



GENERAL FACULTIES COUNCIL
AGENDA

Thursday, June 12, 2025, 1:30 p.m.
Meeting #638

In-Person Modality
Biological Sciences 587

SNACKS/DRINKS WILL BE AVAILABLE AT 1:00 p.m. FOR SOME SOCIAL TIME BEFORE THIS LAST 2024-2025 GFC MEETING.

Item	Description	Presenter	Materials	Estimated Time
1.	Conflict of Interest Declaration	McCauley	Verbal	1:30
2.	Inclusive Practice Moment	Laing ¹	PowerPoint	
3.	Safety Moment	Alexander ²	Document + PowerPoint	
4.	Remarks of the Chair	McCauley	Verbal	
5.	Remarks of the Vice-Chair	Davidson	Verbal	
6.	Question Period	McCauley	Verbal	
	Action Items			
7.	Approval of the May 8, 2025 Meeting Minutes	McCauley	Document	
8.	Elections: <ul style="list-style-type: none"> Two Academic Staff Members of GFC to the GFC Executive Committee Two Academic Staff Members to the Advisory Review Committee for the Dean of the Faculty of Science (note: the elections will be held using an electronic form immediately following the meeting)	McCauley/McVie	Document	2:00
	Discussion Items			
9.	Position on Statements	McCauley/Davidson/McGinnis ³	Document	2:05
	Information Items			
10.	Annual Update on Progress Achieved Towards Implementation of the <i>Ahead of Tomorrow</i> Strategic Plan (Teaching & Learning and Research & Innovation)	McCauley/Davidson/Ghali ⁴	Document + PowerPoint	2:25
11.	Innovation Ecosystem Update	Gates ⁵	Document + PowerPoint	2:40
12.	Research Data Management Update	Thompson ⁶ /Thistlewood ⁷ /Lier ⁸ /Romaniuk ⁹	Document + PowerPoint	2:55

Item	Description	Presenter	Materials	Estimated Time
13.	Research Awards Initiative – Phase 2	Thompson/Lier/Tahir ¹⁰ /O’Toole ¹¹	Document + PowerPoint	3:10
14.	2025 GFC Member Survey Results	McCauley/McVie	Document	3:25
15.	Approved Revisions to the Faculty of Social Work Faculty Council Terms of Reference	In Package Only	Document	3:35
16.	Approved Merger of the Academic Program Subcommittee and the Calendar and Curriculum Subcommittee	In Package Only	Document	
17.	Standing Reports: a) Report on the May 21, 2025 GFC Executive Committee Meeting b) Report on the May 12 and May 26, 2025 Academic Planning and Priorities Committee Meetings c) Report on the May 15, 2025 Research and Scholarship Committee Meeting d) Report on the May 13, 2025 Teaching and Learning Committee Meeting e) Report on the May 23, 2025 Board of Governors Meeting	In Package Only	Documents	
18.	Other Business	McCauley		3:35
19.	Adjournment Next meeting: October 9, 2025 (in-person modality)	McCauley	Verbal	3:35

Regrets and Questions: Elizabeth Sjogren, Governance Coordinator (GFC Lead)
Email: esjogren@ucalgary.ca

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

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

Presenters

1. Catherine Laing, Dean, Faculty of Nursing
2. Shelley Alexander, Faculty of Arts
3. Sarah McGinnis, Senior Director, Communications Services
4. Bill Ghali, Vice-President (Research)
5. Ian Gates, Associate Vice President (Research and Innovation)
6. Robert Thompson, Associate Vice President Research
7. Alexander Thistlewood, Research Data Management Specialist, Research Services Office
8. Tiago Lier, Director, Grants, Awards and Ethics, Research Services
9. Mary-Jo Romaniuk, Vice-Provost (Libraries and Cultural Resources)
10. Maryam Tahir, Research Awards and Chairs Specialist, Office of the Vice President (Research)
11. Erin O’Toole, Specialist, EDI in Research, Research Services Office

Wildlife Safety on Campus



GFC Safety moment
June 12, 2025

Who is responsible for wildlife coexistence at UC?



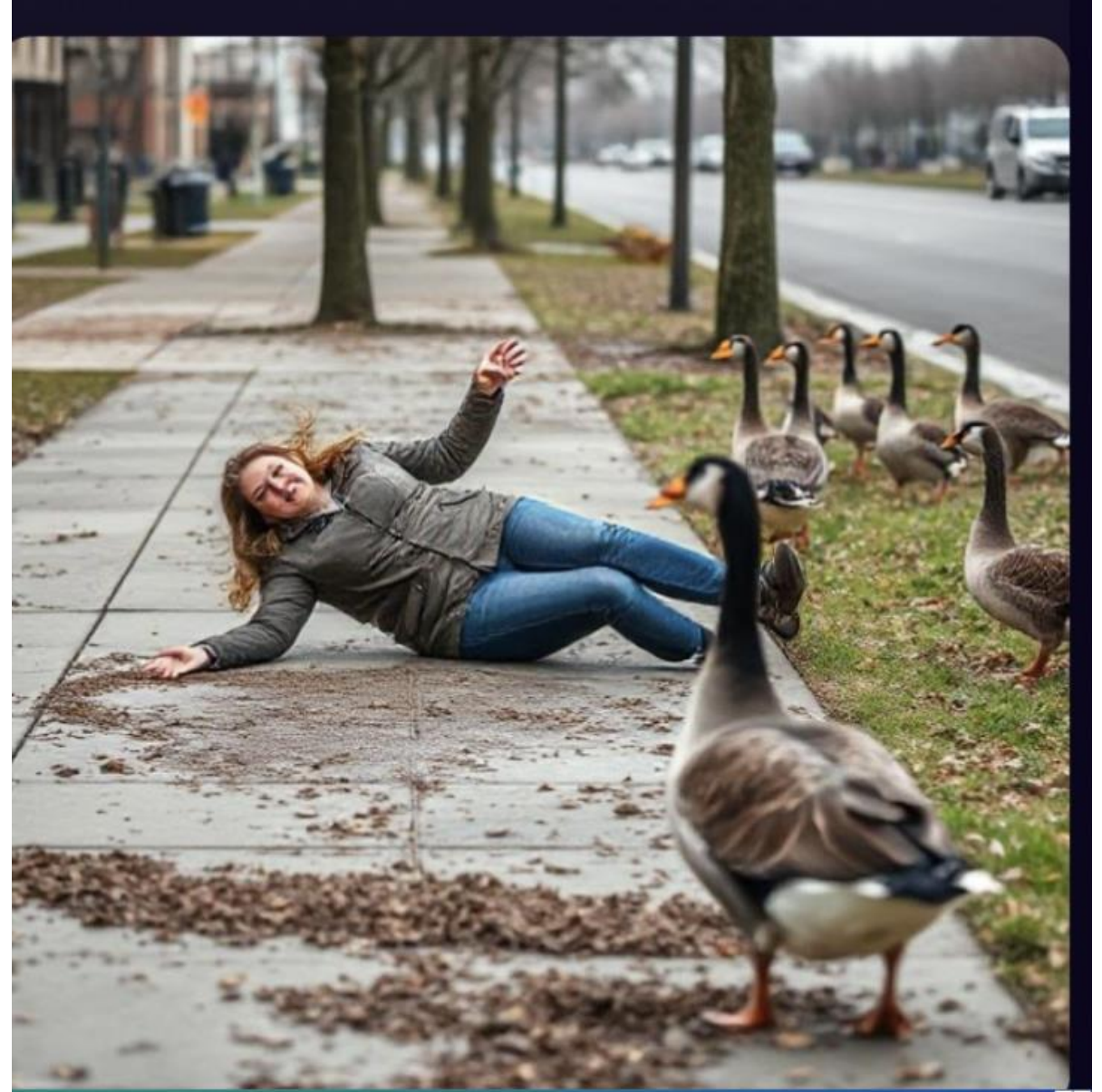
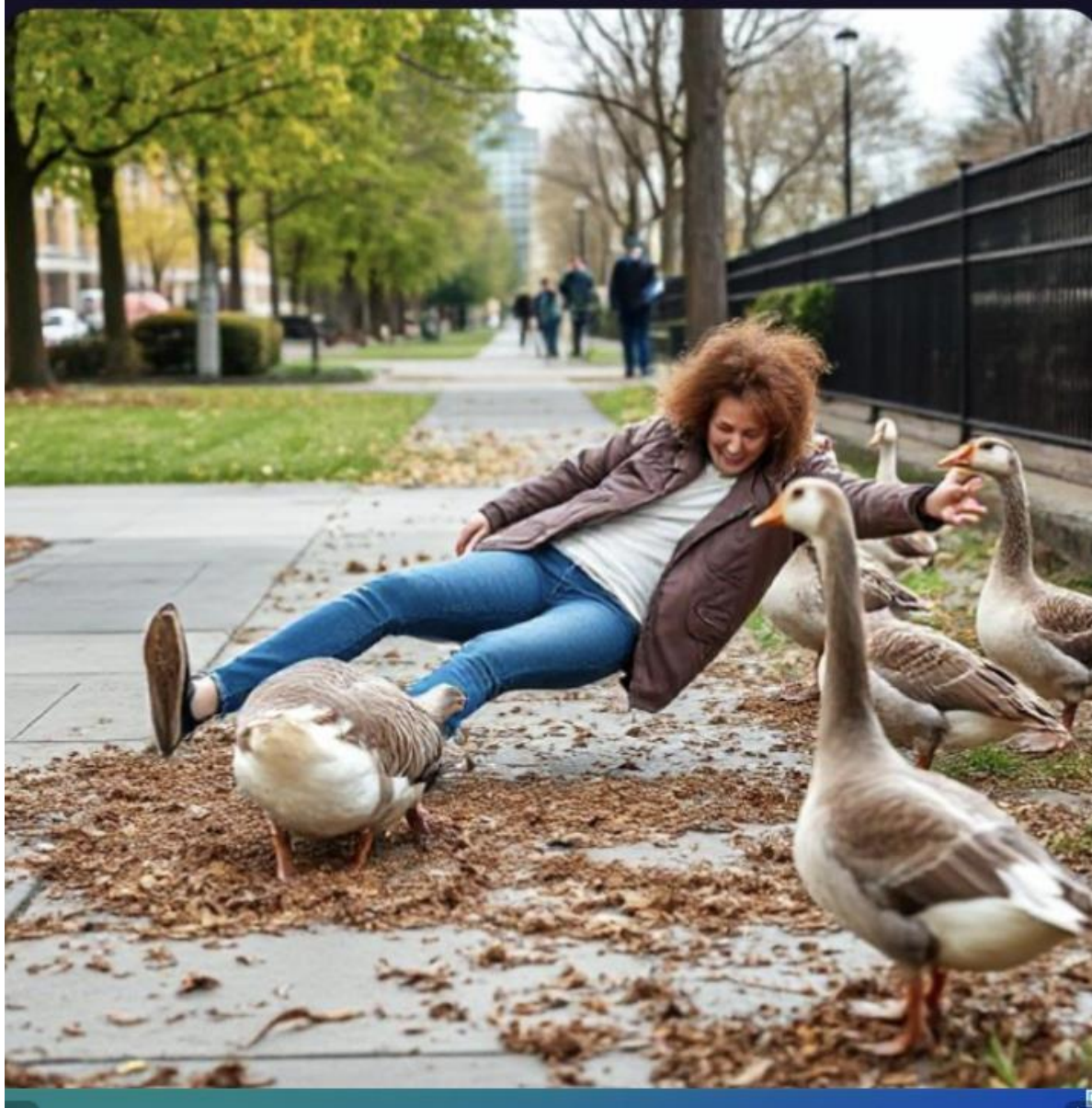
We are – UC campuses are private property

Many species: Are you prepared to mitigate risk?



<https://www.youtube.com/shorts/0ao4Idi7eRA>

Goose: *Fun Fact*



Deer: *Mostly dogs, MVA, but sometimes THIS...*





Coyotes:

<3 people bitten or scratched by
coyotes in all of Canada (**Avg/year**)



Context for Wildlife Risk?

200 people struck by lightening (avg/yr. in Canada)



COYOTE RISK: Low, Predictable, Preventable

- Animal husbandry practices (dogs on leash) -
- Emotional responses to animals (panic & fear) -
- Worldviews & Beliefs (e.g., managers don't help) -
- Location (on a ravine, recent construction) -
- Outdated management (e.g., hazing dens w/ pups) –
- Direct feeding implicated in 100% of attacks on people-

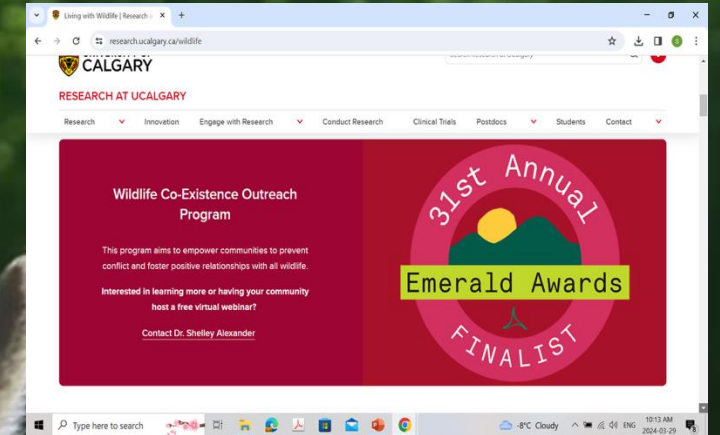
Alexander & Quinn, 2011, 2012; Lukasik & Alexander 2011, 2012; Watts, Alexander et al. 2015; Alexander & Draper 2019 a, b; Rychyk & Alexander 2019; Plotsky, Alexander & Musiani 2020, 2022; Alexander et al. 2023, Mitchell & Alexander (in review), O'Connor et al. (in review), Alexander et al. (in prep)

UC SOLUTION (2018-present)

*Team: Me, Facilities, Grounds, Security,
Head Veterinarian & Summer Camps*

Living with Wildlife

Get to know the wildlife on campus



Policy/Procedures Doc Available

A Culture of Practice

4 Cornerstones

- monitor
- educate
- enforce
- mitigate

Science-based
Transdisciplinary/Sustainable
Ethical/ Compassionate/
Flagship Model

Align/Cooperate with City



1. Monitor



Is coyote behaviour changing, indicating human harassment or food conditioning?

- Cameras
- Tracking
- Campus security/Archibus reports
- 311 reports from City (monthly)
- Social media posts (neighbourhoods)
- Relationship building with coyotes

(ACC approved, Non-invasive, best ethical practice)

2. Educate (signs & timed outreach) 3. Mitigate (signs & AC if required)

BE Coyote Aware

ABOUT COYOTES

Although coyotes are wild animals, they can be curious of human activity. It's important to keep them wary of people. Never approach or attempt to tame a coyote.

Coyotes are mainly nocturnal, so keep pets inside at night. Coyotes are attracted to dog feces, so clean up after your pets. They might also be interested in food scraps, fallen fruit from trees or bird feed. Remember to keep garbage in enclosed trash and compost bins.

Advocating Positive Human and Wildlife Experiences

WILDLIFE SAFETY:

- Never feed a coyote
- Never approach coyotes, their den or their pups
- Never allow your pets to chase, harass or corner a coyote
- Obey leash by-laws (leash your dog) and supervise pets while outdoors
- Dispose of all food items at picnic/cooking areas in designated bins
- Respect and safely admire coyotes from afar

IF A COYOTE IS NEAR:

- Pick up small children and pets
- Slowly back away
- Never run or turn your back
- Be BIG and LOUD! Yell, "Go away"

IF A COYOTE REFUSES TO GO AWAY:

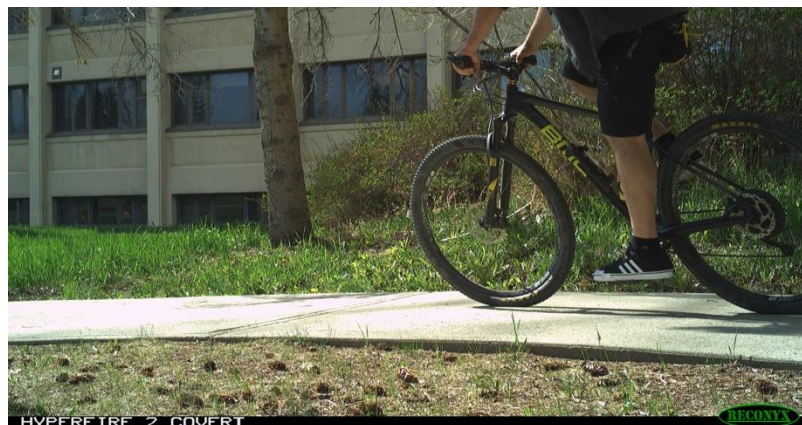
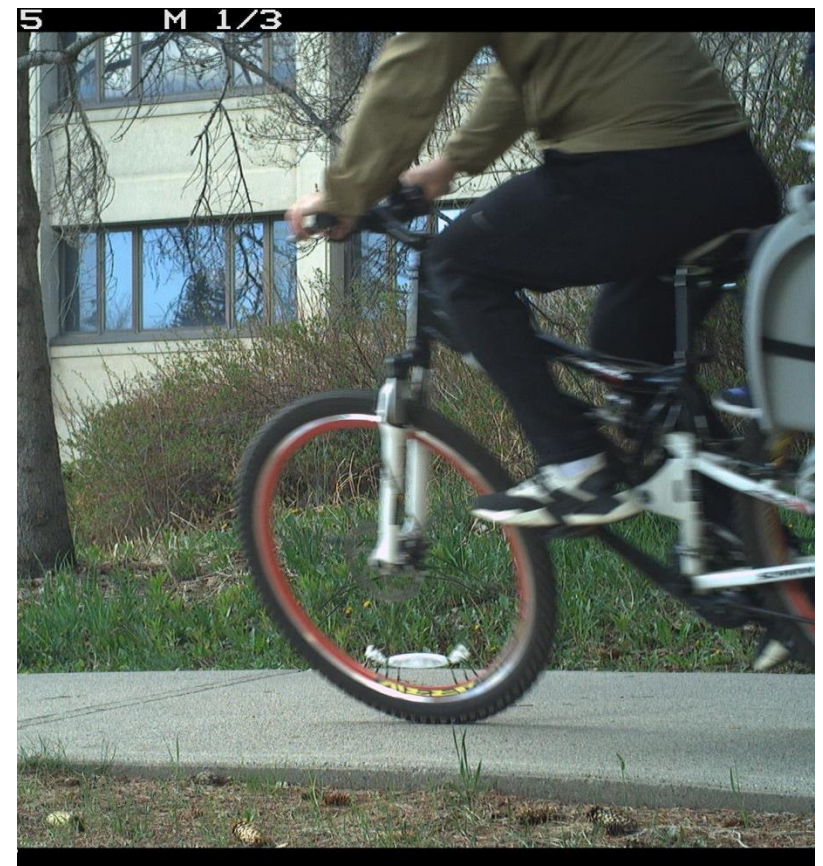
- use hazing techniques such as popping an umbrella, throwing an object or shaking your keys
- Wave your arms above your head

The University of Calgary encourages wildlife coexistence

If you have a *negative encounter* you wish to report - Please contact:
University of Calgary Security
403-220-5333

For more information on coyotes visit: www.ucalgary.ca/canid-lab





4. Enforce (closures, leash laws, attractants)
(via UC Security, Grounds)
- one of the toughest parts

PREVENTION #1 _ No Feeding/Attractant Removal



FEEDING = SERIOUS CONSEQUENCES

Fed Coyote = Human injury
= Dead Coyote



THE OTHER #1: Your Response to Coyotes

- * Report Coyote Sightings - Feeding/Attractants to Security
- * Share Educational Materials (*UC Living with Wildlife* website)

STOP.

Pick up children and small pets. Put dogs on a short leash and keep them next to you.

WALK AWAY.

Widen the gap, avoid, leave or walk away, but never run.

ACT BIG.

If a coyote approaches, wave your arms in the air, clap your hands sharply, pop an umbrella, snap a plastic bag, or shout, "Go away!". Never scream.

PREVENT.





Never approach or feed any wildlife, especially coyotes. Secure garbage, bird seed, dog food and fallen fruit.



© UCalgary Living with Wildlife
Photo, Dianne L. Draper

WHAT TO DO IF A COYOTE APPROACHES YOU?

BE A STAR

-  **STOP:** Widen the gap, avoid, leave or walk away. Never run
-  **THUNDEROUS:** Clap your hands sharply or shout "Go Away". Never Scream
-  **APPEAR BIG:** Look as large as possible / Wave your arms in the air
-  **RESTRAIN:** Never approach or feed any wildlife / Remove attractants from the area

CLEAN UP ATTRACTANTS

Food that is provided to coyotes are called attractants. These can cause wildlife to become food conditioned and dependent on human food sources. This can lead coyotes to lose their fear of people, and beg for or demand food by chasing or grabbing. Direct feeding of wildlife is **illegal** and is the cause of all verified coyote bite/scratches on people in Canada. Coyotes that bite/scratch people are typically killed. To reduce conflicts with coyotes and avoid unnecessary death of animals, remove attractants and do not feed wildlife.

Common attractants include:

- Birdfeeders
- Pet food
- Free roaming pets
- Overflowing trash or compost bins
- People directly feeding coyotes/wildlife

REMEMBER- Feeding any wildlife is **illegal**. Convictions for feeding coyotes can result in a **fine of \$600** (Alberta Wildlife Regulations). Penalties under the Wildlife Act can range up to **\$500,000 and one year in jail**.

BE RESPONSIBLE

- Avoid allowing pets to roam without supervision.
- Keep cats indoors or in an enclosed space.
- Never approach coyotes, their pups, or dens.
- Do not allow dogs to chase or harass wildlife.
- Teach children to admire wildlife from afar.
- **Report university area encounters to Campus Security** (403-220-5333)

**CHECK OUT THE
LIVING WITH
WILDLIFE WEBSITE!**





<https://research.ucalgary.ca/wildlife>

Work “With” Not Against...

The draft Minutes are intentionally removed from this package.

Please see the approved Minutes [uploaded separately on this website](#).



GENERAL FACULTIES COUNCIL
Biographies of Candidates for Election

The voting for these elections will be conducted electronically. A link to a MS Teams form, setting out equivalent to election ballots, will be sent to General Faculties Council (GFC) members immediately following the June 12, 2025 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 of GFC to the GFC Executive Committee

Olive Chapman, Werklund School of Education

Professor.

Recipient: 6 SSHRC, Alberta Government, URG, AACES, Duke Energy, Imperial Oil, UC Teaching and Learning, Australia Academy of Sciences research grants.

Past UC service: Associate Dean, Undergraduate Program, Education; Assistant Dean, Education Admissions and Student Services; Chair, UC Program Coordination Committee; Chair, UC Calendar sub-committee.

Current UC service: Faculty Rep. GFC; Senate GFC rep.; Graduate scholarship Com.

Past professional service: President, Canadian Math Education Org.; SSHRC Adjudication Committee; Canada Research Chair Interdisciplinary Adjudication Committee; Executive Committee, Psychology of Math Education Org.; Executive Committee, National Council of Teachers of Mathematics.

Current professional service: Chair, International Com. Elementary Math Teaching org.; VP, Math Teaching for All Students international org.; Executive com. AB Math Teachers Council

Satish Raj, Cumming School of Medicine

Satish R Raj MD MSCI is a Professor of Cardiac Sciences and the Section Chief of the Calgary Cardiac Arrhythmia Group. He also serves as the Director of Education for the Libin Cardiovascular Institute in the Cumming School of Medicine.

He runs an active research program in Human Autonomic Physiology. His primary research interests relate to understanding and better treating postural orthostatic tachycardia syndrome (POTS), vasovagal syncope, and orthostatic hypotension. His work has been funded by CIHR, Heart & Stroke Foundation of Canada, and other non-profit foundations.

He has won awards including the FGS "Great Supervisor" award, the Henry J Duff Mentor of the Year Award, Libin Researcher of the Year, and the 2023 Canadian Women's Heart, Brain, and Vascular Health Senior Investigator Award.

He currently serves on the GFC Executive Committee and is a GFC Representative to the University Senate. He has served on the University Appeals Committee.

He has a dry sense of humour and he bemoans the fact that his students no longer understand his 1980s & 1990s movie references.

Getachew Assefa, School of Architecture, Planning and Landscape

Professor

Recipient: NSERC CREATE, NSERC SNG, Alberta Innovates, Canada First Research Excellence Fund – GRI

Recipient:

- Best Methodological Contribution Award, International Social Life Cycle Assessment Conference
- Research Achievement Award, Schulich School of Engineering, UofC
- Sustainability Award (research), Campus as Learning Lab Category, UofC
- Outstanding Teaching Performance, Schulich School of Engineering, UofC
- Fellow Stellenbosch Institute for Advanced Study, South Africa
- Fellow of ISEEE, UofC
- Green Hero Award of Ethiopia for environment and energy magazine column
- Athena Chair in Life Cycle Assessment, UofC

Past service: Academic co-chair, Campus Facilities Development Committee; Honorary Consul of Ethiopia to Alberta; Academic Program Committee SEDV; Faculty representative, GFC; Faculty Student Awards Committee; Faculty Promotions Committee; Graduate Program Coordinator.

Current service: Faculty representative, GFC; Faculty Award and Scholarship Committee.

Oleksiy Osiyevskyy, Faculty of Graduate Studies

Oleks Osiyevskyy is an Associate Professor of Entrepreneurship & Innovation (Full starting Jul/2025) at the Haskayne School of Business. His areas of scholarly expertise are technology commercialization, new venture development (including a vibrant agenda on student entrepreneurship), and organizational leadership in crisis environments. Oleks's research program is supported by Haskayne's Future Fund Fellowship and numerous competitive grants (including SSHRC-funded projects). Since joining UCalgary in 2017 (from Northeastern University, Boston), he has developed and launched a signature "Entrepreneurial Thinking" course required for all Haskayne MBA students, for which he has served as a coordinator ever since. In addition, Oleks was actively engaged with the Creative Destruction Lab – Rockies as a discussion moderator and a course instructor. He supervised to defense six doctoral students, including Haskayne's first Indigenous doctoral graduate.

Oleks's record of academic leadership includes service as a program specialization developer and lead (CSM, Innovation & Entrepreneurship specialization in Precision Health Graduate Program), academic director of a center (Global Business Futures Initiative), graduate program director (MBA), and as an associate dean of professional graduate programs (Haskayne School of Business). Since Jan/2024, he serves as an associate dean of policy and program development at the Faculty of Graduate Studies.

Election of Two Academic Staff Members to the Advisory Review Committee for the Dean of the Faculty of Science

Artem Korobenko, Schulich School of Engineering

Dr. Artem Korobenko is an Associate Professor and Associate Head, Research at the Department of Mechanical and Manufacturing Engineering at the University of Calgary (Canada). He holds a Schulich Research Chair and leads the Computational Fluids and Structural Mechanics Group (CFSMgroup). He is also a Director (and co-founder) of the Aerospace Engineering Minor at Faculty and co-Director and co-founder of the University of Calgary Aerospace Network. Dr. Korobenko earned his PhD in 2014, followed by a postdoctoral position (2016), both at the University of California San Diego. His research focuses on the development of multi-fidelity computational methods for the analysis and design of complex systems in aerospace, wind and marine engineering using large-scale computing. A Fulbright Alumni and Alexander von Humboldt Fellowship recipient, Dr. Korobenko is a founding member and current president of the Canadian Association for Computational Science and Engineering, as well as a Member-at-Large of the USACM Technical Thrust Area on Computational Fluid Dynamics and Fluid-Structure Interaction.

Brent Else, Faculty of Arts

Academic rank: Professor

Discipline and areas of interest/expertise: Geography. Research focus on Chemical Oceanography.

Recipient: NSERC-Discovery (2015-2022; 2022-2027), NSERC-Northern Research Supplement (2015-2022; 2022-2027), NSERC-Ship Time Program (2022, 2024), CFI-JELF (2016), CFI-Innovation Fund (2023 as co-applicant), +40 additional grants. Total collaborative funding: \$58.6M. Total direct funding: \$5.0M.

Recipient: Faculty of Arts Outstanding Researcher New Scholar Award (2017)

Past service: Acting Executive Director, Arctic Institute of North America, University of Calgary. SUPPORT: Research Infrastructure Programs Committee (2018-2021). Department of Geography Graduate Studies Committee (2018-2020).

Current service: Scientific Director, MEOPAR Network. Associate Director, Arctic Institute of North America, University of Calgary. Faculty of Arts Research and Scholarship Committee.

Pratim Sengupta, Werklund School of Education

bio coming

James Wasmuth, Faculty of Veterinary Medicine

James Wasmuth is the Associate Dean responsible for Graduate Education at the Faculty of Veterinary Medicine. Dr. Wasmuth served as the first Director of the Graduate College (2019-23), where he supported UCalgary graduate students build university-wide community that breaks down institutional silos and connects with Calgarians. In this role, Dr. Wasmuth has presented nationally on the advantages of graduate student cohorts, peer-to-peer mentorship, and community engagement. He is the Director of the Host-Parasite Interactions (HPI) training program, a graduate student-centred collaboration of 20 laboratories across Western Canada.

SUBJECT: **Position on Statements**

PROPONENT

Sandra Davidson, Provost and Vice-President (Academic)

PURPOSE

The General Faculties Council is asked to review the *Position on Statements*.

The Position on Statements is a formalization of what has been the informal, regularly articulated, position of the University of Calgary since 2021. It has not always been well adhered to, but the intention of making it a formal position (and not subject to Management discretion) is to improve adherence going forward.

Discussion Focus

- Do you have any feedback on intent and content of the attached Position on Statements?
- Are there changes to the specific text that you would recommend?

KEY CONSIDERATIONS

Position on Statements

The University of Calgary is seeking to formalize its longstanding position on statements. While the position has its roots in 2019's Statement on Free Expression, the current form of this position was first articulated by President McCauley to the General Faculties Council in 2021.

The Position on Statements provides a formal guidance to University administration for when the institution or its parts (Faculty Councils, Institutes, etc.) are asked to take stances on contentious social issues, current events, or issue statements of support. In supporting a more neutral university apparatus, it provides room for more individual speech and debate, in alignment with our commitment to Free Expression.

BACKGROUND

At the direction of the Government of Alberta, the University of Calgary created a Statement on Free Expression in 2019 modelled after the Chicago principles, codifying existing practices and strengthening the commitment to supporting a diversity of viewpoints.

This was the most recent formal act, but there is a long tradition of free expression at universities. The right to free expression on campuses is rooted in: government policy; the Canadian constitution and laws at the federal and provincial level; collective agreements; court decisions, and university policies and traditions that go back hundreds of years.

The tradition of free expression is most famously articulated through the concept of "academic freedom", but free expression on campuses is not limited to academic staff. Per the Statement on Free Expression: "*all members of the*

University have the right of free expression, which means the freedom to investigate, comment, listen, gather, challenge and critique.” This includes visitors to the University of Calgary’s campuses.

Free expression on campuses is not, however, an unlimited right. There are both legal and policy limits on that right. Legal limits include but are not limited to: criminal code (including hate speech), the Alberta Human Rights Act, FOIP (privacy legislation). Policy limits include the University’s ability to regulate time, place and manner of activity to maintain the operation of the University – as well as codes on harassment and discrimination.

In Canada, both free expression and laws against harassment often come with explicit (but undefined) limits. When considering whether something is permissible speech (or if a limit on speech is reasonable), the University must consider precedent and context, meaning it is difficult to give blanket rules. The exact same speech can be harassment in one context and protected in another.

For this reason, the University has many apparatuses to formally consider free expression issues and track our responses across the University to ensure consistent application of principles and policies. Operationally, this work is done primarily through the Provost and Vice-President (Academic), the General Counsel and Vice-President (People and Culture), and the Communications Department. Stakeholder feedback is gathered through many means, but primarily through the University’s Free Expression Committee which was set up to discuss free expression issues at the University.

Canadian jurisdictional scan

This is a rapidly evolving landscape. In 2025, most Canadian universities adhere to an informal policy of institutional restraint on issuing statements. Some institutions are looking to formalize that position, but most are not.

For several years, Ontario and Alberta universities have been required to have statements on free expression based on “Chicago Principles”. Explicit in the Chicago Principles and implicit in many, if not most, of these derivative statements is that the University needs to create “conditions for hard thought and disagreement”. That has led many universities, including the University of Calgary, to consider the chilling effect on speech that well-intentioned institutional statements on issues-of-the-day can have – and to discourage the use of such statements.

In the U15, the University of Waterloo has gone further, and its leadership has supported the formalization of institutional neutrality and institutional restraint, and adopted it as an “interim position” while they formalize it through governance – a process underway. [In September 2024](#), they described the consequences of their interim (and intended formal) position as:

“Adopting a position of institutional neutrality means the University will not issue statements or communications that take a position on broader social, political, and moral matters that are outside of our mission. If or when the University communicates on these matters, our communications will focus on providing our community information to access the supports we offer.”

Other U15 universities are taking the same approach to statements, but with lesser degrees of formality – in most cases making the stance a statement by the president or the equivalent of an operating practice and in some cases not even formalizing it to that degree. UBC, for example, is looking to reiterate this position but not take it through governance. Queen’s University has a “[standard practice](#)” not to issue statements, as does McGill. Similarly, the University of Toronto has issued a “[Memo on Institutional, Divisional, and Departmental Statements](#)” that states institutional statements are “strongly discouraged”.

Outside of the U15, the University of New Brunswick, Laurentian University, and Simon Fraser University have all made formal statements articulating positions of institutional neutrality.

RISKS

The primary risks of adopting a Position on Statements are reputational. An inconsistent approach to following the position may result in reputational damage to the University if there is a perception that some issues are more important than others.

The intent of formalizing the Position on Statements is to provide clarity and, ultimately, reduce the reputational risk that comes with an inconsistent approach to releasing statements. However, views on free expression are varied – as are views as to what crosses over the line into hate speech or harassment. There is a risk that this Position will be perceived as either limiting the institution's ability to be responsive or that the institution is avoiding accountability.

In advance of the Position on Statements advancing through institutional governance, Management has proactively reached out to constituency groups and other stakeholders to discuss the Statement on Positions and answer questions. Management is also developing plans related to content and initiatives that support our commitment to Free Expression (see Next Steps for additional details).

ROUTING AND PERSONS CONSULTED

The Position on Statements was also discussed by the Deans' Council on March 19, 2025 and the *Free Expression Committee* on May 5, 2025.

The Free Expression Committee discussed whether the statement would limit the University's ability to respond to media requests related to current events (e.g., a media statement in response to a crisis occurring at another Canadian institution). Management clarified that the institution would still be able to respond in the context of UCalgary's own operations. In addition, in response to feedback from the Free Expression Committee, the statement was amended to revise the language related to the examples of the type of position or statement that would not be issued.

During discussions at the General Faculties Executive Council and the Board of Governors Executive Council, members expressed concern that the phrase "matters directly related to the operation of the university" might be interpreted too narrowly—potentially limiting the university's ability to comment only on issues like facilities or budget. Members also requested clarification on what constitutes a position "formally adopted through bicameral governance." In response to this feedback, the statement policy was revised to clarify that university operations include the institution's core academic and research functions. Additionally, examples were added to illustrate how a position may be formally adopted through the governance process.

Progress	Body	Date	Approval	Recommendation	Discussion	Information
	Board of Governors Executive Committee	2025-03-12			X	
	General Faculties Council Executive Committee	2025-05-21			X	
	Board of Governors Executive Committee	2025-05-26		X		
X	General Faculties Council	2025-06-12			X	
	Board of Governors	2025-06-13	X			

NEXT STEPS

If approved, the next step will be for the University to update Free Expression website with this Position, as well as build out additional content better communicating our commitment to free expression.

The content would be supported by an updated *Free Expression* webpage that replaces the current *Statement on Free Expression* page. Content would include:

- Statement on Free Expression
- Position on statements
- FAQs, including the legal balancing that occurs with regards to free expression
- Information about Free Expression Committee
- What to do if you feel your free expression has been stifled

In addition, the University will begin developing additional initiatives supporting the goal of protecting free expression. These initiatives could include:

- Incorporating Free Expression into staff and student orientation materials
- Offering webinar on Free Expression
- Free expression dialogue series
- Updated style guides (UToday newsletter, brand guidelines)

SUPPORTING MATERIALS

1. Position on Statements

ADDITIONAL READING

- [University of Calgary Statement on Free Expression](#)
- [Harvard University Report on Institutional Voice in the University](#)
- [University of Oxford Free Freedom of Expression Statement](#)
- [University of Waterloo Task Force Report on Freedom of Expression and Inclusive Engagement](#)
- [AAUP – On Institutional Neutrality](#)

University position on statements

The University of Calgary is a research-intensive institution committed to discovery, creativity and innovation with aspirations for excellence, achievement and high academic standards. It is a place of diverse thought and vigorous debate. It is a place where scholars – exercising their academic freedom and right to free expression – raise and challenge ideas.

A university is not one voice, but many. When the institution speaks, it can shrink the space available for the speech of its members.

Accordingly, the University of Calgary's practice will be to only put out statements attributable to the University in the following circumstances:

- When they address matters directly related to the university's operations, including core academic and research functions.
- When the university has adopted a formal position on the matter through bicameral governance, including through pre-existing policies and institutional strategies.

The University of Calgary – and faculties, departments, councils, offices and other administrative units that make up the University – will not otherwise take positions or issue statements eg. on current events or contentious issues.

As per our [Statement on Free Expression](#):

“All members of the University have the right of free expression, which means the freedom to investigate, comment, listen, gather, challenge and critique subject to the law and, on our campuses, to University policies and procedures related to the functioning of the University...

It is for individuals, not the institution, to make those judgments for themselves and to act not by seeking to suppress speech, but by openly and vigorously contesting the ideas they oppose.”

While the University will refrain from taking positions or releasing statements, members of the university community remain free to do so.



SUBJECT: Annual Update on Progress Achieved Towards Implementation of the *Ahead of Tomorrow* Strategic Plan (Teaching & Learning and Research & Innovation)

PROPONENT(S)/PRESENTER(S)

- Ed McCauley, President and Vice-Chancellor
- Sandra Davidson, Provost & Vice-President Academic
- William Ghali, Vice-President Research

KEY CONSIDERATIONS

- In June 2023, the General Faculties Council and the Board of Governors approved the strategic plan *Ahead of Tomorrow*. It took effect on July 1, 2023 and will run through to June 30, 2030.
- Much of the focus in the first year was on:
 - development of a suite of four 3-year implementation plans that will run from 2024-2027, which were approved by the Board of Governors in March 2024;
 - implementation of specific initiatives (e.g. First Generation Scholars program);
 - alignment with budget and capital prioritization processes;
 - alignment with performance planning processes;
 - development of a performance measurement dashboard and reporting mechanism.
- Implementation is under way on all strategies and objectives articulated in the strategic plan. The intent is still to achieve all of the goals and objectives by 2030. In some cases, resources need to be secured to enable implementation.
- In September 2024, the Board of Governors approved the goals for the 2024-25 academic year.
 - A year-end report (Attachment 1) provides an update on the progress towards those goals.
 - Note, there are many more actions underway across the university that will directly or indirectly contribute to advancing the goals and objectives in *Ahead of Tomorrow*.
- A dashboard has been developed to measure our progress towards our goals and objectives in the strategic plan. We will bring the dashboard along with our 2025/26 annual implementation plan for *Ahead of Tomorrow* to GFC in Fall 2025.
 - At that time another year of data will be available (much of the data becomes available in July/August).
 - This timing aligns with our annual performance planning and goal setting cycles.
- We will also be looking for opportunities to continually communicate and report on progress to our broader internal and external community, in order to:
 - celebrate and showcase the accomplishments of the university;
 - recognize faculty/staff/students that are helping achieve our goals; and
 - generate momentum, excitement, and support within the community.

ROUTING AND PERSONS CONSULTED

Progress	Body	Date	Approval	Recommendation	Discussion	Information
	Research and Scholarship Committee	2025-05-15			X	
	Academic Planning and Priorities Committee	2025-05-26				X (verbal)
X	General Faculties Council	2025-06-12				X

SUPPORTING MATERIALS

1. Ahead of Tomorrow – 2024/25 Year End Report (Teaching & Learning and Research & Innovation excerpt)



Ahead of Tomorrow Implementation Reporting – Year-End Report (Teaching & Learning and Research & Innovation)

AoT	Objective by 2030	Goal for 2024/25	Actions Underway in 2024/25	Year-End Results
Strategy 1: Teaching & Learning	A) Become #1 university in U15 in student engagement.	<ul style="list-style-type: none"> Identify and define student engagement metrics. 	<ul style="list-style-type: none"> Identification of the domains of student engagement. Identification of key questions from NSSE, CGPSS, CUSC, CCSW that measure student engagement. Development work on a student engagement dashboard. 	<ul style="list-style-type: none"> Validation of domains of student engagement has been completed. Finalization of key survey questions is underway. These questions will support how we measure progress on student engagement relative to U15 comparators. Development of a student engagement dashboard is underway.
	B) Increase total enrolment by 10,000 (from 36,000 to 46,000) students.	<ul style="list-style-type: none"> Increase the funded enrolment seats in targeted expansion programs by 555 students in 2024-25. Meet the Government of Alberta Investment Management Agreement 2024-25 domestic enrolment target. Develop and approve a verified, sustainable enrolment model by June 30, 2025. 	<ul style="list-style-type: none"> Complete Phase I and II of the Strategic Enrolment Management (SEM2030) project. Support approval of the SEM 2030 Institutional Enrolment Model. Identify new program opportunities out to 2030. Undertake advanced program expansion planning to ensure shovel-ready proposals that align with provincial funding initiatives. Determine the resources required to support the enrolment plan, including funding required for the growth of thesis-based graduate students. 	<ul style="list-style-type: none"> 2024-25 enrolment reporting has not yet been finalized; however, it is anticipated that the IMA domestic enrolment target was achieved. Federal international policies continue to impact international enrolment numbers. The number of seats in individual expansion programs differ, however, the overall number of seats created across funded expansion programs exceeded the target.

				<ul style="list-style-type: none"> • First phases of SEM2030 are complete. • Identification of new program opportunities complete and feasibility studies for priority programs have been initiated. • Advanced program expansion planning underway. • Analysis of resources required to support enrolment growth is underway including a Program Expansion Costing Exercise. • A comprehensive review of graduate funding and development of a graduate funding dashboard has been completed.
	<p>C) Ensure all students are provided an opportunity for meaningful entrepreneurial and critical thinking within research and creative scholarship.</p>	<ul style="list-style-type: none"> • Increase awareness of, and opportunity for signature learning experiences in the areas of Experiential Learning (EL), Entrepreneurial Thinking (ET) and Research Experience (RE). 	<ul style="list-style-type: none"> • Launch an update of the Experiential Learning Mapping Project to ensure opportunities for EL, RE and ET are catalogued, promoted, and readily accessed by students. • Identify Academic leads across the areas of EL, RE and ET. 	<ul style="list-style-type: none"> • An update to the EL Mapping Project has launched with Entrepreneurial Thinking and Research and Creative Scholarship courses being mapped in Spring 2025. • Office of Signature Learning Experiences (OSLE), which will be a central resource for EL, RE and ET, was announced October 2024 and will officially launch July 1. • OSLE Executive Director has been hired, and interviews have been completed for three Academic Director positions. • Throughout Winter 2025 OSLE teams engaged in capacity-building initiatives to enhance team cohesion and collaboration including

				<p>coming together to support the EL Mapping Project which is an emergent example of the institution-wide work OSLE can deliver on.</p> <p>The development of a micro credential in Entrepreneurial Thinking for undergraduate students is underway in collaboration with Continuing Education.</p>
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AoT	Objective by 2030	Goal for 2024/25	Actions Underway in 2024/25	Year-End Results
Strategy 2: Research & Innovation	A) Become #1 university in U15 in research revenue per scholar.	<ul style="list-style-type: none"> • Increase research revenue to become #3 in U15 in research revenue per scholar 	<ul style="list-style-type: none"> • Providing 1:1 research facilitation support, including project management, through the Strategic Initiatives and Research Intelligence Unit • Growing research industry partnerships Industry Engagement team growing industry research partnerships • Continuing work of the Strategic Pursuits Team (in SIRI) for non-traditional Canadian funding sources. • Pursue international research partnerships with vigour (including Horizon Europe. • Developing new data analytic tools for senior leadership to make informed decisions on funding opportunities 	<ul style="list-style-type: none"> • Data analytic tools were utilized that supported our decision-making in identifying winnable CERC Concepts. • SIRI offered expert guidance and support, leading to the submission of 35 non-traditional funding applications • Supported the acquisition of the Overton Policy database to grant faculty access to policy citations enabling them to assess the real-work impact of their research • Hosted a few Horizon Europe workshops • Consulted with a number of researchers regarding their engagement in Horizon Europe applications • Established new processes and services to support Horizon Europe applications

	B) Grow external research revenue to \$750m a year.	<ul style="list-style-type: none"> • Grow our external research revenue to \$570M 	<ul style="list-style-type: none"> • CFREF funding totalling \$125M (leveraged to \$268M) flowing for the next 7 years • 2 CERC's valued at \$16M will start July 1, 2024 • Enhancing staffing to support application development for international research opportunities including Horizon Europe applications • Growing our SSHRC Partnership Program Grants • Co-funding positions in Development to identify philanthropic opportunities for our research priority areas • Developing intake process for next round of Canada Excellence Research Chairs Program 	<ul style="list-style-type: none"> • Achieved \$588.5M of research revenue in 2023/24 • For the first time ever, awarded 3 SSHRC Partnership Grants valued at ~\$7.5M • In the latest round of the SSHRC Partnership Grant Competition, UCalgary was awarded yet another SSHRC PG. • Increased capacity to support Horizon Europe applications including retaining a consultant • \$3M envelope/year allocated to UCalgary for 2026 competition; CERC concepts have been identified • Awarded funding by CED (OCIF) (\$1.5M) and Technology & Innovation (\$1.5M) for establishment of XPRIZE Hub; and invited to submit a proposal to PrairiesCan • Awarded 9 out of 10 Canada Research Chairs in the April 2024 round; and awarded 11 out of 13 Canada Research Chairs in the Fall, 2024 round. • Highest ever tri-council funding awarded for CIHR OG, NSERC DG, and SSHRC IG programs, totalling over \$76M.
	C) Grow our position as Canada's #1 creator of start-ups to the top 50 start-up creators in the world.	<ul style="list-style-type: none"> • Aim to be in the top 150 in the world 	<ul style="list-style-type: none"> • Took an inventory of all start-ups affiliated with UCalgary and submitted the list to Pitchbook; Pitchbook will build out a search so we can track our progress 	<ul style="list-style-type: none"> • Following a review of Pitchbook data it was recognized that data in Pitchbook on UCalgary startups/companies is severely lacking.

				<ul style="list-style-type: none">• Information on UCalgary start-ups are being communicated to the Pitchbook data team so that they can be properly linked to UCalgary. Last update provided January 2025. This will continue as we recognize gaps in information and new startups are created.
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**UNIVERSITY OF
CALGARY**

General Faculties Council
Briefing Note: For Information

SUBJECT: Innovation Ecosystem Update

PROPONENT:

William Ghali, Vice-President (Research)

PRESENTER:

Ian Gates, Associate Vice-President (Research) – Innovation

PURPOSE

To provide the General Faculties Council with an update on the progress of the Innovation@UCalgary ecosystem and discuss strategic priorities.

KEY CONSIDERATIONS

1. Innovation Ecosystem Development

The innovation ecosystem operates in a cohesive and supportive manner. Although the innovation journey can be complex, we have established robust supports for every stage of the journey, allowing innovators to join the ecosystem at any time. Over the past year, we have pinpointed gaps in our ecosystem and have strengthened, expanded, and refined our supports accordingly.

The innovation journey is composed of five key stages: fostering interest, supporting invention, creating ventures and managing intellectual property, ensuring incubation and acceleration, and ultimately achieving scaling and growth. These stages frequently overlap, and innovators often revisit previous stages multiple times throughout the development of an innovation. In response to the identified need for enhanced support, we have expanded our mentorship offerings to better assist innovators as they navigate their journey.

Innovation & Entrepreneurship Activities

VPR/VPA & P Offices:

- Research Services Office
- Inst. for Transdisciplinary Studies
- Quantum City
- UNU Water Hub
- Institute of Energy
- One Health

University Calgary International (UCI)

- Global Community Challenge YYC

Hunter Hub

- Evolve to Innovate (e2i)
- Launchpad (many faculties)
- Summer Accelerator
- Embedded Certificate
- Cannon Lachapelle Award
- Experience Ventures
- Solutions Lab (WIL)
- Academic Innovation and Mentors for Entrepreneurship (AIME)
- Map The System
- Innovation Sandbox
- Business Playbook

All Faculties

- Associate Dean Innovation or equiv.
- Research, Training, Courses, ...

Innovate Calgary

TTO

- Grant support - IP language, market potential, plans
- IP education and advising
- Research support for assigned technologies
- Advice on commercial potential, invention assessment
- Interinstitutional agreements
- Patent applications, prosecution and maintenance
- Marketing of engaged technologies
- Licensing or assignment of technologies, copyright, know-how, patent rights
- ElevateIP (Education; IP Strategy, Implementation, Navigator funding)

Investment

- Education
- Non-dilutive funding
- Capital raise preparation
- Capital investment mobilization
- Sales coaching, sales team building, sale strategy support
- UCeed: Energy, Child Health & Wellness, Health, Social Impact, Haskayne Student Fund
- Hubs (incubation) & New Ventures (programs)

- (Life Sciences InnHub, Social InnHub, Aerospace InnHub, Energy Transition Ctr)
- Lab 2 Market: Discover, Validate, Launch (with UA and UL)

- Innovation Catalyst Grant
- Life Sciences Fellowship
- Research 2 Social Innovation
- Social Innovator Ignite Prize
- Aerospace Accelerator Program
- Incubation space and labs
- Expert Advisor Program
- Venture Backbone
- Events

Central

- NSERC USRA
- PURE Awards
- One Health Summer Institute
- Sustainability Office

Library and Cultural Resources

- Lab NEXT
- Lab NEXT Makerspace
- Lab NEXT Virtual Reality
- Visualization Studio

Social Innovation Initiative

- Translate Research 2 Action (Coaching, connecting, wayfinding, ...)
- Social Innovation Collaborative
- Social Impact Starter Series

Student-Run

- FUSE
- BLG Business Venture Clinic

Other

- iGEM Calgary
- UIQ

XPRIZE Canada Hub

- Events
- Team Support
- ...

CDL – Rockies

- Nurture Program
- CDL Program - Prime
- CDL Program - Energy
- CDL Program - AgriFood
- ScaleUp
- ENTI 621 & 623 - in partnership with Haskayne & AB School of Business
- UHSF - in partnership with Innovate Calgary & Haskayne

External

- Tri-Council, SIF, Alberta Technology and Innovation, Platform Calgary, Avatar, NGIF VF, Alberta Innovates, Innotech Alberta, Genome Alberta, MITACS, Mount Royal University - Innovation Accelerator, SAIT ARIS, NRC-IRAP, PrairiesCan, OCIF, Startup Calgary, and others

Faculty of Nursing

- The HIVE
- Uncharted Series: Activators Solving Grand Health Challenges
- Innovation Toolkit (Design Thinking and Patient Experience methods)

Cummings School of Medicine

- SPARK (digital health innovation)
- Research Activities
- HBI
- LIBIN
- Charbonneau
- O'Brien
- Snyder
- ACHRI
- CHI
- W21C
- CSMopto
- RESTORE
- Clean Facility MicroBiome
- HBI AMP
- N3

Haskayne School of Business

- Centre of Entrepreneurship and Innovation
- ENTI Courses
- Expert panels, prototyping workshops
- Haskayne Entrepreneurial Advising Team (HEAT)
- BMO Mentorship Program
- RBC Fast Pitch Competition
- RBC Teaching Fellow in Entrepreneurship
- RBC Teaching and Curriculum Grant
- Embedded Certificate in Entrepreneurial Thinking
- Trico Foundation Social Entrepreneurship Centre
- ENTI 451 (Social Enterprise)
- Ask Me Anything About Social Enterprise (AMAASE)

Faculty of Arts

- Knowledge Engagement and Innovation Grant

Schulich School of Engineering

- Certificate in Engineering Entrepreneurship
- Entrepreneurial Capstone Design Projects
- Maker Multiplex Labs (M2)
- Microsystems Hub
- Launchpad

Faculty of Science

- Parex Resource Innovation Fellowships
- Innovation Workshop Series

School for Architecture, Planning, Landscape

- City Building Design Lab

Werklund School of Education

- Collaborative Creativity for Social Innovation and Human-Centered Design (MEd)

The expansion and refinement of the innovation ecosystem this year include the following highlights.

2. Hunter Hub for Entrepreneurial Thinking

The Hunter Hub plays a vital role in fostering a strong interest in innovation at the University of Calgary, particularly among undergraduate and graduate students as well as postdoctoral researchers.

- **New Executive Director hired** Fall 2024 = Guy Levesque (from UOttawa)
- **Experience Ventures** – To date, a total of 8,365 experiential learning placements in startups have been completed, with a total of 10,585 placements scheduled for completion by March 31, 2026 *[under Gov't of Canada's I.W.I.L. Initiative]*

- **Launchpad** – >219 participants (11 of 14 faculties) ended March with Liftoff! Pitch Competition [*business/social venture idea and learn how to take the idea from conception to impact*]
- **Ascent** – 24 teams (current) – top 9 teams from 3 streams to showcase to global audience at Inventure\$ [*Early-stage teams (prototyping phase) work to advance and launch it into market*]
- **L2M (Summer Program)** – 21 teams of start-up founders (first iteration of this program) [*HH/Mitacs seed funding ~\$308k total*]
- **Map The System** – 82 teams (192 students) competed at UCalgary finals and spot at national semi-finals [*research and human centred design on social/environmental issue as first step towards innovative solution*]
- **Hunter Hub Start-up Fund** – 30 innovators supported (~\$30k total)
- **Hunter Hub Solutions Lab / Office of Sustainability** – 50 students (11 teams) in Fall semester [*develop entrepreneurial and innovative solutions to enhance sustainability on campus*]
- **TC Energy Ingenuity Speaker Series** – 4 speaker events partnered with TC Energy [Phil Robertson, Danielle Gifford, Jason Ribeiro and Fangjin (FJ) Yang]

2a. AEIR, E2I: Supporting invention and creation.

Evolve to Innovate (E2I) and Academic Entrepreneurs in Residence (AEiR) are synergistic programs that support novice innovators to add complementary innovation streams to their research activities, and mentor them through the innovation journey.

- The E2I program is a pathway for researchers to translate successful research outcomes into practical solutions. E2I fellows participate in an eight-month experiential innovation curriculum that includes mentorship from experienced entrepreneurial faculty members, community entrepreneurs, hands-on workshops, guidance, and a cash allowance.
- The AEiR program supports the transition from discovery through invention towards innovation by mentoring successful academic entrepreneurs. The pool of AEiR mentors, totalling nine, comprises experienced researchers and start-up co-founders. The team collaborates closely with CDL Rockies—energy, agriculture, and prime streams—and the CDL Vancouver climate stream to connect with their “nurture programs.” Since AEiR’s inception in 2021, thirteen teams supported by AEiR have entered CDL.
- Since the end of 2024:
 - >75 Innovation teams mentored
 - 4 micro credential courses launched
 - 220 innovators attended the micro credential courses
 - >1,000 hours of mentorship
 - >\$20M Capital raised by AEiR ventures (dilutive and non-dilutive)
 - 57 Invention disclosures, 40 patents and trademarks filed by AEiR teams
 - >130 jobs created by AEiR teams

3. Innovate Calgary

Innovate Calgary is critical to technology transfer, venture creation, IP education, and incubation and acceleration activities of UCalgary innovators. In FY 2024-2025, Innovate Calgary supported the following:

- 350 Principal Investigators with applied research, invention, and start-up projects
- 98 invention disclosures
- 9 new patents filed
- 15 new revenue bearing agreements
- 20 new companies formed (3rd in Canada, behind McGill and UofT)
- \$8.1m ‘gross license income’ (3rd in Canada, behind UofT and UHN)

Innovate Calgary also operates four hubs: the Energy Transition Centre (ended March 2025), the Life Sciences Innovation Hub, Social Innovation Hub, and Aerospace Innovation Hub.

3a. UCEED

UCeed is the largest university-based group of start-up investment funds in Canada and is leading the trend in Canadian University-based “Gap Fund” development. Today, UCeed includes 6 funds: Energy, Child Health, General Health, Neuroscience, Social Impact, and the Haskayne Student Fund. In its first 5 years, UCeed has secured \$27M in funds under management and has invested \$10.1M into 67 UCalgary and community-based start-ups.

- Largest university-based group of start-up investment funds in Canada
- Six funds: Energy, Child Health, General Health, Neuroscience, Social Impact, and Haskayne Student Fund (7th fund launching in fall 2025)
- In first 5 years, UCeed secured \$27.5M in funds under management; invested \$10.1M into 67 UCalgary and community-based start-ups
- UCeed has been recognized by the Canadian Venture Capital Association (CVCA) as one of the most active pre-seed/seed investor in Canada
- Highlights:
 - 150+ students + 250+ PIs engaged across 48+ academic units and 20+ industries
 - 350+ jobs created by portfolio companies after UCeed investment
 - \$183+M raised by portfolio companies from third parties after UCeed investment
 - \$117+M in dilutive capital from investors
 - \$65+M raised from commercialization grant providers and other non-dilutive sources
 - \$144M in revenue generated
 - \$1.7+M in sponsorship with community partners (e.g., TD Bank, Cenovus & Alberta Innovates)

4. Ahead of Tomorrow

Ahead of Tomorrow aims to strengthen the reputation and impact of the University by increasing access to transformative and forward-thinking education; by harnessing the power of research and innovation to address society’s most pressing challenges, and by ensuring we place community at the heart of all our efforts.

We aim to transition from aspiration to tangible solutions and outcomes that benefit society. The University’s innovation ecosystem, embedded within an entrepreneurial framework, empowers us to address complex global social issues and technical research challenges. This ecosystem will actively support the strategies outlined in the Ahead of Tomorrow plan.

5. XPRIZE Canada Hub

- XPRIZE Hub launch event held May 6th, 2025
 - Funding received from OCIF (\$1.5M), Alberta T&I (\$1.5M)
 - Activities at launch included panel, moonshot, brain trust

BACKGROUND

UCalgary’s innovation ecosystem supports innovation activities of our scholars, staff, and students, bridging the transition from discovery to delivering solutions for society. The ecosystem includes activities and support functions in faculties, departments, and programs, including:

- Innovate Calgary,
- Hunter Hub,
- W21C (CSM),
- Social Innovation Initiative / Social Innovation Collective,

- Creative Destruction Lab - Rockies (HSB),
- Vice-President (Research) (VPR) Office, and
- Activities in the faculties.

We collaborate with our campus and Calgary communities, as well as government, industry, and other institutions, to strengthen innovation and deliver solutions for the benefit of society. The University of Calgary is actively expanding its innovation ecosystem to foster a culture of innovation and transformational change. The groups and programs within our ecosystem have achieved significant milestones over the past year.

ROUTING AND PERSONS CONSULTED

Progress	Body	Date	Approval	Recommendation	Discussion	Information
	Research and Scholarship Committee	2025-05-15				X
X	General Faculties Council	2025-06-12				X

SUPPORTING MATERIALS

PowerPoint to be shown at the meeting



SUBJECT: Research Data Management Update

PROPONENTS

Dr. William Ghali, Vice-President (Research)

PRESENTERS

Dr. Robert Thompson, Associate Vice-President (Research) and Executive Director, Research Services

Dr. Mary-Jo Romaniuk, Vice-Provost, Libraries and Cultural Resources

Dr. Tiago Lier, Director, Grants, Awards, and Ethics, Research Services Office

Dr. Jennifer Abel, Librarian, Research Data Management

Mr. Alexander Thistlewood, Specialist, Research Data Management, Research Services Office

PURPOSE

The presentation provides an update on 1) Tri-Agency implementation of the [Tri-Agency Research Data Management \(RDM\) Policy](#); 2) UCalgary preparation for meeting the data management plan (DMP) and data deposit requirements of the *Tri-Agency RDM Policy*; and 3) UCalgary progress toward implementing the [UCalgary Research Data Management \(RDM\) Strategy](#).

KEY CONSIDERATIONS

- Increasing Tri-Agency and international funder requirements imply UCalgary needs to scale up its RDM capacity and readiness (both human and capital) significantly to meet its strategic research goals.
- The implementation of the DMP and data deposit requirements of the *Tri-Agency RDM Policy* specifically will put greater demands for RDM support and capacity on UCalgary in the coming years.
- The UCalgary RDM Strategy Implementation Steering Committee is coordinating academic and administrative units to prepare for the greater demand for RDM support.
- The RDM Steering Committee has established two of three planned working groups that are advancing the commitments given in the *UCalgary RDM Strategy*:
 - Policies and Procedures;
 - Sensitive Data; and
 - Indigenous Data Sovereignty (planned for late 2025).

BACKGROUND

The General Faculties Council (GFC) was last updated on RDM in February 2023, ahead of finalization of the *UCalgary RDM Strategy*.

Tri-Agency RDM Policy

Launched in 2021, the *Tri-Agency RDM Policy* has three requirements applying to institutions and researchers: (1) for institutions, the creation of an institutional research data management (RDM) strategy; and for

researchers, requirements (2) to submit DMPs as part of their grant applications and (3) to deposit the research data which supports their published conclusions.

Institutional strategy requirement

In March 2023, UCalgary published its [institutional RDM strategy](#), as required by the *Tri-Agency RDM Policy*, after extensive consultation, including with RSC and GFC. The Vice-President (Research) gave final approval of the strategy.

The agencies are now in the process of implementing the latter two requirements of the policy, which apply to researchers.

Meanwhile, in spring 2024, the Vice-President (Research) convened an RDM Strategy Implementation Steering Committee to oversee implementation of the strategy (see RDM Strategy implementation section below).

DMP requirement

In select funding opportunities, researchers applying for Tri-Agency funding are required to submit a Data Management Plan (DMP) at the time of application. This requirement is being piloted currently and has been implemented in 14 funding opportunities so far. Most DMPs in this pilot phase are not yet being assessed but the agencies are reviewing them as they finetune implementation.

In the future, DMPs will be assessed as a standard part of Tri-Agency funding applications. Moreover, in the coming years the agencies plan to require DMPs or an account of data management practices in the methods section in all funding opportunities where it is appropriate (i.e., all funding opportunities that include research projects but not funding opportunities for knowledge translation or other activities). There are a few cases where DMPs are required to be maintained during the active phase of grant funding.

RSO reviews approximately 600 Tri-Agency grant applications per year, and other funders are increasingly requiring DMPs, including Canada Foundation for Innovation (CFI), Horizon Europe, and the U.S. National Institutes of Health. The increasing requirement of DMPs represents a significant commitment from researchers and support staff to ensure these DMPs are of a high quality so as not to jeopardize grant applications.

Data deposit requirement

In the near future, researchers will also be required to deposit into a digital repository all digital research data, metadata and code that directly support the research conclusions in journal publications and pre-prints that arise from agency-supported research. Whereas data deposit is going to be required, this is not an open data or sharing requirement—sensitive data ought to be securely preserved but access to these data ought to be appropriately managed. The data deposit requirement of the *Tri-Agency RDM Policy* is also not to be confused with the deposit requirement of the revised [Tri-Agency Open Access \(OA\) Policy on Publications](#), which is for articles as opposed to data.

The data deposit requirement is not yet in effect; the agencies plan to announce more details regarding this requirement, including the date it comes into effect, later in 2025. The effective date of the requirement is expected to be in 2026, which would see the first data deposited in line with the requirement in 2027 or 2028 (the data underlying published research conclusions are to be deposited at the same time as publication).

While the exact details of the requirement are still to be announced, the implementation of the data deposit requirement is expected to have a significant impact on UCalgary, and particularly on LCR and IT.

RDM Strategy implementation

The [UCalgary RDM Strategy](#) represents UCalgary's acknowledgement of the importance of RDM and commitment to supporting our research community's use of good RDM practices in all research activities. It is also the roadmap that UCalgary will use to develop its institutional policies and processes, IT infrastructure, and support services for RDM over the next months and years. The strategy has four purposes:

- 1) to meet the institutional RDM strategy requirement of the *Tri-Agency RDM Policy*;
- 2) to allow the university to address the expanding RDM requirements and norms of funders and academia more broadly;
- 3) to establish a foundation on which to build a culture of good RDM practices for the future; and
- 4) to establish a foundation for RDM-based partnerships with government, industry, Indigenous communities, community organizations, and other groups.

The strategy has a five year term, from March 2023 to March 2028.

The Vice-President (Research) convened the UCalgary RDM Strategy Implementation Steering Committee in spring 2024, co-led by RSO and LCR. It has met seven times, overseeing implementation of the strategy. There are nearly 60 commitments in the strategy and the work of implementing these commitments has been assigned to appropriate units including RSO, LCR, RCS, and three working groups that have been or will be established. In organizing the steering committee and working groups and inviting their respective members the steering committee co-chairs have sought to have representation from as many different fields of scholarship as possible.

Policies and Procedures Working Group

A current state assessment of UCalgary's institutional policies and processes conducted in 2022 found that policies and processes related to RDM at the institution are generally un- or underdeveloped with respect to RDM. Accordingly, the Steering Committee established the Policies and Procedures Working Group to review the university's existing policies, procedures, standards, and schedules to determine if revisions or supplementary guidelines are needed to adequately address RDM concerns. The Working Group has been meeting since August 2024 and is on track to complete the review by the assigned deadline of fall 2025.

The Policies and Procedures Working Group is made up of representatives of LCR, RSO, CSM, and Legal Services.

Sensitive Data Working Group

Sensitive data are broadly defined as any data that can cause harm—common types of sensitive data include: personal information, such as demographic data and other equity, diversity and inclusion data; personal health information; Indigenous data and/or Traditional Knowledge; data about vulnerable populations; data restricted by legal agreements (e.g., intellectual property); certain types of geographic information (e.g., detailed locations of endangered ecosystems or species); and data considered or related to controlled goods (a federally-defined area of data that has military or national security significance).

The Steering Committee has established a Sensitive Data Working Group to be responsible for five of the sensitive data-related commitments in the *UCalgary RDM Strategy* and any associated deliverables, including commitments towards educating researchers, staff, and other stakeholders about their RDM responsibilities. As a first step toward these commitments, the Sensitive Data Working Group is conducting environmental scans on researcher needs and institutional requirements to be completed by fall 2025.

The Sensitive Data Working Group is made up of staff from RSO, IT (Research Computing Services), LCR, CSM, Legal Services, as well as researchers with experience in lab-based and clinic-based health research, qualitative and quantitative social science research, and with data considered a controlled good.

Indigenous Data Sovereignty Working Group

The Steering Committee is working towards establishing an Indigenous Data Sovereignty Working Group in fall 2025. Reporting to the Steering Committee and in regular consultation with institutional Indigenous Research governance committees and circles, the Indigenous Data Sovereignty Working Group will co-develop with the university's partners a framework to support Indigenous data sovereignty. This framework will be an institutional complement to Indigenous standards such as [The First Nations Principles of OCAP®](#), the [CARE Principles](#), and the distinct approaches Indigenous communities, collectives and organizations have towards data sovereignty (which can be very different depending on such factors as the data in question and community capacity, interests, and needs).

The Indigenous Data Sovereignty Working Group will be made up of representatives from the Office of Indigenous Engagement, RSO, LCR, IT (Research Computing Services), and researchers with experience working with Indigenous data.

ROUTING AND PERSONS CONSULTED

Progress	Body	Date	Approval	Recommendation	Discussion	Information
	Research and Scholarship Committee	2025-05-15			X	
X	General Faculties Council	2025-06-12				X

NEXT STEPS

The Steering Committee will continue to oversee the implementation of the *UCalgary RDM Strategy*.

The Policies and Procedures Working Group will conclude its review by fall 2025, compose an early draft of an RDM standard or guidelines, and seek Steering Committee input on the changes recommended in the review. The Sensitive Data Working Group will complete its two environmental scans by fall 2025 as well and propose a roadmap towards fulfilling the sensitive data-related commitments in the *UCalgary RDM Strategy*. Lastly, the Indigenous Data Sovereignty Working Group will be convened with the focus of working towards an institutional Indigenous data sovereignty framework.

SUPPORTING MATERIALS

1. [Tri-Agency Research Data Management \(RDM\) Policy](#) (link)
2. [UCalgary Research Data Management \(RDM\) Strategy](#) (link)
3. Research Data Management Strategy Implementation Steering Committee Terms of Reference (attachment)

Research Data Management Strategy Implementation Steering Committee

Terms of Reference (Finalized)

Version dated 28 March 2024

Establishing Body: Vice-President (Research)

Role

The Research Data Management Strategy Implementation Steering Committee serves to oversee the work of implementing the University of Calgary's [Institutional Research Data Management Strategy](#).

Responsibilities

The Steering Committee will fulfill its role primarily by carrying out the activities indicated below. The listed responsibilities shall be the common, recurring activities of the Steering Committee; however, the Steering Committee may carry out additional responsibilities and duties within its role.

The Steering Committee's primary responsibilities are as follows:

- Ensure the completion of the activities laid out in the Strategy document within the five-year period outlined in the document (i.e., March 1, 2023-February 29, 2028);
- Convene and oversee the work of one or more Research Data Management Strategy Implementation Working Groups (e.g. policies and procedures; Indigenous RDM and data sovereignty; sensitive data; etc.) to carry out the work outlined in the Strategy document by establishing objectives and deliverables, and ensuring that deliverables meet the established objectives and specifications;
- Ensure appropriate representation of the research community, including academic, management, and support staff, on the Steering Committee and/or Working Groups;
- Stay abreast of and ensure that any new developments in the research funding and policy landscape which will affect Strategy implementation are accounted for during the implementation process;
- As necessary through the Strategy implementation process, and in coordination with the Working Groups, ensure that all internal and external stakeholders are engaged and that their needs are reflected in the Strategy implementation;
- In coordination with the Working Groups, develop and execute a communication plan regarding Strategy implementation for all relevant audiences.

Membership

Co-Chairs (non-voting) (ex-officio)

- Vice-Provost, Libraries and Cultural Resources
- Associate Vice-President (Research) and Executive Director, Research Services

Members

Voting

- Vice-President (Research) representatives:
 - Associate Vice-President Research (Social sciences and humanities area)
 - Associate Vice-President Research (Health research area)
 - Associate Vice-President Research (Natural sciences and engineering area)
 - Senior Legal Counsel (Research)
- Provost and Vice-President (Academic) representatives:
 - Provost and Vice-President (Academic)
 - Vice-Provost and Associate Vice-President Research (Equity, Diversity and Inclusion)
 - Vice-Provost, Institutional Analysis
 - Vice-Provost and Associate Vice-President Research (Indigenous Engagement)
- General Counsel or Designate
- Vice-President (Finance) or Designate
- Vice-President (Services) or Designate
- Dean of Graduate Studies or Designate
- Chief Information Officer
- Research Ethics Boards:
 - Chair, Conjoint Faculties Research Ethics Board
 - Chair, Conjoint Health Research Ethics Board
- Senior Legal Counsel, Cumming School of Medicine
- Representative of the Associate Deans Research Council
- Representative of Libraries and Cultural Resources
- Postdoctoral member(s) or Designate
- Graduate student member(s) or Designate

Non-voting

- Research Services Office
 - Director, Grants, Awards and Ethics
 - Director, Research Security
 - Research Data Management Specialist
- Libraries and Cultural Resources
 - RDM Librarian
- Research Computing Services
 - Director, Research Computing Services
- Additional members who serve on Working Groups (see below)

Appointment of Additional Members

The Steering Committee may, by vote, appoint additional voting or non-voting members to the committee as required for their expertise or as representative of an office or field of research. Wherever possible, there should be a Steering Committee Representative within the membership of ad hoc Working Groups to act as a formal liaison between the two bodies. Additionally, Working Group chairs and other members can be invited to join the Steering Committee as non-voting members for the duration of their Working Group to provide the perspective and report on the activity of the Working Group.

Working groups

The Steering Committee is committed to promoting equity, diversity, and accessibility, and recognizing the importance of Indigenous research and ways of knowing. The Steering Committee shall ensure that working groups reflect and respect the diversity of the University and give due consideration to reconciliation and Indigenous engagement, and to equity, diversity, inclusion, and accessibility. Working Group membership should be kept low (approximately 5, and at most 10 members), concentrated on participants who can directly contribute to the work, consulting with others outside of the formal group as needed.

Member Terms

Members will be appointed on an academic year term (June 30 expiry). Renewals are permitted.

Responsibilities of Members

Members are expected to:

- Familiarize themselves with the Steering Committee's role and these Terms of Reference;
- Participate in the activities of the Steering Committee;
- Attend each regularly scheduled Steering Committee meeting, making every attempt to attend synchronously (i.e., in person, or in a synchronous meeting on an online platform);
- 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 Steering Committee to exercise its best judgment in decision making and advising.

Committee Meetings

Schedule

The Steering Committee will meet at least bi-monthly in accordance with a meeting schedule provided to members. Special meetings may be called at any time by the Co-Chairs.

Administration

Administration and coordination of committee business will be provided by the Research Services Office/Vice-President Research Office.

Notice

Meeting details will be communicated to members by the Co-Chairs as soon as they are available before each meeting.

Meeting Agendas

Meeting agendas will be formulated by the Co-Chairs and reviewed and approved by the Steering Committee at the beginning of each meeting.

Materials

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

Conduct of Meetings

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

Voting at Meetings

Only voting members may move, second and vote on motions and each voting member is entitled to one vote.

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 Co-Chairs do 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.

Committee Records

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

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



SUBJECT: Research Awards Initiative – Phase 2 Renewal for 2025-2029

PROPONENT(S)/PRESENTER(S)

Proponent: Dr. William Ghali, Vice-President (Research)

Presenters:

Dr. Robert Thompson, Associate Vice-President (Research)

Dr. Tiago Lier, Director, Grants, Awards and Ethics

Maryam Tahir, Specialist, Research Grants and Awards

Erin O'Toole, Specialist, Research Awards and Chairs

PURPOSE

Dr. Robert Thompson, Associate Vice-President (Research), is providing information to the General Faculties Council (GFC) on the *Research Awards Initiative 2025-2029 Implementation Plan*. Since its inception in 2017, the Research Awards Initiative's overall objective has remained consistent: to develop a culture in which scholars actively work to nominate their peers for prestigious awards. This updated implementation plan focuses on building on UCalgary's significant successes in this area.

Dr. Thompson will present a brief update on the initiative. The Deans have approved the plan, and the team presented the initiative to the Research and Scholarship Committee on May 15, 2025 for feedback.

KEY CONSIDERATIONS

Alignment with *Ahead of Tomorrow* and the *Research and Innovation Plan*:

Research awards increase recognition of the excellence and significance of scholarly contributions within disciplines, the broader research community, and with the general public. Recognition of the University's academic staff reflects positively upon the institution, broadening and strengthening our reputation for research excellence. These reputational gains can result in more concrete benefits, such as increased research revenue and attracting and retaining high-calibre students, post-doctoral fellows, and faculty members.

The 2025-2029 *Research Awards Initiative Implementation Plan* advances *Ahead of Tomorrow* by increasing recognition of UCalgary's research excellence. It specifically addresses the following activities and initiatives detailed in the 2023 – 2030 *Research and Innovation Implementation Plan*:

Domain #1: Enhancing Institutional Capacity

- Honourific research awards indirectly support the recruitment of top-tier researchers and trainees to the University of Calgary by supporting, recognizing and promoting individual and institutional research excellence, which contributes to the institution's recognition and rankings.

Domain #2: Connecting our people with opportunities

- The Research Awards Initiative enhances opportunities for researchers to access award opportunities.

- Through its first phase, 2019-2024, the Research Awards Initiative elevated the reputation of UCalgary scholars and, by extension, UCalgary.
- The Research Awards Initiative directly supports increasing the number and quality of faculty member nominations for external research awards, placing particular emphasis on early career scholars and international awards.

Domain #4: Leading Research Impact

- Research awards recognize the impact of research at UCalgary. Celebrating the success of our awardees publicly highlights the research's societal and academic impact.
- Research awards are a mechanism to recognize and reward the diverse outputs and impacts of the UCalgary professoriate.

BACKGROUND

The Research Awards Initiative (RAI) is a Presidential initiative that was established in 2017 to develop a culture of recognition in which scholars actively work to nominate their peers for research awards.

The initial implementation strategy for the RAI was detailed in a 5-year plan (2019 – 2024). That 2019-2024 plan created a committee structure to strategically support the pursuit of honourific research awards centrally and across all Faculties and set ambitious targets to improve UCalgary's performance. These targets included doubling the annual number of nominations, increasing the number of awards received by 50%, and increasing the number of especially prestigious awards received by 50%. The initiative successfully met or exceeded its award targets by the end of 2024. Based on the success of the 2019 – 2024 implementation strategy, both the Research and Teaching Awards Steering Committee (RTASC) and the Research Awards Working Committee (RAWC) agreed on the value of developing a subsequent implementation strategy for the next five years (2025 – 2029), detailed in this document.

The 2025–2029 implementation strategy shifts to maintain high levels of nominations and awards. It also focuses on sustaining strong support for award nominations, ensuring a steady flow of quality submissions and the necessary resources and committees to support these goals. This will be achieved through the following mechanisms:

1. Updated nomination and award targets for 2025 – 2029, based on recent baseline averages, with an enhanced focus on supporting early career researchers and pursuing international awards.
2. Collect and analyze EDI data related to research awards to develop a data-informed approach to enhancing equity and inclusion in award processes and nominations.
3. Incorporate equitable and inclusive research assessment practices, aligning with UCalgary's commitments to the Declaration on Research Assessment (DORA), into internal award assessments, award nomination activities, and advocacy to awarding bodies.
4. Celebrate and recognize external research award recipients through a University-level event and enhanced communication strategies; and
5. Maintaining central and Faculty-level resources in support of research awards.

RISKS

This renewal has minimal risks. The 2025 – 2029 implementation plan does not request additional resources but focuses on maintaining the gains achieved in the 2019-2024 implementation period. It is primarily an internal strategy, and Faculties defined their own targets based on their current context. There are no consequences for not meeting the targets described in the plan. The plan is designed to be flexible, iterative, and responsive to change.

ALTERNATIVES CONSIDERED

During the 2019 – 2024 RAI implementation period, UCalgary scholars gained significant recognition for themselves and the University of Calgary. We observed a notable increase in collaboration across units and made significant progress toward fostering a culture where scholars actively nominate their peers for awards.

Faculty support (via the Deans and Associate Deans (Research)) for renewing the plan was strong. There was quick consensus among academic and support staff who work on research awards that the first phase of the Research Awards Initiative increased the number of nominations and awards for UCalgary scholars by increasing collaboration and knowledge sharing across faculties.

The two RAI committees, the decanal Steering Committee and its Working Committee, considered many options for the goals and focus areas of the plan. For example, the option to promote further growth in the number of research award nominations was considered but ultimately ruled out due to limited capacity amongst nominees and the faculty and staff who support nominations. The Working Committee saw more value in maintaining the gains of the previous implementation period.

ROUTING AND PERSONS CONSULTED

Progress	Body	Date	Approval	Recommendation	Discussion	Information
	Research and Scholarship Committee	2025-05-15			x	
X	General Faculties Council	2025-06-12				x

NEXT STEPS

- Faculties are already working towards the new targets for nominations and successful awards.
- Planning for EDI data collection will begin 2025-26.
- Incorporating principles of DORA in research awards process will begin in 2025-26.
- Planning in Fall 2025 for pilot awards celebration event, which will be held in 2026.

SUPPORTING MATERIALS

1. RAI 2025-2029 Implementation Plan

Research Awards Initiative

Implementation Plan: 2025 – 2029

Prepared for

Research and Teaching Awards Steering Committee

Prepared by
Research Awards Working Committee
Research Services Office
researchawards@ucalgary.ca

Approved February 5, 2025

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Territorial Acknowledgement

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, districts 5 & 6.

The University of Calgary is situated on land northwest of where the Bow River meets the Elbow River, a site traditionally known as Moh'kins'tsis to the Blackfoot, Wîchîspa to the Stoney Nakoda and Guts'ists'i to the Tsuut'ina. On this land and in this place, we strive to learn together, walk together, and grow together "in a good way."

Executive Summary

The Research Awards Initiative (RAI) is a Presidential initiative that was established by the Executive Leadership Team in 2017 with the objective of developing a culture of recognition in which scholars actively work to nominate their peers for research awards. The RAI seeks to establish a network committed to promoting and recognizing excellence in all facets of research by working closely with UCalgary leadership, academics, and support staff.

The initial implementation strategy for the RAI was detailed in a five-year plan (2019 – 2024). By the end of 2024, the 2019-2024 plan successfully met or exceeded its award targets. The RAI implementation plan also committed to promoting equity, diversity, and inclusion in awards. Significant progress was made in this endeavour, particularly through developing the [Research and Teaching Awards Equity, Diversity, and Inclusion Plan](#) and the accompanying [guide](#).

Based on the success of the 2019 – 2024 implementation strategy, the Research and Teaching Awards Steering Committee (RTASC) and the Research Awards Working Committee (RAWC) agreed that developing a subsequent implementation strategy for the next five years (2025 – 2029), detailed in this document, would be beneficial.

The 2025–2029 implementation strategy shifts from growth targets and prestige to maintaining high levels of nominations and awards. It also focuses on sustaining strong support for award nominations, ensuring a steady flow of quality submissions and the necessary resources and committees to support these goals. This will be achieved through the following mechanisms:

1. Updated nomination and award targets for 2025 – 2029, based on recent baseline averages, with an enhanced focus on supporting early career researchers and pursuing international awards.
2. Collect and analyze EDI data related to research awards to develop a data-informed approach to enhancing equity and inclusion in award processes and nominations.
3. Incorporating equitable and inclusive research assessment practices, aligning with UCalgary's DORA commitments, into internal award assessments, award nomination activities, and advocacy to awarding bodies.
4. Celebrate and recognize awardees through a central awards event and enhanced communication strategies; and
5. Maintain central and Faculty-level resources in support of research awards.

Introduction

The University of Calgary is a comprehensive academic research institution on a remarkable growth trajectory, guided by the [*Ahead of Tomorrow*](#) Strategic Plan (2023 – 2030). This strategy seeks to equip students, postdocs, faculty, and staff with the ingenuity needed to think and act ahead of tomorrow, emphasizing enhancing the impact and reach of UCalgary’s research ecosystem. To deliver on the *Ahead of Tomorrow* vision, the [*Research + Innovation Plan*](#) was developed to provide a roadmap of enabling activities. The *Research Awards Initiative* aligns with and advances both strategies by highlighting the impact of UCalgary scholars and elevating the reputation of our scholars, and by extension, the university.

Research awards increase recognition of the excellence and significance of scholarly contributions within disciplines, the broader research community, and the general public. Recognition of the University’s academic staff reflects positively upon the institution, broadening and strengthening our reputation for research excellence. These reputational gains can result in more concrete benefits such as increased research revenue and attracting and retaining high-calibre students, post-doctoral fellows, and faculty members. Research awards are a particularly important element of domain 2 of the [*Research + Innovation Plan*](#), “Connecting Our People with Opportunities” (see subsections 2.4 and 2.5).

From its inception in 2017, the Research Awards Initiative's overall objective has remained consistent: to develop a culture in which scholars actively work to nominate their peers for prestigious awards. This updated implementation plan focuses on building on UCalgary’s significant successes.

Looking Back: 2019 – 2024

The implementation plan for the first five years of the RAI set the following ambitious targets:

1. Increase nominations by 100% by December 2022 (this target was later continued to 2024);
2. increase awards received by 50% by December 2022 (this target was later continued to 2024); and
3. Increase prestigious awards received by 50% by December 2024.

These targets were met through a variety of strategies with the oversight of the Research and Teaching Awards Steering Committee (RTASC) and the Research Awards Working Committee (RAWC), which respectively consist of the Deans of each academic faculty and the Associate Deans of Research/award committee representatives from each Faculty. This RAI committee structure provides strategic oversight for the research awards portfolio, builds institutional capacity to identify and nominate candidates for external research awards, and encourages nominations.

The significant success of the 2019 – 2024 RAI implementation plan was enabled through a number of complementary activities. Highlights include:

- Tapped into the successful **Strategic University Proposal and Platform Opportunity Review Team (SUPPORT)** model, UCalgary added a centralized *SUPPORT: Research Awards* committee to enhance the quality of research award nominations via peer review from faculty who have won national awards and served on selection panels.
- Enhanced collaboration and knowledge sharing between the Faculties and central units through the above institutional committee structure.
 - In addition to the RTASC and RAWC, a Research Awards Working Group was established to promote knowledge sharing between central and Faculty-level awards support staff.

- Developed the [Research and Teaching Awards Equity, Diversity, and Inclusion Plan](#) and accompanying [guide](#).
 - This major initiative was co-led by leaders from the Office of the Vice-President (Research), the Office of EDI, and the Vice-Provost (Teaching and Learning) portfolio, alongside 20 academic and support staff from 14 different units. The project spanned two years and involved 22 internal consultation sessions. The resulting plan was foundational in articulating a tailored UCalgary model for EDI.
- Established a central matching fund through the VPR Office to hire external writers and editors to increase the quantity and quality of research awards nominations.
- Several Faculties launched new internal award programs and formed awards committees.
- Developed communications strategies to highlight the success of UCalgary awardees.
- Doubled central Research Services Office (RSO) awards staff resources from 0.6 FTE to 1.2 FTE.

During the 2019 – 2024 RAI implementation period, UCalgary scholars gained significant recognition for both themselves and the University of Calgary. We observed a notable increase in collaboration across units and made significant progress toward fostering a culture where scholars actively nominate their peers for awards.

Looking Ahead (of Tomorrow): 2025-2029

Over the next five years, UCalgary aims to enhance support and expand nominee pools, focusing on early-career scholars. We will develop a strong nomination pipeline to support academic staff in their progress towards high-profile awards while also increasing awareness of discipline-specific opportunities. To further elevate our nationally recognized faculty, we will also look to international awards where they can be competitive and garner recognition on a larger stage.

To accomplish these broad objectives, we will build on the foundational work initiated through the first five years of the RAI, under the guidance of the Research Awards Working Committee and the Research and Teaching Awards Steering Committee. The 2025 – 2029 implementation strategy focuses on five key actions, described below.

1. Target Setting

The 2019 – 2024 implementation plan set ambitious targets, which many Faculties met and exceeded. Every Faculty and the Vice-President (Research) invested considerable resources to increase nomination activity and strengthen the quality of UCalgary research award nominations, increasing the number of awards received.

The increase in successful award nominations from 2019 to 2024 was an unprecedented achievement, driven in part by Faculties that were able to quickly mobilize a pool of highly qualified nominees who had previously deferred nominations for reasons such as lack of award awareness or the substantial work involved in preparing a nomination package. With current resources, it is neither possible nor realistic to increase award nominations by a similar margin in the next five years. Therefore, the research awards targets set through 2025 – 2029 are comparatively more measured, seeking to sustainably maintain and thoughtfully increase the number of overall nominations and awards.

With scaffolding processes now in place to support researchers working towards high-prestige awards, we will phase out the 2019 – 2024 Prestigious Awards targets. In 2025 – 2029, additional targets focus on early career researchers (ECRs) and international awards.

This focus will allow us to thoughtfully scaffold ECRs towards research awards appropriate to their career stage and strategically build on UCalgary's position as a current and strong future academic leader. This represents a strategic investment and focus on our *Ahead of Tomorrow* mandate. The focus on international awards will enable us to build on recent successes and our international standing by nominating scholars for increasingly prestigious awards on the international stage and enhancing the reputation of our scholars and the institution.

Through the Research Awards Working Committee and other internal collaborators, we will explore strategies to increase and improve UCalgary nominations for international awards. The Working Committee and RSO will maintain a list of international awards that are meaningful to the academy and Faculties and raise UCalgary's awareness of these opportunities. RSO will track nominations for these awards to gather and share additional data. This target will be revisited periodically throughout 2025 - 2029. Refer to Appendix B for a preliminary list of notable international awards.

After extensive discussion, each Faculty has proposed individual targets given existing resources. Note that targets have been set at both the institutional and Faculty level. In some cases, the sum of Faculty-level targets may not match the overall institutional targets. This is the same approach that was successfully used from 2019 to 2024. Refer to Appendix A for Faculty-level targets.

Proposed Targets

Target 1: Build on established nomination rates in recent years (2021-2023) over the next 5 years

UCalgary has made great strides in increasing our research awards nomination activity. We have exceeded our original target of 220 nominations per year, averaging 294 nominations per year from 2021 to 2023. In 2025 – 2029, we will aim for **300 research award nominations annually**, which we will maintain until the end of 2029.

Target 2: Build on award success rates in recent years (2021-2023) over the next 5 years

UCalgary has significantly increased the number of research awards received annually. We have exceeded our original target of 91 awards received per year, averaging 127 from 2021-2023. **We will target 125 external awards received annually** until the end of 2029.

Target 3: Increase nominations of early-career researchers to 46% of total nominations over the next 5 years

A sustainable culture of recognition must ensure that newer faculty are strongly supported at an early stage in their career, enabling and motivating scholars to pursue nominations for themselves and their colleagues, and establishing a strong pipeline of nominations well into the future. Defined as within 5 years of receiving tenure, early career researchers (ECRs) comprise 53% of our academic staff, while 42% of our nominations are ECRs. We will work to close this gap by **increasing the ECR proportion of all nominations to 46%** by the end of 2029.

Target 4: Increase focus on international award opportunities

We will increase our focus on international awards, recognizing their impact on faculty members' careers, potential subsequent research award success, future nominations, and the University. The Research Awards Working Committee and Faculties will analyze the international research awards landscape to determine appropriate awards to pursue based on their impact and their fit for UCalgary scholars.

Target 1 encompasses the focused Targets 3 and 4, such that nominations of early-career researchers and nominations for international awards will count towards the nomination target determined for Target 1. Targets 3 and 4 will also overlap with one another. Likewise, **Targets 1, 3, and 4 will help attain Target 2, as those three activities (1, 3, and 4)** will solidify gains and continue to nurture UCalgary award success and momentum.

2. Collect and analyze EDI data related to research awards

The UCalgary [*Research and Teaching Awards Equity, Diversity, and Inclusion Plan*](#) (“the Awards EDI Plan”) was a significant innovation and output of the 2019 – 2024 implementation period. The Awards EDI Plan and accompanying [*guide*](#) were developed to embed a foundational commitment to EDI in identifying and nominating candidates for external research and teaching excellence awards.

The impetus for this approach is grounded in a significant and growing body of research that has established the many ways in which EDI are integral to excellence in the 21st-century university. Research demonstrates that diversity makes us smarter, improves problem-solving, enhances decision-making, fuels creativity, drives innovation, and reflects justice. Diverse and inclusive environments contribute to a more socially diverse academic and staff workforce, higher faculty retention rates and improved collective research and teaching impact.

From 2025 to 2029, we will continue our foundational commitment to EDI. **Data collection and analysis are necessary** to understand the diversity of our awardees, examine representation in nominations and awards, and support data-informed and evidence-based decision-making about research awards.

This work will necessarily include collaboration with other units, including, but not limited to, the Associate Vice-President (Research) EDI, the RSO EDI in Research team, data stewards, the Office of Institutional Analysis, and the EDI Data Collection Group. The EDI Data Operating Standard and the Awards EDI Plan will guide the work. It will align with other complementary initiatives, including the [*Dimensions EDI in the Research Action Plan*](#).

Based on the findings of our data collection and analysis, we will create a concrete and implementable plan by 2029.

Proposed steps include:

a) **Develop a plan for data collection (2025)**

- a. A consultation, education and literacy phase will occur across campus before launching any data collection initiative.
- b. Collection will align with the [*UCalgary EDI Data Operating Standard*](#).

b) **Collect pilot data (2025-2026)**

- a. Begin data collection with a small pilot of selected award nominations. For example, an appropriately sized sample for the pilot could be UCalgary Killam awards or Royal Society of Canada Fellowship and College nominations. This pilot will be undertaken with consideration of the following factors:

- A collection notice is currently under development by University Legal Services, which will comprehensively cover the collection of demographic self-identification data. The form may be similar to the Canada Research Chairs data collection form, which, although mandatory, allows respondents to decline to answer any given question.
- Administrative data on gender is currently available for analysis.
- Retroactive data collection may be possible for past awards data (with re-consent).

c) **Analyze data and determine next steps (2026-2027)**

- Analyze data on UCalgary research award nominees against available UCalgary, City of Calgary, Government of Alberta and/or Statistics Canada census data.
- Based on the findings of this analysis, identify patterns and trends in UCalgary's research awards nomination data. With the collaborating units named above (and through the RAWC and RTASC), implement data-informed and evidence-based strategies to address obstacles and barriers within UCalgary's research awards ecosystem.
- c. The pilot will be assessed on an ongoing basis and may be renewed for a second year to collect further data.
- d. By 2029, create a concrete and implementable plan based on the findings of this data collection and analysis.

3. Incorporate equitable and inclusive research assessment practices in research awards

After the RAI's implementation began in 2019, the University of Calgary signed the Declaration on Research Assessment (DORA), committing the university to implement its recommendations for evaluating researchers and scholarly research outputs.

Through the 2025 – 2029 implementation period, we will prioritize impact and inclusion over prestige in alignment with DORA's principles. We will sunset the 2019 – 2024 Prestigious Awards targets while continuing to work to scaffold nominees towards relevant influential awards.

We will take a two-pronged approach to incorporating DORA into our award nomination efforts:

- **First**, we will consider equitable and inclusive research assessment when selecting candidates to nominate for external research awards. UCalgary's progress in implementing the principles of DORA must be consistent at the central and Faculty levels.
- **Secondly**, UCalgary will strive to promote DORA principles alongside awarding agencies and their review committees while acknowledging that award agencies' selection processes may not yet fully align with DORA. This creates a potential tension that we will continue to be mindful of and address as we foster the recognition and celebration of impact and inclusion in relation to research awards.

4. Celebrate and recognize awardees

Celebration and recognition are some of the key functions of research awards. Therefore, in the 2025 – 2029 implementation period, **an institutional research awards recognition event will be established**. We will aim to hold the first event by 2026, in alignment with UCalgary's 60th anniversary.

Events allow for the acknowledgement of significant awards received, motivate others to nominate their colleagues, stand for nomination, and showcase research excellence to our campus and the broader community at large. Recognition through these events may also motivate awardees to strive for increasingly competitive award opportunities in subsequent years and foster new transdisciplinary research engagement opportunities through celebratory networking and increased awareness of scholarly innovation.

While Faculties have individually hosted awards celebrations, a central research awards celebration has not happened in recent years. A UCalgary awards celebration event is proposed to enhance the widespread recognition of UCalgary scholars. This event will also allow for opportunities to celebrate and reflect on the impact of UCalgary research over the year and enhance awareness of this impact.

Complementary to these efforts, we will **enhance communications about awardees**, which is necessary to translate award success into broader reputational gains. This includes proactive central communications to ensure widespread knowledge about both calls for nominations and awards received. Faculties and central units will collaborate on developing communication strategies for research awards.

5. Maintain resources in support of research awards

Through the original 2019 – 2024 RAI implementation, the Faculties and the central administration invested resources to achieve ambitious nomination and award targets. In the 2025 – 2029 period, we reiterate our commitment to maintaining the resources that were put in place.

As detailed in the [Awards EDI Plan](#), we recognize that members of equity-deserving groups may require additional support. They may be hesitant to submit themselves for awards and may be overextended due to service loads and higher levels of student mentorship and supervision.

The central VPR and RSO support for research awards will remain in place. These include the SUPPORT: Research Awards Committee, the Research Awards Specialist positions within RSO (amounting to 1.2 FTE staff), and the VPR matching funds budget to contract external professional writers and editors.

RSO will monitor progress and report regularly to the Research Awards Working Committee and the Research and Teaching Awards Steering Committee. We will also collaborate with external groups as appropriate, such as the Universities Canada Global Excellence Initiative.

Within the Faculties, the non-academic staff support for awards varies. Among the larger Faculties, support staff time committed to awards ranges from 0.5 FTE to over 1.0 FTE. In the smaller Faculties, support staff time committed to awards commonly ranges from 0.1 to 0.2 FTE, with a few significantly more or less than this range. In the 2025 – 2029 period, Faculties should consider how to ensure non-academic staff are enabled to prioritize supporting awards, including listing award nomination support in job profiles. These staff members play a crucial role in supporting research awards, nominees, and processes.

Collaboration: Efforts to maintain the University's increased focus on award nominations will require continued collaboration between central offices and Faculties, and between Faculties. During this next stage of the RAI, we will look for opportunities to strengthen connections between faculty and staff who provide awards support. For example, staff could provide training opportunities for effective award nomination letter writing, host workshops for specific awards, or host committee training that addresses inclusive research assessment. Faculties are also encouraged to develop ties with external award writers with expertise specific to the Faculty's disciplines and to continue building disciplinary awards knowledge, for example, by nominating academic staff to sit on selection committees for awarding bodies.

In summary, each Faculty commits to:

- maintaining current levels of non-academic staff time to coordinate the research award process, support nominations, and/or review nominations;
- maintaining current levels of academic staff support for awards nominations (through activities such as mentoring potential nominees, providing feedback on award nominations, canvassing, serving on awards committees, etc.), and formally recognizing these (and other) awards-related activities as valuable service contributions; and
- maintaining their awards committees and other resources.

Each Faculty is encouraged to:

- support and seek opportunities to strengthen connections between academic and support staff who provide awards support.
- develop ties with external awards writers with expertise specific to the Faculty's disciplines;
- collaborate with other Faculties to learn about and leverage strategies for optimizing research awards processes; and
- continue building disciplinary awards knowledge.

Conclusion

The institutional Research Awards Initiative has been highly successful in focusing the efforts of a large and diverse community by collecting research awards knowledge and best practices across disciplines and administrative divisions, efficiently using resources, and most importantly, galvanizing faculty and staff through shared goals. This has fostered a culture in which scholars proactively nominate their peers for awards.

These efforts have garnered recognition of our scholars' outstanding achievements and raised awareness of the university's impactful research activities. Through the collective efforts described within this plan, UCalgary is well-placed to promote research excellence and deepen our culture of recognition over the next five years.

APPENDIX A: Faculty Level Targets

Target 1: Build on established nomination rates in recent years (2021-2023) over the next 5 years

Faculty	RAI: 2019 - 2024		RAI: 2025 - 2029	
	Baseline Avg. (2016-2018)	2022 Target	Baseline Avg. (2021-2023)	2029 Target
Faculty of Arts	14	35	21	35
Cumming School of Medicine	63	73	91	73
Haskayne School of Business	6	6	5	10
Faculty of Kinesiology	3	6	7	6
Faculty of Law	1	2	7	2
Faculty of Nursing	4	7	13	7
School of Architecture, Planning and Landscape	3	8	4	6
Schulich School of Engineering	19	40	70	70
Faculty of Science	11	22	44	44
Faculty of Social Work	3	6	10	6
Faculty of Veterinary Medicine	5	7	10	10
Werklund School of Education	2	8	12	12
Total	133	220	294	281

Target 2: Build on award success rates in recent years (2021-2023) over the next 5 years

Faculty	RAI: 2019 - 2024		RAI: 2025 - 2029	
	Baseline Avg. (2016-2018)	2022 Target	Baseline Avg. (2021-2023)	2029 Target
Faculty of Arts	7	11	11	15
Cumming School of Medicine	26	36	43	36
Haskayne School of Business	3	3	3	5
Faculty of Kinesiology	2	3	5	4
Faculty of Law	0	0	2	0
Faculty of Nursing	4	5	9	6
School of Architecture, Planning and Landscape	2	3	2	3
Schulich School of Engineering	9	15	24	24
Faculty of Science	3	5	13	13
Faculty of Social Work	1	2	5	2
Faculty of Veterinary Medicine	2	3	4	4
Werklund School of Education	1	5	6	6
Total	60	91	127	118

Target 3: Increase nominations of early-career researchers to 46% of total nominations over the next 5 years

Faculty	Avg # annual ECR nom (2021-23)	ECR (as % of total nom)	ECRs (as % of all appts)	ECRs (as % of tenure-track appts)	2029 Target (# of ECR nom annually)
Faculty of Arts	10	46%	38%	36%	10
Cumming School of Medicine	37	41%	70%	47%	42
Haskayne School of Business	2	40%	50%	48%	2
Faculty of Kinesiology	2	32%	67%	66%	3
Faculty of Law	2	23%	50%	41%	2
Faculty of Nursing	7	58%	65%	60%	3
School of Architecture, Planning and Landscape	1	33%	58%	57%	2
Schulich School of Engineering	24	35%	46%	46%	28
Faculty of Science	20	47%	40%	37%	20
Faculty of Social Work	6	64%	55%	54%	6
Faculty of Veterinary Medicine	5	47%	51%	48%	5
Werklund School of Education	5	44%	47%	43%	6
Total	122	42%	53%	44%	130

For this purpose, early-career researchers are defined as academic staff holding tenure-track appointments who are either pre-tenure or within 5 years of receiving tenure.

APPENDIX B: Notable International awards

RSO collated the following list of notable international award programs, in alphabetical order, as provided by each Faculty. Initially, this list will serve as a starting point for **Target 4** (Increase focus on international award opportunities). This list will be refined and revised over time with input from Faculties:

1. Academy for Eating Disorders Awards
2. Academy of International Business Fellowship
3. Academy of International Business, John H. Dunning President's Award
4. Academy of Management Fellowship
5. American Academy of Neurology
6. American Academy of Neurology, Scientific Breakthrough Award
7. American Academy of Nursing Fellowship
8. American Accounting Association Awards
9. American Association Cancer Research, Pezcoller International Award
10. American Association for Clinical Chemistry
11. American Association for the Advancement of Science
12. American Association for the Advancement of Science, Early Career Awards
13. American Association of Anatomists
14. American Association of Bovine Practitioners Awards
15. American Astronautical Society Awards
16. American Chemical Society Awards
17. American College of Chest Physicians
18. American College of Neuropsychopharmacology
19. American Concrete Institute Medals and Awards
20. American Dairy Science Association Awards
21. American Educational Research Association Awards
22. American Finance Association Fellowship
23. American Gastroenterological Association
24. American Gastroenterology Association Research Foundation, Research Scholar Award
25. American Geophysical Union Medals, Awards, and Prizes
26. American Headache Society
27. American Heart Association Distinguished Scientist Award
28. American Institute of Chemical Engineers Awards
29. American Marketing Association Fellowship
30. American Mathematical Society Fellowships, Prizes, and Awards
31. American Neurological Association
32. American Pain Society
33. American Physical Society Fellowships, Prizes and Medals
34. American Physiological Society Awards and Honours
35. American Psychosocial Oncology Society
36. American Risk and Insurance Association, Early Career Scholarly Achievement
37. American Society for Bone and Mineral Research
38. American Society for Surgery of the Hand, Andrew J. Weiland Medal for Outstanding Research
39. American Society of Microbiology Awards and Prizes
40. American Society of Nephrology
41. American Society of Pharmacology and Therapeutics
42. American Statistical Association Fellowships and Awards
43. American Veterinary Medical Association Excellence Awards

44. Association for Consumer Research Fellowships and Early Career Award
45. Association of American Medical Colleges, Excellence in Medical Education
46. Association of American Veterinary Medical Colleges Awards
47. Association of Collegiate Schools of Architecture, Architectural Education Awards
48. Association of Collegiate Schools of Planning Awards
49. Association of Commonwealth Universities Fellowships
50. Biochemical Society Awards
51. Biomedical Engineering Society, Cellular and Molecular Bioengineering Momentum Award
52. Carnegie African Diaspora Fellowship Program
53. Daisy Foundation, The Daisy Award
54. Falling Walls Women Breakthrough Award
55. Foundation for Natural Resources Law Awards
56. Gairdner Foundation Awards
57. Institute for Operations Research and the Management Sciences Prizes
58. Institute of Electrical and Electronics Engineers Fellowship
59. Institute of Electrical and Electronics Engineers, Biomedical Engineering Award
60. Institute of Electrical and Electronics Engineers, Women in Engineering Prize
61. Institute of Navigation Fellowship
62. Institute of Navigation, Distinguished Service Award
63. Institute of Navigation, Johannes Kepler Award
64. International Association of Computer Science and Information Technology
65. International Association of Hydrological Sciences, IAHS-UNESCO-WMO International Hydrology Prize
66. International Bar Association Awards
67. International Cannabinoid Research Society, Young Investigator Award
68. International Council of Psychologists Awards
69. International Family Nursing Association Awards
70. International Foundation for Functional Gastrointestinal Disorders
71. International Nursing Association for Clinical Simulation and Learning
72. International Psycho-Oncology Society, Bernard Fox Memorial Award
73. International Society for Photogrammetry and Remote Sensing, Brock Gold Medal Award
74. International Society of Biomechanics, Muybridge Award
75. International Society of Nephrology, Roscoe R. Robinson Award
76. International Society of Psychiatric-Mental Health Nurses Awards
77. International Society of Psychoneuroendocrinology, Young Investigator Award
78. Islamic Circle of North America Award
79. J. Allyn Taylor International Prize in Medicine
80. Johnson & Johnson, Women in STEM2D Scholars
81. Journal of Risk and Insurance, Robert I. Mehr Award
82. King Faisal International Prize in Medicine
83. Law and Society Association Awards
84. Leica Geosystems, Carl Pulfrich Award
85. L'Oreal-UNESCO For Women in Science Awards
86. March of Dimes - Developmental Biology (International)
87. Master of the American College of Rheumatology
88. Mission Innovation, Net-Zero Industries Awards
89. National Aeronautics and Space Administration Awards
90. Nobel Prizes
91. Optica Society of America Fellowship, Awards, & Medals

92. Pritzker Architecture Prize
93. Royal College of Veterinary Surgeons, Plowright Prize
94. Royal Institute of Navigation Fellowship, Medals, and Prizes
95. Royal Society of Chemistry Fellowship, Medals and Prizes
96. Royal Society of London Fellowships
97. Schizophrenia International Research Society, Distinguished Service Award
98. Sigma Theta Tau International Awards
99. Sloan Foundation Research Fellowships
100. Society for Industrial and Organizational Psychology Fellowship
101. Society for Neuroscience Awards
102. Society of Petroleum Engineers, Distinguished Achievement Award for Petroleum Engineering Faculty
103. Society of Petroleum Engineers, Sustainability and Stewardship in the Oil and Gas Industry Award
104. Swedish Entrepreneurship Forum, Global Award for Entrepreneurship Research
105. TED Fellow
106. The Duke of Edinburgh's Navigation Award for Outstanding Technical Achievement
107. Universities Federation for Animal Welfare Early Career Animal Welfare Researcher of the Year Award
108. Wolf Prize

For more information, contact:

Research Services Office

University of Calgary

2500 University Drive NW

Calgary, AB T2N 1N4

researchawards@ucalgary.ca



SUBJECT: 2025 GFC Member Survey Results

PROPONENT(S)/PRESENTER(S)

Courtney McVie, University Secretary

PURPOSE

This report is prepared for the General Faculties Council (GFC) to receive and review the 2025 GFC Member Survey results.

KEY CONSIDERATIONS

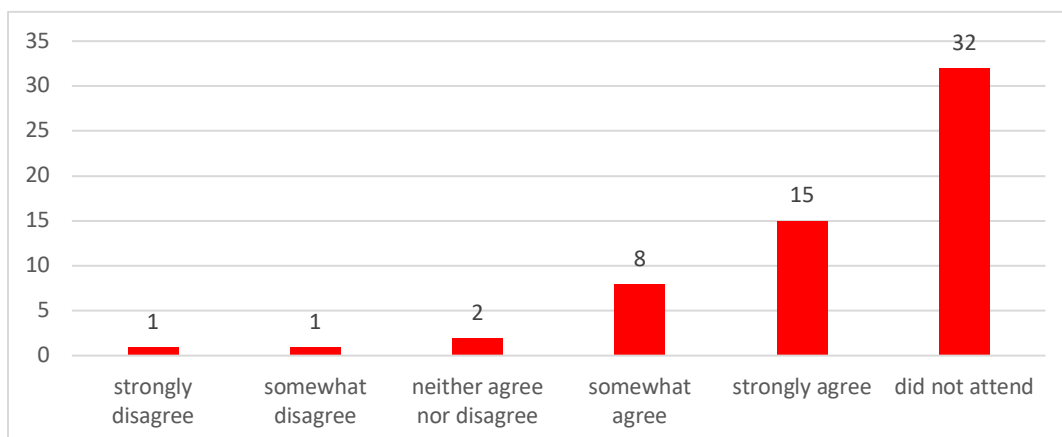
The members of the GFC were asked to participate in a survey in April 2025 to collect information about the engagement and functionality of the GFC from the members' perspective. With four vacancies, there were 113 members of GFC at the time the survey was conducted. The survey received a response rate of 59% (67 responses). Not all participants answered all the questions.

The 59% response rate is a significant increase over the 44% response rate in April 2024. The Likert-like responses for 2025 and 2024 have been compared, and are substantively similar and continue to be generally positive. The comment sections provide clarity and allow the identification of effective approaches to address responses.

Below is a summary of the survey results and comments. For the scale questions (strongly disagree, somewhat disagree, neither agree nor disagree, somewhat agree, strongly agree), space to elaborate in a comment box was provided for if members wished. This report provides a thematic summary of the comments received, to eliminate repetition of thoughts and non-substantive comments (e.g. "no", "none").

2025 GFC Member Survey Summary

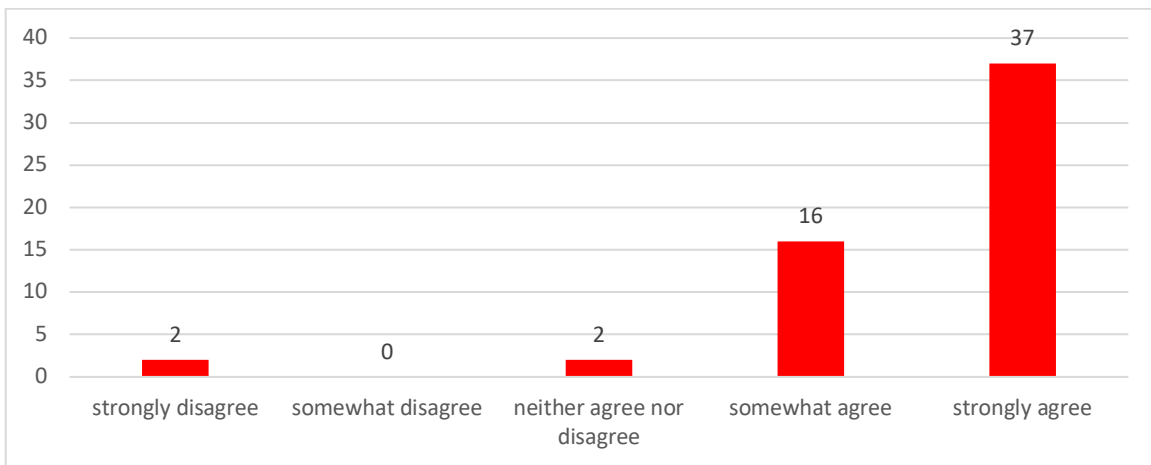
Question 1: The member orientation session held in September was useful and informative and provided me with sufficient information on the role of the GFC in the academic operations of the University and my responsibilities as a GFC member.



Numerous members commented that the orientation session was informative and appreciated. One member expressed that the session could have been shorter in duration. Several returning members indicated that they did not attend the session because they felt sufficiently experienced and with no need to attend. Suggestions were:

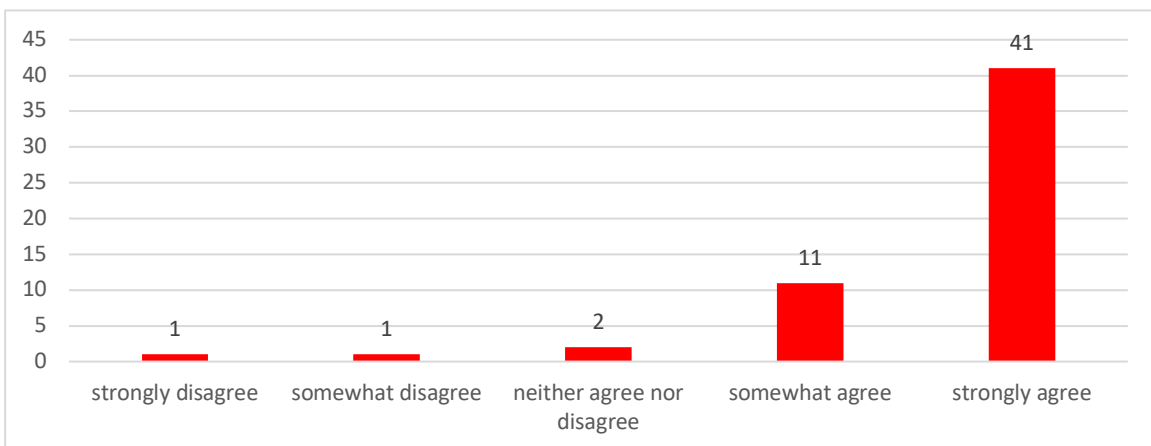
- Specific examples of recent GFC business could be presented at the orientation session, to give new members a sense of the sort of business they will see.
- When the expectations of members are described in the orientation session, carefully explain the role of GFC members in terms of balancing bringing their experience/lens to GFC with the need to make decisions in the best interest of the University.

Question 2: I understand the role and responsibilities of the GFC.



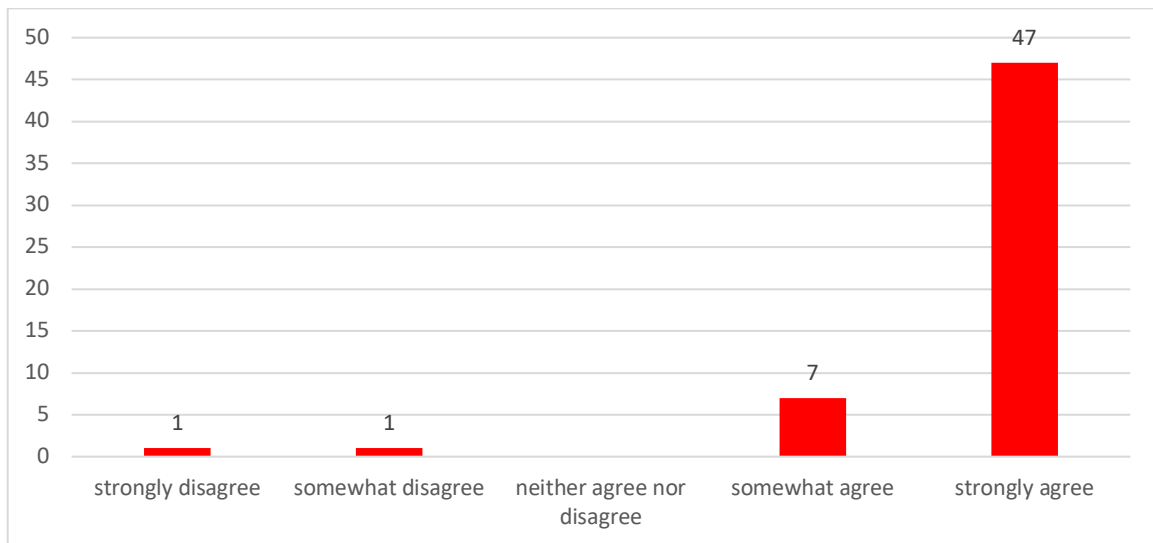
A member expressed uncertainty about their responsibility to report back to their home unit. Another member observed that the GFC could be utilised to contribute more robustly in the decision-making process.

Question 3: The GFC is provided with adequate information and resources (i.e. the meeting package) for effective decision-making, and the decisions requested are clearly described.



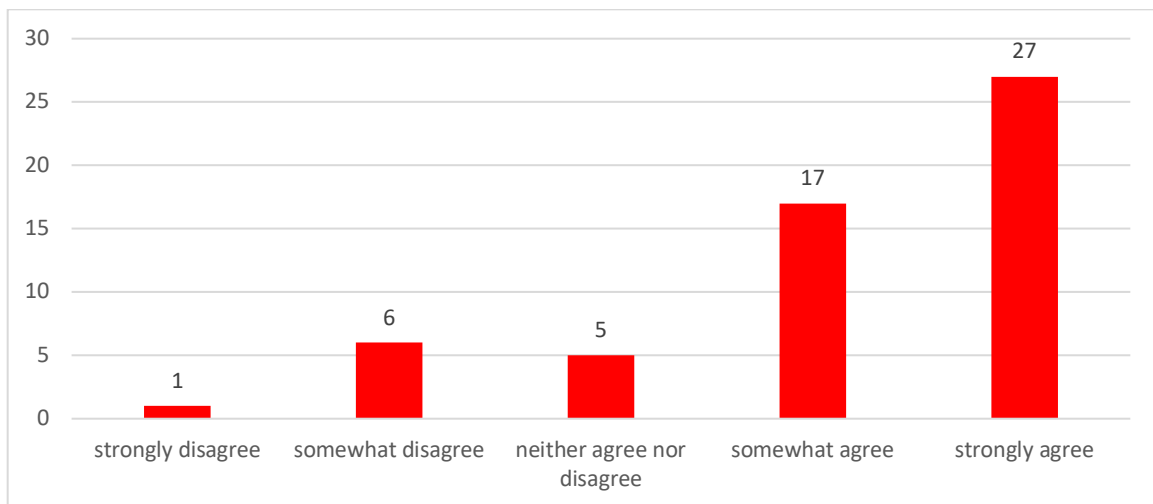
Members expressed that the meeting package is well-organized and expressed appreciation for the all-docs-in-one file. A member suggested that the meeting document (briefing note, typically) should make clear whether proposed revisions to something are administrative/housekeeping or substantive as this would better help members to prepare.

Question 4: The upload of the meeting package provides adequate time for review in advance of meetings.



Two members expressed that the volume of some meeting packages can be daunting and that in some instances more time would be helpful, but all members who commented said that receiving meeting packages one week in advance of meetings is reasonable.

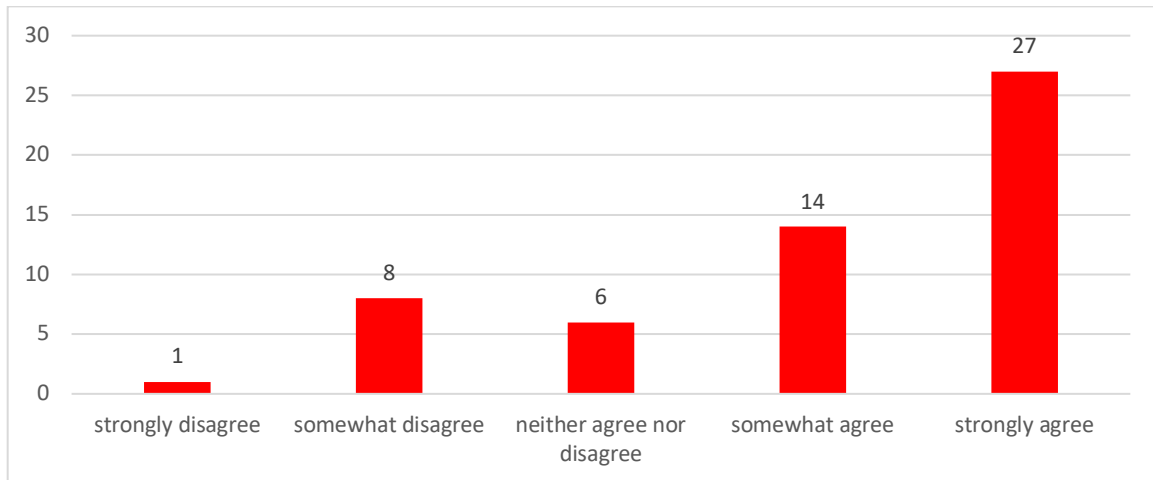
Question 5: The level and length of GFC discussions is appropriate.



Commentary included statements that:

- There is a desire for more action items on the GFC agendas.
- The brevity of some discussions and the lack of questions may be a reflection of the quality of the information provided by the proponents and the preparedness of the members.
- Some member comments do not constructively contribute to the discussion.
- The quality of the discussion is dependent on member contributions.
- There is usually adequate time for discussion of contentious issues, and effort should continue to be made to allow sufficient time to avoid this.

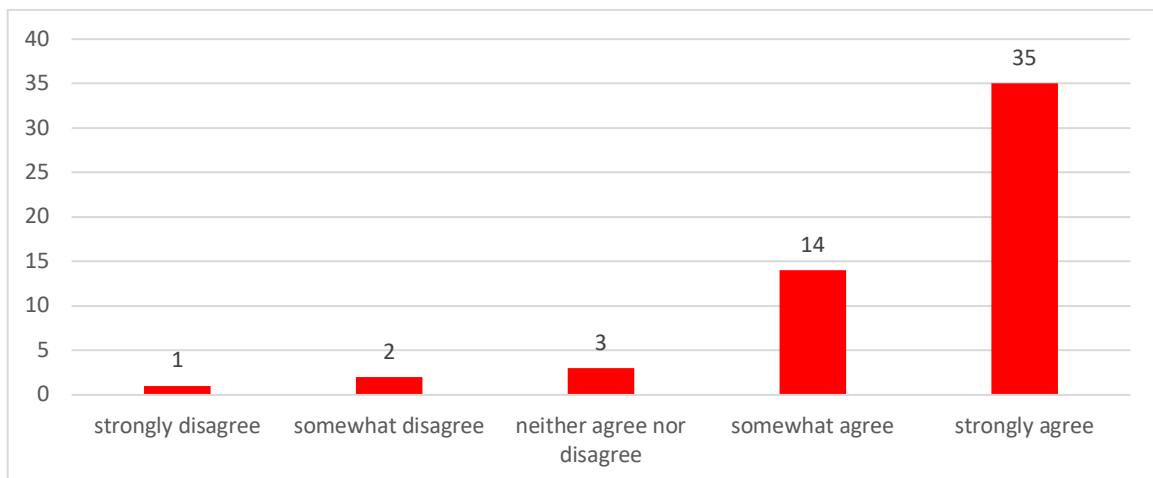
Question 6: I feel welcomed to make comments during discussions and feel that my feedback is considered.



Commentary included statements that:

- New members of GFC may feel unsure and may not participate in discussions.
- There is a sense that decisions have been made before being presented to the GFC.
- Some members who speak during discussion appear to have an agenda or allow personal opinions to lead their comments or questions.
- GFC leadership is open and welcoming and handles off topic comments and questions patiently, gently, and respectfully, and this is appreciated.
- The mechanism for communicating minor suggestions to proponents (i.e., editorial revisions) should be made clearer.
- Comments and feedback from GFC members are not always acted upon. If a proponent knows that a member's suggestion is not going to be incorporated into a final document, the proponent should indicate this in the moment and explain why.
- Sometimes the response to a difficult question is to deflect rather than directly answering.

Question 7: The Chair and Vice-Chair effectively manage the meetings, including agenda/time management, discussions, and engagement of GFC members.

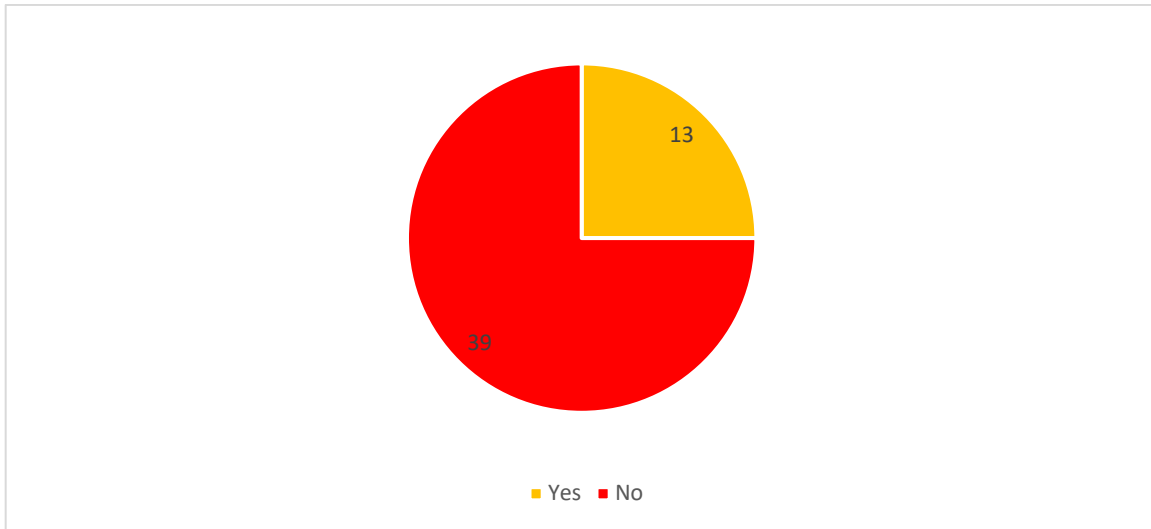


Commentary included expressions of appreciation for:

- The GFC leadership's preparation, professionalism, and respect for participants.
- The expectation that members will have read the package in advance and so meeting time is not spent on inefficiently introducing and summarising an item of business.

It was suggested that perhaps creative ways could be found to stimulate discussion and pull feedback from GFC members.

Question 8: Were there any barriers to your engagement and attendance this year?



Members communicated that:

- Changing the modality of some meetings, even if only done when necessary, caused problems.
- Wifi bandwidth made attending virtual meetings difficult.
- Research, teaching, travel, personal health, and personal commitments prevented attendance.
- Schedule changes cause confusion. *Secretary's note: In the 2024-2025 meeting year, one meeting was added to the schedule (July 2024) and one meeting was cancelled (November 2024) but no meeting dates were changed. Calendar invites were updated to communicate modality or location as this became known, but dates and times of meetings did not change.*

Several members expressed preference for virtual or hybrid meetings over in-person meetings, while others expressed preference for in-person meetings.

Question 9: What aspects of GFC operations do you value and would like to see continue?

Members communicated that they value the:

- Standing Inclusive Practice Moment and Safety Moment items and the regular reports from the GFC committees.
- Transparency, accountability, and good communication demonstrated by the GFC leadership and fellow GFC members.
- Collegial governance.

- Courage of some members to ask questions and express contrary opinions which can stimulate deeper thought and discussion.
- Diversity of the items brought forward, including information items about University initiatives. It was suggested that Departments and Faculties, for example, could also be invited to present to GFC about their work or initiatives in order to share best-practices and learn from one another.
- Transparent communication by leadership at GFC meetings builds trust.
- Supports provided by the Secretariat.

Question 10: What would you like to see done to enhance the member experience over the coming year?

Key highlights that members communicated include:

- Service on GFC can feel more of an obligation than an enriching experience.
- Some of the time spent on at the start of meetings could be spent with the leadership sharing and reflecting upon key issues and challenges facing the University and having engaged conversations with GFC members about these.
- Having more GFC members serve on the GFC standing committees could increase understanding, engagement, and a sense of genuine contribution to decision-making.
- Members had contrasting views and requested both fully in-person meetings and virtual ones.
- The new meeting space (BI 587) is seen as a welcome change and an improvement.

BACKGROUND

The GFC Bylaws states that *“The GFC shall carry out an assessment of its performance and operations no later than two years following its last assessment in accordance with a process approved by the GFC Executive Committee.”* The last assessment was held in 2024. The format of GFC assessments has varied in recent years (surveys, evaluation sessions, or a combination) to foster engagement and receive productive feedback. The Secretariat proposed at the February 12, 2025 GFC Executive Committee (EC) meeting that the 2025 assessment be conducted through a Qualtrics survey as was done in 2024, and the EC was in agreement.

The questions are similar to questions posed in previous GFC member surveys and during previous evaluation sessions. The questions were drafted in consideration of other surveys run by the Secretariat and in consideration of current best practices, including those of the University’s peer institutions as well as examples from the Governance Professionals of Canada. The EC approved the questions and survey process at its March 12, 2025 meeting.

The assessment was conducted in April (before the terms of the student members ended). The survey was launched on April 3, 2025, at the end of the GFC meeting, and time was provided after adjournment of the meeting for members to complete the survey if they wished. The survey remained open through April 30, 2025.

A commitment was made to report on the feedback received from the GFC members at the June 12, 2025 GFC meeting.

ROUTING AND PERSONS CONSULTED

Progress	Body	Date	Approval	Recommendation	Discussion	Information
X	General Faculties Council	2025-06-12				X

NEXT STEPS

The Secretariat and the GFC Chair and Vice-Chair will consider the feedback received and will work to adjust the operations of the GFC for the 2025-2026 meeting year in response to the feedback. If GFC members would like to discuss the survey or related matters further, please reach out to the Secretariat.

SUPPORTING MATERIALS

If members are interested, the [GFC webpage](#) has information including the GFC Bylaws, GFC membership list, GFC standing committees' terms of reference and membership lists, meeting schedules, past agendas and minutes, and orientation presentations.



SUBJECT: Approved Revisions to the Faculty of Social Work Faculty Council Terms of Reference

PURPOSE

The revised Terms of Reference (TOR) of the Faculty of Social Work Faculty Council, as recommended at the April 30, 2025 Faculty Council meeting of the Faculty of Social Work and approved by the General Faculties Council (GFC) Executive Committee on May 21, 2025, are presented to the GFC for information.

KEY CONSIDERATIONS

The revisions to the TOR align with the current Faculty Council TOR template and include:

- Updated table of contents
- Updated membership to reflect the following:
 - Change to the Vice-Chair position title from Vice-Dean to Senior Associate Dean
 - Undergraduate students – 1 chosen by the Student's Union and one chosen by SWSA, as opposed to 3 students, one from each region which has proved difficult to maintain and attract.
 - Graduate students – 2 students chosen by the graduate students as opposed to 3 students, one from each region which has proved difficult to maintain and attract.
 - Changes to member terms
- And other minor changes as requested in the new template provided by GFC and to reflect any minor changes to the PSIA

BACKGROUND

The Secretariat has asked all Faculties to update their TOR to reflect an updated template created by the Secretariat.

ROUTING AND PERSONS CONSULTED

Progress	Body	Date	Approval	Recommendation	Discussion	Information
	Faculty of Social Work Faculty Council	2025-04-30		X		
	General Faculties Council Executive Committee	2025-05-21	X			
X	General Faculties Council	2025-06-12				X

NEXT STEPS

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

SUPPORTING MATERIALS

1. Approved Faculty of Social Work Faculty Council Terms of Reference – with tracked changes

Faculty of Social Work Faculty Council Terms of Reference

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18.	EFFECTIVE DATE.....	10

~~Faculty of Social Work~~ ~~Faculty Council Terms of Reference~~

1. ~~FACULTY COUNCIL MANDATE~~Establishment

The Faculty of Social Work 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 Social Work (the Faculty) (ex-officio, voting)

Vice-Chair

Senior Associate Dean (voting)

Voting Members

- the President of the University of Calgary (University) or their delegate (voting ex-officio);
- all full-time members of the academic staff of the University of Calgary with an appointment in the Faculty of Social Work of .5 FTE or greater Faculty (ex-officio) (voting);
- two support staff representatives from the Faculty of Social Work, chosen by them annually (voting);
- One two-Two FSW undergraduate student representatives, one chosen by the Student's Union, and one chosen by SWSAs from each of the three regions of the Faculty of Social Work, chosen by members of the Social Work Student Society in that region (voting);
- One two graduate Student students from each of the three regions of the Faculty of Social Work representatives, chosen by graduate students of the Faculty of Social Work (voting);
- one sessional instructor representative; chosen from among currently employed instructors (voting);
- one emerita/emeritus faculty representative (voting);
- one alumni representative (voting);
- one representative from the Alberta College of Social Workers (voting), appointed by the body.-

2.1 Appointed Member Terms

Appointed members may be appointed for a term of up to three years, with eligibility for re-appointment for additional terms of up to a cumulative maximum of 6 consecutive years. one year. 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 years has elapsed since the expiration of their last term.

2.2 Casual Vacancies

Appointed members will advise the Council secretary (Executive Assistant to the Dean) 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.

2.3 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 if scheduled as in-person.
- Review the meeting package prior to the meeting.
- ~~Attend meetings prepared to e~~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 in the best interest of the Faculty.

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 set out in the PSLA or 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

6.1 Schedule

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

6.2 Notice

Members will be provided with a calendar-schedule of meeting dates for regularly scheduled meetings ~~for 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-schedule 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.

6.3 Meeting Agendas

Meeting agendas will be formulated by the Chair and reviewed and approved in accordance with the meeting Council'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.

6.4 Materials

As much as possible, meeting materials ~~(e.g., information, notice of motions)~~ will be provided to the Council electronically one ~~work week (5 days)~~ in advance of a scheduled meeting.

6.5 Absence of Chair

In the event that the Chair is unable to attend a meeting of the Council, ~~an Associate Dean appointed by the Chair~~ the Vice-Chair shall act as Chair for that meeting.

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

6.6 Quorum

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

If quorum for a Council meeting is not present within fifteen (15) minutes of the time fixed for the commencement of the meeting, the Chair of the meeting may:

1. adjourn the meeting; or
2. 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~~ their sole discretion, may postpone the business to the next meeting of the Council.

6.7 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~~ their absence, the ~~Associate Dean~~ 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 Robert's Rules of Order for guidance on the conduct of meetings, however, ~~this source~~ none of these sources shall ~~not~~ 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.

6.8 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.

6.9 Voting at Meetings

Only Council voting 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. Abstentions do not count in favour of or against the motion.

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.

~~Where Faculty Council is directed to conduct an election, such elections~~ 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 ~~Associate Dean~~ Vice-Chair where the Chair is in a conflict of interest) will cast a vote to break the tie.

6.10 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~~ conducted electronically are as follows:

- Resolutions will be ~~circulated sent~~ to members or members will be notified of an ~~by~~ electronic mail poll via the facsimile, at the e-mail address, or telephone number 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 written 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; and
- If the resolution does not receive the required votes by the deadline (as extended, if applicable), it does not pass.

6.11 Open and Closed Meetings

The Council may hold open and closed meetings or sessions of the Council in compliance with the Freedom of Information and Protection of Privacy Act (FOIP) and all other applicable laws. ~~Council meetings will ordinarily be~~ Accordingly, materials related to an open ~~but meeting or session of a Council meeting~~ may be closed at ~~available to the public through the Secretary upon request, and subject to~~ the discretion of the Secretary, or the direction of the Chair. ~~Should the Chair determine that a Council meeting or session be closed, a clearly stated rationale for the closure must be provided to members of Faculty Council and recorded by the Secretary.~~

Open meetings or open sessions of meetings of the Council may be attended by the public, subject to the limitations of space.

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.

6.12 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.

6.13 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 ~~Council~~ 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.

6.14 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

7.1 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.~~

7.2 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. Parameters on delegation can be found in Section 5. Powers of these Terms of Reference.

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 terms of reference and ~~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~~ their 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.

~~An Associate Dean~~ 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~~ their absence or inability to act, the ~~named Associate Dean~~ 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~~ electronically or by 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

17.1 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.

17.2 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.

17.3 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.

Approved by the General Faculties Council Executive Committee ~~2016-10-28~~

Dated:

SUBJECT: **Approved Merger of the Academic Program Subcommittee and the Calendar and Curriculum Subcommittee**

PROPONENTS

Sandra Davidson, Provost and Vice-President (Academic)
Robin Yates, Deputy Provost
Courtney McVie, University Secretary

PURPOSE

An update is being provided to the General Faculties Council (GFC) on the merger of two of the three subcommittees of the Academic Planning and Priorities Committee (APPC), the Academic Program Subcommittee (APS) and the Calendar and Curriculum Subcommittee (CCS), effective Fall 2025, as well as the corresponding revised meeting schedule.

KEY CONSIDERATIONS

In alignment with strategy 4 of *Ahead of Tomorrow*, which is focused on making processes clearer, simpler, and better, the merger is designed to streamline governance processes. This change will align the undergraduate and graduate governance processes, eliminating confusion and reducing the chance of errors in approval routing. Additionally, this change will broaden the membership to ensure necessary perspectives are at one table.

The name of the merged committee is the Undergraduate Academic Program Subcommittee (UAPS) to complement its counterpart, the Graduate Academic Program Subcommittee (GAPS). The result of the merger is that one committee, the merged UAPS, will oversee the academic program, curriculum, and Calendar changes on the undergraduate side in the same manner that GAPS does on the graduate side. UAPS and GAPS will remain as subcommittees of the APPC.

The UAPS will be scheduled in the current CCS timeslot (Thursday mornings, 9:00 to 11:00 a.m.). The only change to the 2025-2026 and 2026-2027 meeting schedules will be the addition of a March UAPS meeting, scheduled for March 19, 2026 and March 18, 2027, respectively.

BACKGROUND

In 2012, the GFC Task Force to Review GFC and the GFC Standing Committees confirmed the need for the APPC to have subcommittees to support it in its work. Given the desire to ensure work could continue while the new APPC established its practices, CCS (then called Program Coordination Committee (PCC)) continued its work and APS took on the program review function to support APPC with the understanding that the APPC subcommittee structure would be revisited in the future. Various updates have occurred since then to APPC's subcommittees, e.g., the creation of GAPS in 2013, the evolution of the Facilities and Information Technology Committee (FITC) into the Campus and Facilities Development Subcommittee (CFDS), and the sunseting of CFDS and its responsibilities returning to APPC in 2021.

This change was spurred by the desire to ensure consistency of process as well as the low volume of business for the

APS. Last year, APS reviewed an average of only two action items at each meeting. Over the past four years, the busiest time for APS was the month of May followed by November and then January. The September and February meetings were never required. For additional context, over the four-year time frame, APS reviewed seven program creations, four program changes, and five suspensions/terminations annually. Combining APS and CCS ensures we are using committee member time effectively and fostering a closer connection between academic programs and the Calendar which is a benefit of the structure that is proven with GAPS.

Some of the factors considered when setting the meeting schedules are as follows:

- The need for periodic meetings throughout the meeting year to allow business to continue moving through the governance system at pace.
- The GFC schedule (especially that of APPC) to ensure the proper flow of governance items.
- Preparation and review time for business.
- Time between committee meetings and between committee and Board of Governors meetings that allows for revision of items before the next meeting, if required.
- The Academic Schedule, including events such as convocation, term breaks, and scheduled closures.

ROUTING AND PERSONS CONSULTED

Progress	Body	Date	Approval	Recommendation	Discussion	Information
	Academic Planning and Priorities Committee	2025-05-12		X		
	Calendar and Curriculum Subcommittee	2025-05-15				X
	General Faculties Council Executive Committee	2025-05-21	X			
	Academic Program Subcommittee	2025-06-02				X
X	General Faculties Council	2025-06-12				X

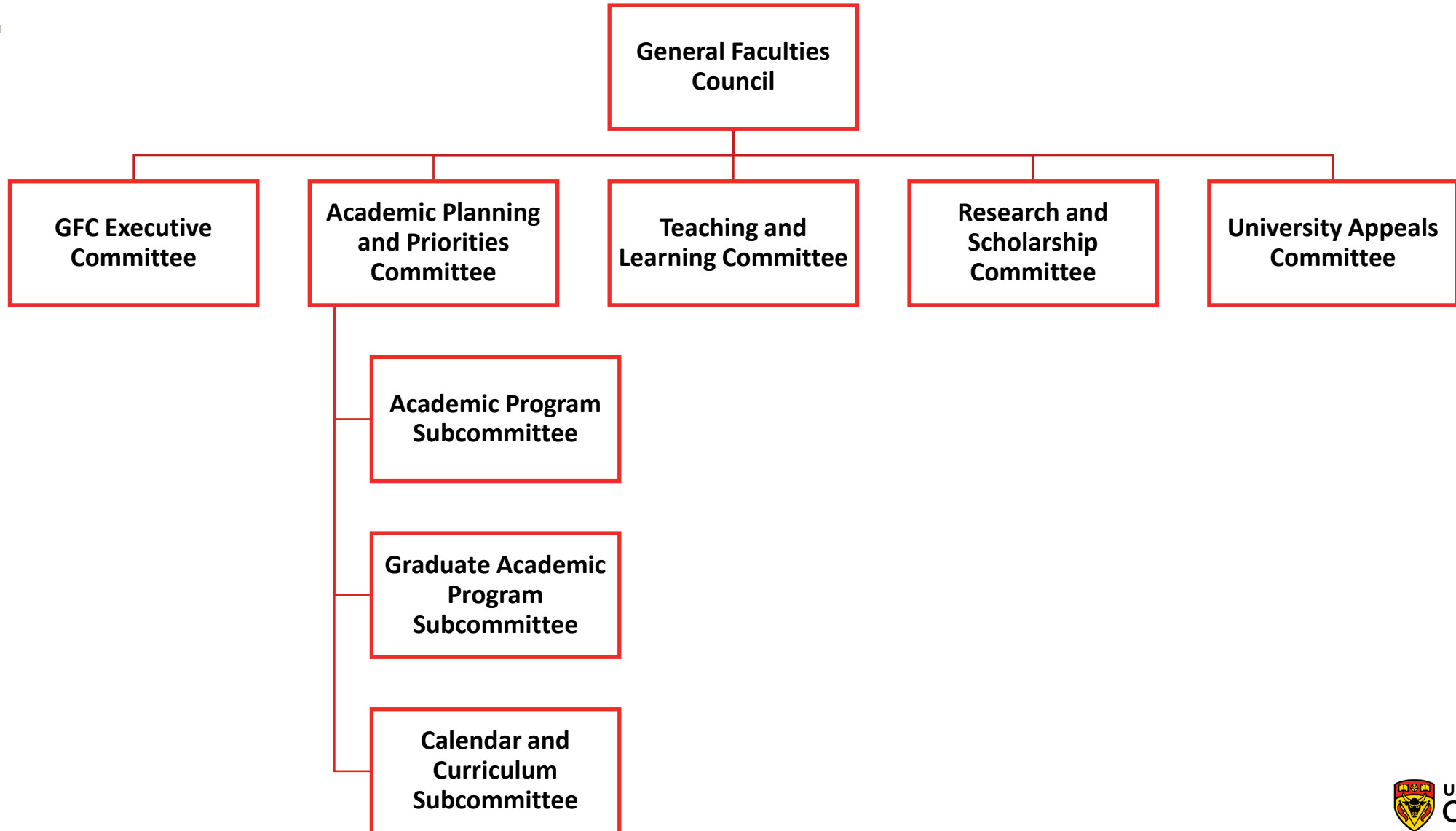
NEXT STEPS

The updated meeting schedules have been posted on the Secretariat webpage. Necessary updates to D2L will be implemented and Outlook calendar invites will be updated accordingly. Additionally, work will commence on the required changes to the CCS Calendar Working Group Terms of Reference. If further adjustments to the meeting schedules are needed, the University Secretariat will make the adjustments in coordination with the Committee Chair and communicate them as appropriate.

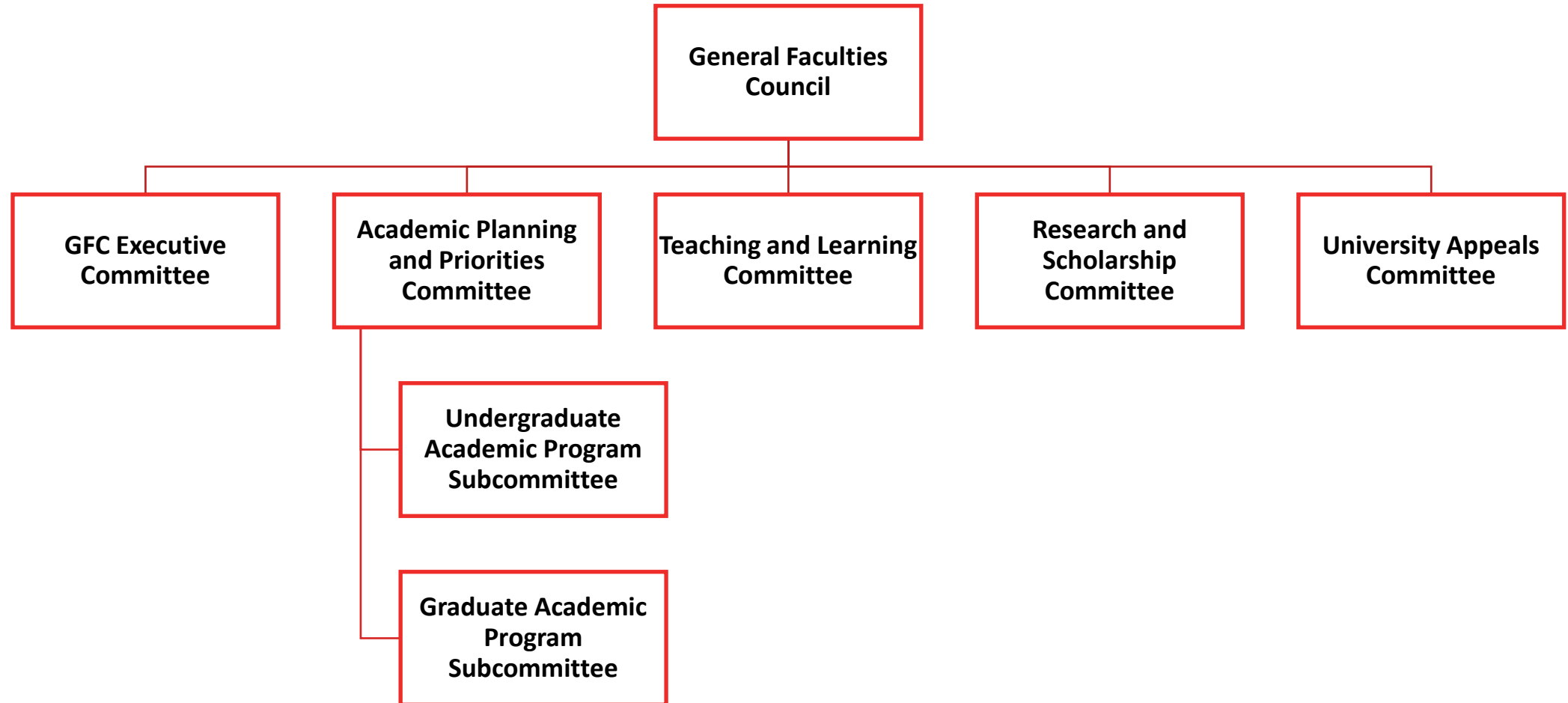
SUPPORTING MATERIALS

1. Old and New GFC Committee Structure Charts
2. Undergraduate Academic Program Subcommittee (UAPS) Terms of Reference
3. [GFC and Standing Committees Meeting Schedules](#)

Old GFC Committee Structure



New GFC Committee Structure





**General Faculties Council
Undergraduate Academic Program Subcommittee
Terms of Reference**

1. ESTABLISHMENT

The Academic Planning and Priorities Committee (**APPC**) hereby establishes a subcommittee called the Undergraduate Academic Program Subcommittee (**the Subcommittee**) under the provisions of the General Faculties Council's (**GFC**) General Terms of Reference for Standing Committees and these Terms of Reference, and delegates to the Subcommittee the authorities set out herein. In the event of a conflict between the provisions of these Subcommittee Terms of Reference and the General Terms of Reference, these Subcommittee Terms of Reference will govern.

The Deputy Provost or a Vice-Provost or equivalent designated by the Provost and Vice-President (Academic) shall act as the responsible senior administrator to the Subcommittee, providing the link between senior administration and the Subcommittee.

2. MEMBERSHIP

Co-Chair

The Deputy Provost or a Vice-Provost or equivalent designated by the Provost and Vice-President (Academic) (ex-officio, voting).

Academic Co-Chair

As named by the GFC Executive Committee (see "Voting Members" below).

Voting Members

- One academic staff member appointed by each Faculty Council offering undergraduate programs. The appointees should have experience leading undergraduate programs at a Faculty level. One of these persons shall be named by the GFC Executive Committee as Academic Co-Chair of the Subcommittee.
- Vice-Provost (Teaching and Learning) (ex-officio)
- Executive Director, Institutional Commitments or designated academic staff member (ex-officio)
- Director, Indigenous Strategy or designated academic staff member (ex-officio)
- Registrar (ex-officio)
- Academic Co-Chair of the Graduate Academic Program Subcommittee (ex-officio)
- One student appointed by the Students' Union

Non-Voting Members

- One person appointed by the Faculty Association
- Associate Deputy Provost (ex-officio)
- Associate Registrar & Director, Systems and Policy (ex-officio)
- Calendar Editor (ex-officio)
- Senior Specialist, Academic Advising (ex-officio)
- A representative of the Senior Advisor Group appointed by the Co-Chairs (up to a two-year term)

3. ROLE

The Subcommittee serves as a vetting and advisory group to APPC in respect of the creation, alteration, or termination of undergraduate programs and those responsibilities delegated to it by APPC from time to time.

4. RESPONSIBILITIES

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

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

The Subcommittee's primary responsibilities are as follows:

1. Approve:

- a. all changes to undergraduate courses (e.g., hours, title, and content) including those that are cross-listed (courses that are offered for credit towards either an undergraduate or graduate degree);
- b. all minor undergraduate program changes, such as additions and deletions of courses, and changes to degree options;
- c. changes to Faculty-level undergraduate academic regulations including Faculty-level undergraduate program admission requirements, except if the change(s) have institutional impact;
- d. proposals for the suspension of undergraduate programs; and
- e. editorial and minor revisions to other sections (those not specific to either undergraduate or graduate) of the Academic Calendar, after consultation with the Co-Chair of the Graduate Academic Program Subcommittee (GAPS).

2. Review and recommend to APPC:

- a. proposals for the creation or termination of undergraduate programs (including degree programs and credit certificate and diploma programs);
- b. proposals for the creation or termination of joint, dual, or collaborative delivery of undergraduate degrees, certificates, or diplomas with other institutions;
- c. all major undergraduate program changes, such as modification of program completion requirements (e.g., number of courses in a major), program redesigns, or program specializations;
- d. new and changes to existing Undergraduate Regulations, including undergraduate admission requirements;

- e. new and changes to Faculty-level undergraduate academic regulations and Faculty-level undergraduate program admission requirements in cases where the changes have institutional impact;
 - f. new and changes to existing University Regulations (concurrent review and recommendation by the GAPS may be required for University Regulations); and
 - g. major revisions to other sections of the Academic Calendar (concurrent review and recommendation by the GAPS is also required).
- 3. Evaluate, monitor, develop and recommend to APPC necessary revisions and improvements to the University's program review and approval processes and process documents with respect to programs within its role; and
 - 4. Such other activities and responsibilities delegated or assigned to it by APPC from time to time.

The Subcommittee is also ultimately responsible for the work and responsibilities of any working groups that support or report to the Subcommittee.

5. POWERS

Other than, or in the absence of, specific delegations of authority from APPC to act autonomously, the Subcommittee's powers shall be limited to providing input and ideas, advising, and making recommendations to APPC.

6. AUTHORITIES

The Subcommittee has the specific delegated authority to autonomously: (i) require changes to proposals and to require that proposals receive the recommendation of the Subcommittee before being moved forward to APPC for approval; (ii) approve undergraduate program suspensions, (iii) approve undergraduate course changes and minor undergraduate program changes, (iv) approve changes to Faculty academic regulations and admission requirements, (v) approve revisions to the undergraduate sections of the Academic Calendar, and (vi) approve editorial and minor revisions to the other sections of the Calendar, all on the condition that decisions made or actions taken under this delegated authority are reported to APPC.

As at May 21, 2025

GENERAL FACULTIES COUNCIL EXECUTIVE COMMITTEE
Report to General Faculties Council
for the meeting held May 21, 2025

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

Approval of Revisions to the Faculty of Social Work Faculty Council Terms of Reference

The EC heard description of the proposed changes to the Faculty of Social Work Faculty Council Terms of Reference, which align the document to the current template and establish how the student members are appointed. It was reported that the Faculty of Social Work Faculty Council determined that it is not necessary to strike a Faculty Council Committee as the Council usually achieves quorum.

There were no questions. The EC voted to approve the revisions to the Faculty of Social Work Faculty Council Terms of Reference.

Merger of the Academic Program Subcommittee and the Calendar and Curriculum Subcommittee

The EC heard that it is being proposed to merge two of the Academic Planning and Priorities Committee (APPC) subcommittees, the Academic Program Subcommittee (APS) and the Calendar and Curriculum Subcommittee (CCS), into a new subcommittee to be called the Undergraduate Academic Program Subcommittee (UAPS). The UAPS would be a sister committee to the existing Graduate Academic Program Subcommittee (GAPS), and the merge of the APS and CCS would provide efficiencies and align with best practices. The UAPS will have a similar working group as that of CCS and GAPS, which will review items at an early stage.

In response to questions, it was reported that:

- There is cross-membership between the UAPS and GAPS in order to have awareness of each committee's items of business.
- The GAPS reviews calendar change proposals in addition to program proposals, the same way that it is being proposed the UAPS will do.
- The description of the UAPS Co-Chair role is deliberately left broad in the proposed UAPS Terms of Reference to provide flexibility.

The EC then voted to approve the merger of the APS and the CCS with the name of the merged committee to be the UAPS, as well as the proposed Terms of Reference and revisions to the meeting schedule, effective for Fall 2025, as recommended by the APPC.

Nominations for the Election by GFC of Two Academic Staff Members of GFC to the GFC Executive Committee

The Committee named, in rank order, academic staff members of GFC to be approached by the University Secretariat to stand for election to the GFC Executive Committee. The election will be held electronically following the June 12, 2025 GFC meeting.

Nominations for the Election by GFC of Two Academic Staff Members to the Advisory Review Committee for the Dean of the Faculty of Science

The Committee named, in rank order, academic staff members to be approached by the University Secretariat to stand for election to the Advisory Review Committee for the Dean of the Faculty of Science. The election will be held electronically following the June 12, 2025 GFC meeting.

Naming of the Academic Planning and Priorities Committee Academic Co-Chair

The EC voted to re-name Dawn Johnston, Faculty of Arts, as the Academic Co-Chair of the APPC, for a term until June 30, 2026 or until her time on the APPC ends, if that is sooner.

Naming of the Teaching and Learning Committee Academic Co-Chair

The EC named Fabiola Aparicio-Ting, Cumming School of Medicine, as the Academic Co-Chair of the Teaching and Learning Committee (TLC), for a term until June 30, 2027 or until her time on the TLC ends, if that is sooner.

Position on Statements

The EC heard that the Position on Statements formalises current practice and builds upon the University's Statement on Free Expression dated December 13, 2019. The Position on Statements aims to clarify that the University will only issue a statement on a matter that relates to the University's core business and functions.

In response to questions, it was reported that:

- The University learned from recent events, and this Position on Statements outlines that the institution will be consistent in its approach to ensure a more neutral university which provides room for more individual speech and debate.
- There are other ways to respond to matters of concern, such as volunteering, raising donations, and holding dialogue events.
- The Position on Statements will also apply to Faculties, Departments, and other units.
- Individual members of the University community will remain free to comment on matters in alignment with our commitment to Free Expression.
- Matters impacting the University's core business of teaching, learning, and research may warrant a statement, but, for example, natural disasters that do not impact the campus community would not.
- If, through governance, the University has approved an item, such as *ii' taa'poh'to'p* (the Indigenous Strategy), this opens the door to the institution making a statement.
- It is important to limit institutional statements on matters, as an institutional position may not align with the positions of all members of the University community.

Discussion included:

- It will be necessary to communicate broadly about the Position on Statements once it is finalised. The proponents reported that a leaders guide will also be developed after the Position on Statements is approved.

- The Position on Statements will help leaders such as Deans in explaining why issuing a statement is not appropriate in some cases.
- It was suggested that the Position on Statements be revised to clearly define what is meant by the “operation” of the University.

Faculty Council/Faculty Council Committee Terms of Reference Model

The EC was reminded that, earlier this year, an EC member raised whether the Faculty Council/Faculty Council Committee model is necessary, or whether a Faculty Council quorum threshold could simply be lowered. The EC heard that an analysis has been done, and it has been determined that the Alberta Interpretation Act does not apply to Faculty Councils.

In response to questions, it was reported that:

- Not all Faculties at the University have chosen to strike a Faculty Council Committee.
- Some Faculty Councils experience poor engagement and routinely need to move into the Faculty Council Committee to handle business.
- The EC approves all Faculty Council Terms of Reference and each Faculty Council approves its own Faculty Council Committee Terms of Reference. Moving away from the Faculty Council/Faculty Council Committee model will give the EC better oversight.
- Each Faculty Council would recommend what its quorum threshold will be (e.g.; 1/2 or 1/3 of the membership, the members present) and the Faculty Council Terms of Reference would be brought to the EC for approval. There is no low limit to quorum, but 1/3 is a norm in the postsecondary sector. A Faculty Council’s proposed quorum threshold would be considered on a case-by-case basis and in consideration of historical experience and peer institution practices.
- No body should be approving its own Terms of Reference, and Department council Terms of Reference should be approved by the Faculty Council.
- Establishing ‘special quorum’ provisions is not a practice in Alberta. This could create an unwanted lack of clarity.
- Faculty Councils are provided for under the Post-Secondary Learning Act, but it is interpreted that the Alberta Interpretation Act definition of ‘board’ does not apply to Faculty Councils as they are separated and not incorporated.
- University Legal Counsel has been consulted and agrees with the current position that the Alberta Interpretation Act does not apply to Faculty Councils.
- Proxy voting is not allowed. This is in the GFC Bylaws, the GFC Standing Committees General Terms of Reference, and the Faculty Council Terms of Reference template. Electronic voting is an avenue for bodies to use.

Discussion included:

- Lowering a Faculty Council’s quorum threshold would simplify processes, for example sometimes a Faculty Council may move to Faculty Council Committee because Faculty Council quorum has not been met, but then quorum may be met partway into a meeting as more members arrive.
- It is more desirable to have decisions made by a Faculty Council instead of a Faculty Council Committee.

The EC expressed agreement that the Secretariat should proceed to end the Faculty Council/Faculty Council Committee model and update the Faculty Council Terms of Reference template accordingly.

Review of the Draft June 12, 2025 GFC Agenda

The EC reviewed the draft June 12, 2025 GFC agenda, hearing that time for socialising will be hosted from 1:00-1:30 p.m. It was observed that ample time should be provided for the GFC members to discuss the Position on Statements.

Prepared by the University Secretariat on behalf of Ed McCauley, Chair, and Sandra Davidson, Vice-Chair

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

Additional Revisions to Calendar Section *Faculty of Graduate Studies Scholarships and Awards*

The Committee reviewed the proposed additional revisions to the *Faculty of Graduate Studies Scholarships and Awards* Calendar regulations. This Calendar section came to the March 10, 2025 meeting of the APPC with revisions to increase the maximum amount that a student is permitted to hold in internal competitive scholarships in alignment with recent increases in the value of Tri-agency awards. The APPC approved those changes, and requested further revisions to clarify how the regulations apply to internal awards versus external awards, and to clarify the regulations regarding the exemption for Indigenous funding.

The additional revisions brought forward included supplementary information regarding maximum amounts and what constitutes a competitive awards, and the regulations on when a scholarship has to be taken up after it is awarded, as well as a point of contact for student advising. The definitions section was revised to use more specific terminology (e.g., “external awards and internships” in place of “other awards”), and definitions of external versus internal awards and scholarships versus internship were added.

The Committee heard that the information on Indigenous scholarships had not been substantively revised because further discussion with the Office of Indigenous Engagement was required. The presenters shared future plans to provide more detailed information on individual Indigenous scholarship programs on the Faculty of Graduate Studies (FGS) website. The presenters also reported an amendment to remove the sentence “Students may hold one single award that may exceed the limit” due to nuances regarding internal versus external awards, and internally administered externally funded awards.

The Committee’s discussion included that the regulations regarding scholarships and awards are complex and nuanced. Clear language in the regulations, including an explanation of the fair distribution rationale, is important to avoid misconceptions about scholarship and award funds being “taken away”. Misconceptions in this regard could have negative impacts on student recruitment.

In light of these concerns, the Committee determined that further revisions are required for clarity. The Committee also requested that:

- The Office of Indigenous Engagement be consulted on the definition of Indigenous government funding, and specifically whether the term “political” should be removed from the following sentence: “Indigenous government funding refers to funding such as band funding and funding secured by Indigenous students from the political organizations encompassing Indigenous (First Nations, Metis or Inuit) peoples”.
- The addition of information on the rationale for the limit on internal awards be considered.

The Committee also recommended that consideration be given to developing student-facing information workshops and/or videos.

The motion for this item was postponed so that the requested changes can be incorporated.

Revisions to the Calendar Section *Graduate-level Certificate, Diploma and Laddered Pathways*

The Committee reviewed the proposed revisions to the *Graduate-level Certificate, Diploma and Laddered Pathways* table, which is part of the *Credentials and Nomenclature* section of the Calendar. The Committee heard that the revisions add the new graduate transdisciplinary credentials and clearly outline the new laddered pathways that are available with the Graduate Certificates in Transdisciplinary Studies I and II and the Master of Transdisciplinary Studies.

The Committee approved the proposed revisions to Calendar Section *Graduate-level Certificate, Diploma and Laddered Pathways*, effective for the 2025-2026 Calendar.

Revisions to Calendar Section *Academic Schedule Overview Regarding Tuition Refunds and Drop Dates*

The Committee reviewed the proposed revisions *Academic Schedule Overview* section of the Calendar regarding course drop deadlines and tuition refunds. The Committee heard that the proposed revisions do not represent a change in regulations, but rather provide more information and clarity on existing practice. Specifically, the proposed revisions highlight that Block Week and non-standard courses have different drop deadlines than regular schedule courses. For a student in a program with term-based tuition (e.g., Doctor of Medicine, Doctor of Veterinary Medicine, Foreign-Trained Lawyers Program), all courses must be dropped by the earliest drop deadline to be eligible for a fee refund.

The Committee learned that the term-based tuition fee structure is typically used for highly structured, cohort-style programs. Although a course-based fee structure allows more flexibility, that may not be compatible with the nature of these programs. These programs typically have a high degree of communication with their students, which would include providing detailed information regarding course drop deadlines and regulations. All course drop deadlines also appear in the Student Centre portal.

The presenters reported that the language was revised for clarity and flow following review by the Calendar and Curriculum Subcommittee (CCS).

The Committee approved the proposed revisions to the *Academic Schedule Overview*, effective for the 2025-2026 Calendar, with the reported amendment.

Merger of the Academic Program Subcommittee and the Calendar and Curriculum Subcommittee

The Committee reviewed the proposal to merge two subcommittees of the APPC, the Academic Program Subcommittee (APS) and the Calendar and Curriculum Subcommittee (CCS), into a single committee named the Undergraduate Academic Program Subcommittee (UAPS). A subcommittee structure for the APPC originates from the 2012 General Faculties Council (GFC) Task Force to Review GFC and the GFC Standing Committees and was developed with the understanding that it would evolve over time in response to changing governance needs as the institution matures.

The Committee heard that the rationale for the proposed merger is to align governance processes for undergraduate and graduate programs. The single committee structure (GAPS) for graduate academic programs and graduate Calendar content has proven effective, especially as the past several years have seen an increase in business coming forward that has both Calendar and academic program components and therefore does not fit comfortably in either CCS or APS alone. Another factor is the low volume of business for APS over the past four years. The busiest times

for APS staggered with the busiest times for CCS. In alignment with strategy 4 of *Ahead of Tomorrow*, the merger would make the governance process for undergraduate academic programs simpler and more streamlined.

The Committee learned that the UAPS would meet during the CCS timeslot, with one additional meeting per year. University regulations that currently flow to APPC through both CCS and GAPS would now flow through both UAPS and GAPS. The CCS Calendar Working Group and the GAPS Calendar Working Group are being reviewed with the intention of elevating the work of these bodies. Considerations include potentially moving the Working Groups out of the GFC standing committee structure to allow for more flexibility in membership and identifying ways to improve consistency between the graduate and undergraduate groups. The Decision Support Team for academic programs is a possible model for this work.

The Committee also learned that there will be no change to Alberta Union of Provincial Employees (AUPE) or Management and Professional Staff (MaPS) committee membership with this merger. Members from these groups are included in the proposed UAPS membership by position (e.g., Senior Specialist, Academic Advising). The 2012 GFC Task Force to Review GFC and the GFC Standing Committees recommended that the dedicated AUPE and MaPS voices be at the higher level of governance. Ensuring that AUPE and MaPS members' voices are also captured at the start of the governance cycle is a key priority in the review of the Calendar Working Groups.

The Committee recommended that the General Faculties Council Executive Committee approve the merger of the APS and CCS, with the name of the merged committee to be the UAPS, as well as the proposed revisions to the meeting schedule, effective for Fall 2025.

Faculty of Veterinary Medicine Unit Review Report

The Committee received the report for the Faculty of Veterinary Medicine unit review, completed in November 2024. The Committee heard that review was completed following significant changes including the de-departmentalization of the Faculty and changes to the Doctor of Veterinary Medicine program's curricular structure in support of its expansion. The review resulted in 14 recommendations that focused on people.

The Committee learned that the Faculty has taken the following steps in response to recommendations:

- Intensifying efforts to ensure that non-academic staff members feel welcome at events like weekly town halls, and feel empowered to share feedback on important initiatives such as the curriculum consultation. The Faculty Council Terms of Reference were also recently revised to add MaPS and AUPE representatives.
- Implementing a centralized process for teaching assignments and launching the Early Career Faculty Working Group. The Working Group held 10 meetings over the last year to discuss onboarding topics including University processes and protocols and professional development topics on teaching and research.
- Increasing collaboration with the Cumming School of Medicine, particularly between individual researchers.

The Committee heard that the Faculty's biggest challenges are the multi-site nature of the Faculty (Spy Hill Campus, Foothills Campus, W.A. Ranches), and the different professional backgrounds their faculty members come from (clinical versus academic). The Faculty has worked intensively to ensure that students have access to essential student services at the Spy Hill Campus, and starting in Fall 2025, students will no longer be required to travel to the Foothill Campus twice a week. The Faculty is increasing its focus on mentorship to support faculty members' scholarly activities, particularly for those from clinical backgrounds in the teaching stream.

The Committee recommended that the Faculty liaise with the Office of the Vice-President (Research) when developing their orientation for new faculty members.

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

Revisions to the Undergraduate Medical Education (UME) Admission Regulations for the Southern Alberta Medical Program (SAMP), Cumming School of Medicine

The Committee reviewed the proposed revisions to the Undergraduate Medical Education (UME) admission regulations in the Calendar to create the Rural Applicant Process for the new Southern Alberta Medical Program (SAMP). The SAMP is an off-site expansion of the UME to be delivered at the University of Lethbridge campus starting July 2026. The objective of the SAMP is to recruit and train physicians who have connections to rural communities in southern Alberta to improve the availability of physicians in rural Alberta.

The Committee learned that applications submitted through the Rural Applicant Process will receive two attribute scores: the rural and regional connections score, and the rural and regional index score. The rural and regional connections score considers factors such as where the applicant's family is from, where they attended high school, where they have worked, and the rural and regional connections score considers factors such as how close the applicant lives and works to an urban center. Applicants can choose to submit an optional rural interest essay, which will not be scored, but can be used to provide additional context to reviewers.

The Committee heard that UME applicants can rank their preferred program at the time of application. For example, an applicant would indicate their interest in the SAMP, and whether they also wish to be considered for admission to the Calgary-based program as a second choice. Individuals can also apply to the SAMP via the Indigenous Application Process or the Black Applicant Admissions Process.

The presenters reported three amendments: 1) a revision to Indigenous Application Process subsection to use the terminology "documentation of Indigenous membership/citizenship", 2) a revision to the Rural Application Process subsection to clarify that a student admitted to the SAMP cannot transfer to the Calgary campus, and 3) updated section numbers in reference to the CSM Doctor of Medicine (MD) Applicant Manual.

The Committee requested an amendment to revise the sentence "...a cohort of up to 30 positions will be offered and delivered exclusively at the University of Lethbridge campus" to read: "...up to 30 positions will be offered and the program will be delivered exclusively at the University of Lethbridge campus".

With the reported and requested amendments, the Committee approved the proposed revisions to the UME admission regulations, effective for the 2025-2026 Calendar and the admission cycle commencing July 1, 2025.

Revisions to University Regulation B.14.1 *Withdrawal from a Course(s)*

The Committee reviewed the proposed revisions to Calendar Section B.14.1 *Withdrawal from a Course(s)*, which follow the recent administrative change to make undergraduate course withdrawals weighted. Previously, if a student withdrew from a course, they would also lose the unit load for that course. This had negative impacts on students, as it could force students considering withdrawing from a course to have to choose between their academic standing (i.e., receiving an F grade) and their registration status.

The Committee heard that losing full-time registration status can be highly problematic for international students, who are required to be full-time students to maintain their immigration status; domestic students who hold student loans; and Indigenous students who may be band-sponsored. Band-sponsored Indigenous students who lose full-time status would not only lose their current funding but also would be moved to the bottom of the queue for further sponsorship funds.

The Committee learned that the deadline to withdraw from a course is typically the last day of classes for a given term and tuition is not refunded. Most other Canadian institutions preserve unit load with course withdrawals and the Faculty of Graduate Studies switched to a “weighted W” effective Spring 2023. This change has long been discussed but came the forefront this year due because of the increased pressures students are facing due to changes in regulations for student loans and study permits. Consultation and testing over the past year confirmed no unintended consequences and identified no risks in this change.

The Committee approved the proposed revisions to University Regulation B.14.1 *Withdrawal from a Course(s)*, effective for the 2025-2026 Calendar.

Changes to the Bachelor of Commerce (BComm) Concentrations, Haskayne School of Business

The Committee reviewed the proposed changes to the Bachelor of Commerce (BComm) program concentrations, specifically the creation of the concentrations in Risk Management (RMGT) and Operations and Supply Chain Management (OSCM), and the termination of the Energy and Professional Land Management (EPLM) concentration.

The Committee heard that the revitalization of the concentrations has been an ongoing initiative since the 2018-2019 BComm curriculum review. The BComm is a standard 120-unit program and the concentration courses represent 15% of the unit load (18 units out of the 120). There are approximately 3,800 students enrolled in the BComm. The program currently offers 16 different concentrations, and approval of the proposed changes would bring the total number down to 11. One of the objectives of the proposed changes is to make the concentrations easier for BComm students to navigate.

The Committee learned that the fields of operations and supply chain management have evolved to be seen as a continuous process with internal- and external-facing components, respectively. The creation of the concentration in OSCM reflects the merging of the SCMA and OPMA concentrations. It was noted that the student clubs representing SCAM and OPMA merged on their own accord earlier this year. The creation of the RMGT concentration reflects the merger of the RMIN and RMIF concentrations, which had very similar course content.

The EPLM concentration was initially created with Calgary’s oil and gas industry in mind. However, it was found that students preferred concentrations that are relevant to a broader range of industries. Going forward, the objective is to make concentrations industry-agnostic but to offer industry-specific content through other means, such as digital badges.

The Committee approved the creation of the concentrations in RMGT and OSCM, and the termination of the concentration in EPLM, effective Fall 2026.

RESEARCH AND SCHOLARSHIP COMMITTEE
Report to General Faculties Council
for the meeting held May 15, 2025

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

Research Data Management Update

The RSC heard that the Tri-Council has placed more attention on research data management in recent years, and the RSC then received a presentation about this, including that:

- The Tri-Agency Research Data Management Policy launched in 2021 and requires institutions to have research data management strategies in place.
- Research data management plans are currently being piloted and will be required more widely soon, as part of the grant application process. Researchers will be required to have detailed plans for managing research project data responsibly, from data collection through long-term preservation and sharing.
- Data deposit requirements will be coming in 2026. The research data associated with grant-supported publications will need to be deposited (in a manner yet to be announced).
- The University has a steering committee within the Research Services Office (RSO) overseeing the implementation of the University's Research Data Management Strategy and ensuring that the University's commitments are being met. Services available include research data management plan training, review of research data management plans, and information technologies (IT) infrastructure. The steering committee has three working groups: policies and procedures, sensitive data, and Indigenous data sovereignty.

Discussion included that:

- It is important to know where a research data repository is located. The presenters reported that the University has internal repositories, uses a national repository, and has a subscription to Borealis: the Canadian Dataverse Repository.
- Data curation is part of proper data storage, and this takes human effort.
- There may be hesitation to use collaborative data deposit repositories by researchers who do not wish to share their research data, for example if they plan to apply for a patent. Some data are proprietary and so the researcher may not be able to comply with data deposit requirements unless under certain conditions.
- The need to produce a research data management plan is another responsibility for researchers, but there is understanding of why this is important.
- There is currently some confusion around the required content for a research data management plan. The content and length of research data management plans will also differ by discipline. The presenters reported that a rubric is being developed by the RSO team.

In response to questions, it was reported that:

- Indigenous data is currently exempt from the research data deposit requirements.

- Research not funded by the Tri-Council is exempt from the Tri-Agency Research Data Management Policy, but other funding agencies have similar policies and requirements.

Research Awards Initiative – Phase 2

The RSC received a presentation on the Research Awards Initiative that was started in 2017 and is now entering its second phase, including that:

- The objective of the Research Awards Initiative is to build a culture where faculty members actively seek to nominate their colleagues for research awards and to help the University gain recognition for its research excellence.
- The Research Awards Initiative – Phase 1 Implementation Plan set three targets to be achieved by 2024: to increase the number of research award nominations, to increase the number of awards received, and to increase the number of prestigious awards received.
- The SUPPORT: Research Awards Committee was established by the RSO during the Research Awards Initiative – Phase 1, to improve research award nominations through peer review.
- The Research Awards Initiative – Phase 2 (2025-2029) targets aim to: maintain the momentum of Research Awards Initiative – Phase 1 by continuing to increase nomination rates and award success rates, increase nominations of early-career researchers, and enhance efforts for international award nominations. An institutional research awards recognition event will be created and an enhanced research awards communications strategy will be developed.
- A plan to collect and analyse equity, diversity and inclusion (EDI) data relating to research awards is being developed.
- The Declaration on Research Assessment (DORA) principles will inform internal processes for selecting candidates for awards.

Discussion included that:

- Awards recipients could be celebrated at an event similar to the University of Calgary Teaching Awards or President's Reception events. Such an event should be held during the Winter term as the Fall term is busy with grant application deadlines, and the event could engage graduate student researchers and donors.
- UToday articles highlighting early-career researchers successful in receiving awards could be inspiring to others.
- Some Faculties have committees or individuals focused on nominating members of their Faculty for awards.

In response to a question, it was reported that the call for nominations is broadcast by email. Researchers are encouraged to nominate each other, and a researcher could reach out to the RSO for support in becoming nominated. Deans and Associate Deans Research are encouraged to identify candidates within their Faculties.

Research and Innovation Plan Update

The RSC received a presentation on the achievements to date under the *Ahead of Tomorrow* Research and Innovation Plan, including data about internal, provincial, national and international research funding received, major transdisciplinary research initiatives, Canada Excellence Research Chair (CERC) successes, and the cultivation of industry and other partnerships. The RSC heard updates on work under the International Research and Innovation Unit, Strategic Initiatives and Research Intelligence Unit, and Institutes for Transdisciplinary Scholarship, and heard that priorities for the near future include additional academic staff member hires,

developing a suite of undergraduate research engagement opportunities, and launching large-scale campus-wide grand challenge projects.

Discussion included that collaborative research is a different model from the traditional Principal Investigator model, and challenges can include complexities with financial reporting and that work may be occurring in multiple labs.

Innovation Ecosystem Update

The RSC received a presentation on the University's innovation ecosystem, including descriptions of current and emerging innovation and entrepreneurship activities across Faculties, the Hunter hub, and Innovate Calgary and about the University's UCeed funding program.

In response to a question, it was reported that Alberta has significant private venture capital funding, and connections are being made in this area.

Prepared by the Secretariat on behalf of Robert Thompson, Co-Chair, and Sheri Madigan, Academic Co-Chair

TEACHING AND LEARNING COMMITTEE
Report to General Faculties Council
for the meeting held May 13, 2025

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

Curriculum Review – Anthropology and Archaeology (Arts)

The TLC received a presentation describing the Department of Anthropology and Archaeology's curriculum review team, the guiding questions of the curriculum review, the data collection and analysis methods, the key findings, and the major action items. The TLC heard that Anthropology and Archaeology are still disciplinarily siloed within the merged Department, and this is a hinderance to collegial operations and these disciplines and their programs should become more fully integrated.

In response to questions, it was reported that:

- During the curriculum review there were focus groups for graduate students, and the graduate students, many of whom are Teaching Assistants, had valuable feedback about the undergraduate programs.
- There is strong alignment of courses, field schools, and research with Indigenous Ways of Knowing.

Curriculum Review – Communication, Media and Film (Arts)

The TLC received a presentation describing the Department of Communication, Media and Film's programs and offerings, the pathways for students, the curriculum review process and guiding questions, the curriculum review's resulting action items, and current initiatives. The TLC heard that the Department is interested in hearing how other departments are developing artificial intelligence (AI) literacy into course outcomes and how others are dealing with AI and academic integrity.

Experiential Learning Framework

The TLC was reminded that the University's Experiential Learning (EL) Plan and associated EL Framework sunset in December 2025. The TLC received a presentation describing the EL Plan and Framework's relation to *ii'taa'poh'to'p* (the Indigenous Strategy) and the University's *Ahead of Tomorrow* strategic plan; that EL involves an authentic experience, intentional design, and critical reflection; and that EL is a continuum including classroom, lab, workplace, and community environments and with knowledge and skills, research, innovation, and career focuses. The TLC heard that a revised EL definition and framework will come through governance in Fall 2025, but that a new EL Plan will not be developed as EL is included within the *Ahead of Tomorrow* strategic plan.

In response to questions, it was reported that:

- EL can be reciprocal, and not just one-way learning
- It was identified that the EL Plan and Framework approved in 2020 did not sufficiently incorporate Indigenous Ways of Knowing, and it was determined that the University must update its thinking and communicating about EL.

Teaching and Learning Updates and Emerging Issues (Roundtable)

The TLC was given an opportunity to discuss matters currently impacting teaching and learning, and it was shared that the Faculty of Science is contemplating a model that divides lectures and labs into separate course registration pieces, with credit assigned to each.

Learning Spaces Team Update

The TLC heard that the Learning Spaces Team was established in 2023, to bring together people from across portfolios to address learning spaces, and that the team includes representatives from Campus Planning, Campus Architecture, Facilities, Information Technologies, and the Taylor Institute. The TLC heard that a second Learning Spaces Community Conversation event was recently held, which yielded some key takeaways that the team has incorporated into a report and will consider in the coming months.

Standing Reports

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

Prepared by the Secretariat on behalf of Wendy Benoit, Co-Chair, and Barbara Brown, Academic Co-Chair

**Report to General Faculties Council
on the Meeting of the Board of Governors (Open Session), May 30, 2025
From the Member of The Board nominated by GFC**

1.0 Meeting Opened (8:11-)

- 1.0 Management and Observers joined.
- 1.2 Approval of the Agenda – carried.
- 1.3 Traditional Land Acknowledgement – Duane Monea (standard Land Acknowledgement)
- 1.4 No COI noted.
- 1.5 Remarks from the Chair (Ganzlin) – Our Chair welcomed the two new student representatives who are just onboarded. Also formally introduced Jake Gebert who will be interim VP for Finance and Services.

2.0 Safety Moment (8:10-)

Description of the Safety Performance Metrics (2019-2024). Examples of regulated safety hazards: equipment, toxins, research animals, travel, field work, ergonomics, construction, etc. Majority of injury are slips, trips and falls. Five consecutive years of less than 0.8 TRIF. Lost time injuries – similar trend in less loss time. Benchmarked against other Universities, like UC. Level 1 incidents rising but under review.

Action Items (8:15-)

3.0 Adoption of the Open Consent Agenda Items: NO objections. Passed.

4.0 Approval of the internal restricted Net Assets (Jake Gebert) – Verbal presentation related to financial statements. Mehan King – Discussion of the \$256.9 million net balance. Accumulation of prior and current year to fund capital constructions – the increase was \$44 million this year (e.g. SAPL downtown, washrooms, residences, research capital). Reminded members that all projects over \$6million are brought to the BG. 2 items identified for adjustments – reflect late amendments to agreement. Operating surplus in 2024 was \$68.1 million (increases arise from higher interest on investments, savings on operating, staff/faculty positions that were not filled, others). **Two motions:** (\$256 million/approval of year end 2025 recommendations) – carried with no objections.

5.0 Approval of the University of Calgary Capital plan (8:33-) Stacey

Christensen/Jonathan Gebert leading. Stacey presented top 5 capital projects on the list – alignment with strategic vision and then brought to ELT for consideration and ranking. MDSH remains a priority. Priorities have not shifted much from last year (SAPL downtown explosion, Engineering Block Redevelopment, WA Ranches Research Facility (a net zero stand alone building), Kinesiology Complex (expansion/renewal – want to rescope), Foothills campus collaboration with AHS). Follow up discussion by Paul Zonneveld (FPC-BG) was supportive of the proposal.

Motion to approve 2025 capital plan – carried with no objectives.

6.0 Approval of the MDSC pre-construction budget (8:43-) Christensen/Gebert –

Gebert profiled this request to release funding for the Science MDSC. Christensen discussed status – in middle of schematic design and they have funding to complete that and want to ensure they have adequate to complete through to completion of the schematics to construction and build the team. Trying to raise funds for Vivarium equipment, and some of the ask relates to the need for this equipment and reducing risks of tariff exposure if we can secure the financial ask asap (a commitment of funds not a spending of funds). Dean of Science (Kristen Baetz) explained the new building, its location, attributes, aspects of our overall UC goals that this facility achieves relative to UC strategic priorities e.g., Meeting needs of future STEM students. This is at the Schematic design phase – aim for construction documents completed 2026/2027. **Motion to approve MDSC fund release \$36.7 million** – carried with no objections.

7.0 Reports from Board Members (9:08-) – identified as documents appended for information.

- Chancellor and Senate
- Alumni Association
- The General Faculties Council
- The University of Calgary Faculty Association
- Alberta Union of Provincial Employees
- Student Union

There being no other business, a motion passed to adjourn the **Open Session of BG** (9:10)

Respectfully submitted, Shelley M. Alexander, PhD.