



BOARD OF GOVERNORS
Approved Minutes - Open Session

December 10, 2021, 8:10 a.m.

via Zoom Platform

Members

Geeta Sankappanavar, Chair
Joule Bergerson
Jay Brown
Tavis Campbell
Heather Christie-Burns
Cody Church – arrived during Item 6
Frank Finley
Nancy Foster
Lara Gaede
Lorinda Hammond
Mark Herman
Fauzia Lalani
Ed McCauley
Nicole Schmidt
Tanille Shandro
Helen Sunderland
Glenn Tibbles
John Weissenberger
Elaine Wong
Deborah Yedlin

Management

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

Regrets

Debby Carreau

Guests

Amy Dambrowitz, Registrar – present for Item 6
Bruce Evelyn, Vice-Provost (Planning & Resource Allocation) – present for Item 6
Michael Hart, Vice-Provost (Indigenous Engagement) – present for Item 13
Sheila LeBlanc, Director, Continuing Education – present for Item 12
Mary Jo Romaniuk, Vice-Provost (Libraries and Cultural Resources) – present for Item 10
Bill Rosehart, Dean, Schulich School of Engineering – present for Item 6
Shane Royal, Senior Director, Ancillary Services – present for Items 7-9
Robin Yates, Dean and Vice-Provost Graduate Studies – present for Item 6

Observers

Christine Johns, Senior Director, Program Innovation and Planning, Provost's Office
Courtney McVie, Executive Director, Provost's Office
Jason Morgan, Assistant General Manager at the University of Calgary's Students' Union
Dean Parthenis, Media Relations
Michael Platt, Manager of Marketing and Communications, Schulich School of Engineering
Craig Poffenroth, Marketing Strategist, Ancillary Services
Wendy Therrien, Executive Director, President's Office
Nancy Wanye, Research and Advocacy Analyst
Graduate Students' Association, University of Calgary

Secretary

Lise Houle

Scribe

Rebecca Kenny

Staff

Shumaila Faisal, Executive Assistant, Secretariat
Jyoti Myers, Governance Coordinator, Secretariat
Cherie Tutt, Director, Secretariat and Student Appeals Office

The Chair called the meeting to order at 8:15 a.m. and confirmed quorum.

1. Approval of the Agendas

Moved/Seconded

That the Agendas for the December 10, 2021 Board of Governors meeting be approved.

Carried

2. Conflict of Interest Declaration

No conflicts were declared.

3. Chair's Remarks

The Chair thanked Andrea Morris, Interim Vice-President (Advancement) – Development and Corey Hogan, Interim Vice-President (Advancement) – Communications, on this occasion of their last meeting, for their contributions to the University and to the Board during the transition and search for the next Vice-President (Advancement).

The Chair then remarked on the National Day of Remembrance and Action on Violence Against Women and the importance of fostering respect, inclusion and building a community of caring to make the University of Calgary a safe space for all.

The Chair thanked members for their generosity in supporting the University's United Way efforts and reminded them that December 10th is the last day for the campaign.

4. Safety Moment

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

Management spoke about a leader's role in psychological safety, highlighting the importance of promoting a healthy and safe workspace that promotes employees' wellbeing, especially during these extremely difficult times. It was explained that the University has a model to help train leaders in employee mental health and help them create tools and develop skills to promote psychological safety within their teams. The University achieved Gold Level certification in the Canada Awards for Excellence in Mental Health at Work in November 2021, moving up from a Silver Level certification.

Board members discussed the importance of diversity and inclusion as part of psychological safety in the workplace and were pleased to have this as the topic for the safety moment.

5. Approval of the Open Consent Agenda Items

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

5.1 Approval of the October 22, 2021 Open Session Meeting Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on October 22, 2021 be approved.

Adopted

5.2 UTI (Innovate Calgary) Annual Shareholders Consent Resolution and New Board Member Appointments

That the Board of Governors, as the sole shareholder of University Technologies International Incorporated, approve the shareholder's resolutions set forth in the form provided to the Board.

Adopted

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

5.3 Board Member Reports

- Report from the Chancellor and Board Member nominated by the Senate
- Report from the Board Members nominated by the Alumni Association
- Report from the Board Member nominated by The University of Calgary Faculty Association
- Report from the Board Member nominated by the Alberta Union of Provincial Employees, Local 52
- Report from the Board Member nominated by the Students' Union (SU), including the SU's Financial Statements June 30, 2021
- Report from the Board Member nominated by the Graduate Students' Association (GSA)
- Report from the Board Member nominated by the General Faculties Council

5.4 Standing Committee Chair Reports:

- Audit
- Environment, Health, Safety and Sustainability
- Executive
- Finance and Property
- Human Resources and Governance
- Investment

6. Approval of the 2022-2023 Tuition and Fees

Documentation was circulated with the Agenda. Teri Balsler, Bruce Evelyn, Tanille Shandro, GSA President, and Nicole Schmidt, SU President, presented this item.

Highlights:

- Management provided an overview of the proposed increases to tuition and fees for existing programs in 2022-2023 and tuition and fees for international students commencing their programs in 2022-2023
- Management reported that:
 - The provincial Tuition and Fees Regulation allows institutions to increase domestic tuition by up to an average of 7%, with no program increasing by more than 10%. It was noted that most undergraduate programs and course-based graduate programs are proposing a 7% increase, while an increase of 2% is being proposed for thesis-based graduate programs.
 - International tuition is unregulated and is approved by the Board and an increase of 10% is being proposed for most programs for international students commencing their studies in 2022-2023, with the exception of the Master of Engineering (MEng) program, which is proposing a 56% increase tied to improving program quality and better aligning the cost of this program with peer institutions. It was noted that international tuition rates must be set and guaranteed for the typical duration of a program.
 - Mandatory Non-Instructional Fees (MNIF) are not included in the tuition allowance within the fees regulation and that these fees can be charged up to cost recovery

- Following a five-year tuition freeze that ended in 2019-2020, this is the third consecutive year of tuition increases following the provincial allowance
- Consultation with students has sought ways the University can help mitigate the impact to students, especially in the face of Covid-19; it was noted that changes were made to the proposal to reflect the student feedback. The Tuition and Fees Consultation Committee is looking at ways to offset the impacts of tuition increases including the re-investment bursary and covid fund which provide financial support to students in need.
- The University of Calgary remains a good value proposition compared to other institutions in the country, and affordability remains an important priority for the University
- Even with the proposed increase to the MNIF's of 7%, the University will still fall \$5.6 million short of cost recovery
- Nicole Schmidt then gave a presentation from the perspective of undergraduate students, reporting that undergraduate students:
 - Understand the difficult financial times that the University is facing
 - Want assurance that future tuition and fee increases will align with the Consumer Price Index (CPI) in order to provide a measure of reasonableness and predictability, so that post-secondary education can remain accessible and students can better plan for their education.
 - Are deeply concerned about the affordability of their education and want the total cost of a student's education to be considered, not just the cost of tuition and fees
 - Want to ensure that there are clear and tangible benefits to students from the tuition and fee increases
 - Appreciate Management's commitment to consultation with students, but are concerned about the impact of increases on student mental health
 - Want clarification on how the calculations were made to ensure that the percentage increases fall within the provincial allowances and how the money from the increase in student athletic fees is being used, including how the Dinos are being subsidized through these fees
- Tanille Shandro then gave a presentation from the perspective of graduate students, reporting that graduate students:
 - Acknowledge that this is a challenging time financially for the University and its students
 - Are concerned that these increases require students to stretch their income further than ever before and want the Board to understand how the increases impact students
 - Do not believe that tuition should be the main lever to create financial stability for the University and that the GSA wants to ensure that the larger tuition increases introduced over the past three-years will be followed by more stable and manageable increases tied to CPI, but expressed concerns that as the Tuition and Fees Regulation does not regulate fees, this is where the balance for any shortfalls might come from
 - May not have planned for tuition increases when they began and budgeted for their programs, and consequently may have debt that was not accounted for. The minimal increase to the tuition reinvestment bursary along with no increase to the thesis-based student stipend creates further challenges for graduate students.
- Cody Church, Chair of the Finance and Property Committee (FPC), then reported that the Committee had a robust discussion on the proposal, discussing the importance of fiscal responsibility and recognizing the impact of the proposal on students. The Committee approved all recommendations.

- In response to questions, it was explained that:
 - The exceptional tuition increases only apply to incoming students and do not affect existing students; therefore, these increases are not included in the average calculated by the University for the provincial framework average and the increase for current students will be 7%
 - The cost increases, in absolute dollar amounts per student, are not high and the University will remain an affordable institution in comparison to many of its peers
 - The Covid fund and the tuition reimbursement bursary were created to help students in financial need and Management is open to consultation on more ways the University can help its students
 - The University did not charge students athletics fees during the period of the pandemic when these services were not available, but now that business has resumed the dollar amount increase is minimal
 - The University of Calgary did not coordinate with the University of Alberta on tuition increases. Should the University of Alberta's exceptional tuition increase be approved there will be a gap in tuition prices again.
 - The service fee increases do not meet cost recovery for the University but are being proposed to maintain the level of service currently offered to students. It was suggested that a broader discussion on services, how they are funded and how the Covid fund is being distributed, would be better discussed as part of the University budget process.
 - Increases to the thesis-based stipend will be for future graduate students only and students who are currently enrolled are locked in at their rates
 - The University is locked into transit pass prices for this year but anticipate a fee increase next year
- The Board discussed the balance between tuition increases and tuition support and how this may influence enrolment, the importance of a diverse student body, concerns from the student body of getting into a continual cycle of tuition increases and how to balance tuition increases in relation to government funding

Motion 1:**Moved/Seconded**

That the Board of Governors approve the tuition and fees for existing programs for 2022-2023 as set out in the documents provided to the Board and as recommended by the Finance and Property Committee.

Carried**Motion 2:****Moved/Seconded**

That the Board of Governors approve the maximum international tuition fees for students commencing their programs in 2022-2023 as set out in the documents provided to the Board and as recommended by the Finance and Property Committee.

Carried

Secretary's Note: Following the meeting it was identified that there was an administrative error in the tuition tables. In Table 3, the 2021-2022 "Doctor of Business Administration annual tuition fee", the tuition was listed as \$30,600 and should have been \$30,000. This is the same fee identified for Canadian citizens and Permanent Residents in Table 2 and as shown in 2021-2022 University Calendar. As the number was calculated using the incorrect base number, the 2022-2023 international tuition was out of alignment with the domestic and would have represented a 4% increase instead of 2%. The error has been corrected.

7. Approval of the 2022-2023 Residence Rates

Documentation for this item was circulated with the Agenda. Ron Kim, Shane Royal, Tanille Shandro and Nicole Schmidt presented this item.

Highlights:

- Management provided an overview of the proposed residence rate increases for 2022-2023, explaining that:
 - The proposed residence rate increases are between 0-5%, based on demand, to maintain affordable on campus living options for students and noted the addition of a \$75 per year fee for tenant insurance, which students can opt out of with proof of other coverage
 - Residence rates at Varsity Courts were not increased in the last couple of years to mitigate the larger parking rate increase. Visitor parking passes have been introduced, which help offset the proposed increases to residence rates at Varsity Courts.
 - A 10% incentive fund is being proposed as a lever of control that the Ancillary Office can employ should the market change
 - An all-inclusive rate including laundry services is being piloted in a few housing buildings this year
- Tanille Shandro then spoke from the perspective of graduate students, highlighting that:
 - Although the University is in line with the market, there are fewer incentives being offered to students, noting students would like to see the incentive fund being utilized more and that there is interest in the all-inclusive rate
 - There is a long list of concerns around Varsity Courts and while some improvements were made, including the addition of Wi-Fi in the monthly rate, bike storage is still a major concern as theft is an issue
- Nicole Schmidt then spoke from the perspective of undergraduate students, highlighting that students understand the associated costs with the residence rate increases, but have major concerns about the total financial burden being placed on students and how this will impact them
- Cody Church, Chair of FPC, noted that there was a robust discussion at the Committee level regarding the proposed increases and that the Committee approved the recommendations
- In response to a question, it was explained that the market incentive fund is in place to allow the University to respond to any changes in the market at the time that these new rates become effective and will not be used if residence buildings on campus are close to capacity, noting that Varsity Courts is almost at capacity with some of these units being held for Covid isolation

Moved/Seconded

That the Board of Governors approve the residence rates for 2022-2023 as set out in the documents provided to the Board and as recommended by the Finance and Property Committee.

Carried

8. Approval of the 2022-2023 Meal Plan Rates

Documentation was circulated with the Agenda. Ron Kim, Shane Royal, Tanille Shandro and Nicole Schmidt presented this item.

Highlights:

- Management advised that the proposed meal plan rate increase for 2022-2023 are intended to meet increases in food costs, transportation, and supply chain issues, noting that current meal plan numbers are at the highest point for the University and that student participation is optional
- Tanille Shandro noted that as meal plans are optional for graduate students there was no opinion on the increases
- Nicole Schmidt spoke from the perspective of undergraduate students, highlighting that the meal plan rate increases align with CPI and food price increases, which students understand
- Cody Church, Chair of FPC, noted that there was a robust discussion at the Committee level regarding the proposed increases and that the Committee approved the recommendation
- In response to a question, it was explained that the 3% increase should mitigate the increase in food costs generally, noting that food expenses make up 30% of the operational costs in the University's Food Services

Moved/Seconded

That the Board of Governors approve the meal plan rates for 2022-2023, as set out in the documents provided to the Board and as recommended by the Finance and Property Committee.

Carried

9. Approval of the 2022-2023 Parking Rates

Documentation was circulated with the Agenda. Ron Kim, Shane Royal, Tanille Shandro and Nicole Schmidt presented this item.

Highlights:

- Management provided an overview of the proposed increases to parking rates for 2022-2023, noting a 3% increase for student permits, with varying increases to hourly and daily parking lots and no increases to staff permits due to significant increases in the previous years. The discounted exam rate and the re-entry privileges for day-lots will remain in effect.
- Tanille Shandro then spoke from the perspective of graduate students, highlighting that a 3% increase is a concern, as a high number of graduate students utilize parking passes due to the nature of their programs; while graduate students see a significant benefit associated with providing visitor passes for Varsity Courts, the discounted exam rates, and re-entry privileges
- Nicole Schmidt then spoke from the perspective of undergraduate students, highlighting that there are concerns about the 3% increase to parking rates and how it contributes to the overall cost of a student's education and that students are supportive of the continuance of discounted exam rates and re-entry privileges
- Cody Church, Chair of the FPC, noted that there was a robust discussion at the Committee level regarding the proposed increases and that the Committee approved the recommendation
- In response to questions, it was explained that:
 - Additional bike storage is being added to Varsity Courts
 - There is not an increase being proposed to public parking rates as these are typically done every 2-3 years with a dollar amount increase instead of a small percentage increase

- The Board discussed the continuation of Fines for Food, which uses a portion of parking fines to support the SU Food bank and Management advised that they are happy to discuss this with the SU

Moved/Seconded

That the Board of Governors approve the parking rates for 2022-2023, as set out in the documents provided to the Board and as recommended by the Finance and Property Committee.

Carried**10. Approval of the Copyright Matters Reserve Release and Update**

Documentation was circulated with the Agenda. Teri Balsler presented this item.

Highlights:

- Management reported that they are proposing to release \$1.4M of the current \$1.5M reserve for potential costs associated with copyright matters following a favourable decision by the Supreme Court of Canada removing much of the risk to the University of Calgary relating to retroactive tariffs and noted that the remaining \$100,000 will be deployed to the Copyright Office to cover costs associated with copyright compliance, under the management of the Copyright Office and direction of the Copyright Committee

Moved/Seconded

That the Board of Governors release \$1.4M of the existing reserve of \$1.5M for potential costs associated with the University's copyright compliance strategy and direct the deployment of the remaining \$100,000 to cover associated costs with copyright to the Copyright Office.

Carried**11. Report from the President**

Ed McCauley presented this item.

The President reported on several recent activities and accomplishments, highlighting that:

- The University continues to support students through this difficult time and noted that \$150,000 in additional funding has been secured for Indigenous Students and a Wellness Classroom Support Program has been introduced to ensure student mental health supports are in place
- The University is continuing to drive significant partnerships around the world to advance research initiatives and research funding, including work with the Calgary Cancer Centre
- The first in-person Convocation ceremonies were held in November since the beginning of the pandemic where 655 students walked across the stage
- In response to a question, it was explained that the University has leveraged \$22 million in funding for research projects in engineering, health, and science into \$170 million which will support the student experience and create more jobs. The Vice-President (Research) and team are continuing to work hard to compete for grants and have been very successful to date.

12. 2021 Continuing Education Enrolment Report

Documentation was circulated with the Agenda. Teri Balser and Sheila LeBlanc presented this item.

Highlights:

- Management noted that:
 - Given the emerging focus on reskilling and upskilling, the Continuing Education Enrolment report highlights major work in this area and this information is not included in enrolment data for other non-degree programs. Continuing Education makes up about 75% of this type of work across the academy, is the third largest teaching unit at the University and is a revenue generating unit that serves a multitude of learners including those in their early, mid and late careers, location learners and international students.
 - Continuing Education is working closely with community-based organizations on work force development programming and corporate training, helping to identify skills gaps and working to bridge gaps for international students and workers. Work on internal collaborations in reskilling and upskilling and courses in personal interests and academic upgrading are also underway.
- In response to questions, it was explained that:
 - There are a modest number of bursaries available to Continuing Education students and that the University is advocating with the government for more ways to assist the unemployed in their ability to access education to assist in employment
 - As a revenue generating unit, Continuing Education was able to support 60 full-time positions and 500 part-time positions with no government funding
 - Continuing Education is looking to grow in places where there is the ability to meet needs within the community and to build a reputation beyond the 18-year-old to 23-year-old cohort

13. Indigenous Strategy Progress Report

Documentation was circulated with the Agenda. Teri Balser and Michael Hart presented this item.

Highlights:

- Management provided an update on the progress of the Indigenous Strategy, *ii'taa'poh'to'p*, highlighting that the next stage of the Indigenous Strategy, *Imagining Renewal*, for years 5-7 is underway. The University continues to advance in *Ways of Being, Ways of Knowing, Ways of Connecting and Ways of Doing*.
- The University has secured a \$1M endowment for Indigenous students, with overall research funds down since last year due to a significant grant received in 2019-2020
- The University continues to develop: pathways to increase the Indigenous student population, support services, and gathering places to enhance Indigenous students' experiences; faculty-led projects on reconciliation, including "What is Allyship?" and "What does Reconciliation Mean to Me?"; resources and opportunities for learning, such as Indigenous racism video series and a new E-learning module on reconciliation offered through Human Resources for a Spring 2022 launch
- The University held September 30 National Day for Truth and Reconciliation events and shared their gratitude to the elders that presented and spoke at this event
- Indigenous student enrolment continues to increase along with the number of student awards, with a slight decrease in the number of Indigenous Academic and MaPS staff. The University has revised the Academic Staff Criteria and Processes Handbook to be inclusive of Indigenous scholars and those working within the community.

- In response to questions, it was explained that:
 - The E-learning program launching in the spring is focused within the University for staff, academic staff and students as well as volunteers who have IT access
 - Michael Hart’s expanded role ensures regular contact between the Office of Indigenous Engagement and the Vice-President (Research) in order to effectively incorporate the Indigenous Strategy in their research work, to address the ethics for research opportunities related to Indigenous engagement, to source funding provincially, federally and solicit donations in a coordinated approach
- The Board thanked Michael Hart and his team for their continued work at the University and requested that the Board receive invites to all upcoming events and programs

14. Other Business in the Open Session

The Board discussed questions regarding Board member reports that were presented in the open consent agenda.

- In response to questions, it was explained that:
 - The number of graduate students that applied for bursaries doubled from the year prior for a total of 245 students and that the GSA only has 40 bursaries to give out to students. Following a very tough application process, if a student is not selected, they are directed to other options available to them and the GSA works closely with the University’s bursaries team, noting that there is a greater need than what is available.
 - With the budget cuts that the University has faced, Faculties have found it challenging to meet the needs of students while managing additional administrative workload resulting from staffing changes and increased demand to report to external funding agencies. Students are also feeling the impact of the cuts, including having fewer resources and services. It is felt that with the cuts to date, faculties have been able to find efficiencies, but it is felt that further cuts anticipated from the government and with no more efficiencies to be found, these will have a substantial impact.
- The Board discussed these important questions and comments, the current funding environment and the need to look at the whole system and consider how things might be done differently

15. 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 11:03 a.m.