October 29, 2015 (for
(parties who have seen the	endorsement)
proposal and in what capacity)	
Approval Route (Governance)	General Faculties Council Academic Planning Committee – 18 November
(including meeting dates)	2015 (for recommendation)

Board Finance and Property Committee - 24 November 2015 (for

Board of Governors – 11 December 2015 (for approval)

Board of Governors (11 December 2015)

Prepared by: Phyllis Clark, Vice-President (Finance and Administration) phyllis.clark@ualberta.ca

recommendation)