



Friday, October 18, 2024, 8:00 a.m.

Scurfield Hall 465/Zoom

Voting Members

Mark Herman, Chair
Nancy Foster, Vice-Chair
Shelley Alexander*
Mark Blackwell*
Jon Cornish*
Jeff Davison
Karan Dutt*
Karen Ganzlin
Jodi Jenson Labrie
Barbara Joy
Eva Kiefer
Ed McCauley
Duane Monea*
William O'Yeung
David Price*
Cristina Rai
Saaka Sulemana Saaka
Ermia Rezaei-Afsah
Siraaj Shah
Arun Sood*
Melanee Thomas
Cara Wolf*
Gary Zhang
Paul Zonneveld

Secretary

Courtney McVie

Staff

Tasha Hodzic

Scribe

Rebecca Kenny

Regrets

Aleem Dhanani
Candice Li

Management Support

Kate Hamilton, Associate Vice-President (Strategy and Performance)

Observers

Sarah Luthy, Executive Director, Office of the Provost
Michael Platt, Media Relations, University of Calgary
Cara Clifford, Advocacy Coordinator, Students' Union

Management

Sandra Davidson, Provost and Vice-President (Academic)
William Ghali, Vice-President (Research)
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)

Guests

John Alho, Associate Vice-President (Government Relations)
Tanis Barr, Associate Vice-President (Finance)
Stacey Christensen, Associate Vice-President (Facilities Development)
Amy Dambrowitz, Registrar
Bruce Evelyn, Vice-Provost (Planning and Resource Allocation)
Melissa Morrison, Associate General Counsel
Michelle Speta, Associate Secretary

**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 8:07 a.m. and confirmed quorum.

1. Approval of the Agenda

Documentation was circulated with the Agenda.

Melanee Thomas provided a Traditional Land Acknowledgment, and there were no conflicts declared.

Moved/Seconded

That the Agendas for the October 18, 2024 Board of Governors meeting be approved.

Carried

2. Remarks of the Chair

The Chair provided opening remarks noting that this was the first meeting of the year, and welcomed new members Barbara Joy, Shelley Alexander, and Duane Monea to their first meeting. The Chair noted the upcoming fall convocation ceremonies and encouraged members to partake and celebrate this year's graduates.

3. Safety Moment

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

Highlights:

- Management presented on the building evacuation procedures and advised the Board on the successes of this year's evacuation drills across campus, noting that 59/60 evacuation drills were completed in under the ten-minute goal with strong adherence to procedures overall.
- Management noted that:
 - There continues to be challenges with distractions due to mobile devices and headphones during evacuation drills, and that the University is exploring both visual and audio cues for people to be notified if an evacuation is required.
 - It is good practice to note two fire exits when in a new environment, including hotels.
- There were no questions.

4. Adoption and Receipt of the Open Consent Agenda Items

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

3.1 Approval of the June 14, 2024 Open Session Meeting Minutes

That the Open Session Minutes of the June 14, 2024 Meeting be approved.

Adopted

3.2 Approval of the University Technologies International Inc. (UTI) (Innovate Calgary) Special Shareholder's Resolution

That the Board of Governors, as the sole shareholder of University Technologies International Incorporated (UTI Inc.) approve the special shareholder's resolution set forth in the form provided to the Board.

Adopted

3.3 Approval of the Revision to the Investment Committee Terms of Reference

That the Board of Governors approve the revision to the Investment Committee Terms of Reference, as set out in the documents provided to the Board and as recommended by the Human Resources and Governance Committee.

Adopted

3.4 Graduate Students' Association Audited Financial Statements**3.5 2024 Institutional Sustainability Report****3.6 Institutional Sustainability Strategy Action Plan (2024-2027)****3.7 2024-2025 Standing Committee Work Plans**

- 3.7.1 Audit
- 3.7.2 Budget
- 3.7.3 Environment, Health, Safety & Sustainability
- 3.7.4 Executive
- 3.7.5 Finance and Property
- 3.7.6 Human Resources and Governance
- 3.7.7 Investment

3.8 Standing Committee Chair Reports

- 3.8.1 Audit
- 3.8.2 Environment, Health, Safety & Sustainability
- 3.8.3 Executive
- 3.8.4 Finance and Property
- 3.8.5 Human Resources and Governance
- 3.8.6 Investment

5. Approval of the Revisions to the Multidisciplinary Science Hub Design Budget

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

Highlights:

- Management reported on the proposal for an additional allocation from the institutional budget designated for the Multidisciplinary Science Hub (MDSH) project, for the continuation of pre-construction work. It was explained that the MDSH project was combined with the previous Life Sciences Research Centre (LSRC) project, and that the prior seed funding from the province was provided for the University to commence the planning and schematic design stages for the MDSH building.
- It was noted that:
 - The initial \$5 million in seed funding from the province was utilized beyond the initial planning phase, and the additional funding requested will allow the University to complete the concept design of the building and translate that into the building footprint.
 - The province committed an additional \$225 million for the development of the MDSH, that will be provided over the next five years, and that Management will continue to come back to the Board periodically to request the release of funds for future phases.
 - The University completed a full architectural program for the building, including consultations with faculty, staff, and students, and developed a written document which is being consulted on between the Faculty of Science and Indigenous Elders, while ensuring it aligns with strategic objectives.
- The Chair of the Finance and Property Committee advised that the Committee had a fulsome discussion around the recommendation, noting that the funding of these current phases are well within the allocated budget for planning, and within the overall construction budget.
- In response to questions, it was explained that:
 - The contingency fund for this project is large due to the size of the project and the number of unknowns at this phase in the planning, and that the contingency can be revised as the planning for the project progresses.
 - The grant agreement outlines the stages of funding that will be released from the province for the MDSH project which will begin in 2025.
 - Due to the early nature of the project, the estimates are currently calculated by cost per square foot based on the room type, which has been verified by a cost consultant, and that cost escalation is a consideration as the full process is estimated to take about five years.
 - The money spent on the initial design of the LSRC is approximately \$12 million, which is a cost the University is working to recover in the development of the MDSH.
- The Board requested that the proponents report back on the total contingency for the full \$450 million project budget.

Moved/Seconded

That the Board of Governors approve the use of \$1.45 million of institutional funds for the Multidisciplinary Science Hub project for the continuation of pre-construction work for the completion of the concept design phase, for a revised total cost to date to \$6.45 million, as presented to the Board and as recommended by the Finance and Property Committee.

Carried

6. Approval of the Spyhill Long Range Development Plan

Documentation was circulated with the Agenda. Mike Van Hee, Stacey Christensen, and John Alho presented this item.

Highlights:

- Management presented the Long-Range Development Plan (LRDP) for the Spyhill campus, noting that a LRDP is a legislative requirement under the Post-Secondary Learning Act (PSLA) for any substantial development, which outlines the land use for the site, and consultation requirements.
- Management explained that:
 - The Spyhill campus is home to the Faculty of Veterinary Medicine's Clinical Skills Building, the Veterinary Sciences Research Station, and the High Density Library, and construction on the site is underway for the expansion of the Veterinary Medicine program.
 - Spyhill is the highest geographical point in the city, which holds significance for Indigenous people and in Indigenous culture, and that the engagement on the development of the LRDP included Indigenous elders and encompasses migration pathways, and traditional land uses, with a focus on animal care. There was also consultation with researchers, and neighbouring stakeholders through open house consultations.
 - The LRDP includes possible areas for future development, ensuring future buildings are mapped around animal movement and habitat areas.
- The Chair of the Finance and Property Committee reported on the discussions at the Committee level, and that the Committee provided its recommendation of the LRDP.
- In response to a question, it was explained that the development of the LRDP was primarily done with internal staff resources and the additional expenditure would approximately be \$40,000 which includes costs of activities such as the community consultations. It was noted it was much more cost effective to manage the process mostly internally.

Moved/Seconded

That the Board of Governors approve the Spyhill Long Range Development Plan, as presented to the Board and as recommended by the Finance and Property Committee.

Carried

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

Documentation was circulated with the agenda. Sandra Davidson, Ron Kim, Bruce Evelyn, and Tanis Barr 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), and that the University is required to submit a balanced budget to the Minister of Advanced Education as directed under the PSLA.

- Management highlighted that:
 - Currently, the University is in the consultation phase with students and the campus community, and that following the consultation period the budget parameters will be brought forward for recommendation to the BC and approval by the FPC, with the Board receiving the parameters for information at the December meeting. It was noted that the University has heard from the students on their proposals and ideas around how the University can serve students best and are working together in these areas.
 - The University is working to ensure strategic alignment with *Ahead of Tomorrow* in the budget, including student experience, success of scholars, and ensuring the human impact is considered.
 - The levers of control are areas Management can utilize if required to ensure the University can meet a strategically aligned balanced budget.
- The Chair of the BC noted that the Committee had a good discussion around the enhancements made to the budget process, and advised of the Committee's recommendation to the FPC.
- The Chair of the FPC highlighted the Committee's discussions including potential risks to the budget including political risks and learnings from the prior year, and advised of the Committee's approval.
- There were no questions.

8. 2024 Enrolment Report

Documentation was circulated with the agenda. Sandra Davidson and Amy Dambrowitz presented this item.

Highlights:

- The presenters reported on the University's Fall 2024 enrolment numbers, and provided a breakdown of enrolment for 2024, including that:
 - Overall enrolment numbers met targets with a total of 38,176 students enrolled, with 30,400 enrolled in undergraduate programs and 7,776 enrolled in graduate programs, with increased Indigenous student enrolment at 3.9% of the student population.
 - The University is seeing an increase in retention rates following the pandemic years, and that the University is exploring why there is a decrease in Indigenous student retention.
 - There were over 10,000 people who attended the UCalgary open house with a strong domestic demand for admission to UCalgary.
 - International student enrolment is down as a result of the international student visa changes at the federal level, noting that the University has not been as deeply impacted as other institutions across the country.
 - The University continues its recruiting efforts focusing on a breadth of countries, noting that the University has students from 138 countries with 10 countries having over 100 students at UCalgary.
- The Board reviewed the graduate and undergraduate enrolment numbers, including domestic and international, and new and returning.
- In response to questions, it was explained that:
 - Admission averages have varied recently due to the pandemic years which resulted in significantly higher admission averages, and with the re-introduction of provincial exams these averages are coming down, which is good for the University to be able to increase accessibility to a greater pool of strong students.

- The University has seen a greater reduction in applications from international students than anticipated, post the student visa changes and there are 660 international students who were offered admission into UCalgary that did not come to UCalgary. It is challenging for the University to anticipate impacts to the next fiscal year with international student reductions as it is unknown what allocation it will be given from the federal government.
- The University is working with Faculties on student retention rates, and exploring how to expand skill building and awareness of resources for students to be successful at the University, and alternate ways for students to demonstrate their work for assessment.
- The University is building its reputation across Canada and has seen a significant growth in out-of-province student enrolment interest.
- Increasing the number of domestic students dilutes the contribution per student of the provincial operating grant as there have not been increases to the provincial grant funding.
- Retention is defined as a student who was enrolled last year and continued their enrollment the following year, and that retention is also reviewed by program and Faculty to identify any potential patterns or concerns.
- Graduate student enrolment is about an even split at the master level between coursed-based and thesis-based programming, and that there are slightly more men enrolled than women, and active conversations around how the University will meet the graduate enrolment goals in *Ahead of Tomorrow*.

9. Update on the Student Appeals Office Consultation with Students

Documentation was circulated with the agenda. Jacqueline Lacasse, Melissa Morrison, and Michelle Speta presented this item.

Highlights:

- The Board received an update on the ongoing consultations with the student groups around the Student Appeals policy and procedures at the University, it was explained that since the approval of the revisions to the policy and procedures in June the Student Appeals Office (SAO) met with the Students' Union on four occasions and discussed ways the SAO can address the concerns raised. It was reported that additional language has been added to the SAO website in collaboration with the Students' Union, and the SAO made a commitment to meet regularly with the SU and Graduate Students' Association to discuss any issues that they are made aware of from the student body. It was also noted that student representatives will be included in the working group during the next policy review period.
- The Students' Union President advised that they were appreciative of the opportunity to meet and discuss their concerns with the SAO and would have liked an opportunity to revisit the changes to the policy.
- The Graduate Students' Association President that they were pleased with the process and appreciated the dialogue, and the opportunity to have a graduate student sit on the working group for the Sexual and Gender Based Violence policy review.

10. Report from the President

Ed McCauley presented this item.

The President reported on several recent activities and accomplishments since the last Board meeting including, the President's Stampede barbeque, the Calgary Pride Week celebrations including a flag-raising ceremony, the new student orientation events with over 4,000 new students on campus, the annual President's Reception to acknowledge long standing employees, the annual Truth and Reconciliation Day events, a partnership with the Government of Alberta hosting a Summit on the Productivity Gap in Canada, and the UCalgary Arch Awards.

11. Reports from Board Members

Documentation was circulated in-package for this item.

- 11.1. Chancellor & Senate
- 11.2. Alumni Association
- 11.3. The University of Calgary Faculty Association
- 11.4. Alberta Union of Provincial Employees
- 11.5. Students' Union
- 11.6. Graduate Students' Association

12. Other Business in the Open Session

There was no other business.

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 9:48 a.m.

Courtney McVie
University Secretary