UNIVERSITY OF CALGARY

BOARD OF GOVERNORS

Approved Minutes - Open Session

May 24, 2024, 8:00 a.m. Schulich School of Engineering ENB 112/Zoom

Members
Nancy Foster, Vice-Chair
Joule Bergerson
Mark Blackwell
Jay Brown*
Jon Cornish
Jeff Davison
Karen Ganzlin
Eva Kiefer
Candice Li*
Ed McCauley
William O'Yeung
David Price
Cristina Rai
Ermia Rezaei-Afsah
Siraaj Shah
Arun Sood
Saaka Sulemana Saaka*
Melanee Thomas
Cara Wolf*
Gary Zhang
Paul Zonneveld

Secretary
Courtney McVie

Scribe
Rebecca Kenny

Staff
Tasha Hodzic, Governance Coordinator

Regrets
Mark Herman, Chair
Aleem Dhanani
Jodi Jenson Labrie

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

Management
William Ghali, Vice-President (Research)* - arrived during Item 7
Corey Hogan, Vice-President (Communications and Community Engagement)
Ron Kim, Vice-President (Finance) and Chief Financial Officer
Jacqueline Lacasse, General Counsel
Andrea Morris, Vice-President (Development and Alumni)
Mike Van Hee, Vice-President (Services)
Penny Werthner, Interim Provost and Vice-President (Academic)

Guests
Sasha Lavoie, Senior Communications Specialist, Provost Office – present for Item 11
Michele Moon, Team Lead, Wellbeing and Work life – present for Item 11
Joanne Perdue, Associate Vice-President (Sustainability) – present for Item 12
Andrew Szeto, Director, Mental Health Strategy – present for Item 11
Jennifer Thannhauser, Counsellor, Wellness Services – present for Item 11

Observers*
John Alho, Associate Vice-President (Government Relations)
Branden Cave, Director, Legal and Human Resources, Students' Union
Michael Platt, Senior Communications Specialist, Media Issues & Outreach
Nathan Ross, Manager, Communications and Government Relations
Hunter Yaworski, Vice President External, Graduate Students' Association

**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.

Nancy Foster, Vice-Chair of the Board of Governors, acted as Chair for this meeting.

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 May 24, 2024 Board of Governors meeting be approved.

Carried

Secretary's Note: Following the approval of the agenda, the Students' Union President raised a point of order to request that an item in the Closed Session of the meeting (regarding an "independent review" of the May 9, 2024 events at the encampment on campus) be moved to the Open Session and a response was provided as to why this was not permitted in this circumstance.

2. Conflict of Interest Declaration

There were no conflicts declared.

3. Traditional Land Acknowledgement

Joule Bergerson provided a Traditional Land Acknowledgment.

4. Remarks of the Chair

The Chair advised the Board that an update on the encampments would be provided in the Closed Session of the meeting.

5. Safety Moment

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

Highlights:

- Management reported on pedestrian safety at the University, and highlighted the top five areas of concern identified by the Pedestrian Safety Task Force that was implemented by the University to reduce the risks for pedestrians on campus
- Management noted challenges around pedestrian safety including distractions with phones and headphones and highlighted mitigations the University is putting in place to reduce risk including: crosswalk controls alternating flow of traffic and pedestrian crossings, updates to campus signage, an education campaign for pedestrian and driver safety, and black out times for campus deliveries in areas that intersect with pedestrian traffic
- Management noted that the long-term mitigations to improve pedestrian safety would take significant capital investment, as it would require the shipping and receiving location for MacEwan Hall to be relocated, and that the University is costing out short-term and medium-term solutions in 2024-2025
- 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 and received by the Board for information:

6.1 Approval of the March 22, 2024 Open Session Meeting Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on March 22, 2024 be approved.

Adopted

6.2 Approval of the Revisions to the Delegation of Authority Appendix A

That the Board of Governors approve revisions to the Delegation of Authority Policy – Appendix A, as set out in the document provided to the Committee, and as recommended by the Audit Committee, effective April 15, 2024.

Adopted

6.3 Capital Infrastructure Status Report (4th Quarter)

6.4 Students' Union Quality Money Project Status Report

6.5 Graduate Students' Association Quality Money Report

7. Approval of the University of Calgary's 2024 Capital Plan

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

Highlights:

- Management provided an overview of the 2024 Capital Plan, including the top five priorities, which is provided to the Government of Alberta annually. 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 *Ahead of Tomorrow*. 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 priorities, efficiency, sustainability, financial payback, deferred maintenance liability, and alternate funding mechanisms
    - In the recent provincial budget announcement the University received funding for the number one ranking on the 2023 Capital Plan, the new Multidisciplinary Science Hub (MDSH), as well as additional funding for the Veterinary Medicine expansion project. It was noted that the proposed 2024 Capital Plan has focused on some smaller projects as it is unlikely another large project would be funded this year.
    - Where possible the priorities align with other funding sources, including donor funding, partnerships and municipal funding opportunities
- The Chair of the Finance and Property Committee (FPC) reported that the FPC reviewed the proposed list and discussed the components of the priorities, continuing to support the University's base assets, student experience, and safety, and fully supported the recommendation
- In response to questions, it was explained that:
    - The University has similar grant agreements in place with the government as the proposed School of Architecture Planning and Landscape (SAPL) expansion, and believe there is precedent for this ask. The University reviewed options of purchasing and refurbishing buildings downtown, and ruled out the ownership due to location and budget constraints.
    - The proposal to expand SAPL to a downtown campus was brought forward by the Dean following faculty discussions
    - The University is exploring options to potentially work on a data centre expansion with some of the groundwork that will need to be done with the development of the MDSH, and hope to explore partnerships on future data centre developments should funding be received for this project
    - Energy and heat are considerations for the development of a new data centre, and the University has energy coming in from Enmax, as well as the co-gen plant on campus, and are able to tie into the city power as needed

Moved/Seconded

That the Board of Governors approve the University of Calgary's 2024 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, 2024 Internally Restricted Net Asset (IRNA) balance of $212.5 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 supported the recommendation
- In response to a question, it was explained that the majority of the IRNA funding will be tied to the MDSH development

Moved/Seconded

That the Board of Governors (the Board) approve the internal restriction of $212.5 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 that this fiscal year the University received one-time revenue from the sale proceeds of Carbon Energy shares
- The Chair of the AC commented on the discussion by the AC with the Office of the Auditor General of Alberta and the external auditors, who had no concerns, and the AC fully supported the recommendation
- In response to a question, it was explained that the proceeds from the sale of the Carbon Energy shares go into UCalgary investment income on the financial statements

Moved/Seconded

That the Board of Governors (the Board) approve the Consolidated Financial Statements and the Management Discussion and Analysis of the University of Calgary for the year ended March 31, 2024, in the form provided to the Board, and as recommended by the Audit Committee.

Carried

10. Approval of the Investment Management Agreement

Documentation was circulated with the Agenda. Ed McCauley presented this item.

Highlights:

- The President provided the Board with an overview of the proposed Investment Management Agreement (IMA) 2024-2025, noting that this is a performance-based funding model implemented by the provincial government in 2021 that informs the percentage of funding the University will receive from the government. It was reported that no changes are being proposed to the funding metrics, transparency metrics, tolerances, and weightings that were approved last year.
- The proponents noted that the proportion of funding at risk, funding metrics and transparency metrics have increased each year and that the University's approach with the proposed tolerance and thresholds align with *Ahead of Tomorrow* and show modest growth. Management has a high degree of confidence that the University will be able to meet these metrics.
- In response to questions, it was explained that:
    - The Employed Graduates category metrics are determined through government-led survey data that is self-reported by graduates. The University has a high degree of employment of graduates due to the quality of the students and programs at the University.
    - The University is not aware of any institution not meeting the targets outlined in their approved IMAs or that any money has been removed from funding
    - The University's admin ratio is the lowest in the province at 3%, with the next closest institution sitting at 6%.
    - The University completes an analysis on each target and the likelihood of that target being met, and negotiated an appropriate tolerance threshold to ensure a buffer if needed
    - Work Integrated Learning (WIL) opportunities come in a variety of ways at the University and align with qualifications set and audited by the Ministry of Advanced Education, including through research opportunities and co-op programs
    - The University had extensive dialogue with the Ministry about the Research Commercialization category when the IMA was being introduced, and it was noted that this agreement is a mandated requirement of the University by the government
    - The targets set for domestic and international enrolment targets align with the University's ability to maintain student supports and experience
    - The government has not reported on the percentage limit to which the funding at risk could be increased to
    - At the request of our Board of Governors Executive Committee, in spring 2022 the Minister issued a comfort letter indicating that external factors that may influence the ability of an institution to meet a specific target will be considered before any funding adjustments occur
    - Should the University be unable to meet a goal outlined in its IMA, Management would discuss with the Ministry and would hope there would be a correction period before funding would be impacted
- The Board discussed ensuring that the University has the potential to compile data for all metrics, to ensure the University can identify if there are any errors in data produced from other sources

Moved/Seconded

That the Board of Governors approve maintaining the same targets, tolerance thresholds, and metric weightings as previously approved in the 2023-2025 Investment Management Agreement (IMA) for the 2024-2025 IMA, in the form provided to the Board, and authorize Management to make non-substantive changes to the IMA prior to its submission to the Government of Alberta.

Carried

11. Approval of the Community Mental Health and Well-Being Strategy: Renewal of the Campus Mental Health Strategy

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

Highlights:

- The proponents provided an overview of the proposal, and highlighted the consultation and development of the Community Mental Health and Well-Being Strategy, and reported that:
    - The strategy was developed using a combination of different data points including front-line units that support the campus community, the Elders working group, surveys, focus groups, and open engagements with the campus community, which identified a need to rethink the strategy and provided clear direction from the campus community on what they want to see in the renewed strategy
    - The proposed changes include the introduction of guiding principles and an update to the strategy name, previously the Campus Mental Health Strategy, and takes a more wholistic approach around a person's physical and spiritual well-being, including social connection, shifting awareness upstream to alleviate downstream support demand, and fostering a caring campus culture
    - The strategy team is working to develop an action plan to implement the new strategy, if approved for a launch in November 2024, and is exploring metrics for data collection and developing an evaluation plan
- The Chair of the Human Resources and Governance Committee provided an overview of the discussion and the support for the recommendation from the Committee
- In response to questions, it was explained that:
    - The University is looking at tools such as the employee engagement survey to review the campus community's connection to UCalgary values, and will engage with leaders to help explore how they can be supported and supportive in evaluating culture and values
    - The Graduate Student survey, which was done prior to the global pandemic, identified the supervisor and student relationship as an important piece to a student's success and mental health, and the University will work with the Graduate Students' Association and the Faculty of Graduate Studies on ways to further support students recognizing the unique needs of international students
    - The University is exploring alternate options for faculty to support students struggling in their program, including a review of the service and student support models and will be working with faculty on changes
    - The proposed strategy will focus on developing skills to build resilience and shifting culture to help support change in the mental health space, alongside tool kits to support managers, annual reviews for emerging issues, and developing resources for specific needs

- The Board discussed including materials for instructors developing course work around mental health information as an effective way to engage with students on mental health, and materials and training for student leaders who are approached with mental health queries

Moved/Seconded

That the Board of Governors (the Board) approve the Community Mental Health and Well-Being Strategy (the strategy), in the form provided to the Board, and as recommended by the Human Resources and Governance Committee and the General Faculties Council.

Carried

12. Utility Reduction Program Final Report

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

Highlights:

- The Proponents highlighted that the Utility Reduction Program (URPr) has demonstrated strong outcomes for the University. It completed over $34 million in projects, including $14 million of external funding, for campus investments and has met or exceeded its stated goals. The University has seen close to an $11 million reduction in deferred maintenance liability, an annual utility cost avoidance over $8 million, over 33,000 tons in greenhouse gas (GHG) emissions reduction, and over 12% reduction in energy use.
- The University sits third in the U15 with the URPr, with a 39% reduction in GHG emissions, noting that the first and second place institutions at 40% and 41%
- In response to questions, it was explained that:
    - With the finalization of the URPr, this will become an embedded piece in future capital planning, and the Sustainability team is looking at future opportunities for existing buildings, noting that the return on investment will not be as significant going forward as the University has upgraded low cost/high impact items. The University is focused on leveraging external resources and noted that there is investment from the University required to be eligible for most external funding.
    - The University undertook a planning study on the District Energy System Decarbonization, and is in a planning phase with anticipated updates to the Environment, Health, Safety and Sustainability Committee at the mid-year report in Fall 2025

13. 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 a series of major events highlighting:
    - UCalgary received over $78 million in federal funding for faculty research, eight Canada Excellence Research Chair positions, and 335 graduate students receiving research funding
    - The 56th annual Night of the Dino event to present awards to Dinos athletes
    - The three-minute thesis competition, which supports graduate students to develop skills in translating their research and its impact, with a student from the Faculty of Kinesiology winning first place

- 3M teaching awards, noting that the University received two of the ten 3M awards, in the areas of creating psychologically safe learning environments, and bringing free animal medical care to individuals who are unable to access it
- The Creating Tomorrow in Child Health family event held at the Central Library, to bring awareness to the $125 million in grant funding received from the federal government for the One Child Every Child research grant
- The University of Calgary Killiam award winners, noting that this award recognizes scholars from all different areas and allows them to develop their programs to go after national and international competitions

- In response to a question, it was explained that Management is working hard to have the campus community engage strongly with *Ahead of Tomorrow* and grow the University's reputation and student experience

14. 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

The Students' Union (SU) President reported that since the submission of the SU report, the citywide Rezoning for Housing was passed by City Council.

15. Other Business in the Open Session

The Alumni and Senate food drive for the SU foodbank was highlighted, noting almost $25,000 in donations to the foodbank for students.

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 10:17 a.m.

Courtney McVie
University Secretary