

Thursday, October 9, 2025, 1:30 p.m.
Meeting #639

In-Person Modality
Biological Sciences 587

Voting Members

E. McCauley, Chair
S. Davidson, Vice-Chair
O. Adegbayike
A. Affonso for K. Hamilton
S. Alexander
J. Amengor
T. Anderson
W. Arends
M. Bauer
T. Beattie
W. Benoit
M.-A. Bergeron
K. Black
Y. Boga for S. LeBlanc
F. Clement
G. Dziegielewska
P. Easton
S. Eaton
J. Ezekiel
E. Fasesan
K. Fitzpatrick
A. Franceschet
V. Gabriel
D. Gereluk
W. Ghali

E. Gibbs Van Brunschot for A. Mac Namara
G. Grandy
D. Hapton
A. Harvey
C. Heggerud
N. Holt
S. Hubbard for K. Baetz
A.-M. Hubert
M. Husein
H. Kim
J. Lacasse
C. Laing
K. Lane for T. Poffenroth
J. Lock
T. Lucas
K. Lukowiak
R. Martinuzzi
J. Maude
N. Moazzen-Ahmadi
M. Moreau
A. Morris
A. Murray
A. Musgrove
D. Nicholas
A. Nygren
K. O'Keefe

H. Osthoff
A. Panech
M. Pavelka
J. Perna
J. Poissant
S. Ponnurangam
J. Priest
S. Raj
E. Rasmussen
T. Risling
F. F. Samavati
A. Sen
A. Shah
R. Sheldon
F. Smith
I. Sohail
L. Spitz
J. Szasz
C. Tepperman
V. Turpin
J. Welling
C. Willness
J. Winter
V. Wood
M. Wright
N. Wyatt
S. Yee

Guests

M. Blough, Manager, Strategic Initiatives, Office of the Vice-President (Research) – present for Item 11
M. Clark, Schulich School of Engineering – present for Item 9
C. Daly, Associate Director, Sustainability Engagement – present for Item 13
J. de Roaldes, Associate Registrar – present for Item 12
C. Emery, Scientific Director, Institutes for Transdisciplinary Scholarship – present for Item 10
S. McGinnis, Senior Director, Communication Services – present for Item 15
M. McKay, Senior Director, Strategic Events – present for Item 15
M. Morrison, Associate General Counsel – present for Item 14
M. Span-Smeelen, Manager, Transdisciplinary Scholarship – present for Item 10
A. Szeto, Executive Director, Office of Institutional Commitments – present for Item 13

Observers

A. Gregory, President's Office
C. Johns, Vice-Provost (Academic Strategies and Planning)
S. Luthy, Provost's Office
M. Smith, Assoc. Vice-President Research (EDI)
R. Yates, Deputy Provost

Secretary

C. McVie

Scribe

E. Sjogren

Staff

V. Kozielec
M. Speta

The Chair called the meeting to order at 1:30 p.m. and confirmed quorum.

1. Conflict of Interest Declaration

No conflicts were declared.

2. Inclusive Practice Moment

Sandra Davidson, Provost and Vice-President (Academic), presented the Traditional Land Acknowledgment and then shared that the Deans' Retreat that was held in mid-August with Cree elder Grandmother Doreen Spence and Michelle Scott Paul, Faculty of Nursing, on ceremonial land outside Bragg Creek and at which the Deans learned about land-based teaching and Indigenous knowledge. This was a positive afternoon of connectedness and reflection.

3. Safety Moment

Wilbert Arends, Vice-President (Finance and Services) and Chief Financial Officer, presented the Safety Moment on the topic of distracted walking, noting the importance of paying attention to the risks in one's surroundings.

4. Remarks of the Chair

Ed McCauley, Chair, included the following in his opening remarks:

- This is the first General Faculties Council (GFC) meeting for Wilbert Arends, Vice-President (Finance and Services) and Chief Financial Officer, David Nicholas, Acting Dean, Faculty of Social Work, Laura Spitz, Dean, Faculty of Law, Vanessa Wood, Interim Registrar, and several academic, staff, and student members.
- The search for a Vice-President (Digital Transformation and Technology) and Chief Transformation Officer is progressing and there will be a hiring announcement soon.
- The Fall semester is well underway, and the campuses have been buzzing with many events such as President's Reception for long-service employees, the Canadian Business Leader Awards ceremony, the opening of the Faculty of Veterinary Medicine's Veterinary Learning Commons, the hosting of the *Munnings - The War Years* exhibit in the Nickle Galleries, the announcement of a \$12 million gift from Susan Nelson to launch the Nelson PULSE Centre in the Cumming School of Medicine, and the Global Consortium of Entrepreneurship Centers conference.
- The report of the Expert Panel on Post-Secondary Institution Funding and Alberta's Competitiveness (the Mintz report) is finalised. Mark Herman, Chair of the Board of Governors (BG), and Kate Hamilton, Vice-President (External Relations), are at a meeting this afternoon where the report is being shared. The report's recommendations will be made public soon.
- The University's Fairness and Safety in Sport Policy was approved by the BG Executive Committee on August 28, 2025 as the University was legislatively required to have the policy in place by September 1, 2025. The policy complies with Alberta's *Fairness and Safety in Sport Act* and is posted on the University's website.

The Chair then included the following in his Annual Address to the General Faculties Council (GFC):

- Description of the University's physical and population growth from the 1960s to present, including data about the University's current demographics and observation that the University must turn away many qualified students because there is not enough capacity for all.
- The University's three core missions are teaching and learning, research and innovation, and community.
- Illustration of the University's National Survey of Student Engagement scores, which demonstrate scores in the top five in almost all categories.
- Reporting on investment in scholarships and bursaries (\$141 million in 2024-25), growth in opportunities for experiential learning (89% of programs), and the employment rate of graduates (93.8%).
- The *ii' taá' poh' to'p* Truth and Reconciliation gatherings on September 29 and 30 were important to moving forward in parallel paths.
- There are 181 Academic All-Canadians among the Dinos.
- Reporting on the University's sponsored research revenue (\$632.4 million in 2024-25), the position in the Canadian Association of University Business Officers ranking of institutions' sponsored research revenue (#5 in 2023-24), the number of Canada Research Chairs (90) and Canada Excellence Research Chairs (2), the number of new inventions and innovations (309), and the number of publications (7,400).
- The University Innovation Quarter, to the north of the main campus, is in development.
- The University now has 232,255 alumni across the globe.
- An economic impact analysis shows that the University has had \$16.5 billion economic impact over time and directly and indirectly employs 22,493 people.
- The *Energize* fundraising campaign raised \$1.4 billion, and was the fourth largest institutional fundraising campaign in Canadian history.
- Per-student operation grant funding and tuition have not kept up with inflation, but the University is the most administratively cost-efficient institution in Canada benchmarked to peers.
- The University is consistently ranked between fifth and seventh in Canada, is ranked fourth among universities of its age in North America, and is consistently ranked in the top 200 universities in the world.

5. Remarks of the Vice-Chair

Sandra Davidson, Vice-Chair, included the following in her remarks:

- The completed report and recommendations of the Presidential Task Force on Equity, Diversity, Inclusion, and Accessibility (EDIA) were presented to the Executive Leadership Team today. The recommendations will now be considered and implemented through the Office of Institutional Commitments in alignment with the University's *Ahead of Tomorrow* strategic plan.
- The U15 Provosts met in Ottawa last week, sharing about successes and current challenges.
- The University's annual tuition consultation process is underway. There is a 2% increase cap for domestic tuition and that is what is being proposed, with a 4-6% proposed increase for international tuition.
- There will soon be a call for applications for three academic directors for the Office of Signature Learning Experiences, in Global Learning, Undergraduate Research, and Entrepreneurial Thinking.

6. Question Period

In response to questions, it was reported that:

- Regarding the Fairness and Safety in Sport Policy:
 - The University was required to have the policy in place by September 1, 2025. The language complies with the provincial legislation, and there was an expedited but broad consultation during the policy's development (such as with the government relations team, the Faculty of Kinesiology, student athletes, and others) about how the policy would be implemented.
 - Male athletes do not have to confirm their sex at birth.
 - To date, no one has been excluded from participating in University sports as a result of the policy.
- Regarding growing the student population:
 - Targeted enrolment expansion funding supports the growth in the student population. The caliber of the students admitted to the University is not diminishing as there are more qualified students than the University has seats.
 - The University will continue to be creative in making education more accessible, such as through developing programs (like the new Southern Alberta Medical Program) that allow students to learn in place.
- Scholarship and bursary money distributed through the University comes from reallocation of funds and from philanthropy (such as through Giving Day).

7. Approval of the June 12, 2025 Meeting Minutes

Documentation was circulated with the Agenda.

Moved/Seconded

That the Minutes of the General Faculties Council meeting held on June 12, 2025 be approved.

Carried**8. 2026-2027 University Budget Planning**

Sandra Davidson, Provost and Vice-President (Academic), and Wilbert Arends, Vice-President (Finance and Services) and Chief Financial Officer, presented this item.

Highlights:

- The presenters provided an overview of the University's budget cycle and timeline and described the current funding environment (with uncertainties and costs growing faster than revenues), and reported that the University will be shifting to deploying resources with an intentional investment mindset with five key actions: 1) rationalize unit funding and align resources with priorities; 2) simplify operations by streamlining processes to free capacity; 3) boost efficiency by using technology and smarter processes; 4) diversify revenue by expanding beyond grants and tuition; and 5) invest strategically and focus on initiatives with greatest impact.
- Discussion included:
 - Administrative work has been downloaded onto academic staff. The research grant submission process has significantly improved, but there are still tasks that are no longer done by supporting

- staff and this causes workload frustrations.
- It would foster engagement if the broad University community, as stakeholders, were provided more granular details about the University's budget.
 - In response to questions, it was reported that:
 - The University is considered to be administratively efficient because only three percent of the consolidated budget is spent on administration.
 - It is intended that the use of artificial intelligence (AI) will ease people's jobs, not eliminate them. Generally there will be a move towards adopting technology and smarter processes.
 - The funding priorities are set out in the University's *Ahead of Tomorrow* strategic plan.
 - The University community can submit comments about budgeting to the Provost's office, and the launching of a survey will be considered.
 - The membership of the BG Budget Committee includes representatives from a variety of stakeholder groups.
 - The annual instructions to the Deans for Faculty budgeting have not been issued yet but they will be sent shortly in alignment with the budget process.
 - A new Management and Professional Staff (MaPS) compensation framework is in development, and this should address issues such as non-alignment with Alberta Union of Provincial Employees (AUPE) compensation.

9. Water Institute

Documentation was circulated with the Agenda. William Ghali, Vice-President (Research), Kerry Black, Schulich School of Engineering, and Martyn Clark, Schulich School of Engineering, presented this item.

Highlights:

- The presenters described the in-development Water Institute, including its purpose and that it aligns with the *Ahead of Tomorrow* strategic plan, how its research themes build upon the University's strengths, that it responds to current societal challenges, that it has strong Indigenous-led research and an Indigenous Science focus, and that it is an opportunity to lead nationally and globally in water research and innovation. The presenters reported that engagement and consultation will continue and then a proposal will come forward in 2026 to formally create the Water Institute.
- In response to questions, it was reported that:
 - The agricultural sector has been engaged during the consultation process, and including the agricultural sector is a priority.
 - There has been engagement with the Environment and Climate Change Canada department, and opportunities for collaboration will be explored.
 - The Water Institute will be pitching for philanthropic funding support.

10. Institutes for Transdisciplinary Scholarship Update

Documentation was circulated with the Agenda. Bill Ghali, Vice-President (Research), Carolyn Emery, Scientific Director, Institutes for Transdisciplinary Scholarship, and Mariska Span-Smeelen, Manager, Transdisciplinary Scholarship, presented this item.

Highlights:

- Carolyn Emery was welcomed as the new Scientific Director of the Institutes for Transdisciplinary Scholarship (ITS).
- The presenters reported about recent work within the ITS, describing initiatives including additional new transdisciplinary faculty hires and onboarding the new ITS Scientific Director; running the Connector Grants program; hosting engagement events and workshops; involvement in the Program for Undergraduate Research Experience (PURE) Awards; collaborations with the Graduate College, Office of Indigenous Engagement, and Office of Institutional Commitments on institutional initiatives; supporting the ITS Areas of Focus Academic Co-Leads; and forming an ITS Postdoctoral Scholars Committee.
- The connection of the ITS to initiatives such as the Water Institute and Digital Institute was highlighted.
- Discussion included observation that the growth in the University's external research revenue is largely attributable to building research capacity through transdisciplinary work, and that the University is a leader in this area.

11. External Research Revenue and Impact Summary

Documentation was circulated with the Agenda. Bill Ghali, Vice-President (Research), and Michael Blough, Manager, Strategic Initiatives, Office of the Vice-President (Research), presented this item.

Highlights:

- The presenters reported on external research revenue, including that the revenue for the fiscal year 2023-2024 was \$589 million, about the University's research impact assessment framework, about ties to the *Ahead of Tomorrow* goals, and that the University currently ranks very strongly in revenue per scholar, global research impact, funding diversity, and startups. The presenters provided data on funding sources, major funded projects, jobs supported, research expenditures, and bibliometrics. It was noted that units including Strategic Initiatives and Research Intelligence and Industry Engagement have been identifying and supporting non-traditional funding opportunities for researchers.
- In response to questions, it was reported that:
 - Achievements such as licences, patents, and industry partnerships through existing research projects are included among the metrics reporting.
 - There is awareness that some academic staff do not pursue research grants to the same degree as others, and workload is likely a factor in this.

12. 2025 Enrolment Report

Sandra Davidson, Provost and Vice-President (Academic), presented this item. Jennifer de Roaldes, Associate Registrar (Information, Admissions, and Recruitment), was also in attendance.

Highlights:

- The presenter shared the Fall 2025 enrolment data, including that total enrolment is 38,112 students, with 30,837 undergraduate (80.9%) and 7,275 graduate (19.1%), and with Indigenous students now grown to 4.3% of the student population. The presenter reported that overall domestic enrolment is at 86% and international enrolment is at 14%, with international enrolment being expectedly lower this year. The presenter then displayed detailed data on domestic/international and new/returning undergraduate and graduate students, undergraduate students demographics, high school retention

rates, gender, top countries of origin, and Faculty mean admission averages. The presenter remarked that there is one admission to the University for every 3.79 applicants, because there is more demand than seats available, and so the University is welcoming strong candidates.

- In response to a question, it was reported that approximately 150 students have taken part in the First-Generation Scholars Program, and that it is hoped to expand this program in the future.

13. 2025 Institutional Sustainability Report

Documentation was circulated with the Agenda. Andrew Szeto, Executive Director, Office of Institutional Commitments, and Christine Daly, Associate Director, Sustainability Engagement, presented this item.

Highlights:

- Kerry Black was welcomed as the incoming Academic Director for Sustainability.
- The presenters reported on progress toward the goals of the Institutional Sustainability Strategy (to advance sustainability education, advance sustainability research and innovation, enrich engagement for sustainability, and grow campus sustainability), including that the University is in the top six percent of global universities in the Quacquarelli Symonds (QS) World Sustainability Rankings of institutions' commitment, progress, and impact.
- In response to a question, it was reported that the Institutional Sustainability Strategy Action Plan 2025-2028 identifies student population growth and sustainable transportation as a critical matter to be addressed.

14. Student Appeals Annual Report

Documentation was circulated with the Agenda. Melissa Morrison, Associate General Counsel, and Michelle Speta, Associate Secretary, were present to answer any questions related to this item.

There were no questions.

15. UCalgary60 Update

Melissa McKay, Senior Director, Strategic Events, and Sarah McGinnis, Senior Director, Communication Services, presented this item.

Highlights:

- The presenters announced that April 2026 is the University's 60th anniversary month, and reported on core celebration campaign elements for the coming year, including 60 Stories in 60 Weeks, Campus Chronicles, signature events, campus pageantry refresh, special logo treatment, and merchandise. The presenters indicated that there will be an internal community report in March 2026 and an external community report in April 2026.
- The presenters encouraged members to submit ideas for the 60 Stories in 60 Weeks publications, noting that these can be about people, projects, or discoveries, can focus on teaching and learning or research and scholarship, and can be current or historical stories.
- In response to a question, it was confirmed that the anniversary team is working with the Senate office, the Alumni Association, and other units.

- Discussion included:
 - It was suggested that free parking be provided during celebratory events bringing members of the Calgary community to the campuses.
 - Appreciation was expressed for the anniversary t-shirts that were handed out at the Dinos football game on September 27.

16. Approved Revisions to the Graduate Academic Program Subcommittee and Undergraduate Academic Program Subcommittee Terms of Reference

Documentation was circulated with the Agenda as 'In Package Only' for information.

17. Standing Reports

Documentation was circulated with the Agenda as 'In Package Only' for information:

- a) Report on the August 27 and September 24, 2025 GFC Executive Committee Meetings
- b) Report on the June 16, 2025 Academic Planning and Priorities Committee Meeting
- c) Report on the September 18, 2025 Research and Scholarship Committee Meeting
- d) Report on the September 16, 2025 Teaching and Learning Committee Meeting
- e) Report on the June 13, 2025 Board of Governors Meeting
- f) Report on the September 18, 2025 Senate Meeting

18. Other Business

The Chair announced that a member of the GFC Executive Committee has stepped down, and so an election to the GFC Executive Committee will be held at the next GFC meeting. Interested academic staff members of GFC were encouraged to put their name forward for consideration for the ballot by reaching out to the Secretariat.

19. Adjournment

Moved/Seconded

That the General Faculties Council adjourn the October 9, 2025 meeting.

Carried

The meeting was adjourned at 3:56 p.m.

Courtney McVie
University Secretary