



ALBERTA  
ADVANCED EDUCATION

*Office of the Minister  
MLA, Edmonton-Gold Bar*

AR 53576

December 4, 2017

Dr. Sandra Hoenle  
President  
The Faculty Association of the University of Calgary  
2500 University Drive NW  
Calgary AB T2N 1N4

Dear Dr. Hoenle:

Thank you for your letter regarding governance and transparency issues at the University of Calgary. I appreciate the opportunity to respond.

I am aware of and acknowledge the findings of the recent investigative report from the Canadian Association of University Teachers on conflicts of interest at the University of Calgary. Collegial governance needs to reflect proper checks and balances, strong accountability, and transparency in decision making.

With the number of reviews underway as part of the Agencies, Boards, and Commissions review, there are no plans to undertake a consultation on bicameral governance at post-secondary institutions at this time. Since your correspondence was sent, our government has moved forward with the *Conflicts of Interest Amendment Act 2017*, which will require that presidents and board chairs of post-secondary institutions be subject to core statutory obligations relating to furthering private interests, using influence, and using insider information. It will also place restrictions for presidents on outside employment and other appointments.

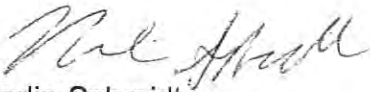
We will also be implementing a new orientation program to provide the post-secondary institutions' board members with tools to deliver strong governance. Topics being considered include training on conflicts of interest, system governance, and board functions and structure.

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I am confident that these initiatives will help address many of your concerns. Our government shares your commitment to governance excellence in Alberta's post-secondary system. We are working to make life better for Albertans, and that includes continuing to ensure the system operates in a way that is transparent to the public, is fiscally sustainable, and contributes to building a better Alberta.

Sincerely,



Marlin Schmidt  
Minister of Advanced Education