



**BOARD OF GOVERNORS**  
Minutes for Approval - Open Session

May 26, 2023, 8:00 a.m.

Governors Boardroom A167/Zoom

**Members**

Mark Herman, Chair  
Nancy Foster, Vice-Chair  
Taimur Akhtar  
Joule Bergerson\*  
Mark Blackwell  
Jay Brown  
Jon Cornish  
Jeff Davison\*  
Aleem Dhanani  
Karen Ganzlin  
Hamid Habibi\*  
Lorinda Hammond  
Candice Li\*  
Ed McCauley  
William O'Yeung  
David Price\*  
James Steele  
Shazia Jinnah Morsette  
Glenn Tibbles\*  
John Weissenberger  
Cara Wolf\*  
Elaine Wong\*  
Gary Zhang  
Paul Zonneveld

**Secretary**

Courtney McVie

**Scribe**

Rebecca Kenny

**Staff**

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

**Regrets**

Jodi Jenson Labrie

**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)\*

**Guests**

Boris Dragicevic, Associate Vice-President (Facilities Development) – present for Item 7  
Corey Hogan, Associate Vice-President (Communications) and Chief Communications Officer – present for Item 18  
Mohammad Keyhani, Associate Professor, Haskayne School of Business – present for Item 18  
Michele Moon, Team Lead, Wellbeing and Worklife, Staff Wellness – present for Item 11  
Andrew Szeto, Director, Mental Health Strategy – present for Item 11  
Aritha Van Herk, Professor, Faculty of Arts – present for Item 18

Kevin Wiens, Senior Director, Student Wellness, Access & Support – present for Item 11

**Observers\***

Michael Brown, Manager, Communications and Government Relations, Students' Union

Daniella Ikurusi, Executive Director, Graduate Students' Association

Sarah Luthy, Executive Director, Provost Office

Sean Myers, Senior Communications Specialist, Office of Advancement

\*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 8:03 a.m. and confirmed quorum.

**1. Approval of the Agendas**

**Moved/Seconded**

That the Agendas for the May 26, 2023 Board of Governors meeting be approved.

**Carried**

**2. Conflict of Interest Declaration**

Elaine Wong, as a partner with KPMG declared a conflict, in respect of Item 6.4, the Graduate Students' Association Audited Financial Statements, and noted that she will abstain from any discussion pertaining to this item.

**3. Territorial Acknowledgement**

The Chair provided a Territorial Acknowledgment.

**4. Chair's Remarks**

The Chair welcomed new student Governors and thanked retiring Governor, Lorinda Hammond, for her contributions to the Board and the University during her term. The Chair also reminded Governors of the upcoming convocation ceremonies and encouraged members to attend.

**5. Safety Moment**

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

Highlights:

- Management presented on the University's Contractor Safety Management Program, noting that this program was implemented to improve safety performance and provide consistency across the University in safety management of external contractors. Management highlighted that this is an important program as the University's safety standards do not change between employees and contractors.

- It was noted that the University conducts a review of each contractor’s safety record to ensure these companies align with the University’s standards prior to a project beginning and conducts regular safety reporting, and an annual look back at safety reporting to identify any areas for improvement. It was explained that should something be identified during an ongoing project, that contractor will be shut down until the University is confident those issues have been resolved.
- There were no questions

## **6. Adoption and Receipt of the Open Consent Agenda Items**

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

### **6.1 Approval of the March 24, 2023 Open Session Meeting Minutes**

That the Minutes of the Open Session of the Board of Governors meeting held on March 24, 2023 be approved.

**Adopted**

### **6.2 Approval of the Revisions to the Delegation of Authority Policy – Appendix A (Vice-President (Advancement) Authority)**

That the Board of Governors approve a revision to the Delegation of Authority Policy Appendix A to allow for sub-delegation of approval of gift agreements, in the form provided to the Board of Governors.

**Adopted**

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

### **6.3 Capital Infrastructure Status Report (4th Quarter)**

### **6.4 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
- 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, including the Students’ Union Quality Money Report
- Report from the Board Member nominated by the Graduate Students’ Association, including the Graduate Students’ Association 2021-2022 Financial Statements and Graduate Students’ Association Quality Money Report

## **7. Approval of the University of Calgary's 2023 Capital Plan**

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

Highlights:

- Management provided an overview of the 2023 Capital Plan, including the top five priorities, which is provided to the Government of Alberta. It was noted that this is a forward-looking document that outlines future capital projects funding requirements and aligns with the University's mandate and the academic and research plans. It also outlines funding required for the University to maintain its current physical infrastructure as part of the Capital Maintenance and Renewal (CMR) program.
- Management outlined that:
  - The order of the priorities on the University's Capital Plan is discussed with the Deans' Council and the Executive Leadership Team and that the projects are prioritized around criteria, including the age of current facilities, risk, strategic alignment, efficiency, sustainability, financial payback, deferred maintenance liability, and alternate funding mechanisms
  - Last year the University received partial funding in relation to Capital Plan projects
  - A major consideration in the prioritization of the proposed Capital Plan projects was space constraints facing the University to meet future demand
- The Chair of the Finance and Property Committee (FPC) reported that the FPC reviewed the proposed list and discussed the components of the priorities and fully supported the recommendation
- In response to questions, it was explained that:
  - Although all of the capital projects are needed at the University not all projects will receive funding, and the prioritization of these projects considers impact to students, faculty, and staff, and the focus is on improving student experience, research, scholarship, learning, and community integration
  - The University does receive Capital Maintenance Renewal (CMR) money from the provincial government, but CMR funding does not support all of the deferred maintenance and is prioritized for addressing potential safety concerns
  - There are ongoing conversations around donor engagement and strategy for these capital projects, including the Multidisciplinary Science Hub (MSH)
  - The University is exploring space utilization, including reviewing office spaces that could be utilized for classroom and lab space with potential for hoteling of office spaces in the future
  - It is not anticipated that there will be a significant impact to students during the building of the MSH as this would be a new build, and the location of the building is not currently a concern for lab work in this area. The MSH would have a positive impact to multiple faculties, including freeing up other spaces on campus. The University is exploring as many opportunities as possible for funding of the MSH, including sustainability grants and philanthropic support.
  - The University's desire is to prepare for anticipated student growth over the next 10 years, including in the University Innovation Quarter
  - Currently cloud storage is not an option for all University data storage

**Moved/Seconded**

That the Board of Governors approve the University of Calgary's 2023 Capital Plan, as set out in the document provided to the Board, and as recommended by the Finance and Property Committee.

**Carried**

*Secretary's Note: Items 8 & 9 were presented together.*

**8. Approval of the Internal Restriction of Net Assets (IRNA)**

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

Highlights:

- Management reported that they are seeking approval of the March 31, 2023 Internally Restricted Net Asset (IRNA) balance of \$208.8 million to be used for capital initiatives. The Board previously approved that IRNA be used to fund capital construction initiatives and this request is to approve the year-end balance. It was explained that IRNA cannot be used towards the operating budget due to how the University's finances are structured.
- The Chair of the Audit Committee (AC) reported that the AC had a robust discussion around the use of IRNA and fully supported the recommendation
- In response to a question, it was explained that IRNA is an internal process to manage all funds intended for capital projects and other institutions may have other internal processes to manage this money

**Moved/Seconded**

That the Board of Governors approve the internal restriction of \$208.8 million of net assets in support of capital initiatives, as presented to the Board, and as recommended by the Audit Committee.

**Carried****9. Approval of the Annual Consolidated Financial Statements & Management Discussion & Analysis (MD&A)**

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

Highlights:

- Management provided an overview of the annual Consolidated Financial Statements and Management Discussion and Analysis (MD&A), highlighting that the Consolidated Financial Statements were prepared using the Financial Statements Template approved by the AC and that the MD&A is a companion document
- Management noted that the University's annual spending is lumpy and can be uncertain as this is partially based on enrolment numbers
- The Chair of the AC commented on the discussion by the AC with the Auditor General of Alberta and PricewaterhouseCoopers, who had no concerns, and the AC fully supported the recommendation
- In response to questions, it was explained that:
  - Legacy gifts, such as property or collections are evaluated as to their value to ensure the University's numbers represent fair market value

- The CPA Canada Public Sector Accounting Handbook issued a new accounting standard, PS 3280 Asset Retirement Obligations, which establishes guidance on how to account and report a liability involving the retirement of a tangible capital asset. The standard applies when existing regulations, contractual agreements and/or obligations require an entity to conduct retirement activities at the end of the assets' useful lives. Under Canadian and Alberta Legislation, once asbestos material is disturbed there is a legal requirement to deal with the hazardous material in an appropriate manner. The ability to postpone the asbestos removal does not relieve the entity of the obligation. The new accounting standard recognizes the timing of the retirement activity might be uncertain however the entity is required to estimate the cost of the obligation and record the liability within the financial statements.
- Once the University District Trust (UDT) has paid off the debt portion of the development, there will be an income from UDT noted on the University's income statement. It was reported that it was previously approved by the Board that upon receipt, those funds would be used for strategic initiatives at the University.
- The decrease in the University's liquid cash is a result of an approval from the Investment Committee to use a higher degree of cash in short-term bond investments to earn interest. The AC does a monthly review of the University's financials and receives a Quarterly Liquidity Analysis and would bring any concerns to the Board.
- The severance pay of the previous Provost and Vice-President (Academic) is part of her original employment contract

*Secretary's Note: A Governor posed questions related to construction commitments and contractual obligations. The proponent provided a response to the Governor directly after verifying necessary information.*

**Moved/Seconded**

That the Board of Governors approve the Consolidated Financial Statements and the Management Discussion and Analysis of the University of Calgary for the year ended March 31, 2023, in the form provided to the Board, and as recommended by the Audit Committee.

**Carried****10. Strategic Plan – 'Ahead of Tomorrow'**

Documentation was circulated with the agenda. Ed McCauley, Penny Werthner, Corey Hogan, Aritha Van Herk, and Mohammad Keyhani presented this item.

**Highlights:**

- The Chair remarked on a petition received by the Secretariat Office in regards to the proposed Strategic Plan, noting that it had received signatures from 39 members of the University community. The contents of which were highlighted for the Board's consideration during discussions.
- The presenters highlighted the ten-month development process of the Strategic Plan, including the parameters identified by the Board at its annual retreat in September of 2022. The timeline was reviewed and the phases were highlighted which included an environmental scan, consultation process including workshops and surveys with both internal and external community, circulation of a 'what we heard' report, and the drafting and refinement process. It was noted that during the consultation process, the working group heard from approximately 24,000 unique individuals. It was highlighted that this was the most engaged process for a University Strategic Plan both at the University and compared to other institutions.

- The presenters reported on the feedback received since the first draft of the Strategic Plan released in March, and described the revisions made to result in the proposed Strategic Plan, noting the number of other plans that feed into the Strategic Plan. It was highlighted that the Strategic Plan needed to be bold and reflective of the University and also the community that surrounds it.
- In response to questions, it was explained that:
  - The University will use a U15 tool called UniForum to help benchmark on efficiencies, noting the University is currently fourth in the country
  - Just under 14,000 students participated in the consultation process, with regular check-ins with the student leadership groups
  - ‘Ahead of Tomorrow’ suggests that the University is not riding on tradition, is different and looking at the horizon, forward-thinking, and celebrates what this University does
- The Board discussed:
  - The petition and ways the University can communicate its definition of entrepreneurial thinking, and the change management required with a new Strategic Plan
  - The desire for the Strategic Plan to be bold and differentiate the University of Calgary
  - The contextualization of the metrics in the Strategic Plan, how to communicate the benefits to the community, and how to further engage the community
  - Getting individuals to a place where they can see themselves in the strategy, add value and support the strategy in their work, and finding efficiencies to be able to do this
  - The level of engagement by students and the meaningful contributions from students to the proposed Strategic Plan and the desire expressed by the students to keep this level of engagement for future consultation processes
  - The importance of the definition of entrepreneurial thinking in the Strategic Plan
  - The feedback from the internal and external stakeholders, how to continue to improve the reputation of the University of Calgary, and ways of demonstrating the University’s successes including metrics
- The Board thanked the working group for their time and commitment in bringing forward the proposed Strategic Plan

## **11. Report from the President**

*Secretary’s Note: This item was withdrawn.*

## **12. Campus Mental Health Strategy Progress Report**

Documentation was circulated with the agenda. Penny Werthner, Andrew Szeto, Kevin Wiens, and Michele Moon presented this item.

Highlights:

- The presenters reported on annual progress under the Campus Mental Health Strategy (CMHS) that was launched in 2015, and noted the six priorities and 28 recommendations outlined in the CMHS. The presenters highlighted events and supports on campus in relation to mental health and wellness, external partnerships to further support the University community, the mental health embedded certificate, wellness classroom visits done by students, education for management to enable supportive teams at the University, and the upcoming renewal of the CMHS.

- The presenters highlighted feedback received from the wellness survey, noting that overall there was positive feedback with some ongoing concerns expressed around burnout
- In response to questions, it was explained that:
  - The University is aware that there are people on campus who are hesitant to reach out for support and are working on reducing stigma and making resources as accessible as possible
  - Student Wellness is limited in the services that they can offer as these are tied to funding but noted that there are urgent appointments available every day for students in need of immediate assistance and the University also has close community partners for after-hours outreach to ensure students can be supported at any time
  - Wait times for appointments during busy times of year can be concerning and that peer support is underutilized and could help bridge the gap between appointment times
  - A review of all services offered by student wellness is being done to ensure it is structured in the best way possible
- The Board discussed factors contributing to student mental health concerns, including food and housing insecurity, and the importance of ensuring students can get access to support quickly

### **13. Other Business in the Open Session**

There was no other business.

### **14. 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 10:50 a.m.

---

Courtney McVie  
University Secretary