



UNIVERSITY OF
CALGARY

BOARD OF GOVERNORS
Approved Minutes - Open Session

March 25, 2022, 8:10 a.m.

via Zoom Platform

Members

Geeta Sankappanavar, Chair
Joule Bergerson
Jay Brown
Tavis Campbell
Debby Carreau
Heather Christie-Burns
Cody Church
Frank Finley
Nancy Foster
Lara Gaede
Lorinda Hammond
Mark Herman
Ed McCauley
Nicole Schmidt
Tanille Shandro
Helen Sunderland
Glenn Tibbles
John Weissenberger – arrived during Item 3
Elaine Wong
Deborah Yedlin

Management

James Allan, Vice-President (Advancement)
Teri Balser, Provost and Vice-President (Academic)
William Ghali, Vice-President, (Research)
Ron Kim, Interim Vice-President (Finance and Services) – Finance
Mike Van Hee – Interim Vice-President (Finance and Services) - Services

Regrets

Jacqueline Lacasse, General Counsel

Observers

Michael Brown External Communications Specialist,
Students' Union
Courtney McVie, Executive Director, Provost's Office
Sean Myers, Senior Communications Specialist, Office of
Advancement
Jacqueline Sinnett, Media Relations Advisor, Office of
Advancement
Nancy Wayne, Research and Advocacy Analyst, Graduate
Students' Association

Interim Secretary

Lise Houle

Scribe

Rebecca Kenny

Staff

Tasha Hodzic, Governance Coordinator
Cherie Tutt, Director, Secretariat and Student Appeals Office

The Chair called the meeting to order at 8:07 a.m. and confirmed quorum.

1. Approval of the Agendas**Moved/Seconded**

That the Agendas for the March 25, 2022 Board of Governors meeting be approved.

Carried**2. Conflict of Interest Declaration**

No conflicts were declared.

3. Chair's Remarks

The Chair addressed the war in Ukraine and reported on the financial, mental health and immigration supports the University has in place for students, faculty and staff who are from conflict areas around the world. The University is working to establish additional funds to assist international students from areas of conflict and are supporting the Red Cross.

The Chair welcomed James Allan, Vice-President (Advancement) to his first meeting and thanked retiring student Governors for their contributions to the Board and the University. The Chair then reported on the return to in-person activities on campus, including in-person convocation ceremonies.

4. Safety Moment

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

Management spoke about the importance of self-care and the need to demonstrate the prioritization of self-care on campus. Management highlighted ways to incorporate self-care and resources provided by the University to support an individual's psychological safety, such as mental health in the workplace, staff wellness and talent development programs.

5. Adoption and Receipt of the Open Consent Agenda Items

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

5.1 Approval of the December 10, 2021 Open Session Meeting Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on December 10, 2021 be approved.

Adopted

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

5.2 Standing Committee Chair Reports:

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

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 General Faculties Council for the January and February meetings
- 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 Quality Money Report for 2022-2023 and the SU Audited Financial Statements for 2021
- Report from the Board Member nominated by the Graduate Students' Association (GSA), including the GSA Audited Financial Statements for 2021

6. Approval of the 2022-2023 Consolidated and Capital Budgets

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

Highlights:

- Management reported on the tremendous amount of work conducted to develop the proposed balanced consolidated and capital budgets, following another provincial budget cut of 5.2%. Management then gave an overview of the proposed budgets, highlighting that:
 - The budgets were developed in alignment with the approved parameters and principles, the Academic and Research Plans and the Eyes High Strategy to help guide the University in meeting its operational focus and ambitions as Canada's Entrepreneurial University
 - Management worked to create more transparency this year in the budget development process including meeting with stakeholders, budget owners, Dean's Council and conducting a survey for input from the campus community on institutional priorities. It was noted that the decrease in the capital budget is a result of two major capital projects, McKimmie Block and Mathison Hall, being close to completion.
 - Budget cuts were differentially allocated and efficiencies were found by eliminating under-performing programs and generating more revenue where possible. It was noted that many of the easier cuts were made in prior years. Management is working to protect revenue, streamline organizational structures, focus on research funding and positive investment returns, increase enrolment and protect the University's core mission while supporting students and faculty successes, its pillars of growth and by looking at ways the University can do things differently.

- The proposed budgets could be affected by factors the University has little control over such as external funding, utility costs and supply chain issues; additionally, the University is continuing to manage deferred maintenance costs
- Elaine Wong, Chair of the Budget Committee, reported that the Budget Committee had a fulsome discussion around the proposed budget and the Campus Alberta Grant reduction and was pleased with the increase in transparency of the documents, noting that there was unanimous support for the recommendation of the Consolidated and Capital Budgets
- Cody Church, Chair of the Finance and Property Committee (FPC), reported that the FPC had good discussion around the assumptions and was also pleased with the transparency of the documentation allowing for a better sense of where the cuts are coming from, noting that there was unanimous support for the recommendation of the Consolidated and Capital Budgets
- In response to questions, it was explained that:
 - The amount allocated to scholarships and bursaries in 2022-2023 is based on the “actual” amount spent in the prior year, as well as an estimate of the amount that will be spent in the current year. Although the amount shown for 2022-2023 represents a small decrease from the prior year budget, it should be considered an estimate at this point that will fluctuate based on actual results. Management will add a note to the consolidated budget in this regard.
 - Funding from the previous year is not removed from this category if it is unspent
 - There is no intent to decrease the amount spent in scholarships and bursaries in 2022-2023 and Management will continue to review and revise the estimate that it uses for expenditures on scholarships and bursaries to ensure students are properly supported
 - The increase in the Information Technology (IT) budget is for specific projects related to IT including a backlog of IT projects and maintenance
 - If the University receives funding, student enrolment can be expanded but the proposed budgeted amount is not based on an expectation of further funding
 - International House, previously Hotel Alma, will be rented out in the Spring and Summer including its rooms and event spaces which is why it is included as revenue generating
 - 40 low enrolment programs were discontinued this year across multiple faculties
 - Retiring tenure faculty are not typically replaced with sessional instructors. The University welcomes new faculty members who bring new ideas to teaching and they are provided support through the Taylor Institute for Teaching and Learning for a baseline of teaching quality across campus.
 - Increases in federal and other government grants are a result of the University being consistently strong in competing for research funding
 - Management does not intend to make up revenue through significant increases to student fees
 - The decrease to the Campus Maintenance and Renewal (CMR) program grant is at a funding level the University anticipated and hasn’t affected any forward plans for the University

Moved/Seconded

That the Board of Governors approve the University of Calgary’s 2022-2023 Consolidated Budget totalling \$1,481.4 million and Capital Budget totalling \$184.9 million, as set forth in the documents provided and as recommended by the Finance and Property Committee, with the requested amendment.

Carried

7. Approval of Internally Restricted Net Assets (IRNA)

Documentation was circulated with the Agenda. Ron Kim presented this item.

Highlights:

- Management reported on Internally Restricted Net Assets (IRNA), noting that IRNA is comprised of prior year surpluses and that historically these funds were used for projects that required further funding. It was explained that these funds cannot be used as a funding source for current year expenses without increasing an operating deficit for the University, as the University would have to have a revenue surplus to avoid the deficit, which it will not have. Following a detailed review Management is proposing that, in order to maintain a balanced budget, IRNA be used to fund capital construction initiatives.
- Management explained that the redirection of these funds will not impact projects that are currently reliant on IRNA as these will be funded through the University's annual operating budget
- Elaine Wong, Chair of the Audit Committee, reported that the Audit Committee discussed the requirement for this change in order to produce a balanced budget on an annual basis and that the IRNA spend on capital initiatives makes sense at this time and that the Committee is supportive of the redirection of IRNA funds
- There were no questions

Moved/Seconded

That the Board of Governors approve the redirection of the cumulative balance of internally restricted net assets from academic and institutional initiatives and research activities categories to capital projects, as presented and as recommended by the Audit Committee.

Carried

8. Approval of the Board and Standing Committee Schedule for 2023-2024

Documentation was circulated with the Agenda. Lise Houle presented this item.

Management reported that the Calendar being presented is similar to the existing schedule, noting that Audit Committee meetings were extended by 30 minutes to allow for appropriate timing for items as this change was requested by the Audit Committee and incorporated into the 2022-2023 schedule.

Moved/Seconded

That the Board approve the Board and Board Standing Committee Calendar for 2023-2024, in the form provided to the Board.

Carried

9. Report from the President

Ed McCauley presented this item.

Highlights:

- The President reported on several recent activities and accomplishments under the three Academic Plan and Research Plan priorities, including:
 - The University being ranked a Top 5 Research University in Canada and the youngest University to ever accomplish this, with the University's National Survey of Student Engagement (NSSE) results indicating that the University was above average in 8 of the 10 NSSE metrics, demonstrating that the University did not sacrifice teaching and learning to be a great research University
 - The University's successes in research competitions, including over \$22 million from the Government of Alberta in 11 research project areas
 - An investment of \$50 million for the expansion of the University's Veterinary Medicine program
 - The University's work in connecting communities and driving innovation and attracting new scholars and students
 - The great successes of the University Dinos athletes at the Olympics
- The President remarked that the University has worked to ensure that any risk related to the war in Ukraine is mitigated for students, faculty and staff and that there is no risk within current partnerships, research and teaching agreements and very low risk in regard to investments for the University at this time

10. Framework for Growth Update

Ed McCauley presented this item.

The President reported that the Start Something Campaign was launched across campus for the return of in person teaching and learning to highlight what makes the University unique as Canada's entrepreneurial University, and to promote taking challenges and turning them into opportunities

11. Other Business in the Open Session

There was no other business.

12. 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 9:42 a.m.

Lise Houle
Interim University Secretary