



BOARD OF GOVERNORS
Approved Minutes - Open Session

October 22, 2021, 8:00 a.m.

Via Zoom Platform

Members

Geeta Sankappanavar, Chair
Joule Bergerson – left during Item 7 and returned during Item 10
Jay Brown
Tavis Campbell
Debby Carreau
Heather Christie-Burns
Cody Church
Frank Finley
Nancy Foster
Lara Gaede
Lorinda Hammond
Mark Herman
Fauzia Lalani
Ed McCauley
Nicole Schmidt
Tanille Shandro
Helen Sunderland
Glenn Tibbles
John Weissenberger
Deborah Yedlin

Management

Teri Balsler, Provost and Vice-President (Academic)
William Ghali, Vice-President, (Research)
Corey Hogan, Interim Vice-President (Advancement) – Communications
Jacqueline Lacasse (Incoming General Counsel)
Ron Kim, Interim Vice-President (Finance and Services) – Finance
Andrea Morris, Interim Vice-President (Advancement) – Development
Mike Van Hee – Interim Vice-President (Finance and Services) - Services

Regrets

Elaine Wong

Guests

Amy Dambrowitz, Registrar – present for Items 6 and 9
Jim Dewald, Dean, Haskayne School of Business – present for Item 6
Michael Kallos, Director, Biomedical Engineering Calgary Initiative and Professor, Department of Chemical and Petroleum Engineering, Schulich School of Engineering – present for Item 7
Jon Meddings, Dean, Cumming School of Medicine – present for Item 6
Joanne Perdue, Associate Vice-President, Sustainability – present for Item 8
Bill Rosehart, Dean, Schulich School of Engineering – present for Items 6 and 7

Observers

Beverly Adams, Cumming School of Medicine
Robert Brennan, Schulich School of Engineering
Michael Brown, Students' Union
Michelle Crossland, Development Office
Bruce Evelyn, Provost's Office
Christine Johns, Provost's Office
Courtney McVie, Provost's Office
Cristina Paolozzi, Media Relations
Nancy Wayne, Graduate Students' Association

Secretary

Lise Houle

Scribe

Cherie Tutt

Staff

Shumaila Faisal, Executive Assistant, Secretariat
Tasha Hodzic, Governance Coordinator, Secretariat
Jyoti Myers, Governance Coordinator, Secretariat

The Chair called the meeting to order at 8:12 a.m. and confirmed quorum.

1. Approval of the Agendas

Moved/Seconded

That the Agendas for the October 22, 2021 Board of Governors meeting be approved.

Carried

2. Conflict of Interest Declaration

No conflicts were declared.

3. Chair's Remarks

The Chair welcomed the new Governors to the first meeting of the year and congratulated Joule Bergerson on her re-election to the Board by the General Faculties Council. The Chair remarked that the University's United Way Campaign launched on October 4 and will run until December 10 and encouraged members to contribute, noting that the campaign demonstrates the University's commitment to the community and helps Calgarians in need.

The Chair then commented on the unprecedented times, noting that despite the challenges the University is open for in-person learning, and is continuing to transform and raise its profile having achieved its highest-ever enrolment numbers, it received a record amount of research funding, became number one amongst research institutions in Canada for start-ups and has developed partnerships with companies like Mphasis to contribute to the economic growth and vibrancy of the city, province and country.

The Chair thanked Board members and Management for making the University a safe and welcoming place and for their continued efforts and commitment during these difficult times.

4. Safety Moment

Documentation for this item was circulated with the Agenda. Mike Van Hee presented this item.

Management provided the Board with an overview of the University's Asbestos Management Program.

5. Approval of the Open Consent Agenda Items

Documentation for these items was circulated with the Agenda. The following Consent Agenda items were adopted:

5.1 Approval of the May 28, 2021 and June 18, 2021 Open Session Meeting Minutes

That the Minutes of the Open Sessions of the Board of Governors meetings held on May 28, 2021 and June 18, 2021 be approved.

Adopted

The following Consent Agenda items were received by the Board for information:

- 5.2 Budget Process, Principles, Planning Parameters and Levers of Control for the University Annual Consolidated and Capital Budgets
- 5.3 2021-2022 Standing Committee Work Plans
- 5.4 Standing Committee Chair Reports:
 - Audit
 - Environment, Health, Safety and Sustainability
 - Executive Committee
 - Finance and Property
 - Human Resources and Governance
 - Investment

6. Approval of Tuition for 2022-2023 for the Bachelor of Science (Engineering), the Doctor of Medicine (MD) and the Master of Business Administration (MBA)

Documentation for this item was circulated with the Agenda. Teri Balsler, Bill Rosehart, Jon Meddings, and Jim Dewald presented this item.

Highlights:

- Management presented the proposal to re-approve domestic tuition for 2022-2023 for three existing professional programs: the Bachelor of Science (Engineering), the Doctor of Medicine (MD), and the Master of Business Administration (MBA). It was reported that, at its June 18, 2021 meeting, the Board approved the “exceptional tuition increases” (ETI) for these programs, however, following submission to the Ministry of Advanced Education, the University was asked to conduct further consultation with students in the Fall Term and resubmit the proposal by the end of October.
- Management reminded the Board that any funds raised from the ETIs are tied to improving program quality and provided an overview of the Fall consultation sessions and the updates to the proposal. It was noted that, if approved, the Faculties have committed to hold regular meetings with student leaders to review and discuss the allocation of funds.
- Tanille Shandro, Graduate Students’ Association (GSA) President, then provided comments from the perspective of graduate students, highlighting that the students in the MBA program were engaged in the dialogue regarding the ETIs from the start and were able to provide input early on, which they feel was reflected in the proposal, and have provided a letter supporting the tuition proposal
- Nicole Schmidt, Students’ Union (SU) President, then provided comments from the perspective of undergraduate students, highlighting that:
 - The proposed ETI should not be looked at in isolation but considered congruently with prior tuition increases, bearing in mind the current environment when students are struggling to find work and cover living expenses
 - The Fall consultation sessions were more robust, students feel this type of consultation should have occurred prior to submission to the Ministry, requesting that future surveys relating to tuition increases provide full details to students upfront
 - It would be helpful if future proposals include how the original proposal changed as a result of student feedback
 - Students are working on a best practice consultation guideline document

- The Chair of the Finance and Property Committee (FPC) reported on the discussion of the tuition proposals at the FPC and recommended it to the Board for approval
- In response to questions, Management remarked that:
 - The proposed increases are for incoming students only and no continuing students will be impacted by these changes
 - They will investigate if any students have deferred entry or been given early admittance to these programs and determine how these changes will impact these students and how these students should be notified should the ETIs be approved
 - Overarching metrics to assess the success of the ETIs include student satisfaction and enrolment rates in addition to program-specific metrics, e.g., in Engineering, how many lab kits are being distributed
 - Specific funding for bursaries and scholarships will be put aside for students in these programs
- The Board discussed: the percent versus dollar amount of the proposed increases and how the overall tuition for each program compares to similar programs offered by U15 institutions; how the University is addressing accessibility and affordability concerns, including pathway programs and paid work experiences; government funding; how these changes relate to the tuition freeze and prior tuition increases; and the University's Quality Assurance Program

Moved/Seconded

That the Board of Governors approve the tuition for 2022-2023 for the Master of Business Administration program, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee, subject to the approval of the Minister of Advanced Education.

Carried

Moved/Seconded

That the Board of Governors approve the tuition for 2022-2023 for the Bachelor of Science (Engineering) and the Doctor of Medicine (MD) programs as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee, subject to the approval of the Minister of Advanced Education.

Carried

7. Approval of the Creation of a Department of Biomedical Engineering, Schulich of School of Engineering

Documentation for this item was circulated with the Agenda. Teri Balsler, Bill Rosehart and Michael Kallos presented this item.

Highlights:

- The presenters provided an overview of the proposal to create the Department of Biomedical Engineering, highlighting undergraduate and graduate programming and research in the area and the transdisciplinary nature of Biomedical Engineering (BME), and remarked that the creation of a BME Department will provide an anchor for undergraduate education and cross-campus graduate education and research

- In response to questions, the presenters reported that:
 - There are faculty members from numerous Faculties, including the School of Architecture, Landscape and Planning involved in BME research activities
 - The start-up costs associated with the creation of the BME Department are very low, as the Department will build on existing lab and administrative capacity and the funding for academic positions is tied to the existing Centre, which will be absorbed into the Department
- The Board expressed that it is wonderful to see this type of proposal come to fruition and discussed the excellent work being done in this area and how this proposal ties into the Framework for Growth

Moved/Seconded

That the Board of Governors approve the creation of the Department of Biomedical Engineering within the Schulich School of Engineering, as set out in the document provided to the Board, as recommended by the General Faculties Council.

Carried**8. 2021 Institutional Sustainability Report**

Documentation for this item was circulated with the Agenda. Teri Balsler and Joanne Perdue presented this item.

Highlights:

- The presenters introduced the Institutional Sustainability Report (ISR) highlighting the activities and key metrics for advancing the Institutional Sustainability Strategy (ISS), noting that the University was recognized in the Times Higher Education's University Impact Ranking as the top 5% globally for advancing the United Nations (UN) Sustainable Development Goals (SDGs) and that this year's ISR will be presented online with different landing pages for each of the UN SDGs
- The presenters reported that this is the last year the University will be participating in the Sustainability Tracking, Assessment & Rating System (STARS), and in future, it will only be focusing its efforts on the Times Higher Education Impact Ranking system
- In response to a question, the presenters reported that no sustainability-related admission studies have been conducted to date, but there has been increasing interest in the University's sustainability-related programs
- The Board commended the team on the excellent results and stressed the importance of the University sharing messaging around its success in this area and raising its profile as a sustainable University in order to attract enrolment
- The Board discussed: its strong track record for creating energy-efficient buildings and current external infrastructure sustainability funding; the value in maintaining and cultivating its leadership position; and how the University can continue its positive momentum in this area, by leveraging federal capital and attracting investment

9. 2021 Enrolment Report

Documentation for this item was circulated with the Agenda. Teri Balsler and Amy Dambrowitz presented this item.

Highlights:

- The presenters reported on the University's Fall 2021 enrolment, noting that the University is seeing the largest enrolment in its history right now, which is a testament to the work of the Faculties, Student Services and the Registrar's Office
- The presenters then provided a breakdown of enrolment for 2021, including:
 - That enrolment has increased in all categories, with the greatest growth in international student enrolment
 - Demographics of students and the countries of origin of international students, noting increases in the number of international students from India, linked to ongoing recruitment efforts
 - That overall high school retention is down 4-6% overall, and it was anticipated this number may have been higher, as a result of the ongoing pandemic
 - That new gender data for non-binary students has been included for the first time, and that the University hopes more students will feel comfortable enough to disclose this information in the future
 - Admission averages are up significantly across all Faculties, which is likely partially linked to the pandemic and the interruptions/changes to weightings for diploma exams
- In response to questions, it was explained that:
 - In respect of international recruitment, the University has seen a decrease in the number of students coming from China, but the Registrar is comfortable that due to the University's diverse recruitment strategy that the University will not be greatly impacted by this
 - In response to the flat domestic undergraduate enrolment, the Registrar's Office and Faculties are working to increase recruitment efforts with high schools across the province, in particular, with students in grades 10 and 11. The University's Open House for prospective students was held the first weekend in October and there was increased out of province attendance and the number of students who applied during the Open House was up 18 percent from the prior year.
 - Each program has set criteria for entry, but the University also has specific pathways and admissions processes for Indigenous Students and a diverse qualifications route
 - At the graduate level, there are more males than females, however, this is flipped for certain programs, such as health sciences
- The Board discussed: enrolment trends across the country; the student supports the University has put in place during the pandemic; as well as the percentage of students who are accepted by the University, but accept an offer elsewhere and the strategies the Registrar's Office is using to try to combat this

- The Board requested that future Enrolment Reports include comparative demographic data from the past few years with absolute numbers and include information about the recruitment strategy and how it ties to the Framework for Growth

10. Report from the President

Ed McCauley presented this item.

The President remarked that due to the COVIDSafe Campus Program and other safety measures the University was able to open for the Fall Term with over 80 percent of activities being held in-person. The President then reviewed the current Thrive App data, reporting that over 90 percent of individuals on campus are fully vaccinated and the University is working to follow-up with those who are not in compliance and those who have received only one vaccine to ensure they receive their second dose prior to the mandatory vaccination requirements coming into effect on January 1, 2022.

The President then highlighted:

- That this year, for the first time, the University of Calgary will offer two Killam Memorial Chair positions, a senior Killam Memorial Chair and a Killam Memorial Emerging Leader Chair
- The Royal Society of Canada has elected its 2021 fellows and ten of the University's scholars have been elected by their peers for their outstanding scholarly, scientific and artistic achievement. The awards will be hosted in Calgary next year.
- The Hopewell Mind Prize was announced in early October and is a \$10 million philanthropic commitment to support innovative, high-risk, high-impact brain and mental health research projects at the Hotchkiss Brain Institute
- The OWN.CANCER Campaign between the University, the Alberta Cancer Foundation (ACF) and Alberta Health Services (AHS) launched on October 6
- The University hosted a number of events for the first National Day for Truth and Reconciliation, including a ceremony and flag-lowering with reflections from Elders and a joint event with the Calgary Public Library
- The University has received a record amount of research funding this year

The Board discussed the outstanding research being done at the University and how this is reflected through increased recognition and funding.

11. Board Member Reports

Documentation for this item was circulated with the Agenda.

12. Other Business in the Open Session

There was no other business.

13. Motion to Adjourn the Open Session and Move into the Closed Session

Moved/Seconded

That the Board of Governors adjourn the Open Session and move into the Closed Session.

Carried

The Open Session was adjourned at 10:08 a.m.

Lise Houle
University Secretary