UNIVERSITY OF CALGARY

GENERAL FACULTIES COUNCIL
AGENDA

Meeting 624, October 5, 2023, 1:30 p.m. **Virtual Modality**
Zoom link: https://ucalgary.zoom.us/j/94694655412 passcode: 024931

Item	Description	Presenter	Materials	Estimated Time
1.	Conflict of Interest Declaration	McCauley	Verbal	1:30
2.	Inclusive Practice Moment	LeBlanc[1]	PowerPoint	
3.	Safety Moment	Van Hee[2]	Document + PowerPoint	
4.	Remarks of the Chair • Annual Address of the Chair	McCauley	PowerPoint	
5.	Remarks of the Vice-Chair	Werthner	Verbal	
6.	Question Period	McCauley	Verbal	
	Action Items			
7.	Approval of the June 8, 2023 Meeting Minutes	McCauley	Document	
8.	Election: Two Academic Staff Members to the Advisory Selection Committee for a Dean and Vice-Provost (Graduate Studies) (note: the election will be held using an electronic form immediately following the meeting)	McCauley/McVie	Document	2:00
	Discussion Items			
9.	Academic and Research Plans	Werthner/Ghali[3]	Verbal	2:05
10.	Revised New Core Questions for Course Surveys	Reid[4]/Wyatt[5]	Document + PowerPoint	2:45
11.	2023-2024 University Budget Planning	Werthner/Evelyn[6]	PowerPoint	3:30
	Information Items			
12.	Student Experience Annual Report	Turpin[7]	PowerPoint	3:50

Item	Description	Presenter	Materials	Estimated Time
13.	2023 Enrolment Report	Dambrowitz[8]	PowerPoint	4:00
14.	2023 Continuing Education Enrolment Report	LeBlanc	PowerPoint	4:10
15.	2023 Institutional Sustainability Report	Perdue[9]	Document + PowerPoint	4:20
16.	Standing Reports: a) Report on the August 30 and September 20, 2023 GFC Executive Committee Meetings b) Report on the September 25, 2023 Academic Planning and Priorities Committee Meeting c) Report on the September 19, 2023 Teaching and Learning Committee Meeting d) Report on the September 21, 2023 Research and Scholarship Committee meeting	In Package Only	Documents	
17.	Approved Revisions to the Haskayne School of Business Faculty Council Terms of Reference	In Package Only	Document	
18.	Other Business	McCauley		
19.	Adjournment Next meeting: November 2, 2023 (in ST147)	McCauley	Verbal	4:30

Regrets and Questions: Elizabeth Sjogren, Governance Coordinator
Email: esjogren@ucalgary.ca

Courtney McVie, University Secretary
Email: cmluimes@ucalgary.ca

GFC Information: https://www.ucalgary.ca/secretariat/general-faculties-council

Presenters

1. Sheila LeBlanc, Associate Vice-President (Continuing Education)
2. Mike Van Hee, Vice-President (Services)
3. Bill Ghali, Vice-President (Research)
4. Leslie Reid, Vice-Provost (Teaching and Learning) and Co-Chair of the Course Feedback Implementation Working Group (CFIWG)
5. Nicole Wyatt, Faculty of Arts and Academic Co-Chair, CFIWG
6. Bruce Evelyn, Vice-Provost (Planning and Resource Allocation)
7. Verity Turpin, Vice-Provost (Student Experience)
8. Amy Dambrowitz, Registrar
9. Joanne Perdue, Associate Vice-President (Sustainability)

Additional Presenters for Item 10

Sandra Amin, Students' Union and member, CFIWG
Robin Arseneault, Taylor Institute for Teaching and Learning and resource person, CFIWG
Wendy Benoit, Faculty of Science and member, CFIWG
Brianne Burkinshaw, Faculty of Science and member, CFIWG
Jackie Lambert, Office of Institutional Analysis and member, CFIWG
Kirsten Neprily, Graduate Students' Association and member, CFIWG
Ermia Rezaei-Afsah, Students' Union and member, CFIWG
Erin Spring, Werklund School of Education and member, CFIWG
Aruna Srivastava, Office of Equity, Diversity and Inclusion and member, CFIWG
Fouzia Usman, Taylor Institute for Teaching and Learning and member, CFIWG
Justine Wheeler, Faculty Association and member, CFIWG

Safety Moment: UCalgary Safety Apps

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Keeping our UCalgary Community Safe and Informed

UCalgary Safety Apps: Alertus and UCSafety

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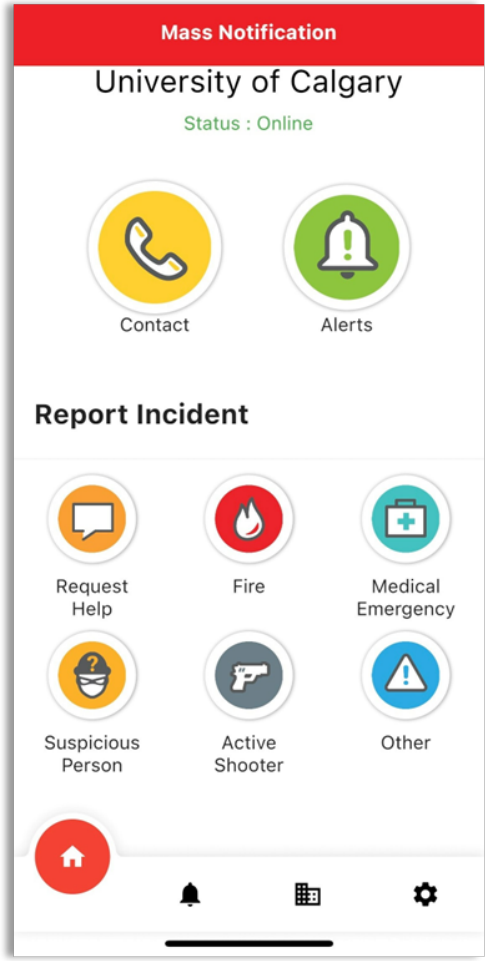
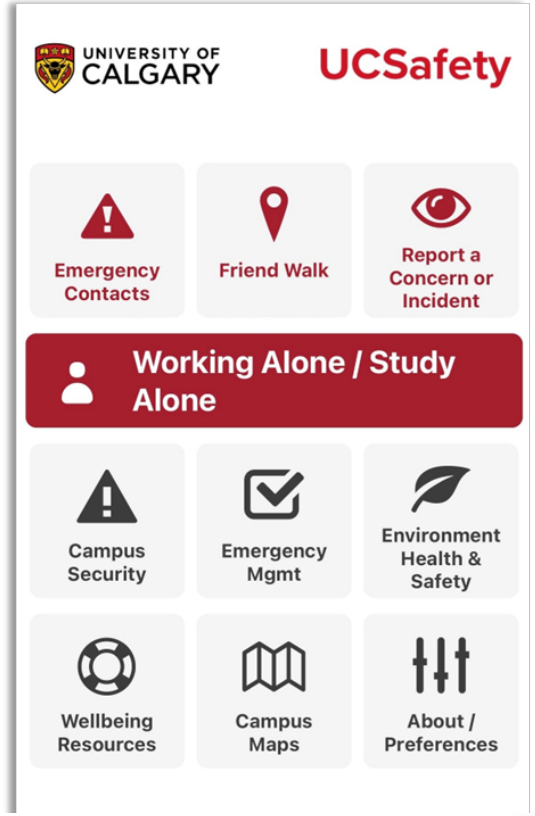
Alertus App



UCSafety App



UCalgary Safety Apps: Alertus and UCSafety

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- Both apps help the community to maintain their safety while on campus.
- They are distinct apps that provide different services and safety tools.
- Only the mass communication feature is shared between the two apps.

What is the UCalgary Alertus Emergency App?

Alertus is UCalgary's primary emergency communication tool.

- Emergency communications provide information about safety and emergency events in real time.

Alertus is an efficient and convenient way to send widespread messages to the UCalgary community.

- The Alertus App is a critical tool to help keep you safe and informed in the event of an emergency on campus by sending timely notifications that can save lives and prevent injury.

Alertus is available on two platforms.

- Alertus Desktop App: Installed on all UCalgary-managed devices.
- Alertus Mobile App: Requires individuals to download and install the app.

What features does the UCSafety App provide?

Working Alone	• A convenient way for workers to maintain their safety by checking-in when they are working alone. Telelink provides 24/7 monitoring and can escalate as necessary to ensure the worker's safety.
Studying Alone	• A feature used by students to check-in regularly with a personal contact when they are studying alone on campus.
Friend Walk	• This feature can be used by students and staff to send their location and destination to a personal contact in real time so their travel can be monitored.

Other Distinct Features

- **Notifications:**
  - **Alertus** receives notifications on both UC desktop and mobile devices.
  - **UCSafety** receives notifications on mobile devices.

- **Additional Resources**
  - **Alertus:** Allows visitors, guests and external campus community members to access the app.
  - **UCSafety:** Student and staff wellness resources, EHS Standards and Training information, Emergency Response Procedures, and Campus Maps.

Safety App Monthly Testing

Testing for both apps takes place on the first Wednesday of every month at 11:55 a.m. Testing ensures the Safety Apps are working properly by identifying and resolving any technical issues in advance.

Test messages include emergency and safety-related tips and information. Testing encourages the campus community to become familiar with Alertus and UCSafety and ensures all members of the UCalgary community are receiving notifications.

Monthly testing prevents Alertus and UCSafety from being automatically offloaded from a user's device if the "automatically offload unused app" feature is activated.

Safety Mobile App Tips

- **Enable notifications** to get push notifications.
- **Complete Your Profile Information** so your name and contact details are provided to Campus Security if you request help.
- **Enable location services** so your location is provided to Campus Security if you request help.
- During monthly tests:
  - **Engage** with the app by clicking **Confirm.**

How do I Download Alertus?

- iPhone: Download on the App Store
- Android: Download on Google Play

If you experience issues with Alertus,

email the Emergency Management team at emergencymgmt@ucalgary.ca

More information and download instructions

For more information, visit: UCalgary.ca/risk/emergency-management

Setting up the Alertus Emergency Alert Mobile App

The Alertus Mobile Recipient App allows users to receive alert notifications dispatched by University of Calgary's Alertus Server. This will allow the University to convey the most important information quickly to all devices that have installed the app.

Important: To ensure you have the latest version of Alertus app, we ask that you uninstall any previous version and reinstall from the app store/Google Play store.

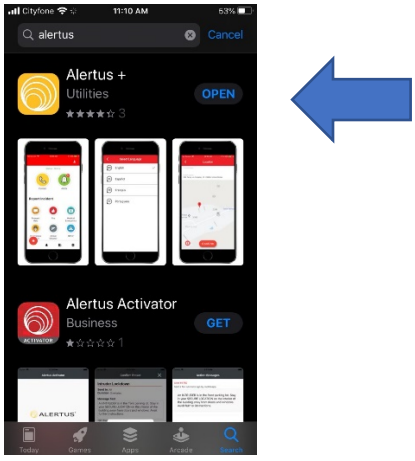
Available for Android and iOS:

- iOS App Store
- Play Store

Please complete all steps as shown below:

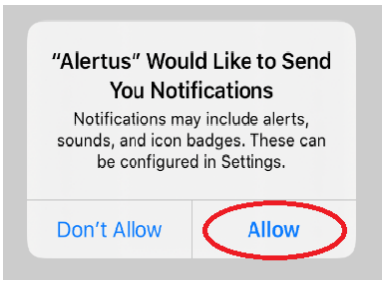
1. Select App

In your app store, you will see two available Alertus apps to choose from (Alertus + and Alertus Activator). Choose **Alertus +** (yellow icon).

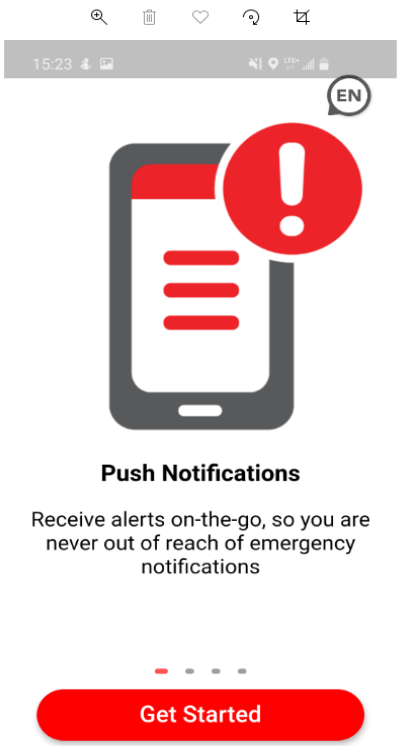


2. Open App and Allow Notifications

Upon opening the app, you will be prompted to allow notifications. Select **Allow**.



3. **Get Started (this is displayed on only some version of the android and IOS software**



4. **Enter Organization Code**

Enter **ucemguest** on the sign up page and select **Continue**.

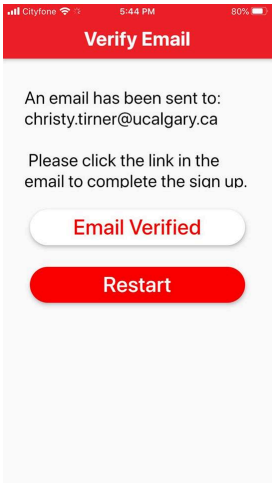
5. **Enter PIN**

Enter PIN code **43566** at the Sign up page and your preferred email address. Select **Register**.

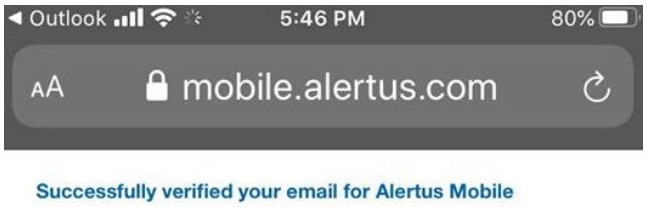
6. **Confirm your account**

Complete the sign up process by clicking the link you receive in your specified email. Upon clicking the link you will receive this message.

Note: If you do not receive an email, check your Junk/Spam folders.



Upon clicking the link in your email, you will receive the following message:

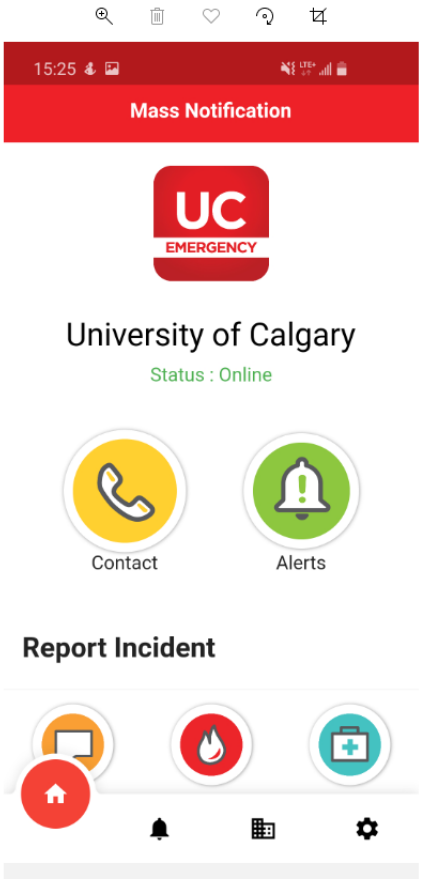


7. Confirm your subscription

Click on the Subscription icon on the toolbar to confirm your auto-subscription to **UCalgary Guest**.

PIN:msc260

8. Registered device will display the following screen



Technical issues relating to download or setup of the app:

please contact the Emergency Management team at emergencymgmt@ucalgary.ca.

The draft Minutes are intentionally removed from this package.

Please see the approved Minutes uploaded separately on this website.

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GENERAL FACULTIES COUNCIL
Biographies of Candidates for Election

The voting for this election will be conducted electronically. A link to a MS Teams form, setting out equivalent to an election ballot, will be sent to General Faculties Council (GFC) members immediately following the October 5, 2023 meeting.

These are the biographies of the candidates who were nominated by the GFC Executive Committee and have agreed to stand for election:

Election of Two Academic Staff Members to the Advisory Selection Committee for a Dean and Vice-Provost (Graduate Studies)

Michael Kallos, Schulich School of Engineering

Title: Professor
Recipient: NSERC, CIHR, NIH, AIHS, CFI, ASRIP grants and Member, McCaig Institute for Bone and Joint Health
Recipient: Killam Annual Professor (2017); ASTech Leader of Tomorrow Award; teaching awards (incl. "Professor of the Year" and "Outstanding Excellence in Teaching"(x5)); Schulich School of Engineering Service Award (2013, 2005); Calgary Top 40 Under 40;
Past UofC Service: ASC Dean FGS, ASC Dean SSE, ASK Dean Kin; Faculty of Environmental Design FTPC; Schulich AARC; UCEE Board; Department of Math and Statistics Head Selection Advisory Committee; Director, BME Graduate Program (12 yrs)
Current UofC Service: Member, Pluralism Initiative Steering; Member Transdisciplinary Committee; Director, BME Calgary Initiative; Dept Head, Biomedical Engineering; Member, WA Ranches Academic and Research Operational Com.; Member, One Health at UCalgary Thought Leaders Com; Member SSE Research Committee

Melanie Noel, Faculty of Arts

Academic Rank:
Full Professor, Department of Psychology.
Area of Expertise:
My program of research aims to understand and harness mechanisms underlying trajectories of acute and chronic pediatric pain. The key streams of my research are: 1) Children's memories for pain; 2) The intersection of mental health (e.g., trauma) and pediatric chronic pain; 3) The intergenerational

transmission of pain; and 4) The sociocultural context of child pain (e.g., pain narratives in families, clinical encounters, popular media).
Awards:
2023-2024 Mayday Pain & Society Fellowship
2022 Royal Society of Canada's College of New Scholars, Artists, and Scientists
2021 Killam Memorial Emerging Leader Chair
Grants:
31 PI and Co-PI grants (>$8,000,000) (SSHRC, CIHR, Alberta Children's Hospital Foundation Child Health Grant, Chronic Pain Centre of Excellence for Canadian Veterans Grant, Canada Foundation for Innovation JELF Grant)
43 Co-I grants (>$53,000,000)
Publications:
181 peer-reviewed articles
3,429 (WOS)/7,637(GS) career citations
h-index of 32 (WOS) or 43 (GS).
Service:
Faculty of Arts Executive Council Committee (2023-2025).
Killam Pre-Doctoral Selection/Awards/Scholarship Committees (2022-present)
Chair of the Clinical Psychology Graduate Admissions Committee (2021-present)
Clinical Psychology Graduate Program Open House Committee (2017-present)
Position Allocation Committee (2021)
Psychology Clinic Operations Committee (2017-2019)

Richard Wilson, Cumming School of Medicine

Rank: Professor, Neuroscience
Expertise: Neuronal control of cardiorespiratory system.
Peer-reviewed publications: 110
Training: 80 undergraduate projects; 14 graduates (9 female), 15 postdocs (10 female)
Major funding (last 5 years):
NSERC Discovery (PI; $390k; 2020 – 2026).
NSERC CREATE (Architect and Co–Director; $1.6 mil; 2019 – 2026)
CIHR Operating (PI; $840k; 2019 – 2024)
CIHR Operating (Co-PI; $830k; 2017 – 2022).
CIHR Operating (PI; $818k; 2016 – 2021).
Major current Service:
BRAIN CREATE Training Program in Neurotechnology (Co-Director; 2019 – present; funded 85 trainees, supervised by 45 PIs across campus).
CIHR operating grant review panel (9 years total)
Major Past Service:
Neuroscience Graduate Program Director (2012 – 2018; program increased from 55 to 130 students during tenure as director)
Health Science Animal Care Committee (2010 – 2017; last year as Chair)
Medical Student and Resident Appeals Committee (Jul 2005 – 2009; last three years as Chair)
FGS Graduate Students Appeal Committee (2014 – 2017; last three years as Chair)
University Research Grants Committee (2005 – 2007; last year as Chair)

Kim Lenters, Werklund School of Education

I am Associate Professor and Canada Research Chair (CRC, Tier 2) in Language and Literacy Education at the Werklund School of Education (WSE). Prior to being awarded the CRC, I served first as a Graduate Program Director at WSE for 2.5 years, followed by 1.5 years at the Faculty of Graduate Studies (FGS) in the role of Associate Dean Student. As someone who has supervised graduate students for 11 years and served in the roles of WSE GPD and FGS AD Student, I have a strong grasp of the way graduate programs, processes, and supervisory relationships can either function well for a strong student experience at the graduate level; or conversely, how the opposite can happen when any one of these elements breaks down. I am most interested in seeing the strong leadership the University of Calgary has experienced with and from the Faculty of Graduate Studies continue to be robust and responsive to changing times. I would be pleased to serve on the hiring committee tasked with selecting its new Dean to ensure a continuance of this trajectory.

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GENERAL FACULTIES COUNCIL
ACTION BRIEFING NOTE - For Discussion

SUBJECT: **Revised New Core Questions for Course Surveys**

PROPONENT(S)

Course Feedback Implementation Working Group (CFIWG): Leslie Reid & Nicole Wyatt (co-chairs), Wendy Benoit, Brianne Burkinshaw, Erin Spring, Sandra Amin, Kirsten Neprily, Jacqueline Lambert, Fouzia Usman, Aruna Srivastava, Justine Wheeler, Robin Arseneault

REQUESTED ACTION

For the General Faculties Council (GFC) to provide feedback on the draft set of institutional course survey questions that will eventually replace the current Universal Student Ratings of Instruction (USRI) questions.

KEY CONSIDERATIONS/POINTS

CFIWG is seeking feedback on 6 proposed new institutional questions and new name of the course survey to replace the questions and name of the USRI survey. CFIWG has developed these draft core questions using the direction provided in the USRI Recommendation Report, research in post-secondary teaching and learning, and research on course surveys. The development of the draft core questions has also been informed by feedback and guidance provided by the following:

- Teaching and Learning Committee of GFC (Apr 18, May 16, Sep 17)
- Deans Council (May 17)
- Associate Deans Teaching and Learning Roundtable (Jun 15)
- Students' Legislative Council (Jul 25)
- Feedback from the campus community* (July – September, 2023)

*In July 2023, CFIWG released a UToday story, website, and a community feedback form (open to the campus community from July 10 to Sep 12, 2023) with the draft core questions. The feedback received showed consistent endorsement of the draft core questions shared in July. Along with endorsement of the questions, we received feedback on the wording of the questions that has informed additional adjustments to the wording of the questions.

The proposed 6 core questions align with the second recommendation of the GFC-approved, USRI Recommendation Report to "Focus Students' Feedback on their Learning and Course Experiences" and move away from questions that focus on rating the course instructor:

> *Academic staff overwhelmingly supported the development of a new course feedback system with questions that focus on students' learning experiences and are connected to the research on teaching and learning in higher education. Many consultation participants emphasized the importance of focusing on learning experience and not on students' ratings of teaching.*
>
> *USRI Recommendation Report, 2022*

Draft Questions and Survey Name proposed by CFIWG

UCalgary Course Experience Survey

1. **I understood what was expected of me as a student in this course.**
   Strongly Agree Agree Undecided Disagree Strongly Disagree Unable to Comment

2. **I received feedback during the course that contributed to my learning.**
   Strongly Agree Agree Undecided Disagree Strongly Disagree Unable to Comment

3. **I was provided opportunity through the course assessments to demonstrate my learning.**
   Strongly Agree Agree Undecided Disagree Strongly Disagree Unable to Comment

4. **In this course, I became more aware of the ways that I learn.**
   Strongly Agree Agree Undecided Disagree Strongly Disagree Unable to Comment

5. **I felt there was a respectful learning atmosphere in this course.**
   Strongly Agree Agree Undecided Disagree Strongly Disagree Unable to Comment

6. **Please provide additional information for any of your answers above.** Open comment box, 250 word maximum.

BACKGROUND

The GFC Teaching and Learning Committee (TLC) is the primary advisory group on teaching and learning, including such aspects as learning environments, quality and innovation, resources and support, recognition of teaching excellence and professional development, and students' educational experience. **Specifically, the TLC is responsible for promoting research on the effectiveness and evaluation of teaching and learning and developing and recommending methods of assessing the quality of all teaching activities.**

One facet of understanding teaching quality, innovation and student experience is through feedback provided by students on their course experiences. The USRI questionnaire is the current institutional course survey used at the University of Calgary to collect student feedback in academic courses. A recent review of the USRI has resulted in the USRI Working Group Recommendation Report (the USRI Report), which advises on an overhaul of the USRI questionnaire and review of the guidelines that govern the administration and reporting of USRI.

On April 7, 2022, the USRI Recommendation Report was presented at GFC with the requested action that GFC receive the Universal Student Ratings of Instruction (USRI) Working Group Recommendation Report, in the form provided, and direct the Teaching and Learning Committee to oversee the appropriate actioning of the recommendations including the formation of the Course Feedback Working Group, and as recommend by the General Faculties Council Executive Committee.

GFC voted unanimously in favour of endorsing the USRI Recommendation Report. As per the recommendation at GFC on April 7, 2022, the Teaching and Learning Committee is to oversee the appropriate actioning of the recommendations within the USRI Recommendation Report through the specially formed working group, the Course Feedback Implementation Working Group (CFIWG).

The Terms of Reference for CFIWG were approved by TLC on May 17, 2022, and the working group membership was confirmed in September 2022.

HISTORY

The Universal Student Rating of Instruction (USRI) questionnaire, the guidelines for administration of USRI, and the reporting of USRI data were approved at General Faculties Council at the University of Calgary in 1997. The USRI system was subsequently launched in the Fall term of 1998. The USRI launched at that time was a 12-item Likert-scale questionnaire developed to serve as a mechanism to gather student feedback at the end of a course, and to serve as one facet in understanding teaching quality at the University of Calgary. The guidelines that govern the USRI administration including: expectations, form of the instrument, reporting, access to USRI data, guidelines for instructors, other use of the data, and archiving of USRI have not been modified since 1998. (For reference, the guidelines can be found here.)

The USRI is typically administered at the same time as faculty/department/unit course feedback surveys, herein referred to as "Faculty Forms." The Faculty Forms are developed and governed by the academic units and are intended to complement the information collected through the USRI questionnaire. Most Faculty Forms consist of open-ended questions and serve to collect qualitative feedback from students. After its launch in 1998, the USRI was reviewed in 2003 by a USRI Review Committee. Both reports can be found on the USRI Working Group website.

Over the last 20 years there have been significant advancements in several areas that drive the need for a comprehensive review of the USRI system. First, advances in the understanding of how people learn and the research in teaching, learning and student engagement in higher education inform what teaching practices enhance and optimize student learning (Ambrose, Lovett, Bridges, DiPietro & Norman, 2010; Bransford, Brown & Cocking, 1999; National Academies of Sciences, Engineering, and Medicine, 2018; Schwartz & Gurung, 2012; Smith & Baik, 2019). Modern course evaluation questionnaires should reflect questions linked to scholarly teaching and learning practices, including placing value on multiple ways of knowing (Louie et al., 2017). Second, over the past two decades, there have been advances in collecting systematic feedback on student outcomes as well as student feedback on their learning and campus experiences. Universities have recognized the need to have multiple mechanisms to collect student feedback on their experience, including end-of-course feedback forms, but they also acknowledge that opportunities for students to provide feedback on their experiences need to go far beyond course feedback.

Finally, there have been advances in the technology available to set up student feedback systems in higher education. Available technology systems such as Explorance, Anthology-Campus Labs, and Creatrix Campus include options such as validated course feedback questionnaires, question banks that can be customized to align with different learning experiences (i.e., online or face-to-face, clinical and lab settings, experiential learning courses), midcourse feedback questionnaires and automated reminders for students and staff, and the capability for online integration with an institution's learning management systems. These technologies are vastly advanced from the University of Calgary's current system, which is the Scantron-based Class Climate. In addition to increased functionality and ease of use, new technology platforms support advanced survey data practices and data collection, management, and reporting.

In January 2019, a working group formed to conduct a review of the University's USRI system, including the current questions, the platform used to administer the USRI and the processes around communication, collection, and distribution of the USRI. Upon conducting a review, the working group prepared the USRI Recommendation Report, which was endorsed by General Faculties Council on April 7, 2022.

RISKS

The risks to slowing this work include:

- Continued use of original USRI questions that have been identified by academic staff and students as

inadequate and outdated

- A delay in rethinking and revising all aspects of the course feedback system to ensure equity, diversity and inclusion practices and approaches are incorporated, and implementation of provisions to address and mitigate harassment and oppression of equity-seeking groups that can be present in the comments collected through Faculty Forms
- Impact to the institution's reputation and commitments to the value of teaching and learning and student experience by falling behind peer institutions who have revised and modernized course feedback processes

ROUTING AND PERSONS CONSULTED

Progress	Body	Date	Approval	Recommendation	Discussion	Information
	Teaching and Learning Committee	2023-04-18			X	
	Teaching and Learning Committee	2023-05-16			X	
	Teaching and Learning Committee	2023-09-23			X	
X	General Faculties Council	2023-10-05			X	

NEXT STEPS

Use feedback and direction provided from GFC to make any further modifications to the core questions.

SUPPORTING MATERIALS

1. PowerPoint presentation (to be shown at the meeting)

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GENERAL FACULTIES COUNCIL
INFORMATION BRIEFING NOTE

SUBJECT: **2023 Institutional Sustainability Report**

PROPONENTS

Penny Werthner, Interim Provost and Vice-President (Academic)
Joanne Perdue, Associate Vice-President (Sustainability)

PURPOSE

To inform the Committee on the upcoming release of the University of Calgary's 2023 Institutional Sustainability Report (ISR) highlighting the University's annual progress on the Institutional Sustainability Strategy (ISS).

OVERVIEW

The 2023 ISR showcases the University of Calgary's sustainability progress over the 2022-2023 academic year. The report is organized under six thematic areas aligned with the United Nations (UN) Sustainable Development Goals (SDGs) and supporting the six transformations for the SDGs. These include:

1. Education, Gender, and Equitable Societies.
2. Health, Well-being, and Demography.
3. Energy Decarbonization and Sustainable Industry.
4. Sustainable Food, Land, Water and Oceans.
5. Sustainable Cities and Communities.
6. Peace, Justice, and Strong Institutions.

The ISR Summary of Outcomes (attached as supporting material) provides select highlights on the institution's continued progress under all goals of the ISS. The 2023 ISR will be released during Campus Sustainability Week on October 25th, 2023. The University's progress toward the ISS and key points on the supporting communications plan are outlined below.

KEY POINTS

The University of Calgary continues to demonstrate steady progress in sustainability. This progress was externally affirmed by the achievement of a top 2% global ranking under the Times Higher Education's (THE) University Impact Ranking. THE evaluates a university's progress in advancing the UN SDGs. The diverse leadership across UCalgary's campus community helped it to secure the 34th spot among more than 1,590 institutions. This marks the fourth consecutive year that UCalgary has achieved a top 5% global ranking. Among the Canadian U15 research institutions, UCalgary retained its seventh position. Canada is the third highest ranked country within the THE Impact Ranking, reflecting the strong sustainability performance of Canadian universities. Select 2023 outcomes include:

- Recognized as one of Canada's best diversity employers for the seventh year in a row,
- Mental Health Gold Certified since 2021,
- Over 25,700 sustainability-related research publications,
- 50 sustainability-related start-ups were launched,
- Approximately 16,000 students took one or more sustainability courses in 2022-2023,
- Over 1,900 students participated in over 460 Campus as a Learning Lab experiential learning projects,

- Greenhouse gas emissions were reduced by 39% over our 2008 baseline despite campus growth,
- Potable water use was reduced by 48% over our 2008 baseline despite campus growth, and
- Over 60% of daily waste and 86% of construction and demolition waste was diverted from landfill.

The 2023 report highlights the University's progress through an online report organized under six thematic sections that reflect the Six Transformations for the Achievement of the Sustainable Development Goals **(SDGs).** The report provides readers with an introduction to sustainability at UCalgary, at-a-glance progress highlights, a two-minute highlights video, and an online report that showcases UCalgary's positive social impact at local, regional, national, and international scales.

The six themes in the 2023 report are:

1. Education, Gender, and Equitable Societies.
2. Health, Wellbeing, and Demography.
3. Energy Decarbonisation and Sustainable Industry.
4. Sustainable Food, Land, Water, and Oceans.
5. Sustainable Cities and Communities.
6. Peace, Justice, and Strong Institutions. [1]

Each theme includes subsections for Research and Innovation; Teaching, Learning, and Student Experience; and Campus and Community Impact. Links to supporting stories and related progress metrics are provided.

This report format enables UCalgary to:

- Increase student, staff, faculty, alumni, and community awareness of UCalgary's foundational commitment to sustainability through teaching and learning, research excellence, community partnerships, and campus operations while demonstrating our progress on the Institutional Sustainability Strategy.
- Align UCalgary's sustainability efforts with the UN SDGs to create a strong line-of-sight to the increasing number of sustainability rankings and awards programs that evaluate sustainability performance through an SDG lens.
- Provide a report layout that is easy to read and navigate, making it accessible to a widespread audience.

The 2023 report release will be supported by a communications plan to increase awareness about UCalgary's positive sustainability impact. The report will be released on October 25, 2023, during Campus Sustainability Week. The communication plan aims to:

- Demonstrate connections to Ahead of Tomorrow.
- Reach increased numbers of readers through UToday stories, Sustainability Newsletters, and posts to social media channels promoting the video.
- Leverage the numerous engagement events planned during the Campus Sustainability Week to raise awareness about the report and highlight UCalgary's sustainability performance.

BACKGROUND

The University of Calgary's Sustainability Policy (2010) confirms a commitment to excellence and leadership in advancing sustainability within research and teaching, engagement, and operational practices. Following approval by the Board of Governors in October 2015, the ISS was launched in February 2016 to provide a road map for continuous improvement in advancing this commitment. In 2023-24, UCalgary will renew the ISS. Ahead of Tomorrow, UCalgary's 2023-2030 strategic plan confirms sustainability as one of five foundational commitments that, together with the strategic plan, lay a mosaic for the future of UCalgary. The four additional foundational commitments of Equity Diversity, Inclusion, and Accessibility; Global Engagement; Indigenous Engagement; and

[1] This theme differs from the Six Transformations for the Achievement of the SDGs (Digital Revolution for Sustainable Development) as it is a better fit to showcase UCalgary's sustainability leadership

Mental Health each support and link to UCalgary's sustainability strategy. The SDGs were adopted by all UN member states in 2015 and are a universal call to action to end poverty, improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

ROUTING AND PERSONS CONSULTED

Progress	Body	Date	Approval	Recommendation	Discussion	Information
	Environment, Health, Safety & Sustainability Committee	2023-09-26				X
X	General Faculties Council	2023-10-05				X
	Board of Governors	2023-10-13				X

SUPPORTING MATERIALS

1. 2023 Institutional Sustainability Report Summary of Outcomes

2023 | Institutional Sustainability Report Summary of Outcomes

The 2023 Institutional Sustainability Report showcases progress on our Institutional Sustainability Strategy and our commitment to innovation, excellence, and leadership in sustainability. Through six transformative themes to advance the United Nations' Sustainable Development Goals, this report highlights the ingenuity and creativity of our UCalgary community to improve the world around us, and to spark local and global change. Our report includes sustainability progress across research and scholarship, teaching and learning, community engagement, and campus operations.

At the University of Calgary, we dare to imagine Ahead of Tomorrow to surpass today's limitations in our quest for a prosperous, compassionate, sustainable, and equitable world.

The 2023 *Summary of Outcomes* provides select highlights of UCalgary's commitment to shaping a more equitable and sustainable future. We invite you to explore the full report at **ucalgary.ca/sustainability** and learn more about how UCalgary is igniting positive change.

"As a community, the University of Calgary is on a mission to tackle humanity's biggest issues. We accept the challenge to be responsible stewards of Earth's land, air and other resources, because our talented scholars are leading on the path towards a more sustainable world.

Through our Institutional Sustainability, our campus continues to grow its impact through social responsibility, engagement, experiential learning, capacity building, diversity, and entrepreneurialism. The University of Calgary's new strategic plan, *Ahead of Tomorrow* reflects these principles that keep us grounded in purpose as we continue to spark global change."

Dr. Ed McCauley
President and Vice-Chancellor

UNIVERSITY OF CALGARY

ucalgary.ca/sustainability
@ucalgarysustain
@ucalgarysustain

The University of Calgary, located in the heart of Southern Alberta, both acknowledges and pays tribute to the traditional territories of the peoples of Treaty 7, which include the Blackfoot Confederacy (comprised of the Siksika, the Piikani, and the Kainai First Nations), the Tsuut'ina First Nation, and the Stoney Nakoda (including Chiniki, Bearspaw, and Goodstoney First Nations). The City of Calgary is also home to the Métis Nation of Alberta Region 3.

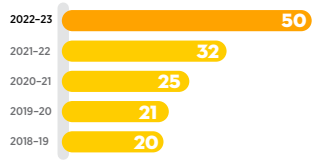
Recognized as one of **CANADA'S BEST DIVERSITY EMPLOYERS** for the seventh year in a row

TOP 5% GLOBALLY for advancing the **U.N. SUSTAINABLE DEVELOPMENT GOALS** for the **PAST 4 YEARS**

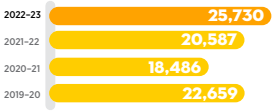
MENTAL HEALTH GOLD LEVEL CERTIFIED since 2021

Research & Innovation

SUSTAINABILITY STARTUPS
stemming from the innovation and entrepreneurship of UCalgary community members



SUSTAINABILITY-RELATED RESEARCH PUBLICATIONS



Over **7,300 HEALTH** and **WELL-BEING RESEARCH PUBLICATIONS***

Over **1,300 EDUCATION, GENDER** and **INEQUALITY RESEARCH PUBLICATIONS***

Over **12,000 PEACE JUSTICE, STRONG INSTITUTIONS** and **COMMUNITY PARTNERSHIPS RESEARCH PUBLICATIONS***

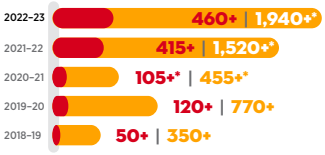
Over **2,300 CLEAN ENERGY** and **CLIMATE ACTION RESEARCH PUBLICATIONS***

Over **750 ECONOMIC GROWTH AND SUSTAINABLE CITIES** and **COMMUNITIES RESEARCH PUBLICATIONS***

Over **950 SUSTAINABLE FOOD, WATER** and **LAND RESEARCH PUBLICATIONS***

Teaching, Learning & Student Experience

Students engaged in **CAMPUS** as a **LEARNING LAB**
experiential learning sustainability projects

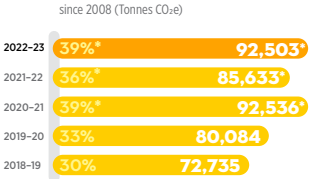


* Data affected by COVID-19

Over **16,000 UCALGARY STUDENTS** took at least one or more **SUSTAINABILITY-RELATED COURSES** in 2022-23

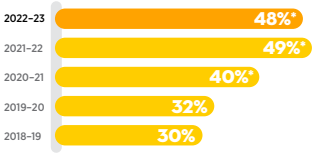
Campus & Community Impact

REDUCTION of **GREENHOUSE GAS EMISSIONS**
since 2008 (Tonnes CO_2e)



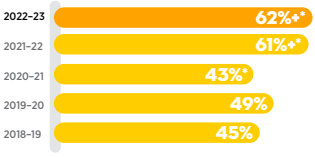
Scope 1 and 2 CO_2 emissions
* Data affected by COVID-19

REDUCTION in **WATER USE**
since 2008



* Data affected by COVID-19

DAILY WASTE DIVERTED
from landfill



* Data affected by COVID-19

Recognized as **BEE CITY CAMPUS** since 2020

FAIR TRADE CERTIFIED CAMPUS since 2015

UNIVERSITY OF CALGARY

GENERAL FACULTIES COUNCIL EXECUTIVE COMMITTEE
Report to General Faculties Council
for the meetings held August 30, 2023 and September 20, 2023

The following report is submitted on behalf of the General Faculties Council (GFC) Executive Committee (EC).

August 30, 2023

Approval of Revisions to the Haskayne School of Business Faculty Council Terms of Reference

The EC reviewed a proposal to add a voting member seat to the Faculty Council for one of the two Haskayne School of Business (HSB) Students' Union (SU) Students Legislative Council (SLC) representatives and to update the titles of two Faculty Council members.

In response to questions, it was reported that the HSB has approximately 100 academic staff members, that the SU will choose which of the two HSB SLC student representatives will serve in the new HSB Faculty Council seat, and that the second HSB SLC student representative will be invited to attend the Faculty Council meetings as an observer.

The EC voted to approve the revisions to the Haskayne School of Business Faculty Council Terms of Reference.

Appointment Work

Graduate Academic Program Subcommittee (GAPS)

The EC named Qiao Sun, Schulich School of Engineering, as the Academic Co-Chair of the GAPS, for a term until June 30, 2026 or until her time on the GAPS ends, if that is sooner.

Research and Scholarship Committee (RSC)

The EC named Sheri Madigan, Faculty of Arts, as the Academic Co-Chair of the RSC, for a term until June 30, 2025 or until her time on the RSC ends, if that is sooner.

Academic Planning and Priorities Committee (APPC)

The EC named, in rank order, members of the GFC to be approached by the University Secretariat to serve as a member of the APPC for a term to end June 30, 2026. Following the meeting, Cydnee Seneviratne, Faculty of Nursing, agreed to serve and was deemed appointed by the EC.

The EC named Dawn Johnston, Faculty of Arts, as the Academic Co-Chair of the APPC, for a term until June 30, 2025 or until her time on the APPC ends, if that is sooner.

Academic Staff Criteria and Processes Handbook Working Group (ASCPHWG)

The EC named, in rank order, academic staff members to be approached by the University Secretariat to stand for appointment as the Academic Co-Chair of the ASCPHWG for a term to end June 30, 2026. Following the meeting, Justine Wheeler, Libraries and Cultural Resources, agreed to serve and was deemed appointed

by the EC.

The EC named, in rank order, academic staff members to be approached by the University Secretariat to serve as a member of the ASCPHWG for a term to end June 30, 2026. Following the meeting, Erin Sullivan, Faculty of Science, agreed to serve and was deemed appointed by the EC.

Advisory Selection Committee for a Dean and Vice-Provost (Graduate Studies)

The EC named, in rank order, academic staff members to be approached by the University Secretariat to stand for election to the Advisory Selection Committee for a Dean and Vice-Provost (Graduate Studies). The first four individuals to agree to stand for election will be presented on a ballot for the election of two by the GFC. The election will be held electronically following the October 5, 2023 GFC meeting.

Approval of Revisions to the Academic Planning and Priorities Committee and Calendar and Curriculum Subcommittee Terms of Reference (Co-Chairs)

The EC heard that the restructuring of the Provost's Office has led to the development of a proposal to revise the Terms of Reference of the APPC and the Calendar and Curriculum Subcommittee (CCS) to make changes to the co-chairing of these committees. The Deputy Provost's new portfolio makes this person a good fit to be the Co-Chair of the APPC rather than the Provost and Vice-President (Academic), and it is being suggested that the Registrar be the Co-Chair of the CCS as this person used to lead previous iterations of this committee.

In response to a question, it was confirmed that it has been determined that the Vice-Provost (Student Experience) should remain on the CCS as a member.

The University Secretary noted that a fulsome review of the Terms of Reference of all the GFC standing committees will be occurring this meeting year.

The EC voted to approve the revisions to the Terms of Reference of the APPC and CCS.

Review of the Draft June 8, 2023 GFC Agenda

The EC reviewed the early draft of the agenda for the October 5, 2023 GFC meeting.

September 20, 2023

Note: Quorum was not achieved for this meeting, but the EC decided to approve the agenda and then proceed to discuss the remaining items, per the General Faculties Council Standing Committees General Terms of Reference.

Operational Plan – Academic and Research Plans

The EC was reminded that *Ahead of Tomorrow*, the University's strategic plan for 2023-2030, was approved in June 2023, and then the EC was informed of the current steps to implement this, including:

- There will be four operational implementation plans: the Academic Plan, the Research and Innovation Plan, the Community Plan, and the Operational Plan
- Some initiatives will crosscut more than one of the implementation plans, and the Operational Plan will underlay the other three

- The implementation plans will run 2024-2027, and then will be renewed until 2030
- The timeline for approval of the plans is currently being determined
- Drafts of the implementation plans will be released to the University community in late September or early October, and there will be a period of feedback gathering including discussion by GFC and the Board of Governors and several of their standing committees
- The Strategic Planning Oversight Committee will be brought back to oversee the implementation plans process

In response to questions, the EC heard that:

- The implementation plans will include metrics
- The feedback period can include consultation with interested stakeholder groups including the Faculty Association and persons in the external community
- The University's institutional commitments, such as to *ii' taa'poh'to'p* (the Indigenous Strategy) and the Campus Mental Health Strategy, will be woven into the implementation plans

Discussion included:

- It would be good if some of the metrics were designed to be at the unit level, as this would facilitate engagement and action at the Department and program levels
- The implementation of the strategies in *Ahead of Tomorrow* is not starting at zero, as the University currently has Entrepreneurship and Innovation courses and an Embedded Certificate in Entrepreneurial Thinking, as examples, and these could be promoted
- It is applauded that the approved *Ahead of Tomorrow* strategic plan has an objective that all students will have an entrepreneurial thinking experience, but is not rigid in what this experience will be
- Communication about the linkages between the implementation plans and the University's various strategic plans, Faculty plans, and institutional priorities, such as to equity, diversity, inclusion and accessibility, will be necessary

Review of the Draft June 8, 2023 GFC Agenda

The EC reviewed the current draft of the agenda for the October 5, 2023 GFC meeting.

Following discussion, the EC determined that the Academic and Research Plans should be added to the agenda for discussion. It was noted that these plans were already scheduled to come to GFC in the fall but that adding a discussion to the first GFC meeting would be helpful.

Prepared by the University Secretariat on behalf of Ed McCauley, Chair, and Penny Werthner, Vice-Chair

UNIVERSITY OF CALGARY

ACADEMIC PLANNING AND PRIORITIES COMMITTEE
Report to General Faculties Council
for the meeting held on September 25, 2023

This report is submitted on behalf of the Academic Planning and Priorities Committee (APPC).

Committee Orientation

The Co-Chairs and University Secretary gave a presentation orienting the members to the APPC, including a description of the General Faculties Council (GFC) standing committees structure, the APPC membership, and the role and responsibilities of the APPC.

Appointment of One Academic Staff Member to the Calendar and Curriculum Subcommittee (CCS)

The Terms of Reference for the CCS state that the APPC is required to appoint two academic staff members as voting members of the Committee. One of these seats was recently vacated by Shawna Cunningham, who has joined the Senior Leadership Team as Acting Vice-Provost, Indigenous Engagement. The APPC named, in rank order, three academic staff members to be approached by the University Secretariat.

Academic Plan

The Co-Chair provided a verbal update regarding the University's academic plan. The APPC learned that although the institutional strategic plan, *Ahead of Tomorrow*, is for 2023–2030, the academic plan is being prepared for 2024–2027, which will allow for re-evaluation after the first three years. A first draft of the academic plan has been submitted to the Executive Leadership Team (ELT), which will be followed by a period of intensive consultation with the campus community. The Interim Provost and Vice-President Academic is scheduled to present the academic plan to the APPC on October 16, 2023.

Quality Assurance Unit Review Report Cumming School of Medicine

The APPC received the Quality Assurance Unit Review Report for the Cumming School of Medicine (CSM). The APPC discussed the recommendations made by the reviewers, which included the need for: culture change (improving EDIA, Indigenous engagement, wellness, and harassment reporting), reinvigorating the School from post-pandemic burn-out, and growing the research program. It was noted that CSM's Strategic Plan and its five priority pillars are well aligned with the recommendations. The APPC commended the recommendations in the report regarding Indigenous matters. The APPC also learned that the CSM's Postgraduate Medical Education (PGME) program, received full accreditation this year and expects to obtain accreditation for the Undergraduate Medical Education (UME) program one year from now.

University Calendar Update

The APPC received an update regarding the implementation of the new Calendar software, Coursedog. The APPC learned that a soft launch of the new Calendar is scheduled for December 8, 2023, but the current Calendar will remain the official 2023–2024 Calendar of record even after the soft launch. The official launch of the new Calendar will be in early March 2024 when the 2024–2025 Calendar is published. The APPC learned that the new Calendar will provide enhanced ease of use and accessibility. The APPC commended the project team for their thoughtful consultation with student groups.

Robin Yates, Co-Chair, and Dawn Johnston, Academic Co-Chair.

UNIVERSITY OF CALGARY

TEACHING AND LEARNING COMMITTEE
Report to General Faculties Council
for the meeting held September 19, 2023

This report is submitted on behalf of the Teaching and Learning Committee (TLC).

Update from the Course Feedback Implementation Working Group (CFIWG) – Revised New Core Questions for Course Surveys

The TLC received a presentation on the recent work of the CFIWG, including that the proposed new core questions for course surveys were provided to the University community for feedback after the TLC discussed and suggested amendments to these at the May 16, 2023 TLC meeting. The presenters then reported on recent changes to the proposed new core questions, reviewed the feedback received from the University community, and presented some options for additional changes. The presenters emphasised that the purpose of the questions is to ask students about their learning experiences and not to review the course instructor.

Discussion included:

- People will interpret "welcomed and included" in different ways, especially in relation to gender and culture, and so revising Question 1 to centre around respect rather than welcome and inclusion is good. Some concern was expressed about centring Question 1 in this way, however, as it implies understanding that some course environments may not be respectful. The TLC discussed the two presented options for rewording Question 1:
    - A student's response to "I found the course atmosphere respectful" could be impacted if fellow students are not respectful. Managing student behaviour in the classroom can be a challenge.
    - "I felt the instructor was committed to creating a respectful environment" allows students to respond that they are satisfied that reasonable effort was made to provide a positive environment even if some issues remain
- It was suggested that "I felt welcomed and included" could be replaced with "I felt a sense of belonging", as this shifts some accountability to the student. It was observed, however, that feeling a sense of belonging is a process and some first-year students may feel respected but not belonging.
- If the course survey indicates negativity in a student's learning environment this should be followed up on and rectified, but the survey may not gather information on what is specifically happening to a student and why. For example, a student may express that they feel disrespected or excluded but this may not be by the instructor.
- Some students are required to take a course that they are not thrilled about, and this may impact their responses to the course survey
- The TLC discussed the proposed options for adding a question on reflective learning:
    - It was observed that none of the three proposed options include the word "reflect", and the presenters reported that this is a deliberate survey design practice that is meant to make the question language accessible to all

- Option 2 ("I was encouraged to be actively aware of my learning throughout the course") and Option 3 ("I gained a deeper understanding in the course by connecting different pieces of information and/or experience") are both clearly about learning, and Option 3 captures synthesis and thus is a strong option, but Option 1 ("I formed new ideas or understandings about the course material") is not as clear

In response to questions, it was reported that:

- Using Explorance Blue as the survey platform is seeing a stronger response rate than Class Climate did
- The new course survey questions will be piloted for two years and then assessed
- Faculties are determining the Faculty-level course survey questions, and these will have more specificity. Instructors will be able to add up to two questions of their own.

The TLC determined that the CFIWG is ready to present its work to the General Faculties Council for additional feedback at this time.

Operational Plan – Academic Plan

The TLC heard that:

- *Ahead of Tomorrow*, the University's strategic plan for 2023-2030, was approved in June 2023
- *Ahead of Tomorrow* will have four implementation plans that are currently being drafted: the Academic Plan, the Research and Innovation Plan, the Community Plan, and the Operational Plan. A number of initiatives will crosscut the implementation plans, and so effort is being made to draft these collaboratively.
- The implementation plans will run 2024-2027 and 2028-2030
- Drafts of the implementation plans will be released to the University community in late September or early October, and there will be approximately six weeks of feedback gathering leading to refinement of the plans. The timeline for the approval of the implementation plans by the General Faculties Council and Board of Governors is not currently set.
- The Strategic Planning Oversight Committee will be overseeing the implementation plans process and will be involved in reviewing the feedback received from the University community
- *Ahead of Tomorrow* is approved and its content is not being reconsidered. The tactical feedback being sought is about how to achieve the University's stated strategies, goals, and objectives, in what order to approach these, and setting assessable metrics.

In response to questions, it was reported that:

- Faculties have their own cadence for Faculty strategic plans, and while some Faculties have put their strategic planning on hold to await the content of the *Ahead of Tomorrow* implementation plans this is not required. Deans have been involved in the early drafting of the Academic Plan and the Research and Innovation Plan. The implementation plans will not be so specifically detailed that they will impact the activities within Faculties.
- The early draft of the Academic Plan does not specifically identify the use of Open Educational Resources (OERs) as a best practice. The University is aware that accessibility is a concern, and schemes to address this include encouraging the use of OERs, having copies of course materials in the University's library, and offering Teaching and Learning Grants to support the development of

OERs. During the feedback gathering stage, members of the University community can advocate for the specific inclusion of reference to OERs in the initiatives and metrics of the Academic Plan.

Standing Reports

The TLC received reports on the current activities of the Taylor Institute for Teaching and Learning and the Students' Union.

Leslie Reid, Co-Chair, and Barbara Brown, Academic Co-Chair

UNIVERSITY OF CALGARY

RESEARCH AND SCHOLARSHIP COMMITTEE
Report to General Faculties Council
for the meeting held September 21, 2023

This report is submitted on behalf of the Research and Scholarship Committee (RSC).

Operational Plan – Research Plan

The RSC heard that:

- *Ahead of Tomorrow*, the University's strategic plan for 2023-2030, was approved by the General Faculties Council and Board of Governors in June 2023
- Four *Ahead of Tomorrow* operational implementation plans are currently being created: the Academic Plan (headed by the Provost and Vice-President (Academic)), the Research and Innovation Plan (headed by the Vice-President (Research)), the Community Plan (headed by the Vice-President (Advancement)), and the Operational Plan (headed by the Vice-President (Services))
- Drafts of the implementation plans will be provided to the University community in late September/ early October, and then there will be approximately six weeks of feedback gathering. The Academic Plan and the Research and Innovation Plan will be discussed by the General Faculties Council and some of its standing committees and these and the Community Plan and the Operational Plan will be discussed by the Board of Governors and some of its standing committees.
- The University's previous strategic plan, the *Eyes High* Strategy 2017-2022, had an Academic Plan and a Research Plan. These will be considered, as will the 2020-2022 *Framework for Growth*, as the new Academic Plan and Research and Innovation Plan are developed. The Research and Innovation Plan will also be informed by the Research Services and Vice-President (Research) Offices' work relating to supporting the University's research enterprise.
- The timeline for approval of the plans is currently being determined
- The implementation plans will run 2024-2027 and then be renewed for 2027-2030 with any necessary changes
- There is connection between the four implementation plans, as some initiatives will crosscut these
- The University will follow the IECB framework for strategic planning, which includes considering internal data, considering external data, consultation with stakeholders, and following best practices
- Members of the University community are encouraged to participate in the feedback phase of the development of the implementation plans, including reading the draft implementation plan documents, re-reading the *Ahead of Tomorrow*, *Framework for Growth*, and *Eyes High* documents, completing online feedback forms, submitting thoughts to a suggestion box, attending workshops, and participating in discussions at Faculty Council meetings
- The Strategic Planning Oversight Committee will be brought back to oversee the implementation plans process
- The RSC will ultimately be asked to recommend the approval of the new Research and Innovation Plan

Discussion included:

- The inclusion of student researchers, especially undergraduate students, is applauded. The Vice-President (Research) reported that undergraduate research opportunities will be growing substantially as new research and scholarship initiatives are rolled out by the University and as the Program for Undergraduate Research Experience (PURE) awards program is expanded. It was noted that the Taylor Institute for Teaching and Learning also helps to foster undergraduate student research experiences through the College of Creativity, Discovery and Innovation (CDCI) and the Global Challenges program.
- The interconnectedness of the four implementation plans is crucial
- Metrics such as the number of research grants received are important, but it will also be valuable to assess diversity, partnerships, and collaborations

In response to a question, it was indicated that the RSC will only formally receive the Research and Innovation Plan for discussion and later recommendation, but that the other three plans will be available on the University's website and members are encouraged to read and provide feedback on these.

Report from the Vice-President (Research)

The RSC received an impromptu report from the Vice-President (Research) and was informed that:

- The Associate Deans Research Council (ADRC) recently received a presentation from Susa Benseler and Francois Bernier about the University's Canada First Research Excellence Fund transdisciplinary research initiative One Child Every Child. The One Child Every Child initiative is an eight-year program with a mandate to positively impact child health globally, and has three themes (Better Beginnings, Precision Health and Wellness, and Vulnerable to Thriving) and several accelerators (including walking parallel paths with Indigenous Elders and scholars; equity, diversity, inclusion and accessibility; technology solutions; and knowledge translation). The initiative is open to more researchers, including faculty, students, and postdoctoral scholars, and interested persons are encouraged to reach out.
- The University's three provincial Major Innovation Fund projects (Medical Devices, eHealth, and Space-Defence Technologies) are also transdisciplinary and interested persons are encouraged to reach out and engage with these
- The current Canada Research Chairs (CRC) intake is underway, and the University has ten CRC to allocate. The ten CRC are split with 7 Canadian Institutes of Health Research (CIHR), 2 Natural Sciences and Engineering Research Council (NSERC), and 1 Social Sciences and Humanities Research Council (SSHRC), but there is some flexibility. Faculties are developing proposals for the ten positions, and members are encouraged to reach out to their Dean if they wish to contribute ideas.
- The name of a new Associate Vice-President (Research), replacing Penny Pexman who left the University, will be announced soon and the person will start in the role on October 1. The person has SSHRC expertise and experience working in the community.

UNIVERSITY OF CALGARY

GENERAL FACULTIES COUNCIL
INFORMATION BRIEFING NOTE

SUBJECT: **Approved Revisions to the Haskayne School of Business Faculty Council Terms of Reference**

PURPOSE

The revised Terms of Reference (TOR) of the Haskayne School of Business (HSB) Faculty Council, recommended by HSB Faculty Council on May 26, 2023 and approved by the General Faculties Council (GFC) Executive Committee (EC) on August 30, 2023, are presented to the GFC for information.

OVERVIEW

The revisions to the TOR include:

- Updating the title of the Vice-Chair
- Updating the name of the PhD Society
- Expanding the membership to include one HSB undergraduate student (currently serving as an elected Faculty Representative, chosen by the Students' Union (SU))

The elected Faculty Representatives are the two students who were elected to serve on the Students' Legislative Council (SLC). Each year the SU will determine which of those two students will be appointed as the HSB Faculty Council member. The other Faculty Representative will be invited to Faculty Council meetings as a non-voting guest (as per past practice).

The previous HSB Faculty Council TOR included one undergraduate student member on Faculty Council – the Haskayne Students' Association President or their delegate. The two SLC Faculty Representatives were invited to meetings as non-voting guests. One of the 2022-2023 SLC Faculty Representatives brought forth a proposal to add an additional undergraduate voting seat to the HSB Faculty Council including the following reasons:

- To promote better continuity in undergraduate student representation and consultative efforts throughout the University and Faculty governance structure and foster a stronger relationship with the undergraduate student body.
- To bolster the connection the SLC Faculty Representatives have with the HSB, as well as other student members on the Faculty Council.
- SLC Faculty Representatives are voting members in other Faculty Councils.
- SLC Faculty Representatives receive training and orientation in governance and are held accountable to their fellow students through elections regulated by the PSLA and the SU bylaws and policies.

At its meeting on May 26, 2023 the HSB Faculty Council approved the corresponding revisions to the HSB Faculty Council Committee TOR.

BACKGROUND

Since the Faculty Council TOR are required to be reviewed every three years, rather than voting on the one revision raised by the Faculty Representative, the HSB Faculty Council undertook a fulsome review of the TOR and two additional minor revisions were also recommended.

ROUTING AND PERSONS CONSULTED

Progress	Body	Date	Approval	Recommendation	Discussion	Information
	Haskayne School of Business Faculty Council	2023-03-24			X	
	Haskayne School of Business Faculty Council	2023-05-26		X		
	GFC Executive Committee	2023-08-30	X			
X	General Faculties Council	2023-10-05				X

NEXT STEPS

After the EC approved the revisions to the Faculty Council TOR, the TOR had immediate effect.

SUPPORTING MATERIALS

Approved Haskayne School of Business Faculty Council Terms of Reference – with tracked changes
Approved Haskayne School of Business Faculty Council Terms of Reference – clean copy

UNIVERSITY OF CALGARY

Haskayne School of Business Faculty Council Terms of Reference

1. ESTABLISHMENT

The Faculty Council (**Council**) is established pursuant to the Post-Secondary Learning Act (**PSLA**) and has those powers granted under the PSLA and these Terms of Reference (**TOR**), subject to the authority of the General Faculties Council (**GFC**).

2. MEMBERSHIP

Chair

Dean of the Faculty of the Haskayne School of Business (the **Faculty**) (ex-officio, voting).

Vice Chair

Associate Dean (Faculty~~Academic~~) of the Haskayne School of Business (the **Faculty**) (ex-officio, voting).

Secretary

Will be appointed annually by the Chair (non-voting).

Members

- the President of the University of Calgary (**University**) or their delegate (ex-officio)
- all full-time, part-time, and joint-appointee members of the academic staff of the Faculty of the Haskayne School of Business (ex-officio)
- the presidents of the Haskayne Students' Association, the MBA Society, and the ~~PhD Society~~Doctoral Association for Students of Haskayne, or their delegates (ex-officio)
- one (1) undergraduate student currently enrolled in the Haskayne School of Business and serving as an elected Faculty Representative, chosen by the Students' Union

Member Terms

Appointed members may be appointed for a term of up to 3 years, with eligibility for re-appointment for an additional term of up to 3 years. A member's term will continue until the term start date of the member's successor or on the expiry date of the member's appointment if there is no successor. Members having served the maximum 6 consecutive years will be eligible for appointment to the Council after a minimum of two (2) years has elapsed since the expiration of their last term.

Casual Vacancies

Appointed members will advise the Council secretary (**Secretary**) as soon as possible of any known or anticipated circumstances that would result in the member being absent from two or more consecutive meetings. In this circumstance or in the event that a member is absent from two or more consecutive meetings without notice, the Chair may agree to allow a substitute to be appointed for the duration of the absence of the member or may declare the member's position vacant and ask that a replacement be appointed for the balance of the member's term. Appointments under this provision will be conducted in accordance with the regular appointment process for that member.

Responsibilities of Members

Members are expected to:

- Familiarize themselves with the Council's role and these Terms of Reference
- Attend each regularly scheduled Council meeting, making every attempt to attend in person
- Come to meetings prepared to engage in respectful, meaningful discussion and provide considered, constructive and thoughtful feedback and commentary, express opinions and ask questions to enable the Council to exercise its best judgment in decision making and advising

3. ROLE

The Council serves as the Faculty's senior academic governing and advisory body on the academic affairs of the Faculty. Accordingly, in addition to the responsibilities listed in the PSLA, the Council reviews and provides recommendations regarding academic priorities, strategies, plans and policies for the Faculty, and provides a forum for discussion, information sharing and approval of Faculty recommendations to the GFC or other external decision-makers.

4. RESPONSIBILITIES

The Council will fulfill its role primarily by carrying out the activities enumerated below.

The listed responsibilities shall be the common, recurring activities of the Council; however, the Council may carry out additional responsibilities and duties within its role.

The Council's primary responsibilities are as follows:

a. determine the programs of study for which the Faculty is established;

b. determine the conditions under which a student must withdraw from or may continue the student's program of studies in the Faculty;

c. authorize the granting of degrees; and

d. such other activities and responsibilities delegated or assigned to it by the GFC or brought to it by the Chair from time to time.

5. POWERS

The Council is empowered to carry out its role and responsibilities subject to any conditions or restrictions that are imposed on it by the GFC.

The Council may delegate any of its powers, responsibilities and functions as it sees fit and may prescribe conditions governing the exercise or performance of any delegated power, responsibility or function, including the power of sub-delegation. The Council shall require as part of any delegation of its authority that any action taken under a delegated authority of the Council be reported to the Council. The Council may also, by resolution, alter or revoke the delegation of any of its powers, responsibilities and functions under this section.

The Council is ultimately responsible for the work and responsibilities of each of its delegates, standing or *ad hoc* committees, and working groups, if any.

6. COUNCIL MEETINGS

Schedule

The Council will meet during the period from September to June in each year (the **Meeting Year**) in accordance with a meeting calendar provided to members. Additional regular or special meetings may be called by the Chair.

Notice

Members will be provided with a calendar of meeting dates for regularly scheduled meetings at least 2 months in advance of each Meeting Year, which calendar is deemed to be sufficient notice to all members of any meeting shown in the calendar. Except in the case of an emergency meeting, notice of meetings that do not appear in the calendar will be provided at least two days in advance of the meeting date. Meeting details will be communicated to members by the Secretary as soon as they are available before each meeting.

The accidental omission or irregularity of any notice of any meeting, or the non-receipt of any notice by any of the persons entitled to notice, does not invalidate any proceedings at a meeting.

Meeting Agendas

Meeting agendas will be formulated by the Chair and reviewed and approved in accordance with the Secretary's procedures.

A member intending to introduce a new matter at a meeting shall give written notice of the matter and any materials for the Council's consideration, to the Chair and the Secretary at least eight days in advance of the meeting at which it is intended to be introduced.

Notwithstanding the paragraph above, a matter may be introduced to a meeting of the Council without the specified notice thereof having been given and without it having been included in the agenda if the matter is communicated in advance to the Chair, and its introduction to the meeting is approved by the Chair.

If a person who is not a member or a guest approved by the Chair wishes to address the Council at any meeting, such person may do so if he or she has received the prior permission of the Chair.

Materials

As much as possible, meeting materials will be provided to the Council electronically one week in advance of a scheduled meeting.

Absence of Chair

In the event that the Chair is unable to attend a meeting of the Council, the Vice Chair shall act as Chair for that meeting.

If neither the Chair nor the Vice Chair is present within fifteen (15) minutes of the time fixed for the commencement of the meeting, the meeting will be canceled.

Quorum

A quorum for the transaction of business at any meeting of the Council is a number equal to a one-half (1/2) of the members of the Council.

If quorum for a Council meeting is not present within ten (10) minutes of the time fixed for the commencement of the meeting, the Chair of the meeting may:

1. refer the business of the meeting to the Faculty Council Committee;
2. adjourn the meeting; or
3. cancel the meeting.

If quorum for a Council meeting is lost at any time during the meeting, the Chair of the meeting, in his or her sole discretion, may refer the balance of the business of the meeting to the Faculty Council Committee or postpone the business to the next meeting of the Council.

Conduct of Meetings

In the sole discretion of the Chair, Council meetings may be held in person or by means of a telephonic, electronic or other communication facility that permits all participants to communicate adequately with each other during the meeting.

The Chair, or in his or her absence, the Vice Chair, shall be responsible for the orderly conduct of meetings of the Council. Meetings will be conducted in accordance with all applicable laws and these Terms of Reference or, where applicable laws or these Terms of Reference are silent on the matter, as determined by a ruling of the Chair, acting reasonably. The Chair may consult the Secretary and look to Roberts Rules of Order or Nathan's Company Meetings for guidance on the conduct of meetings, however, none of these sources shall be considered determinative and the Chair retains the discretion to make a final determination on the matter, subject to challenge as provided below.

The Chair's ruling shall bind all members of the Council except where a motion challenging the ruling has been duly moved, seconded and carried by two-thirds (2/3) of the members present at the meeting, whereupon such ruling shall cease to have force and effect. In this event, a member may propose a new ruling and provided it is duly moved, seconded and carried by a majority of the members present at the meeting; it shall bind all members of the Council.

Electronic Participation

In the event that a Council meeting is held by means of a telephonic, electronic or other communication facility, members may participate in the meeting by means of the telephonic, electronic or other communication facility made available by the Secretary. A person participating in a meeting by such means is deemed to be present at the meeting and may vote through the telephonic, electronic or other method of communication being used.

Voting at Meetings

Only Council members may move, second and vote on motions.

Motions will be decided by a show of hands, a roll call (voice), consensus, or otherwise in such manner that clearly evidences a member's vote and is accepted by the Chair of the meeting. Voting by proxy is not allowed.

An affirmative vote of a majority of the members present and eligible to vote, or consent without objection is required to pass a motion. The Chair does not have a second or casting vote.

A declaration by the Chair of the meeting that a motion has been carried and an entry to that effect in the minutes shall be prima facie evidence of the action taken. Any member may ask at the time of the vote that the member's individual vote or abstention be recorded in the minutes.

Elections will be decided based upon the number of votes in favour of each nominee in descending order, the first elected person being the nominee with the most votes. Additional elected persons will be the person(s) with the next highest number of votes in descending order until all elected persons have been determined. In the event of an equal number of votes being cast for more than one nominee (a tie), the Chair (or the Vice Chair where the Chair is in a conflict of interest) will cast a vote to break the tie.

Resolutions in Writing

Resolutions in writing are only suitable for straightforward motions or where it is not feasible or practical to call a meeting of the Council and should be used infrequently. Resolutions in writing may be circulated for approval via facsimile, electronic mail or electronic poll.

A resolution of the Council consented to in writing by a majority of the members entitled to vote on it, whether by signed document, facsimile, electronic mail or any other method of transmitting legibly recorded messages, shall have the same force and effect as if it had been passed at a Council meeting duly called and held. Such resolution may be in two or more counterparts which together are deemed to constitute one resolution in writing. A resolution passed in this manner is effective on the date stated in the resolution or, if a date is not stated, on the latest date stated on any counterpart or the latest date on which the required number of affirmative votes is communicated to the Secretary.

The procedures for approval of resolutions via electronic mail or electronic poll are as follows:

- Resolutions will be circulated to members by electronic mail at the e-mail address on file with the Secretary or by electronic poll
- The resolution will expire in the time set in the message; however, the Chair or the Secretary may extend the deadline once by up to a maximum of seven days
- An affirmative vote of a majority of members who are eligible to vote is required to pass a resolution made via electronic mail or electronic poll

- The Secretary is responsible for tallying the votes and informing the Council of the outcome
- Written resolutions may not be amended; however, the member who proposed the resolution may withdraw it at any time prior to receipt of the necessary approval or the expiry time, if one, or with the approval of all of the members who voted on the resolution
- If the resolution does not receive the required votes by the deadline (as extended, if applicable), it does not pass

Open and Closed Meetings

The Council may hold open and closed meetings or sessions of the Council in compliance with all applicable laws.

Open meetings or open sessions of meetings of the Council may be attended by the public, subject to the limitations of space. Non-members would be considered to be Invited Guests and Visitors.

Closed meetings or closed sessions of meetings of the Council will be attended by the Secretary unless specifically excused by the Chair, and by those guests who are invited to remain for the closed session or a portion thereof. If the Secretary is excused by the Chair from a closed session, the Chair will appoint one of the members present to act as secretary for the session, which member shall record any discussions, decisions and actions of the Council pertaining to Council business done in closed session, and will provide a signed record to the Secretary for the official records.

Invited Guests and Visitors

Guests may be invited to attend and speak at a meeting with the approval of the Chair given in advance of the meeting or, in the sole discretion of the Chair of the meeting, during the meeting.

Visitors in attendance at a meeting to observe Council proceedings may speak only if expressly invited to do so by the Chair of the meeting. All visitors are expected to maintain the decorum prescribed for parliamentary galleries and no person is allowed to use a camera or a recording device in a Council meeting. In the event of a breach of these rules or a disturbance, the Chair may eject persons from the meeting or adjourn the meeting.

Council Records

Minutes of the proceedings of all Council meetings and records of all decisions of the Council made outside of a meeting will be created and presented to the Council for approval or information, as applicable, at its next subsequent meeting.

The Council shall keep as permanent records, minutes of all Council meetings, a record of all actions taken by the Council without a meeting, and a record of all actions taken by a committee exercising the authority of the Council. The Council shall maintain its records in a form capable of conversion into written form within a reasonable time.

The official records of the Council will be maintained under the custodianship of the Secretary and shall be available for inspection in the Secretary's office by any member of the Council at any time during regular office hours upon reasonable advance notice to the Secretary.

Access to the official records of the Council by persons other than members will be determined in accordance with applicable legislation and University policies in effect from time to time.

Certification of Records

The Chair, the Secretary or such other person designated by the Council for the purpose may, in a written certificate, certify that:

a. a writing referred to in the certificate is a true copy of all or part of a minute of the proceedings of a meeting of the Council or a resolution of the Council; and
b. that the minute or resolution or part thereof is or is not in effect as at a date stated in the certificate.

A certificate made under this section shall, in relation to the Council, be prima facie proof of the facts stated therein without proof of the signature or capacity of the person signing the certificate.

If the person making the certificate is not the Secretary, that person shall make and deliver to the Secretary an executed copy of the certificate as soon as reasonably possible.

7. COMMITTEES

Establishment

The Council may, by resolution, establish standing or ad-hoc committees with such responsibilities, authorities, membership and operational rules as it considers appropriate. The Council may also, by resolution, dissolve any committee.

Authority

The Council may delegate to a committee any of the Council's powers, responsibilities or functions, on such conditions, if any, set out in the establishing resolution or any subsequent resolution. The Council may also, by resolution, alter or revoke the delegation of any of its powers, responsibilities and functions under this section.

Rules and Procedures

Except where otherwise specified in these Terms of Reference, the responsibilities, authorities, membership and operation of a committee shall be set out in terms of reference approved by the Council or its delegate.

Committees shall report their activities and decisions to the Council at such times and in such manner as required by the Council.

8. WORKING GROUPS

The Council may create working groups that report to the Council directly or through the Chair, to facilitate the accomplishment of its responsibilities. The membership of any working group shall be determined by the Chair, taking into consideration any recommendations for membership made by the Council. Working group members may be drawn from outside the Council.

9. OUTSIDE ADVISORS

The Chair is authorized to retain outside advisors with particular expertise to advise the Council if the Chair determines in his or her sole discretion that doing so is essential to the Council in carrying out its responsibilities.

10. RESPONSIBILITIES OF THE CHAIR

In addition to the other responsibilities of the Chair set out in these Terms of Reference, the Chair shall provide leadership to enable the Council to effectively carry out its role and responsibilities, act as a spokesperson for the Council, act as the liaison between the Council and the GFC and other University or external groups or individuals, and will generally oversee the Council's activities. The Chair shall also oversee the engagement of any outside advisors.

The Vice Chair will carry out any or all of the Chair's responsibilities at the request of the Chair or in the event that the Chair is absent or unable to carry out their responsibilities, and will have those additional powers and duties assigned by the Chair and the Council from time to time.

11. SPOKESPERSON

The Chair, or in his or her absence or inability to act, the Vice Chair, is the only person authorized to speak for the Council.

12. REPORTING TO THE GFC

The Council shall report their activities and decisions to the GFC at such times and in such manner as required by the GFC.

13. COUNCIL ASSESSMENT

The Council shall carry out an assessment of its performance and operations no later than three years following its last assessment in accordance with a process approved by the Council or its delegate.

14. AUTHORIZATION AND EXECUTION

All documents or instruments in writing requiring execution on behalf of the Council shall be signed by the Chair or those authorized signatories specified in, and in accordance with, a written authorization of the Council.

All documents or instruments authorized and signed on behalf of the Council as provided herein shall be valid and binding on the Council.

15. VALIDITY OF NOTICES

"Business Day" for the purposes of this section means a day other than a day that the University of Calgary is closed or a Saturday, Sunday, statutory or civic holiday in Calgary, Alberta.

Any notice or communication required or permitted to be given or made hereunder will be sufficiently given or made for all purposes if delivered personally, sent by electronic mail or facsimile or sent by

ordinary mail within Canada to the last address listed in the records of the Secretary. Any such notice or communication if sent by facsimile or other means of electronic communication shall be deemed to have been received on the day of sending, and if delivered by hand shall be deemed to have been received at the time it is delivered to the applicable address. A document sent by mail will be deemed to be received on the fifth Business Day after the day on which it is mailed. In proving the notice or communication was mailed, it shall be sufficient to prove that such document was properly addressed, stamped and posted.

16. REVIEW AND CHANGES TO THESE TERMS OF REFERENCE

These Terms of Reference will be reviewed by the Council at least once every three years and any changes it considers necessary will be recommended to the GFC or its delegate for approval.

Anything done pursuant to, or in reliance on, these Terms of Reference before they were amended, replaced or repealed is conclusively deemed to be valid for all purposes.

Minor amendments and corrections to these Terms of Reference that are required in between reviews may be made by a majority vote of the Council and reported to the GFC or its delegate at that body's next meeting.

17. GENERAL

Headings

The headings used throughout these Terms of Reference are inserted for reference only and are not to be considered in construing the terms and provisions of these Terms of Reference or to be deemed in any way to clarify, modify or explain the effect of such terms or provisions.

Conflict with Terms of Reference

In the event of a conflict between the provisions of these Terms of Reference and the provisions of applicable legislation, the provisions of the applicable legislation shall govern.

Invalidity of Provisions

The invalidity or unenforceability of any provision of these Terms of Reference shall not affect the validity or enforceability of the remaining provisions of these Terms of Reference.

18. EFFECTIVE DATE

These Terms of Reference will be effective on the date that they are approved by the GFC or its delegate. All prior or existing Terms of Reference of the Council are repealed as of the effective date of these Terms of Reference.

Dated: ~~**December 18, 2015**~~**new approval date**

UNIVERSITY OF CALGARY

Haskayne School of Business Faculty Council Terms of Reference

1. ESTABLISHMENT

The Faculty Council (**Council**) is established pursuant to the Post-Secondary Learning Act (**PSLA**) and has those powers granted under the PSLA and these Terms of Reference (**TOR**), subject to the authority of the General Faculties Council (**GFC**).

2. MEMBERSHIP

Chair

Dean of the Faculty of the Haskayne School of Business (the **Faculty**) (ex-officio, voting).

Vice Chair

Associate Dean (Faculty) of the Haskayne School of Business (the **Faculty**) (ex-officio, voting).

Secretary

Will be appointed annually by the Chair (non-voting).

Members

- the President of the University of Calgary (**University**) or their delegate (ex-officio)
- all full-time, part-time, and joint-appointee members of the academic staff of the Faculty of the Haskayne School of Business (ex-officio)
- the presidents of the Haskayne Students' Association, the MBA Society, and the Doctoral Association for Students of Haskayne, or their delegates (ex-officio)
- one (1) undergraduate student currently enrolled in the Haskayne School of Business and serving as an elected Faculty Representative, chosen by the Students' Union

Member Terms

Appointed members may be appointed for a term of up to 3 years, with eligibility for re-appointment for an additional term of up to 3 years. A member's term will continue until the term start date of the member's successor or on the expiry date of the member's appointment if there is no successor. Members having served the maximum 6 consecutive years will be eligible for appointment to the Council after a minimum of two (2) years has elapsed since the expiration of their last term.

Casual Vacancies

Appointed members will advise the Council secretary (**Secretary**) as soon as possible of any known or anticipated circumstances that would result in the member being absent from two or more consecutive meetings. In this circumstance or in the event that a member is absent from two or more consecutive meetings without notice, the Chair may agree to allow a substitute to be appointed for the duration of the absence of the member or may declare the member's position vacant and ask that a replacement be appointed for the balance of the member's term. Appointments under this provision will be conducted in accordance with the regular appointment process for that member.

Responsibilities of Members

Members are expected to:

- Familiarize themselves with the Council's role and these Terms of Reference
- Attend each regularly scheduled Council meeting, making every attempt to attend in person
- Come to meetings prepared to engage in respectful, meaningful discussion and provide considered, constructive and thoughtful feedback and commentary, express opinions and ask questions to enable the Council to exercise its best judgment in decision making and advising

3. ROLE

The Council serves as the Faculty's senior academic governing and advisory body on the academic affairs of the Faculty. Accordingly, in addition to the responsibilities listed in the PSLA, the Council reviews and provides recommendations regarding academic priorities, strategies, plans and policies for the Faculty, and provides a forum for discussion, information sharing and approval of Faculty recommendations to the GFC or other external decision-makers.

4. RESPONSIBILITIES

The Council will fulfill its role primarily by carrying out the activities enumerated below.

The listed responsibilities shall be the common, recurring activities of the Council; however, the Council may carry out additional responsibilities and duties within its role.

The Council's primary responsibilities are as follows:

a. determine the programs of study for which the Faculty is established;
b. determine the conditions under which a student must withdraw from or may continue the student's program of studies in the Faculty;
c. authorize the granting of degrees; and
d. such other activities and responsibilities delegated or assigned to it by the GFC or brought to it by the Chair from time to time.

5. POWERS

The Council is empowered to carry out its role and responsibilities subject to any conditions or restrictions that are imposed on it by the GFC.

The Council may delegate any of its powers, responsibilities and functions as it sees fit and may prescribe conditions governing the exercise or performance of any delegated power, responsibility or function, including the power of sub-delegation. The Council shall require as part of any delegation of its authority that any action taken under a delegated authority of the Council be reported to the Council. The Council may also, by resolution, alter or revoke the delegation of any of its powers, responsibilities and functions under this section.

The Council is ultimately responsible for the work and responsibilities of each of its delegates, standing or *ad hoc* committees, and working groups, if any.

6. COUNCIL MEETINGS

Schedule

The Council will meet during the period from September to June in each year (the **Meeting Year**) in accordance with a meeting calendar provided to members. Additional regular or special meetings may be called by the Chair.

Notice

Members will be provided with a calendar of meeting dates for regularly scheduled meetings at least 2 months in advance of each Meeting Year, which calendar is deemed to be sufficient notice to all members of any meeting shown in the calendar. Except in the case of an emergency meeting, notice of meetings that do not appear in the calendar will be provided at least two days in advance of the meeting date. Meeting details will be communicated to members by the Secretary as soon as they are available before each meeting.

The accidental omission or irregularity of any notice of any meeting, or the non-receipt of any notice by any of the persons entitled to notice, does not invalidate any proceedings at a meeting.

Meeting Agendas

Meeting agendas will be formulated by the Chair and reviewed and approved in accordance with the Secretary's procedures.

A member intending to introduce a new matter at a meeting shall give written notice of the matter and any materials for the Council's consideration, to the Chair and the Secretary at least eight days in advance of the meeting at which it is intended to be introduced.

Notwithstanding the paragraph above, a matter may be introduced to a meeting of the Council without the specified notice thereof having been given and without it having been included in the agenda if the matter is communicated in advance to the Chair, and its introduction to the meeting is approved by the Chair.

If a person who is not a member or a guest approved by the Chair wishes to address the Council at any meeting, such person may do so if he or she has received the prior permission of the Chair.

Materials

As much as possible, meeting materials will be provided to the Council electronically one week in advance of a scheduled meeting.

Absence of Chair

In the event that the Chair is unable to attend a meeting of the Council, the Vice Chair shall act as Chair for that meeting.

If neither the Chair nor the Vice Chair is present within fifteen (15) minutes of the time fixed for the commencement of the meeting, the meeting will be canceled.

Quorum

A quorum for the transaction of business at any meeting of the Council is a number equal to a one-half (1/2) of the members of the Council.

If quorum for a Council meeting is not present within ten (10) minutes of the time fixed for the commencement of the meeting, the Chair of the meeting may:

1. refer the business of the meeting to the Faculty Council Committee;
2. adjourn the meeting; or
3. cancel the meeting.

If quorum for a Council meeting is lost at any time during the meeting, the Chair of the meeting, in his or her sole discretion, may refer the balance of the business of the meeting to the Faculty Council Committee or postpone the business to the next meeting of the Council.

Conduct of Meetings

In the sole discretion of the Chair, Council meetings may be held in person or by means of a telephonic, electronic or other communication facility that permits all participants to communicate adequately with each other during the meeting.

The Chair, or in his or her absence, the Vice Chair, shall be responsible for the orderly conduct of meetings of the Council. Meetings will be conducted in accordance with all applicable laws and these Terms of Reference or, where applicable laws or these Terms of Reference are silent on the matter, as determined by a ruling of the Chair, acting reasonably. The Chair may consult the Secretary and look to Roberts Rules of Order or Nathan's Company Meetings for guidance on the conduct of meetings, however, none of these sources shall be considered determinative and the Chair retains the discretion to make a final determination on the matter, subject to challenge as provided below.

The Chair's ruling shall bind all members of the Council except where a motion challenging the ruling has been duly moved, seconded and carried by two-thirds (2/3) of the members present at the meeting, whereupon such ruling shall cease to have force and effect. In this event, a member may propose a new ruling and provided it is duly moved, seconded and carried by a majority of the members present at the meeting; it shall bind all members of the Council.

Electronic Participation

In the event that a Council meeting is held by means of a telephonic, electronic or other communication facility, members may participate in the meeting by means of the telephonic, electronic or other communication facility made available by the Secretary. A person participating in a meeting by such means is deemed to be present at the meeting and may vote through the telephonic, electronic or other method of communication being used.

Voting at Meetings

Only Council members may move, second and vote on motions.

Motions will be decided by a show of hands, a roll call (voice), consensus, or otherwise in such manner that clearly evidences a member's vote and is accepted by the Chair of the meeting. Voting by proxy is not allowed.

An affirmative vote of a majority of the members present and eligible to vote, or consent without objection is required to pass a motion. The Chair does not have a second or casting vote.

A declaration by the Chair of the meeting that a motion has been carried and an entry to that effect in the minutes shall be prima facie evidence of the action taken. Any member may ask at the time of the vote that the member's individual vote or abstention be recorded in the minutes.

Elections will be decided based upon the number of votes in favour of each nominee in descending order, the first elected person being the nominee with the most votes. Additional elected persons will be the person(s) with the next highest number of votes in descending order until all elected persons have been determined. In the event of an equal number of votes being cast for more than one nominee (a tie), the Chair (or the Vice Chair where the Chair is in a conflict of interest) will cast a vote to break the tie.

Resolutions in Writing

Resolutions in writing are only suitable for straightforward motions or where it is not feasible or practical to call a meeting of the Council and should be used infrequently. Resolutions in writing may be circulated for approval via facsimile, electronic mail or electronic poll.

A resolution of the Council consented to in writing by a majority of the members entitled to vote on it, whether by signed document, facsimile, electronic mail or any other method of transmitting legibly recorded messages, shall have the same force and effect as if it had been passed at a Council meeting duly called and held. Such resolution may be in two or more counterparts which together are deemed to constitute one resolution in writing. A resolution passed in this manner is effective on the date stated in the resolution or, if a date is not stated, on the latest date stated on any counterpart or the latest date on which the required number of affirmative votes is communicated to the Secretary.

The procedures for approval of resolutions via electronic mail or electronic poll are as follows:

- Resolutions will be circulated to members by electronic mail at the e-mail address on file with the Secretary or by electronic poll
- The resolution will expire in the time set in the message; however, the Chair or the Secretary may extend the deadline once by up to a maximum of seven days

- An affirmative vote of a majority of members who are eligible to vote is required to pass a resolution made via electronic mail or electronic poll
- The Secretary is responsible for tallying the votes and informing the Council of the outcome
- Written resolutions may not be amended; however, the member who proposed the resolution may withdraw it at any time prior to receipt of the necessary approval or the expiry time, if one, or with the approval of all of the members who voted on the resolution
- If the resolution does not receive the required votes by the deadline (as extended, if applicable), it does not pass

Open and Closed Meetings

The Council may hold open and closed meetings or sessions of the Council in compliance with all applicable laws.

Open meetings or open sessions of meetings of the Council may be attended by the public, subject to the limitations of space. Non-members would be considered to be Invited Guests and Visitors.

Closed meetings or closed sessions of meetings of the Council will be attended by the Secretary unless specifically excused by the Chair, and by those guests who are invited to remain for the closed session or a portion thereof. If the Secretary is excused by the Chair from a closed session, the Chair will appoint one of the members present to act as secretary for the session, which member shall record any discussions, decisions and actions of the Council pertaining to Council business done in closed session, and will provide a signed record to the Secretary for the official records.

Invited Guests and Visitors

Guests may be invited to attend and speak at a meeting with the approval of the Chair given in advance of the meeting or, in the sole discretion of the Chair of the meeting, during the meeting.

Visitors in attendance at a meeting to observe Council proceedings may speak only if expressly invited to do so by the Chair of the meeting. All visitors are expected to maintain the decorum prescribed for parliamentary galleries and no person is allowed to use a camera or a recording device in a Council meeting. In the event of a breach of these rules or a disturbance, the Chair may eject persons from the meeting or adjourn the meeting.

Council Records

Minutes of the proceedings of all Council meetings and records of all decisions of the Council made outside of a meeting will be created and presented to the Council for approval or information, as applicable, at its next subsequent meeting.

The Council shall keep as permanent records, minutes of all Council meetings, a record of all actions taken by the Council without a meeting, and a record of all actions taken by a committee exercising the authority of the Council. The Council shall maintain its records in a form capable of conversion into written form within a reasonable time.

The official records of the Council will be maintained under the custodianship of the Secretary and shall be available for inspection in the Secretary's office by any member of the Council at any time during regular office hours upon reasonable advance notice to the Secretary.

Access to the official records of the Council by persons other than members will be determined in accordance with applicable legislation and University policies in effect from time to time.

Certification of Records

The Chair, the Secretary or such other person designated by the Council for the purpose may, in a written certificate, certify that:

a. a writing referred to in the certificate is a true copy of all or part of a minute of the proceedings of a meeting of the Council or a resolution of the Council; and
b. that the minute or resolution or part thereof is or is not in effect as at a date stated in the certificate.

A certificate made under this section shall, in relation to the Council, be prima facie proof of the facts stated therein without proof of the signature or capacity of the person signing the certificate.

If the person making the certificate is not the Secretary, that person shall make and deliver to the Secretary an executed copy of the certificate as soon as reasonably possible.

7. COMMITTEES

Establishment

The Council may, by resolution, establish standing or ad-hoc committees with such responsibilities, authorities, membership and operational rules as it considers appropriate. The Council may also, by resolution, dissolve any committee.

Authority

The Council may delegate to a committee any of the Council's powers, responsibilities or functions, on such conditions, if any, set out in the establishing resolution or any subsequent resolution. The Council may also, by resolution, alter or revoke the delegation of any of its powers, responsibilities and functions under this section.

Rules and Procedures

Except where otherwise specified in these Terms of Reference, the responsibilities, authorities, membership and operation of a committee shall be set out in terms of reference approved by the Council or its delegate.

Committees shall report their activities and decisions to the Council at such times and in such manner as required by the Council.

8. WORKING GROUPS

The Council may create working groups that report to the Council directly or through the Chair, to facilitate the accomplishment of its responsibilities. The membership of any working group shall be determined by the Chair, taking into consideration any recommendations for membership made by the Council. Working group members may be drawn from outside the Council.

9. OUTSIDE ADVISORS

The Chair is authorized to retain outside advisors with particular expertise to advise the Council if the Chair determines in his or her sole discretion that doing so is essential to the Council in carrying out its responsibilities.

10. RESPONSIBILITIES OF THE CHAIR

In addition to the other responsibilities of the Chair set out in these Terms of Reference, the Chair shall provide leadership to enable the Council to effectively carry out its role and responsibilities, act as a spokesperson for the Council, act as the liaison between the Council and the GFC and other University or external groups or individuals, and will generally oversee the Council's activities. The Chair shall also oversee the engagement of any outside advisors.

The Vice Chair will carry out any or all of the Chair's responsibilities at the request of the Chair or in the event that the Chair is absent or unable to carry out their responsibilities, and will have those additional powers and duties assigned by the Chair and the Council from time to time.

11. SPOKESPERSON

The Chair, or in his or her absence or inability to act, the Vice Chair, is the only person authorized to speak for the Council.

12. REPORTING TO THE GFC

The Council shall report their activities and decisions to the GFC at such times and in such manner as required by the GFC.

13. COUNCIL ASSESSMENT

The Council shall carry out an assessment of its performance and operations no later than three years following its last assessment in accordance with a process approved by the Council or its delegate.

14. AUTHORIZATION AND EXECUTION

All documents or instruments in writing requiring execution on behalf of the Council shall be signed by the Chair or those authorized signatories specified in, and in accordance with, a written authorization of the Council.

All documents or instruments authorized and signed on behalf of the Council as provided herein shall be valid and binding on the Council.

15. VALIDITY OF NOTICES

"Business Day" for the purposes of this section means a day other than a day that the University of Calgary is closed or a Saturday, Sunday, statutory or civic holiday in Calgary, Alberta.

Any notice or communication required or permitted to be given or made hereunder will be sufficiently given or made for all purposes if delivered personally, sent by electronic mail or facsimile or sent by ordinary mail within Canada to the last address listed in the records of the Secretary. Any such notice or communication if sent by facsimile or other means of electronic communication shall be deemed to have been received on the day of sending, and if delivered by hand shall be deemed to have been received at the time it is delivered to the applicable address. A document sent by mail will be deemed to be received on the fifth Business Day after the day on which it is mailed. In proving the notice or communication was mailed, it shall be sufficient to prove that such document was properly addressed, stamped and posted.

16. REVIEW AND CHANGES TO THESE TERMS OF REFERENCE

These Terms of Reference will be reviewed by the Council at least once every three years and any changes it considers necessary will be recommended to the GFC or its delegate for approval.

Anything done pursuant to, or in reliance on, these Terms of Reference before they were amended, replaced or repealed is conclusively deemed to be valid for all purposes.

Minor amendments and corrections to these Terms of Reference that are required in between reviews may be made by a majority vote of the Council and reported to the GFC or its delegate at that body's next meeting.

17. GENERAL

Headings

The headings used throughout these Terms of Reference are inserted for reference only and are not to be considered in construing the terms and provisions of these Terms of Reference or to be deemed in any way to clarify, modify or explain the effect of such terms or provisions.

Conflict with Terms of Reference

In the event of a conflict between the provisions of these Terms of Reference and the provisions of applicable legislation, the provisions of the applicable legislation shall govern.

Invalidity of Provisions

The invalidity or unenforceability of any provision of these Terms of Reference shall not affect the validity or enforceability of the remaining provisions of these Terms of Reference.

18. EFFECTIVE DATE

These Terms of Reference will be effective on the date that they are approved by the GFC or its delegate. All prior or existing Terms of Reference of the Council are repealed as of the effective date of these Terms of Reference.

Dated: August 30, 2023