

Friday, December 13, 2024, 8:00 a.m.

Red and White Club/Zoom

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**Voting Members**

Mark Herman, Chair  
Nancy Foster, Vice-Chair  
Daniel Adams  
Shelley Alexander\*  
Mark Blackwell  
Aleem Dhanani\*  
Karan Dutt  
Karen Ganzlin  
Jodi Jenson Labrie  
Barbara Joy  
Eva Kiefer  
Candice Li\*  
Steven Major\*  
Ed McCauley  
Duane Monea  
David Price  
Cristina Rai  
Saaka Sulemana Saaka  
Ernia Rezaei-Afsah  
Siraaj Shah  
Arun Sood  
Melanee Thomas  
Cara Wolf\*  
Gary Zhang\*  
Paul Zonneveld

**Secretary**

Courtney McVie

**Scribe**

Rebecca Kenny

**Staff**

Tasha Hodzic  
Vanessa Kozielec

**Regrets**

Jon Cornish  
Jeff Davison  
William O'Yeung

**Management Support**

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

**Observers**

Sarah Luthy, Executive Director, Office of the Provost  
Bob Maber, Senior Director, Emergency Management  
Dean Parthenis, Director, Media, Issues and Outreach  
Nathan Ross, Manager, Communications and Government Relations, 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 and Vice-President (People and Culture)  
Andrea Morris, Vice-President (Development and Alumni)  
Mike Van Hee, Vice-President (Services and Operations)

**Guests**

Kristin Baetz, Dean, Faculty of Science – present for Item 6  
Stacey Christensen, Associate Vice-President (Facilities Development) – present for Items 5-7  
Amy Dambrowitz, Registrar – present for Item 8  
Nick Holt, Dean, Faculty of Kinesiology – present for Item 5  
Sarah Louw, Senior Legal Counsel, Legal Services – present for Item 10  
Jennifer Quin, Senior Director, Student Services – present for Item 10  
Shane Royal, Senior Director, Ancillary Services – present for Item 9

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Paula Russel, Interim Manager, Sexual and Gender Based Violence Prevention and Support Office – present for Item 10

Robin Yates, Deputy Provost – present for Item 8

*\*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 8:04 a.m. and confirmed quorum.

**1. Meeting Opening**

Documentation was circulated with the Agenda.

**1.1. Approval of the Agenda**

**Moved/Seconded**

That the Agendas for the December 13, 2024 Board of Governors meeting be approved.

**Carried**

**1.2. Traditional Land Acknowledgement**

The Chair provided a Traditional Land Acknowledgement.

**1.3. Conflict of Interest Declaration**

There were no conflicts declared.

**1.4. Remarks of the Chair**

Highlights:

- The Chair welcomed incoming Governors, Daniel Adams and Steven Major, to their first meeting, and thanked outgoing Governor and Vice-Chair, Nancy Foster, for her guidance and commitment to the Board on the occasion of her last meeting.
- The Chair highlighted:
  - The University’s fall convocation ceremonies, noting approximately 1,200 graduates crossed the stage, and the upcoming Crowchild Classic where both the women’s and men’s hockey teams play against Mount Royal University at the Saddledome.
  - The progress on the University’s United Way campaign, and that the last day to donate is December 15<sup>th</sup> should Governors want to contribute.

- Management then provided the Board with an overview of McMahon Stadium, noting that the University owns the stadium, and that the transfer of land took place in the 1980s. It was noted that a building condition assessment was completed and that the assessment showed significant investment is required over the next ten years to continue to maintain and operate the stadium. It was noted that improvements were underway to update the field turf to meet FIFA requirements.

## **2. Safety Moment**

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

Highlights:

- Management provided the Board with an update on slip, trip, and fall incidents at the University, noting that Calgary is a difficult climate to maintain clear walking paths due to freezing and thawing, and significant snowfalls in short periods of time.
- Management explained that the University prioritizes snow removal in early morning hours, but that there have been several slip, trip, and fall incidents since October 1, 2024, and that the Winter Slips and Falls Committee is reviewing current processes for areas of improvement and are encouraging the campus community to report any slippery spots to the Facilities team.
- There were no questions.

## **3. Budget Parameters for the University of Calgary's Annual Consolidated and Capital Budgets**

Documentation was circulated with the agenda. Sandra Davidson and Ron Kim presented this item.

Highlights:

- Management reported on the budget parameters that will be used to guide the 2025-2026 budget process, and the results of the consultation phase that took place in advance of the parameters being presented to the Board. It was explained that the parameters timeline is set out in the annual budget planning process, and that consultation with the greater campus community has been ongoing since August.
- Management provided the Board with an overview of:
  - The budget parameters and how the parameters are established, noting that some assumptions and best estimates are used in the budget development, as well as the response themes from the consultations in the What We Heard Report with technology and efficiency remaining top priority. The budget parameters are also developed in alignment with the institutional strategic plan.
  - The development of unit budgets considering the proposed parameters, which is consistent from prior years, how inflation impacts areas across the University differently, and that the levers of control may be used to address in year budget changes.
  - Challenges the University is facing with balancing the budget including, inflationary pressures, stagnant funding from the provincial government, a growing student population, and ongoing active bargaining with union groups at the University. Management noted the work being undertaken to address the gap between revenue and costs including advocacy, utilizing levers of control when needed, and cost containment.

- In response to questions, it was explained that:
  - The financial impact of the international student visa changes was calculated at the end of September following the add/drop date, and that just over 600 students who received offers to attend the University and who were expected to be here did not arrive on campus, resulting in an \$11 million decrease in student enrolment funds. Faculties impacted by students not arriving on campus have had to adjust their budgets to account for the decrease in anticipated tuition rates, and have done this in a multitude of ways outlined in the levers of control.
  - Faculties are looking at programs with low enrolment and reviewing those programs to assess if they should be paused or closed through the University's processes.

#### **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.

##### **4.1 Approval of the October 18, 2024 Open Session Meeting Minutes**

That the Open Session Minutes of the October 18, 2024 Meeting be approved.

**Adopted**

##### **4.2 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 Board, and as recommended by the Audit Committee, effective October 17, 2024.

**Adopted**

##### **4.3 Approval of the Use of the Name University District Neighbourhood Association Corp.**

That the Board of Governors approve the use of the name "University District Neighbourhood Association Corp." for the incorporation of a corporation under the same name pursuant to the Canada Business Corporations Act, as set out in the documents provided to the Board and authorize the President and Vice-Chancellor to make non-substantive changes to the Consent Form prior to signature.

**Adopted**

#### **4.4 Approval of the University of Calgary – Qatar Banking Resolution**

That the Board of Governors approve the attached University of Calgary – Qatar banking resolution to reflect the most recent organizational structure within Qatar and Calgary, as set out below and in the documents provided to the Board, effective immediately:

Group A:

- Vice-President (Finance) and Chief Financial Officer
- Associate Vice-President (Finance)
- Director, Treasury & Investments
- Dean (University of Calgary – Qatar)
- Director, Finance (University of Calgary – Qatar)
- Director, Human Resources (University of Calgary – Qatar)

Group B:

- Director, Information Technology (University of Calgary – Qatar)
- Financial Analyst (University of Calgary – Qatar)

**Adopted**

#### **4.5 Students' Union Audited Financial Statements**

#### **4.6 Student Appeals Office Annual Report**

#### **4.7 Indigenous Strategy Progress Report**

#### **4.8 Students' Union Audited Financial Statements**

#### **4.9 Continuing and Professional Education Enrolment Report**

#### **4.10 Standing Committee Chair Reports**

- 4.10.1 Audit
- 4.10.2 Environment, Health, Safety & Sustainability
- 4.10.3 Executive
- 4.10.4 Finance and Property
- 4.10.5 Human Resources and Governance
- 4.10.6 Investment

### **5. Approval of the Taylor Kinesiology Research Building Budget**

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

Highlights:

- Management provided an overview of the proposal to approve the release funds for the completion of the design and implementation of construction of the Taylor Kinesiology Research Building (TKRB), a new state-of-the-art facility to support research in the areas of human performance, movement, and sport science, as well as a concussion clinic. It was explained that the funding sources for the construction of the new building and renovations to existing kinesiology spaces include a significant donation from the Taylor Family Foundation, a Canada Foundation for Innovation (CFI) grant, and funds from the Faculty of Kinesiology. The Faculty of Kinesiology has been a top capital priority for the University for a number of years and this project represents a piece of the capital work needed.
- Management explained that the development of the second floor of the TKRB is being proposed through further CFI grant funding submission that is actively being worked on.
- The Chair of the Finance and Property Committee (FPC) advised that the Committee discussed the proposal, noting that this is a great opportunity for the University to get a capital priority facility built, and that the Committee provided their recommendation to the Board for approval.
- In response to a question, it was explained that the second CFI funding request is outside of this proposal, and will be used for the fit out and equipment of the second floor of the new TKRB.

**Moved/Seconded**

That the Board of Governors approve the Taylor Family Kinesiology Building Project for completion of design and the implementation of construction, for a total project cost of \$19,698,000, as presented to the Board, and as recommended by the Finance and Property Committee.

**Carried****6. Approval of the Multidisciplinary Science Hub Budget**

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

**Highlights:**

- Management provided an overview of the proposal to release \$5.25 million to complete the schematic design of the Multidisciplinary Science Hub (MDSH) building, noting that the previous funding requests included the initial \$5 million of provincial seed money and the release of \$1.45 million of institutional funds for the completion of the concept design phase. It was reported that the province committed \$220 million in funding for the MDSH project, which will be released in phases over six years, and that the proposal to release the \$5.25 million does not increase the cost of the project.
- Management highlighted that:
  - The MDSH will provide space for over 2,000 students in the science, technology, engineering, and mathematics (STEM) world class labs, drive innovation, provide training for workplace skills, integrate transdisciplinary researchers, and align with the strategic priorities of the University.
  - It is anticipated that over 9,000 undergraduate students will be enrolled in the Faculty of Science by 2030.
  - The project has two cost projections between \$350 million and \$450 million, noting that the \$100 million difference is potential fundraising dollars and CFI grant funding.

- The Chair of the FPC reported that the Committee discussed the proposal, including phases of funding approvals and the University's practices for contractor selections, and provided their recommendation to the Board for approval.
- In response to questions, it was explained that:
  - The project includes retrofits for the old building to create research spaces, an agricultural green house, teaching and learning spaces, and student experience facilities, and those costs will come for approval later in the project development.
  - The government has executed the grant agreement for the \$220 million committed to the MDSH project.

**Moved/Seconded**

That the Board of Governors approve the release of an additional \$5.25 million of institutional funds for the Multidisciplinary Science Hub project to proceed with the schematic design phase of pre-construction consultation work, for a total cost to date of \$11.7 million, as presented to the Board, and as recommended by the Finance and Property Committee.

**Carried****7. Approval of the Cumming School of Medicine Level 3 Lab Budget**

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

**Highlights:**

- Management provided an overview of the proposal for the expansion of the high-containment level 3 (CL3) laboratory in the Cumming School of Medicine (CSM), noting that the expansion is critical to address the increasing demand for CL3 research facilities, and will house areas for life and medical science studies for researching pathogens. It was reported that the expansion will be funded by the CSM as well as CFI grant funding and user fees.
- The Chair of the FPC reported that the Committee discussed the proposal, the process of construction, and that this is a full funding approval for the project and provided their recommendation to the Board for approval.
- In response to a question, it was explained that the University often charges administrative costs on projects that support internal architectural reviews, engineering reviews, and other administrative expenses.

**Moved/Seconded**

That the Board of Governors approve the CL3 Laboratory Expansion Project budget for completion of design and the implementation of construction, for a total project cost of \$8,879,000, as presented to the Board, and as recommended by the Finance and Property Committee.

**Carried**

## **8. Approval of the 2025-2026 Tuition and Fees**

Documentation was circulated with the agenda. Sandra Davidson, Robin Yates, Amy Dambrowitz, Ermia Rezaei-Afsah, and Saaka Sulemana Saaka presented this item.

### Highlights:

- Management provided a presentation on the tuition and fees proposal for 2025-2026, highlighting:
  - The University's budget and financial position including impacts resulting from inflation across all expenditures, and how tuition and fees impact the overall financial position of the University. Management noted that there is no anticipated change to the Operating and Program Support Grant (OPSG) from the provincial government for 2025-2026, and that the tuition proposal is designed to help the University manage inflationary costs and achieve and deliver a balanced budget in accordance with legislated requirements.
  - That the proposal is in alignment with the provincial Tuition and Fees Regulation, which limits increases of domestic tuition to 2% with no single program increasing more than 10%, requires international tuition be guaranteed for standard program length, and allows for Mandatory Non-Instructional Fees (MNIF) to increase up to cost recovery.
  - The expanded consultation process with the student groups on the proposal for tuition and fees, noting significant concerns raised by the student population around the increasing affordability crisis and cost of living, as well as mental health and wellbeing of students.
  - That in response to feedback from student consultation, changes were made to the proposal including reducing the international student tuition increases from a 6% increase to the proposed 4% increase.
  - The 4% increase to the MNIF's are necessary as the University continues to face pressures with unchanging government funding and increasing enrolment, noting that compared to peer institutions the University is administratively efficient.
  - The University is working to expand affordability discussions, and that with the change to the proposed increases for international student tuition the University will receive approximately \$5 million less in funding, noting that these changes were essential to respond to the challenges facing international students.
  - The need for the University to continue to make difficult decisions to maintain a balanced budget while prioritizing student experience and quality of education, and a commitment to continue to engage with the student population on tuition.
- In response to a question, it was explained that the University's tuition rates are on the lower end of the median range for U15 institutions.
- The President of the Student' Union (SU), Ermia Rezaei-Afsah, then presented the perspective of undergraduate students, highlighting:
  - The SU's counter proposal to remove tuition increases, with a 2% increase for MNIF, and a maximum of 5% for ancillary rate increases, noting appreciation for the adjustment to the proposed international student tuition increase.
  - The challenges students are facing with increases to tuition and the impacts on mental health, student debt, and food insecurity.



- A desire for students to see the value of the increases in tuition and fees, and the need for more transparency in reporting such as through unit reviews and consultation with subject matter experts in Faculties to identify areas requiring improvement or if another area can support those services.
- Concerns with the use of Higher Education Price Index (HEPI) to justify cost increases, and the need for University related metrics to justify increases and financial supports for students.
- The goals outlined in *Ahead of Tomorrow* to grow student enrolment and gain efficiencies, and concerns around the impact that increased student debt may have on graduation rates.
- The SU is committed to joint advocacy for provincial funding increases alongside the University and the public advocacy the SU has undertaken related to funding concerns.
- The President of the Graduate Students' Association (GSA), Saaka Sulemana Saaka, then presented on the perspective of graduate students, highlighting:
  - Appreciation for the transparent and productive discussions with the Tuition and Fees Consultation Committee (TFCC), and reported on the feedback received from the GSA Council, in particular, challenges graduate students face with affordability, increases in time to complete programs, and the disproportionate impact of these challenges for international students. It was noted that international students face higher tuition rates and reductions to work limits create barriers to access education.
  - The decrease in resources available to students, including limited access to funding, reduced program administrators, and the impacts this has on student mental health and wellbeing and student experience.
  - The GSA proposed that the tuition increase be reduced for course-based programs and MNIFs, and provide parity in increases between domestic and international students, direct tuition increases to needs-based programs or bursaries, and develop a strategy to increase Graduate Program Advisor support.
  - The importance of continued and increased advocacy for provincial funding increases and the government's awareness on the impacts these funding reductions have on students.
- The Chair of the FPC reported on the discussion at the Committee level, noting that although there was not alignment from all parties on the proposal following the consultation period, there have been significant strides in the consultation process over the last few years. The Committee discussed the rising cost of living, value of education relative to cost at other institutions, and the realities of having to produce a balanced budget with a stagnant grant from the provincial government, and that following discussion the Committee provided their recommendation to the Board.
- In response to questions, it was explained that:
  - The University believes that parties can bring their thoughts on tuition closer together through joint advocacy and uniting voices of management and students, information sharing, and transparency. It is also anticipated that through strategy four of *Ahed of Tomorrow*, student advising concerns can be reviewed. Future discussions on where the University can save and where further funding is needed will also be beneficial to coming closer together on the tuition and fee proposals.
  - The University has been significantly impacted by the stagnation of the OPSG over that last number of years, with funding not being adjusted to inflation or rising enrolment, and Management will continue to strongly advocate for the value proposition of a research institution with the provincial government, the value of an educated work force, positioning the University as a partner, and urging for funding for post-secondary.
  - Management believes that the panel being formed by the provincial government to review the funding model of post-secondary institutions will be beneficial to demonstrate the efficiencies at the University.
  - A 1% decrease in domestic tuition would equal approximately \$2.2 million per year, and for international tuition would equal approximately \$1.2 million per year.

- Most U15 institutions are undergoing budget planning and have not approved tuition rates, but management has heard from peer institutions that there will likely be a greater increase to international tuition rates than proposed by UCalgary.

**Motion 1:****Moved/Seconded**

That the Board of Governors approve the tuition and fees for 2025-2026, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

**Carried**

*Ermia Rezaei-Afsah, Siraaj Shah, and Saaka Sulemana Saaka opposed.*

**Motion 2:****Moved/Seconded**

That the Board of Governors approve the maximum international tuition fees for students commencing their programs in 2025-2026, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

**Carried**

*Ermia Rezaei-Afsah, Siraaj Shah, and Saaka Sulemana Saaka opposed.*

**9. Approval of the 2025-2026 Residence, Meal Plan, and Parking Rates**

Documentation was circulated with the agenda. Ron Kim, Shane Royal, Ermia Rezaei-Afsah and Saaka Sulemana Saaka presented this item.

**Highlights:**

- Management provided an overview of the proposed residence, meal plan, and parking rates for 2025-2026 reporting that the:
  - Proposed residence rate increases would be incremental to keep a more affordable option for students, and that the rates would remain below market relative to local comparable units.
  - Parking rates would increase approximately \$2.50 per month, with evening and weekend rates being lower, and meal plan rates increasing by 5.6%.
  - The ancillary model is based on cost recovery and needs to be financially sustainable separate from the University, with the proposed increases ensuring adequate funds for Ancillary Services to cover increases to operating cost, and capital investment requirements.
  - Minor adjustments in the meal plan rates and residence rates for Varsity Courts were made following student consultations.
- The Chair of the FPC reported on discussions at the Committee level, noting that the proposal was favorable to students with inflation considerations, and that the Committee provided their recommendation to the Board for approval.
- In response to questions, it was explained that:

- The cost per meal on a seven-day plan, assuming three meals per day (on an unlimited plan) would be \$8.40 and the five-day plan would be \$9.70.
- Students raised concerns regarding the decommissioning date of the residence units in Varsity Courts and as a result the move out date was changed to the end of July to accommodate those concerns.

**Motion 1:****Moved/Seconded**

That the Board of Governors approve the Residence rates for 2025-2026, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

**Carried**

*Ermia Rezaei-Afsah, Siraaj Shah, and Saaka Sulemana Saaka opposed.*

**Motion 2:****Moved/Seconded**

That the Board of Governors approve the Meal Plan rates for 2025-2026, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

**Carried**

*Ermia Rezaei-Afsah, Siraaj Shah, and Saaka Sulemana Saaka opposed.*

**Motion 3:****Moved/Seconded**

That the Board of Governors approve the Parking rates for 2025-2026, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

**Carried****10. Sexual and Gender-Based Violence Policy Update**

Documentation was circulated with the agenda. Jacqueline Lacasse, Sarah Louw, Jennifer Quin, and Paula Russel presented this item.

**Highlights:**

- The presenters provided the Board with an overview of the proposed revisions to the Sexual and Gender Based Violence (SGBV) Policy, noting that the initial policy was approved and introduced in 2017, and is reviewed every few years.
- The presenters highlighted:
  - That the review considered government direction around developing a national framework to address and prevent gender-based violence at post-secondary institutions.

- That the proposed revisions include feedback from 14 consultations to date with feedback being positive overall, and themes of feedback including a coordinated response team, centralization of the investigation process, extension of the resolution process, language edits around use of information, and clarification around supports and ensuring that the campus community has access to training and supports.
- The application of the policy versus other policies at the University.
- In response to questions, it was explained that:
  - Disclosures at the University are confidential and are not escalated to a formal complaint unless the person making the disclosure wants to proceed in that manner. There are some cases where the incident may need to be escalated if it meets certain criteria, such as involving a minor.
  - Clarification around work integrated learning (WIL) has been added to the policy following the consultation process and concerns raised by the students. It was noted that the SGBV policy will come into effect if both parties are members of the University community, and should the incident involve someone who is not part of the University community, there are supports available and the team will work with Faculties on ways to support students who may experience this during a WIL experience.

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

Ed McCauley presented this item.

The President reported on several activities and accomplishments since the last Board meeting, noting that the University ranked sixth in the country for external research revenue and are fourth in dollars per graduate student, which is a great ranking considering the University's age.

### **12. Reports from Board Members**

Documentation was circulated in-package for this item.

- 12.1.** Chancellor & Senate
- 12.2.** Alumni Association
- 12.3.** The University of Calgary Faculty Association
- 12.4.** Alberta Union of Provincial Employees
- 12.5.** Students' Union
- 12.6.** Graduate Students' Association

### **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 10:13 a.m.

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Courtney McVie  
University Secretary