



BOARD OF GOVERNORS
Approved Minutes - Open Session

March 24, 2023, 8:10 a.m.

PF 2280/Zoom

Members

Mark Herman, Chair
Nancy Foster, Vice-Chair
Muntaha Aamir*
Joule Bergerson*
Mark Blackwell*
Jay Brown
Jon Cornish*
Jeff Davison
Aleem Dhanani
Karen Ganzlin
Hamid Habibi
Lorinda Hammond
Jodi Jenson Labrie
Candice Li*
Ed McCauley
William O'Yeung
David Price
Saaka Sulemana Saaka
Nicole Schmidt
Glenn Tibbles*
Cara Wolf*
Gary Zhang
Paul Zonneveld

Secretary

Courtney McVie

Scribe

Cherie Tutt

Staff

Tasha Hodzic, Governance Coordinator
Holly Lywin, Governance Coordinator*
Elizabeth Sjogren, Governance Coordinator (General Faculties
Council Lead)*

Regrets

John Weissenberger
Elaine Wong

Management

James Allan, Vice-President (Advancement)
William Ghali, Vice-President (Research)
Ron Kim, Vice-President (Finance) and Chief Financial Officer
Jacqueline Lacasse, General Counsel
Mike Van Hee, Vice-President (Services)
Penny Werthner, Interim Provost and Vice-President (Academic)

Management Support

Kate Hamilton, Executive Director and Chief of Staff, President's Office

Guests

Tara Barnas, Manager, Social Innovation, Vice-President (Research) Office – present for Item 6
Karen Benzies, Director, Social Innovation Initiative, Vice-President (Research) Office; Professor, Faculty of Nursing
– present for Item 6
Bruce Evelyn, Vice-Provost (Planning and Resources) – Present for Item 8

Penny Pexman, Associate Vice-President (Research) – present for Item 6
Bill Rosehart, Deputy Provost – Present for Item 8

Observers

Michael Brown
Dean Parthenis
James Steele

**via Zoom*

Secretary's note: In accordance with the Board Bylaws Section 9.2, the motion box and "Carried" denotation serves as the entry in the minutes that the Chair of the meeting declared the motion carried.

The Chair called the meeting to order at 8:06 a.m. and confirmed quorum.

1. Approval of the Agendas

Moved/Seconded

That the Agendas for the March 24, 2023 Board of Governors meeting be approved.

Carried

2. Conflict of Interest Declaration

No conflicts were declared.

3. Territorial Acknowledgement

Jon Cornish, Chancellor provided a territorial acknowledgement and reported to the Board on a meeting with Michael Hart, Vice-Provost Indigenous Engagement regarding the updated land acknowledgement for the institution.

4. Chair's Remarks

The Chair welcomed new Board members Karen Ganzlin and David Price and thanked retiring student Governors for their contributions to the Board and the University, and highlighted the incoming student Governors.

The Chair noted that the Board and Committee evaluation was sent out and requested Board members take time to fill out these surveys.

5. Safety Moment

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

Highlights:

- Management presented on the Annual Safety Performance from 2017-2022, highlighting the main safety hazards encountered at the University including, lab safety, working with mechanical equipment, working with animals, field work, building maintenance, caretaking, capital construction, driving, and slips, trips and falls
- Management advised on the controls deployed to manage these risks and monitored metrics
- Management reported on an overall decline in incident rates, even following the return to in-person activities following the pandemic, which is attributed to focused performance, intervention, improved investigations, lab inspections, regular meetings with leadership, and shared learnings across campus. It was noted that the University is performing better than its peer group as shown in the Workers Compensation Board data.
- It was noted that there has been an increase in near miss incidents, which could be attributed to an increase in reporting and Management will watch this trend closely
 - In response to a question, it was explained that the University is undergoing a Covid after-action review to assess what the University did, how it could be improved, what should be taken forward in future planning, including improving continuity plans and improving pandemic planning

6. Social Innovation Initiative Update

Documentation was circulated with the Agenda. Bill Ghali, Penny Pexman, Tara Barnas, and Karen Benzies presented this item.

Highlights:

- The presenters provided the Board with an update on a new initiative to advance social innovation-based work, the Social Innovation Initiative (SII), which was created based on recommendations from the University's Social Innovation Taskforce
- The presenters reported that:
 - The SII will build capacity to recognize social innovation, bridge the gap between civil society and business, and is supported by UCEED and Innovate Calgary. SII will bridge the gap between government, society, business, and academic researchers, with each entity supporting social innovation and will capitalize on the synergies.
 - The SII engages with the community by asking agencies to present their challenges and leverages expertise at the University to co-create sustainable solutions to these challenges
 - The social innovations ecosystem benefits and strengthens focus on community, innovations for Calgary, supports for vulnerable housing and mental health, accelerating scholarship to translate impact with collaboration across disciplines, and generate solutions with measurable impact
- In response to questions, it was explained that:
 - There are other institutions who have been successful in the social innovation space and one of the strengths for UCalgary is the \$5 million from the UCEED fund and \$4 million from the federal government has been designated to the SII hub
 - This will be a differentiating feature and strength for the University in funding applications
 - The University's Research Services Office assists researchers in applying for grants needed and hopes that the funding in this area will help bridge the gap between research context and social innovation

- This SII is enhancing the University’s transdisciplinary focus, which is a strategic priority for the University, with community partnerships and tangible impact measurements
- Many social innovations have an Intellectual Property (IP) piece, and the University is working with Alberta Health Services and Innovate Calgary on the protection of IP
- The Board discussed ways to support the SII, including encouraging the community to bring challenges with a mutual benefit forward to the University, encouraging community partnerships and ways in which the University can invest in this area and excite and motivate students and the community
- Management advised that the Social Innovation Hub was launched in University Innovation Quarter

7. Adoption and Receipt of the Open Consent Agenda Items

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

7.1 Approval of the January 20, 2023 Open Session Meeting Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on January 20, 2023 be approved.

Adopted

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

7.2 Standing Committee Chair Reports:

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

7.3 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 Quality Money Report
- Report from the Board Member nominated by the Graduate Students’ Association (GSA)

8. Approval of the University of Calgary's 2023-2024 Consolidated and Capital Budgets

Documentation was circulated with the Agenda. Penny Werthner, Ron Kim, and Bruce Evelyn presented this item.

Highlights:

- Management reported on the proposed balanced consolidated and capital budgets and gave an overview of the proposed budgets, highlighting that:
 - Alberta's finance minister delivered the provincial budget and confirmed the Operating and Program Support Grant (previously the Campus Alberta Grant) Budget for 2023. It was reported that the provincial budget focused on fiscal responsibility, positioning the economy for growth, balancing the budget and limiting growth in in-year expenses, with 50% of surpluses allocated to pay down debt, and other provincial initiatives.
 - The Board is required under the Post-Secondary Learning Act to submit a balanced budget to the provincial government, and has the ability to request a deficit if required
 - The budgets were developed in alignment with the approved parameters and principles, and the Academic and Research Plans, to help guide the University in meeting its operational focus and that the University revenues are tied to expenses which impacts the balancing of the budget
 - Domestic tuition fees for 2024-2025 are capped at a 2% increase
 - The provincial government will invest in the Campus Maintenance and Renewal grant, the Multidisciplinary Hub, the Veterinary Medicine Diagnostics Services Unit, new medical spaces for UCalgary, training for health professionals, and Schools of Public Policy graduate student programming
 - That there is a significant change in the proposed Capital Budget due to the completion of two major capital projects, Mathison Hall and MacKimmie Tower, and the projects listed on the Capital Budget are fully funded
 - Information Technology is high on the list of priorities within the Capital Budget to help support quality education and support researchers
 - The proposed budgets account for known tuition rates, known provincial funding, certainty within the current collective agreements, and any identified risks are mitigated where possible
- William O'Yeung, Chair of the Finance and Property Committee (FPC), thanked the Budget Committee for their efforts in reviewing the budgets, and noted that the FPC had a good discussion around the funding for a growing University and that the Committee voted to recommend the proposed budget to the Board for approval
- In response to questions, it was explained that:
 - Scholarships and bursaries can fluctuate based on demand in a given year, and the increase in tuition also accounts for the provincial targeted program enrolment expansion
 - Cash expenses do not impact the balance sheet over time as they do not depreciate
 - The University District Trust (UDT) is reflected under investment in government business enterprise and is a self-sustaining operation. It is anticipated and forecasted that UDT will generate a surplus cash position in a few years which will allow UDT to start to pay down debt as appropriate in context of additional development opportunities.
 - The University is still ranking positively among the lowest when looking at peer data for efficiency in terms of operating expenses, but that efficiencies need to be balanced with the quality of education being provided

- Management is regularly meeting with the provincial government to advocate for investments and to show how the University manages and leverages dollars in the best way and will continue to do so. It was noted that this is a critical time for Board members to also advocate on the value of what is being done on campus, the importance of this institution to the City and province, and the significant return on investment the University offers.
- The increase in salaries and benefits account for program expansions
- The Interim Provost and Vice-President (Academic) meets with Faculties as part of enrolment management and setting targets
- The Office of Advancement projects donations for the year, ranking by likelihood of receiving it within 12 months, and adjusts as required

Moved/Seconded

That the Board of Governors approve the University of Calgary's 2023-2024 consolidated and capital budgets as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried**9. Approval of the Board and Standing Committees Schedule for 2024-2025 and Revisions to the 2023-2024 Board and Standing Committees Schedule**

Documentation was circulated with the Agenda. Courtney McVie presented this item.

The University Secretary reported that the schedule being presented is similar to the existing schedule, noting that the annual orientation and retreat were move up one week to allow for more time between these events and the start of the first meeting cycle. The proposed meeting times for the Audit Committee and Investment Committee were coordinated with the Finance team.

It was reported that there was an amendment following the Executive Committee meeting which keeps Budget Committee meetings as previously scheduled.

Moved/Seconded

That the Board of Governors approve the revised 2023-2024 Board and Board standing committees meeting schedule and the proposed 2024-2025 Board and Board standing committees meeting schedule, in the forms provided to the Board, and as recommended by the Executive Committee and with the reported amendment.

Carried**10. Approval of the Veterinary Medicine Expansion Project Budget**

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

Highlights:

- Management reported on the request for the Board to approve the use of an additional \$6.9 million in funding received from the Government of Alberta to proceed with the pre-construction work for the Veterinary Medicine Expansion project

- Management noted that the expansion of the Veterinary Medicine program will double the program enrolment by 2025, and includes the construction of new facilities and enhancements to the W.A. Ranches. The release of this money will be used to continue the design of the new building and advanced procurement of materials.
- There were no questions

Moved/Seconded

That the Board of Governors approve the use of an additional \$6.9 million of provincial grant funding received for the Veterinary Medicine Expansion project to continue pre-construction work, for a revised total cost of \$9,900,000, and as recommended by the Finance and Property Committee.

Carried**11. Report from the President**

Ed McCauley presented this item.

Highlights:

- The President reported on several recent activities and accomplishments including, the significant strategic planning process and the re-energizing of the community in this process, noting over 20,000, primarily internal, survey results have been received to date, and 3,000 people participated in workshops, with external event series ongoing, and the release of the first draft of the strategic plan
- The President also highlighted:
 - The opening of Mathison Hall, and the inclusion of two high-tech classrooms, ventilated for smudging ceremonies and student spaces supportive of collaboration
 - The wrap-up of the United Way campaign, with 435 community donors, the activities around Bell Let's Talk day, the launch of the Social Innovation Hub, Tech Festival which welcomes students and over 35 companies, the post-doctoral research slam, the Spyhill open house, and the initial planning on ways to address rural physicians shortages as a joint project between UCalgary and University of Alberta
 - A Nursing and Social Work student organized Pop-up Care Village, that included health and social services, medical providers, food resources, immigrant support services, and supports for homeless individuals which helped over 550 guests. This event shows our work as an entrepreneurial university and showcases the University making a difference in the community.
 - A story in the New York Times highlighting work done by the University to reduce the death rate in stroke patients by 50% and improving patient outcomes, which is becoming the new standard around the world

12. Other Business in the Open Session

The Board received an update from the Chair of the FPC, highlighting ongoing meetings between Management and the Students' Union and Graduate Students' Association on the budget process for a collaborative upcoming year.

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 9:55 a.m.

Courtney McVie
University Secretary