



BOARD OF GOVERNORS
Approved Minutes - Open Session

October 13, 2023, 8:00 a.m.

University of Calgary Properties Group Boardroom/Zoom

Members

Mark Herman, Chair
Nancy Foster, Vice-Chair
Taimur Akhtar – arrived during Item 5
Joule Bergerson* – left during Item 7 & returned during Item 10
Mark Blackwell
Jay Brown
Jon Cornish*
Jeff Davison*
Aleem Dhanani
Karen Ganzlin – arrived during Item 4
Jodi Jenson Labrie
Shazia Jinnah Morsette
Candice Li*
Ed McCauley*
William O'Yeung
David Price
James Steele
Melanee Thomas
Cara Wolf* – arrived during Item 6
Elaine Wong
Gary Zhang*
Paul Zonneveld

Management

James Allan, Vice-President (Advancement)
William Ghali, Vice-President (Research)* – arrived during Item 7
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

Amy Dambrowitz, Registrar – present for Item 11
Sheila LeBlanc, Director, Continuing Education – present for Item 10
Joanne Perdue, Associate Vice-President (Sustainability) – present for Item 13
Cristina Rai, Incoming Governor
Verity Turpin, Vice-Provost (Student Experience) – present for Item 12

*via Zoom

Secretary

Courtney McVie

Scribe

Rebecca Kenny

Staff

Michelle Speta, Associate Secretary

Regrets

John Weissenberger

Management Support

John Kincaid, Executive Director, Office of the President and Vice-Chancellor

Observers*

Sarah Luthy, Executive Director, Office of the Provost and Vice-President (Academic)

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 8:11 a.m. and confirmed quorum.

1. Approval of the Agendas

Moved/Seconded

That the Agendas for the October 13, 2023 Board of Governors meeting be approved.

Carried

2. Conflict of Interest Declaration

Elaine Wong declared a conflict in relation to item 14.3, the Graduate Students' Association audited financial statements, as she is employed by KPMG.

3. Territorial Acknowledgement

Mark Blackwell provided a Traditional Land Acknowledgment.

4. Chair's Remarks

The Chair thanked retiring member, Elaine Wong, for her contributions to the Board and the University during her time as a Governor.

The Chair acknowledged the devastating events unfolding in Israel and Gaza and highlighted that the University is working to ensure the safety of our campus community and providing supports to affected members of the campus community.

The Chair 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 UCalgary Alterus and UCSafety emergency notification applications (app), highlighting that the University launched the UCSafety app late last academic year including the working alone and safe walk functions. It was reported that the University is in a transition phase with the apps until desktop notifications can be encompassed into UCSafety. It was noted that the apps are both tested on a monthly basis.
- In response to a question, it was explained that currently half the campus community has downloaded the Alterus app and fewer have downloaded the UCSafety app, and that the University is working on communication plans to increase awareness and downloads of the apps
- The Board was encouraged to download the Alterus app and it was noted that Management is working to get Board members access to the UCSafety app

6. Approval of the Veterinary Medicine Expansion Project – Construction Budget

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

Highlights:

- Management provided an update on the background and scope of the Veterinary Medicine Expansion project, noting that the provincial government provided the University with \$58.5 million in capital grant funding for the construction of new infrastructure and upgrades to support the provincially funded expansion of the University's Veterinary Medicine programs
- Management explained that the proposed budget request would allow the University to use the remaining grant funding to commence construction work, and to release an additional \$10.0 million in institutional funding to cover increases in the project cost due to inflation since the grant announcement, should further funding from the government not be provided
- Management noted that:
 - The infrastructure needs to be completed for the expanded student intake in Fall 2025
 - The University is ready to commence construction in the coming month, should the funding request be approved
- In response to questions, it was explained that:
 - The institutional funds are part of the University's unrestricted net assets and are funds that are set aside for emergency repairs, and would only be required should the University's request for additional funding from the province not be approved. The institutional funds are not being restricted at this time as Management is fairly confident the additional funding will be received from the province as this is a provincially led initiative.
 - The University is confident in and has used the general contractor for this project before on the Mathison building, which came in on time and under budget
- The Chair of the Finance and Property Committee noted that the Committee had a lengthy discussion on the proposal and discussed the potential of adjusting project cost, however, given considerations such as the timeline and priority of the project, the proposal was recommended by the Committee

Moved/Seconded

That the Board of Governors approve the utilization of the remaining provincial grant funding of \$48.6 million, plus up to an additional \$10.0 million of institutional funds for a total revised project cost of \$68.5 million for the Veterinary Medicine Expansion project to commence the construction phase, as presented to the Board and as recommended by the Finance and Property Committee.

Carried

7. Operational Plans 2024-2027

Documentation was circulated with the Agenda. James Allan, Bill Ghali, Ron Kim, Jacqueline Lacasse, Mike Van Hee, and Penny Werthner presented this item.

Highlights:

- Management provided an overview of the Academic, Research, Community and Operational plans, which are being developed as part of the implementation of the University's Strategic Plan *Ahead of Tomorrow*, and reported that the Academic and Research plans will be approved by the General Faculties Council and that all plans will be brought forward to the Board at the next meeting for discussion and information

- Management highlighted the major objectives and identified priorities for each plan
- The Academic Plan objectives include becoming the number one University in student engagement, increasing total enrolment by 10,000 students with a focus on graduate student enrolment, that all students be provided with an opportunity to take a course in entrepreneurial and critical thinking, and that financial support and wrap-around services for students be a top priority. Examples highlighted included the launch of the first in family tuition support program, increasing financial support for thesis-based graduate students, and innovative programming and learning.
- The Research Plan objectives include maximizing the University's research impact by enhancing institutional capacity, developing and expanding programs for undergraduate and graduate students to participate in research, being best in class for administrative and regulatory functions, and leading research impact
- The Community Plan objectives include becoming number one in community engagement, by engaging 25,000 students, faculty, and staff to contribute to a grand challenge social problem in the community annually, involving 100,000 members into the University community, and co-creating with community partners, with a focus on reputation expansion
- The Operational Plan objectives include making processes clearer, simpler and better, leading in professional development in the U15 and creating space and supports for faculty and staff to partake in professional development, process improvements and being a leader in the U15 in processes, focusing on high impact processes first, and improving satisfaction with service levels from internal functions
- In response to questions, it was explained that:
 - Management is looking at ways to have equity of funding for graduate students across faculties
 - It is anticipated that the entrepreneurial and critical thinking courses would be combined, noting that many faculties are already doing some of this work and the intent is to amplify that work in terms of critical and creative thinking, and making more courses available to students
 - Management is critically thinking about modalities of teaching and learning, utilizing better technology and bringing students together in a different way
 - Management is focusing on implementing systems to measure progress on its goals
 - The institution as a whole will be contributing to the community engagement goal, identifying ways to meaningfully engage with the community including partnerships, community learning opportunities, changing the core concept of how students and faculty engage with community, and considerations around intellectual property and transdisciplinary roadblocks
 - The University is continuing to grow its involvement in community events, noting its ongoing work with the Calgary Stampede and other events locally, nationally and internationally
 - The University has been working with external bodies to analyze focus areas for process improvements
- The Board discussed change management and ways to engage the campus community in identifying efficiencies in processes, ways AI can be utilized for process improvements, benchmarking against other post-secondary institutions, and creating time and space with these improvements for professional development

8. Report from the President

Ed McCauley presented this item.

Highlights:

- The President reported on several recent activities and accomplishments since the last Board meeting including, the President's Stampede barbeque with the UCalgary float winning the best creative and innovative award at the Calgary Stampede, welcoming of 8,000 new undergraduate students to the campus community, the Calgary Pride Week celebrations, the Legacy Society dinner event, the full day visit from Minister Sahwney to the University of Calgary, the long service employees event, the launch event for the University's Strategic Plan *Ahead of Tomorrow*, annual Truth and Reconciliation Day events, and the UCalgary Arch Awards
- The President also highlighted the successes in innovation funds and the first major result from the ALPHA-g apparatus which is an exciting discovery of one of the research projects led by the University of Calgary
- There were no questions

9. Budget Process, Principles, and Levers of Control for the University of Calgary's Annual Consolidated and Capital Budgets

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

Highlights:

- Management provided an overview of the budget principles, process, and levers of control, noting that these were recommended by the Budget Committee (BC) and approved by the Finance and Property Committee (FPC)
- Management highlighted:
 - The proposed changes to the budget process for 2024-2025, which incorporates a multi-year budgeting process including forecasting revenue over multiple years down to unit levels
 - The proposed consultation timeline, which was provided to and reviewed by the student groups
 - That following the consultation period, the budget parameters will be brought forward for recommendation to the BC, for approval to the FPC in November, and to the Board for information in December
- The Chair of the BC noted that the Committee had a lengthy discussion and advised of the Committee's recommendation to the FPC
- The Chair of the FPC highlighted the Committee's discussions including learnings from the prior year and improvements in the process brought forward and advised of the Committee's approval
- In response to a question, it was explained that the levers of control are not something Management wants to utilize but can be utilized if needed, noting one that has been used in the past was position control around hiring being elevated to the Vice-President level

10. 2023 Continuing Education Enrolment Report

Documentation was circulated with the agenda. Penny Werthner and Sheila LeBlanc presented this item.

Highlights:

- The presenters reported on the 2023 Continuing Education Enrolment and noted that Continuing Education:
 - Serves a multitude of learners including full-time and part-time students, those in their early, mid and later careers, distance learners, and international students
 - Calculates enrolment numbers using a multitude of metrics due to the different types of courses offered, and that the credentials are institutional credentials, not Ministry approved government credentials
 - Is working closely with community-based organizations on workforce development programming and corporate training, helping to identify skills gaps, and working to bridge gaps for international students and workers
 - Is established in the areas of reskilling and upskilling, offers courses in personal interests and academic upgrading, and is working to grow locally and bid nationally
- In response to a question, it was explained that the biggest capacity constraint facing Continuing Education is that the limited number of teaching professionals available to deliver the programming

11. 2023 Enrolment Report

Documentation was circulated with the agenda. Penny Werthner and Amy Dambrowitz presented this item.

Highlights:

- The presenters reported on the University's Fall 2023 enrolment, and provided a breakdown of enrolment for 2023, including:
 - Overall enrolment numbers exceeded target with a total of 37,398 including 29,468 enrolled in undergraduate and 7,930 enrolled in graduate programs, and that Indigenous student enrolment increased by 155 students
 - Student retention has increased following a decrease during the Covid-19 pandemic, and are back up between 85-90%, noting that the University is a leader in retention in the U15. Indigenous student retention rates have increased as the result of ongoing work to improve supports for these students.
 - Demographics of students and the countries of origin of international students, noting the University has more than 100 students from 12 countries, with 141 different countries in the student population. New undergraduate students coming from Calgary and area make up 62% of the new undergraduate population.
 - The reporting of gender data for non-binary students has increased showing that more students feel comfortable disclosing that data
 - Admission averages are down slightly due to more spaces opening from the provincial government's enrolment expansion initiatives
- In response to questions, it was explained that:
 - Retention rates for students in later program years are monitored, and all faculties are above an 80% retention rate from start of program to graduation. The University also monitors program changes for students.

- There is a drop in enrolment numbers from China due to the country not allowing universities to recruit in their school systems for the last few years, and that the University has recruiters back on the ground in China this year
- The University does not use third parties as recruiters, and has 12 recruiters on staff
- The University does everything it can to help students from areas of conflict to get to the University, from assisting in their application process due to paperwork challenges, to getting to Calgary and providing supports once they arrive
- Grades are the primary consideration for admission to the University

12. Student Experience Progress Report

Documentation was circulated with the agenda. Penny Werthner and Verity Turpin presented this item.

Highlights:

- The presenters reported that student experience is a key focus for the University and that the University cares greatly about its students, their wellbeing, and overall experience at the University
- The presenters spoke to:
 - The changing world and changing needs of students, including post-pandemic expectations, pressures beyond campus life around food security, the housing crisis, mental wellbeing, the evolving campus and diversity of the student community, and the University's mission to becoming the number one University in student engagement
 - Ways the University is ensuring its programs and choices are aligned with an inclusive campus including: meeting student needs as one size does not fit all; the temporary housing program and exploring partnerships around student housing; the Nourish to Flourish working group to address food security on campus and the evolving solutions; ways students are engaging with the supports and services offered by the University
 - Ways the University can: improve engagement from students with the supports and services offered; respond to the needs of students; meet the strategic goal of becoming number one in student engagement
- In response to a question, it was explained that UCalgary uses different survey tools to gauge student experience, health, and wellness, and offers a multitude of ways to listen to students on matters important to them. The University utilizes operational data to identify where students are or are not engaging with supports and services.

13. 2023 Institutional Sustainability Report

Documentation was circulated with the agenda. Penny Werthner and Joanne Perdue presented this item.

Highlights:

- The presenters shared brief highlights from the Institutional Sustainability Report (ISR), which reports progress on the Institutional Sustainability Strategy (ISS) approved by the Board of Governors in 2015
- It was reported that the University was recognized in the Times Higher Education's University Impact Ranking as the top 2% globally for advancing the United Nations (UN) Sustainable Development Goals (SDGs) for the fourth consecutive year, and ranked number seven in the U15 for sustainability

- In response to questions, it was explained that:
 - The focus for this academic year is reviewing the ISS and developing a new three-year implementation plan. Additionally, revisit the short- and long-range targets for sustainability including in relation to the Climate Action Plan (CAP), and what resources will be required
 - The University shares the ISR and ISS publicly
 - The presenters noted that many post-secondary institutions (PSI) have moved away from the STARS rankings resulting in less consistency to benchmark against in the PSI sector
- The Board recommended that the implementation plan and the short- and long-range targets in the ISS and in relation to the CAP be brought to the Environment, Health, Safety and Sustainability Committee for feedback

14. Receipt of the Open Consent Agenda Items

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

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

- 14.1** 2023-2024 Standing Committee Work Plans
 - Audit
 - Budget
 - Environment, Health, Safety & Sustainability
 - Executive
 - Finance and Property
 - Human Resources and Governance
 - Investment
- 14.2** Standing Committee Chair Reports
 - Audit
 - Environment, Health, Safety & Sustainability
 - Executive
 - Finance and Property
 - Human Resources and Governance
 - Investment
- 14.3** Graduate Students' Association Audited Financial Statements

15. Reports from Board Members

Documentation was circulated with the Agenda. The following agenda items were provided by the constituent members for information.

- Chancellor & Senate
- Alumni Association
- General Faculties Council
- The University of Calgary Faculty Association
- Alberta Union of Provincial Employees
- Students' Union
- Graduate Students' Association

16. Other Business in the Open Session

The Students' Union member-at-large raised a statement received from a number of University student clubs in response to the statement released by the University of Calgary in relation to the horrific events unfolding in Israel and Gaza.

The President advised that individual emails received have been responded to and that the communication from the University was in response to the specific terrorist incident and was not intended to diminish the issues or choose sides but to condemn a specific incident and point the University community towards supports. It was emphasized that the University campus should be a safe place for all persons, with freedom for respectful thoughts and expressions. The University reached out to ensure faculty and staff in Israel and Palestine were safe or those planning trips to those areas were contacted and that University supports are available to members of the University community affected by these horrific events.

17. 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 11:04 a.m.

Courtney McVie
University Secretary