



BOARD OF GOVERNORS
Approved Minutes - Open Session

June 24, 2016, 8:00 a.m. – 12:30 p.m.

Governors Boardroom A167

Members

Bonnie DuPont, Chair
Steve Allan
Rob Allen
Elizabeth Cannon
Stephan Guscott
Georgette Habib*
Hamid Habibi
Todd Hirsch
Samantha Hossack
Patricia Johnson
Brenda Kenny
Alison Love
Gord Ritchie
Shubir Shaikh
Mark Starratt
Joe Struck
Firoz Talakshi
Robert Thirsk
Robert Thompson
Steve Wilson

Management

Bart Becker, Vice-President (Facilities)
Linda Dalgetty, Vice-President (Finance and Services)
Karen Jackson, General Counsel
Diane Kenyon, Vice-President (University Relations)
Dru Marshall, Provost and Vice-President (Academic)
Ed McCauley, Vice-President (Research)

Observers

Darlene Crowell
Marina Geronazzo, Manager Media Relations, Strategic Communications
Allan Lyons, AUPE Nominee
Jessica Polivchuk, Policy Analyst, Students' Union

Secretary

Susan Belcher

Scribe

Miranda Dallalba, Governance Coordinator

Regrets

Nuvyn Peters, Vice-President (Development and Alumni Engagement)

Guests

John Alho, Associate Vice-President Government and Community Engagement – present for Item 8
Jane Ferrabee, University Architect - present for Item 8
Sheila McAlpine, Governance Coordinator

*by telephone

The Chair called the meeting to order at 8:05 a.m. and confirmed quorum.

1. Approval of the Agendas

Moved/Seconded

That the Agendas for the June 24, 2016 Board of Governors meeting be approved.

Carried

2. Conflict of Interest Declaration

No conflicts were declared.

3. Chair's Remarks

The Chair welcomed observers and thanked Board members for attending the previous evening's Board dinner.

The Chair thanked Board members for attending recent events including Congress 2016, convocation, Campfire Chats and the University District Sod Turning event.

The Chair recognized retiring Board members: Steve Wilson, Patricia Johnson and Hamid Habibi and thanked them for their service on the Board.

4. Safety Moment

Patricia Johnson presented on the importance of protecting against exposure to UV rays, and the use of sunscreen to prevent skin damage.

5. Approval of Items on the Open Session Consent Agenda

Documentation for these items was circulated with the Agenda. The following Consent Agenda items were adopted:

5.1 **May 27, 2016 Open Session Minutes**

That the Minutes of the Open Session of the Board of Governors meeting held on May 27, 2016 be approved.

Adopted

The following Consent Agenda items were received by the Board for information:

- 5.2 SIPB and SIPP Revisions
- 5.3 Investment Committee Policy Manual Revisions
- 5.4 Quarterly Capital Project Status Report
- 5.5 Standing Committee Chair Reports:
 - Audit Committee
 - Environment, Health, Safety and Sustainability Committee
 - Executive Committee
 - Finance and Property Committee
 - Human Resources and Governance Committee
 - Investment Committee

6. Approval of the Capital Project Revisions

Documentation for this item was circulated at the Agenda. Bart Becker presented this item.

Highlights:

- Management reported that:
 - The additional scope of work for the Schulich School of Engineering includes a re-configuration of the student services space, will allow for 'one stop shopping' for student services and a consolidation of administrative functions on the second floor of the engineering building. Funding for this work has been secured through a philanthropic donor.
 - The Western Canada Microbiome Centre will offer a collaborative space for student researchers and industry to work on real-world problems, focusing on four applied research themes, and the construction timeline is currently anticipated to be July 2016 through April 2017 to meet grant deadlines
- The Finance and Property Committee Chair advised the Board that both capital project revisions were reviewed and recommended by the Finance and Property Committee
- There were no questions

Moved/Seconded

That the Board of Governors approve the additional scope of work and an increase of \$1,175,000 to the budget for the Schulich School of Engineering Expansion Project, for a revised total project cost of \$173,875,000, as presented to the Board, and as recommended by the Finance and Property Committee.

Carried

Moved/Seconded

That the Board of Governors approve construction of the Western Canada Microbiome Centre Project for a total project cost of \$7,750,000, as presented to the Board, and as recommended by the Finance and Property Committee.

Carried

7. Approval of the Comprehensive Institutional Plan (CIP)

Documentation for this item was circulated with the Agenda. Linda Dalgetty, Dru Marshall and Bart Becker presented this item.

Highlights:

- Management reported that the CIP is usually approved annually in March, but is late this year due to the delay in receiving confirmation of government funding. The Board was reminded that the CIP is a three year plan and includes the fiscal budget commencing April 1, 2016.
- Management reported on the funding letter received from the government and noted that the budget in the CIP has been updated to reflect actual government funding which includes:
 - A 2% increase in the Campus Alberta grant and tuition backfill
 - An increase to \$14.4 million from \$10.9 million for the Infrastructure Maintenance Program

- Mental health funding of approximately \$1 million
- An overview of the chapters contained within the CIP, including the updates to the budget were presented and include:
 - The Investment loss shown has increased to \$7 million due to West Campus development administrative costs that cannot be capitalized
 - Salaries and benefits are estimated to account for 8.8% of total expenditures
 - An additional \$17 million in government funding has been added to the capital budget for the MacKimmie Tower project
- It was noted that the budget has not changed significantly from what was presented to both the Budget and Finance and Property Committees
- Management then reported on the consultative process undertaken in the development of the CIP, including the General Faculties Council, and several committees and sub-committees
- The Board discussed the funding received for mental health, the University's infrastructure needs, and the uncertainty surrounding the impact of government changes to the innovation sector
- In response to a question, it was reported that Management has a list of infrastructure priorities for the next ten years, and that Management regularly communicates to government that, although the University maintains a good financial position, additional funding for infrastructure is required

Moved/Seconded

That the Board of Governors approve the 2016 Comprehensive Institutional Plan, which includes the \$1,274.2 million 2016-2017 operating budget and the \$173.9 million 2016-2017 capital budget, in the form provided to the Board, and authorize the Provost and Vice-President (Academic) and Vice-President (Finance and Services) to make non-substantive changes prior to submission to the Government of Alberta.

Carried**8. Initial Results from the Long Range Development Plan (LRDP) Consultation Process**

Documentation for this item was circulated with the Agenda. Bart Becker, Jane Ferrabee and John Alho presented this item.

Highlights:

- The presenters reported that, since the Board approved the LRDP consultation process in June 2015, several stakeholder engagement sessions and consultations have been completed for the development of the LRDP, and a report on the consultation will be submitted to the government, as per the Post Secondary Learning Act
- The presenters provided an overview of the process undertaken and the feedback received to date noting that stakeholder engagement and public consultations included 33 stakeholder groups and four open houses, with approximately 400 attendees
- The Committee discussed the consultation process and the feedback received from participants, and it was noted that students found the process to be a good experience

- Management reported that next steps include the development of the LRDP which will be brought to the Board for approval in the fall. The LRDP and consultation report will be presented to the Ministry of Advanced Education and the final document will become public.

9. Discussion of the 2016-2017 Board Strategic Initiatives and Key Performance Indicators

Documentation for this item was circulated with the Agenda. Elizabeth Cannon presented this item.

Strategic Initiatives

Highlights:

- The President reported that the Executive Leadership Team (ELT) has developed its priorities for the next year, which include:
 - Development of the next institutional strategy followed by research and academic plans in support of the new strategy
 - An Indigenous strategy
 - Completion of the College of Discovery, Creativity and Innovation Development and Pilot program
 - Final Plans for the University's 50th Anniversary
 - Completion of the LRDP
 - Key projects in support of the IT Stabilization Program
 - Development of a Crisis Management Process for the Board
 - Launch of the sixth and final research strategy
- The Board discussed the strategic initiatives, particularly the development of the Board's Crisis Management Process

Key Performance Indicators (KPIs)

Highlights:

- The President reported that KPIs are set annually and the metrics are benchmarked against the top five research institutions in Canada, which provides a sense of how the University is doing relative to its strategy
- The President provided an update on the progress of the KPIs noting that, based on 2014-2015 data, the University ranks in the Top 5 in 25 of 36 performance measures in areas such as undergraduate retention, program completion, fundraising, new invention disclosure, sponsored research funding, disclosures and financial health
- The Board discussed the KPIs in terms of criteria for small versus large universities, and it was noted that the University needs to be realistic with its targets and focus on moving in the right direction
- In response to a question, it was reported that it takes years for a university's achievements to have reputational impact, but that changes are already noticeable. The University is increasingly being asked to participate nationally and internationally, which is positive.

- The Board discussed metrics pertaining to capacity such as growth, entrance requirements, and funding, and it was noted that bigger does not necessarily mean better and that quality needs to be maintained, with a focus on serving the community. Management reported that it continues to communicate the need for additional infrastructure funding to government.

10. Report from the President

Documentation for this item was circulated with the Agenda. Elizabeth Cannon presented this item.

Highlights:

- The President highlighted her activities for the period March 17 to June 23, 2016 and noted that this year's convocation season was successful and that a special event was held to acknowledge indigenous graduates
- The President acknowledged that this is the last Board meeting for Board Chair DuPont and thanked her for her contributions to the Board and the University

11. Update on Taylor Institute for Teaching and Learning (TI), including the College of Discovery, Creativity and Innovation

Documentation for this item was circulated with the Agenda. Dru Marshall presented this item.

Highlights:

- Management reported that:
 - The creation of the TI, an educational development unit that fully integrates a learning technologies group, an integrated network of practice and scholarship designed to intentionally share and build teaching and learning expertise, was approved by the General Faculties Council in February 2013
 - The TI will have a dual focus: the development of faculty and the development of students
 - Phase 1 and 2 of the development of the institute are complete and phase 3, which is currently underway, is the development of the College of Discovery, Creativity and Innovation (CDCI) and the Office of Experiential Learning
 - The recruitment of a Director of the CDCI is currently underway and a hire will be made before the end of June
 - A proposal for a two-year pilot of two new university courses, which will form the foundation for the *Global Challenges* program of the CDCI, were approved through the academic governance system and will begin in the 2017 winter term
- The Board discussed the progress of the TI in relation to the *Eyes High* strategy in terms of cross faculty learning and horizontal sharing. Management reported there are successes in the development of collaborative partnerships such as in Mexico, but noted that, while interdisciplinary teaching is a focus for the University, internal silos still exist within faculties and work is being done on shifting culture.

12. Student Experience Update

Documentation for this item was circulated with the Agenda. Dru Marshall presented this item.

Highlights:

- The presenter reported that, as the University celebrates its 50th anniversary, it is reflecting on the student experience over the past 50 years, and in particular, the impact of the *Eyes High* strategy
- Management presented on the impact of the *Eyes High* strategy over the past five years in four key areas: Academic Success, Co-Curricular Experience, Student Support and Student wellness and highlighted the following:
 - School visits promoting the University throughout Alberta have increased by 223%
 - More study spaces have been created
 - 1600 students register annually with the Student Accessibility Services
 - 68% of academically at risk students remain on campus
 - Just under 30% of grad students are international students
 - 200 international students participated in the International Student Orientation
 - Over 500 staff have participated in grad supervision development activities
 - Overall retention rates climbed from 87.2% to 89.5% over last five years
 - The mental health strategy has been developed
- The Board discussed the impact of the *Eyes High* strategy on student experience over the past few years, and noted the accomplishments that have been made
- In response to a question, it was reported that the impact of the Mental Health Strategy will take time to be realized, and that Management agrees that the University needs to do more to support students, and that more initiatives are in development

13. International Strategy Update

Documentation for this item was circulated with the Agenda. Dru Marshall presented this item.

Highlights:

- Management reported that the strategy has two targets: increasing the number of international students on campus to 10 per cent of the undergraduate population and 25 per cent of the graduate population by 2018, and creating opportunities for 50 per cent of all students to have an international experience as part of their program of studies
- Management reported on the progress towards reaching the two targets which includes:
 - A 7.6% increase in undergraduate level international students
 - A 26% increase in graduate level international students
 - 20% of students have an outward international experience
 - More than 50% of faculty have a degree from a university outside of Canada

- In response to questions, it was reported that:
 - The University has increased funding for students to study abroad, however there has been a recent decrease in interest, which is likely due to the current economy
 - The University tries to connect with alumni when travelling internationally, and currently it has two offices on the National Autonomous University of Mexico campus (UNAM), where the School of Public Policy and UNAM researchers are working in partnership on the development of a research centre

14. Other Business in the Open Session

There was no other business.

15. Motion to Adjourn the Open Session and Move into the Closed Session

Moved/Seconded

That the Board of Governors adjourn the Open Session and move into the Closed Session.

Carried

The Open Session was adjourned at 10:51 a.m.

Susan Belcher
University Secretary