UNIVERSITY OF CALGARY

BOARD OF GOVERNORS

Approved Minutes - Open Session

March 22, 2024, 8:00 a.m. MacKimmie Tower 735/Zoom

Members
Mark Herman, Chair
Taimur Akhtar
Joule Bergerson
Mark Blackwell*
Jay Brown*
Jeff Davison*
Aleem Dhanani
Karen Ganzlin
Jodi Jenson Labrie*
Shaziah Jinnah Morsette*
Eva Kiefer
Candice Li*
Ed McCauley
William O'Yeung
David Price
Cristina Rai
Arun Sood
James Steele
Cara Wolf*
Gary Zhang*
Paul Zonneveld

Secretary
Courtney McVie

Scribe
Rebecca Kenny

Staff
Tasha Hodzic, Governance Coordinator

Regrets
Nancy Foster, Vice-Chair
Jon Cornish
Melanee Thomas

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

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
Bruce Evelyn, Vice-Provost (Planning and Resource Allocation) – present for Item 8
Sasha Lavoie, Senior Communications Specialist, Provost Office* – present for Item 10
Michele Moon, Team Lead, Wellbeing and Work Life* – present for Item 10
Andrew Szeto, Director, Mental Health Strategy* – present for Item 10
Jennifer Thannhauser, Counsellor, Wellness Services* – present for Item 10
Kevin Wiens, Director, Student Wellness, Access, and Support* – present for Item 10

Observers*
Sarah Luthy, Executive Director, Office of the Provost and Vice-President (Academic)
Michael Platt, Senior Communications Specialist, Media Issues & Outreach
Ermia Rezaei-Afsah, Incoming Students' Union President
Willo Rushfeldt, Students Union, Director, Marketing and Communications

**Attended virtually*

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 March 22, 2024 Board of Governors meeting be approved.

Carried

2. Conflict of Interest Declaration

There were no conflicts declared.

3. Traditional Land Acknowledgement

Shaziah Jinnah Morsette provided a Traditional Land Acknowledgment.

4. Remarks of the Chair

The Chair thanked outgoing members Shaziah Jinnah Morsette, Students' Union (SU) President, Taimur Akhtar, SU member-at-large, and James Steele, Graduate Students' Association President for their service and contributions to the Board.

The Chair then advised the Board that two public members were appointed by Order in Council filling the vacancies of Elaine Wong and John Wiesenberger, and welcomed new Governors Eva Kiefer and Arun Sood.

5. Safety Moment

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

Highlights:

- Management presented on the Annual Safety Performance Summary, which includes safety data and trends from 2017-2023, highlighting the main safety hazards at the University including, laboratory safety, working with mechanical equipment, working with animals, field work, and capital construction, noting most entries are a result of repetitive strains, slips, trips, and falls
- Management then reported that:
    - That the University is working to maintain the decline in the total recordable injury frequency, and advised on the key controls deployed to manage these risks and monitored metrics
    - The University has outperformed peers as shown in the provincial Workers Compensation Board data
    - The University had two potentially serious incidents in 2023 that were reported to Occupational Health and Safety, and one serious incident in 2024, where an acoustic ceiling panel fell in Mathison Hall with no injuries occurring as a result

- There was a slight increase in the tracking of level one incidents, which consist of near misses, and believe that this is an increase in reporting frequency which is an important improvement for the safety culture of the University

6. Adoption and Receipt of the Open Consent Agenda Items

Documentation was circulated with the Agenda. The following Consent Agenda items were adopted and received by the Board for information:

6.1 Approval of the December 8, 2023 Open Session Meeting Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on December 8, 2023 be approved.

Adopted

6.2 University of Calgary Properties Group Ltd Special Resolution of the Sole Shareholder and Articles of Amendment

6.3 Standing Committee Chair Reports

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

6.4 Students' Union Quality Money Report

7. Approval of the New Program Tuition – Transdisciplinary Studies

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

Highlights:

- Management presented the proposed tuition for domestic and international students for three new transdisciplinary focused graduate programs: the Graduate Certificate in Transdisciplinary Studies I; the Graduate Certificate in Transdisciplinary Studies II; and the Master of Transdisciplinary Studies (course-based), for the 2024-2025 academic year. Management noted that the certificate programs were recently approved by the Ministry of Advanced Education and approval for the Masters program is forthcoming.
- Management reported that:
  - Due to the nature of transdisciplinary programming, it is being recommended that the tuition for these programs be based on existing course codes, as the specialization areas are offered across multiple disciplines and Faculties
  - A new course code is being proposed for the transdisciplinary courses, which will be offered through the Faculty of Graduate Studies, and aligns with fee rate groups approved by the Board of Governors in December 2023

  - The University compared the proposed transdisciplinary course rate with similar interdisciplinary programs at other institutions across Canada, and noted that the proposed rate is in line with rates at other institutions
  - It is anticipated that enrolment numbers will be small to begin with and see steady growth over the next five years, and that this is an opportunity for students to engage in transdisciplinary learning and transdisciplinary research
- The Chair of the Finance and Property Committee reported on the discussions at the Committee level around the rational for the pricing on the course work and provided their recommendation for approval
- In response to questions, it was explained that:
  - The proposed international tuition rate per 3 unit course is lower than the comparator programs at other institutions across Canada
  - The University is going to learn and rely on the expertise and experience of faculty working in the transdisciplinary space to help ensure students in this program are engaged, and will review the programs each year and create dialogue between the Faculty of Graduate Studies and the students in the programs to see what adjustments to the programs may be needed

Moved/Seconded

That the Board of Governors approve the tuition for the Graduate Certificate in Transdisciplinary Studies I, the Graduate Certificate in Transdisciplinary Studies II, and Master of Transdisciplinary Studies (course-based) programs for 2024-2025, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried

8. <u>Approval of the University of Calgary's 2024-2025 Consolidated and Capital Budgets</u>

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

Highlights:

- Management provided an overview of the proposed consolidated and capital budgets, noting that the Board of Governors is required under the Post-Secondary Learning Act (PSLA) to submit a balanced budget to the provincial government annually
- Management then highlighted that:
  - The provincial budget was announced and confirmed that the Operating and Program Support Grant (OPSG) (previously the Campus Alberta Grant) will remain at the same funding level as the last two years, with no inflationary increase
  - A decrease to the Capital Maintenance and Renewal funding was also announced as part of the provincial budget
  - The provincial government confirmed that the University will receive funding for the Multidisciplinary Science Hub development starting next fiscal year, an additional $10 million for the Veterinary Medicine Learning Commons development, the Rural Physician program was approved and will be funded through two ministries, and there will be no targeted enrolment expansions this year, but the funding will remain for enrolment expansions already in place
  - The Consolidated and Capital Budgets were developed in alignment with the approved principles, process, and planning parameters, and account for known tuition rates, provincial funding, collective agreements, and mitigated risks where possible

  - The initiatives and commitments outlined in the University's Strategic Plan *Ahead of Tomorrow* were drivers in the development of the proposed Consolidated and Capital Budgets
  - The primary drivers for the increases in revenues are due to increased research grants, which are typically restricted funding, and increases in enrolment. The increase in expenses are due to increased salaries, and materials and supply costs.
  - Management is focused on ways to further expand enrolment, ensuring it can enrol as many qualified students into programs as possible, while ensuring those students can succeed, and considering factors impacting student experience including class scheduling, quality of instruction, housing, scholarships and bursaries, and provincial funding
  - Funding for Information Technology (IT) at the University was increased on a one-time basis in the last capital budget for hardware concerns and staffing, with IT funding also considered under capital project budgets for 2024-2025
  - Monthly financials are reviewed by the Audit Committee
- The Chairs of the Budget Committee and the Finance and Property Committee provided an overview of discussions at the Committees including the inflationary and enrolment pressures, noting that the Committees provided their recommendations to the Board, and thanked the team for their efforts in preparing the budgets
- In response to questions, it was explained that:
  - Efficiencies are being explored within the unit level budgets in order to work towards the goals outlined in *Ahead of Tomorrow*
  - The MDSH funding that was confirmed in the budget announcement did not align exactly with the original request of the University, and Management is reviewing the best approach to the budgeting for this project. Management noted that it is likely the University will spend its portion of funding earlier on in the project, with government funding to follow in the next two budget cycles. The University is awaiting a formal commitment agreement from government on the funding timing before proceeding with the project, and it is anticipated that the project timeline should be relatively unaffected.
- The Board discussed:
  - The proportions of revenue, with student tuition creating a greater portion of the operational revenue than the OPSG funding, and the importance of a common voice from the University to the government on the need for funding and inflationary considerations to meet student and operational needs of the University
  - Future reporting from Management on the efficiencies identified and where additional resourcing is required

Moved/Seconded

That the Board of Governors approve the University of Calgary's 2024-2025 Consolidated and Capital Budgets, as set out in the documents provided to the Board, and as recommended by the Budget Committee and the Finance and Property Committee.

Carried

9. Approval of Revisions to the 2024-2025 Board and Standing Committees Schedule and the 2025-2026 Schedule

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

Highlights:

- The University Secretary reported that the schedule being presented is similar to the existing schedule, highlighting changes which include the:
    - Formalization of the Budget Committee meeting in October to review proposed planning parameters, and the removal of the February meeting as no significant business has been added to these meetings
    - Addition of a Human Resources and Governance Committee meeting and Executive Committee meeting in April to respond to government announcements around compensation and to ensure ensure business can flow to the May Board meeting from the Executive Committee
    - Adjustment of dates for any meetings that fell on a Friday or Monday of a long weekend to help ensure quorum for meetings
- The University Secretary advised that calendar invites will be sent out to the Board and Committee members in April

Moved/Seconded

That the Board of Governors approve the proposed 2025-2026 Board and Board standing committees meeting schedule, and the revised 2024-2025 Board and Board standing committees meeting schedule, in the forms provided to the Board, and as recommended by the Executive Committee.

Carried

10. Community Mental Health and Well-Being Strategy: Renewal and Relaunch of the Campus Mental Health Strategy

Documentation was circulated with the Agenda. Penny Werthner and Andrew Szeto presented this item.

Highlights:

- The presenters provided the Board with an update on the development of the Community Mental Health and Well-Being Strategy, and reported that:
    - The proposed revisions were developed using a combination of different data points, working closely with front-line units that support the campus community, and include the introduction of guiding principles. There is also an update to the strategy name, previously the Campus Mental Health Strategy. The strategy will take a more wholistic approach around well-being of a person's physical and spiritual well-being, and social connection.
    - The University is seen as a leader in the mental health support space, has many accomplishments and developed innovations to support mental health and well-being over the last eight years of the strategy being in place
    - Formal consultation occured over an eight-month period, with feedback received throughout the life of the strategy, which identified a need to rethink the strategy and shift components of the strategy from the 2015 version. Engagement for consultations included surveys, focus groups, and open engagements where the campus community was invited to participate, with a clear direction from the campus community on what they want to see in the renewed strategy.

- The implementation of the renewed strategy will include more mental health promotion, learning and skill building opportunities, increasing awareness and access to supports, continued support of front-line services in a collegial and cooperative way, and working with units and Faculties on ways to better support the campus community

- In response to questions, it was explained that:
  - The University is seen as a leader in mental health among its peers, with innovations such as the embedded certificates, and aligns with peers in the U15 in survey responses around rates of mental illness
  - Employee and Family Assistance Program usage rates were down over the pandemic and the team is working to get out into the University community to talk about these supports
  - The University is working to improve services for students, faculty, and staff in regards to mental health supports, including looking into more peer to peer counselling with clear boundaries, equipping professors and instructors to better support students, and wellness classroom visits

11. <u>Report from the President</u>

Ed McCauley presented this item.

Highlights:

- The President reported on several recent activities and accomplishments since the last Board meeting, including the:
  - Provincial funding announced in the recent budget including the additional $10 million to complete the Veterinary Medicine Learning Commons and support diagnostic services and the commitment for the Multidisciplinary Science Hub
  - $20 million philanthropic gift from the Taylor Family to help grow the Faculty of Kinesiology on the world stage
  - University's event for National Day on Remembrance for Violence Against Women to acknowledge and fight against gender violence, the wrap-up of the United Way campaign exceeding the University's fundraising goal, the Crowchild Classic where the women's hockey team won against Mount Royal University, Bell Let's Talk Day where the community shared messages of hope and gratitude, the start of wrap around services for first generation students, the UCalgary Teaching Awards, the launch of the Calgary Aerospace Innovation Hub for Calgary to be a global leader in aerospace innovation, and the introduction of the Creating Tomorrow events to showcase major advances at the University with the community
  - Premier's visit to UCalgary's campus in Qatar and the transitional work the University is doing with the program in Qatar
  - University being selected as a United Nations University hub in the security and safety of fresh water and resilience in Indigenous communities, and a Ted Talk given by one of UCalgary's incoming Canada Excellence Research Chairs
  - URise program for Indigenous Students for a certificate and ensuring the engagement of *ii'tah'poh'top,* the University's Indigenous Strategy
  - Launch of the employee engagement survey and UCalgary being recognized as a top employer and a top diversity employer for 2024
  - Ongoing developments in the University Innovation Quarter including the launch of the Social Innovation Hub

12. Implementation 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 approved Academic Innovation, Research and Innovation, Community, and Operations plans, which were developed as part of the implementation of the University's Strategic Plan *Ahead of Tomorrow.* It was reported that the plans cover a three-year period to allow for a mid-way adjustment during the seven-year approved strategic plan.
- Management highlighted:
    - The Community Plan was approved by the Executive Leadership Team and the objectives include: 1) becoming the number one University in the U15 in community engagement, 2) engaging 25,000 students, faculty, and staff to contribute to a grand challenge social problem in the community annually, and 3) engaging 100,000 alumni, donors, and community members annually. These goals will lead to co-creating with community partners, with a focus on reputation expansion.
    - Management explained that changes to the Community Plan as a result of consultation include: clarifying what the University means by community, linking the specific actions related to the U15 community engagement metrics, highlighting where plans cross in relation to student and campus community activities, and continuing work on how engagement will be measured as well as creating a system of record to gather information received from the community and understand issues being brought forward. Management also noted the need to share stories of the University's successes, increase philanthropy, enhance operations, and how to prioritize resources.
    - The Operations Plan objectives include: 1)leading the U15 in ease, speed, and availability of services and supports, 2) leading the U15 in investment in professional development while creating space and supports for postdocs, faculty, and staff to partake in professional development, and 3) ensuring students, postdocs, faculty, and staff agree that they have the tools and services necessary to manage their education and accomplish tasks
    - Management explained that changes to the Operations Plan as a result of consultation include: exploring ways to measure the University's success against peer institutions in the U15 on the goals outlined in the plan and utilizing the employee engagement survey data to measure progress, clarifying that these changes involve the participation of the University's stakeholders and will happen over time, and ensuring support from leadership in giving people time to partake in professional development
    - The Academic Innovation Plan objectives include: 1) becoming the number one University in the U15 in student engagement, 2) increasing total enrolment by 10,000 students with a focus on graduate student enrolment with financial supports and wrap-around services for students, and 3) that all students be provided with an opportunity for meaningful learning opportunities to develop entrepreneurial thinking and scholarship. The University launched the First-in-Family tuition support program in Fall 2023, and is focused on increasing financial supports for thesis-based graduate students.
    - Management explained that changes to the Academic Innovation Plan as a result of consultation include,: clarifying language around resourcing, defining key terms and developing metrics, adding language around where foundational commitments across plans, and enhancing the presence of staff and faculty support in the plan. Management advised that they are exploring how the University will move forward on entrepreneurial and critical thinking, reviewing the enrolment strategy, and exploring ways to improve teaching and learning in a digital space.

- The Research and Innovation Plan objectives include: 1) becoming number one in the U15 in research revenue per scholar, 2) increasing external research revenue to $750 million per year, and 3) growing the University's position as the top start-up creator in Canada to land in the top 50 globally. The University is working towards 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 in research impact.
- Management explained that changes to the Research and Innovation Plan as a result of consultation include: clarifying language to be more inclusive for transdisciplinary scholarship, adding a statement that the objectives in *Ahead of Tomorrow* will be monitored using a variety of measures of research success and impact, linking the plan to key institutional strategies, summarizing the five research domains, expanding partnership and learning opportunities for research students, and promoting the development of shared and multi-user facilities

- In response to questions, it was explained that:
  - Some of the plans will measure against existing metrics that are collected institutionally and nationally and will explore additional metrics as required working with industry sources and the U15 to work together on other metrics for benchmarking
  - The key milestones in the plans will be tracked on the Executive Leadership Teams annual goals that are presented to the Human Resources and Governance Committee
- The Board discussed the need for feedback mechanisms for the end user and stakeholders and the importance of communicating the wins along the journey of the plans

13. 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

14. University of Calgary Info At-a-Glance Document

Documentation was circulated with the Agenda for information.

15. Other Business in the Open Session

There was no other business.

16. 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 10:09 a.m.

Courtney McVie
University Secretary