



BOARD OF GOVERNORS
Approved Minutes - Open Session

December 14, 2018, 8:10 a.m.

Governors Boardroom A167

Members

Jill Wyatt, Chair
Rob Allen
Joule Bergerson
Tavis Campbell
Elizabeth Cannon – absent for Item 16
Hafeez Chishti
Frank Finley
Beverley Foy
Kris Frederickson
Sagar Grewal
Mark Herman
Lawna Hurl
Colin Jackson
Pamela Krause
Allan Lyons
Mary Ellen Neilson
Britney Paris
Firoz Talakshi
Elaine Wong
Deborah Yedlin

Secretary

Susan Belcher

Scribe

Miranda Dallalba

Guests

Joelle Foster, Executive Director, Hunter Hub – present for Item 17
Michael Hart, Vice-Provost, Indigenous Engagement - present for Item 18
Erin Kaipainen, Senior Specialist, Experiential Learning – present for Item 20
Leslie Reid, Vice-Provost, Teaching and Learning – present for Item 20

Observers

Scott Donaldson, Senior Director, Strategic Communications
Jason Herring, Editor, The Gauntlet
Matthew Hume, News Editor, The Gauntlet
Whitney Hunter, Manager, External Communications, Students' Union
Jyoti Myers, Governance Coordinator
Philippe Reicher, Associate Vice-President Strategic Communications

Management

Bart Becker, Vice-President (Facilities)
Linda Dalgetty, Vice-President (Finance and Services)
Karen Jackson, General Counsel
Diane Kenyon, Vice-President (University Relations)
Ed McCauley, Vice-President, (Research)
Nuvyn Peters, Vice-President (Development and Alumni Engagement)

Regrets

Steve Allan
Dru Marshall, Provost and Vice-President (Academic)

The Chair called the meeting to order at 8:10 a.m. and confirmed quorum.

1. Approval of the Agendas**Moved/Seconded**

That the Agendas for the December 14, 2018 Board of Governors meeting be approved.

Carried

2. Conflict of Interest Declaration

Elizabeth Cannon declared a conflict with Item 16 given that she is the subject matter of the item and advised that she will leave the meeting for that item.

3. Chair's Remarks

The Chair welcomed guests and observers. The Chair reported that this is Elizabeth Cannon, Steve Allan and Firoz Talakshi's last Board meeting and thanked them for their contributions.

4. Safety Moment

Linda Dalgetty presented the University's 2018 Evacuation Drill report.

5. Approval of the Open Session Consent Agenda Items

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

5.1 October 19, 2018 Open Session Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on October 19, 2018 be approved.

Adopted

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

- 5.2** Quarterly Capital Project Status Report (2nd Quarter)
- 5.3** Climate Action Plan 2019
- 5.4** Enterprise Risk Management Policy Revisions
- 5.5** Alcohol Policy
- 5.6** Utility Reduction Program Year 4

5.7 Standing Committee Chair Reports

- Audit
- Environment, Health, Safety and Sustainability
- Executive
- Finance and Property
- Human Resources and Governance
- Investment

6. Approval of Tuition and Fees 2019-2020

Documentation for this item was circulated with the Agenda. Linda Dalgetty presented this item.

Highlights:

- Management reported that current tuition regulations that guide post-secondary tuition, will be replaced by Bill 19, *An Act to Improve the Affordability and Accessibility of Post-Secondary Education*, which sets out a new regulatory framework for domestic, international, and apprenticeship student tuition and fees
- Management presented an overview of Bill 19 noting that this revised tuition framework will apply to the 2020-2021 academic year, and that until then, tuition and mandatory non-instructional fees will remain frozen. 2019-20 tuition continues to be frozen at 2014-15 levels and it is not yet known if the government will provide tuition backfill for 2019-2020.
- Management then reported on proposed increases to the Executive MBA tuition, noting that tuition can be perceived as an indicator of value. The University saw a drop in students for the fall 2018 cohort and students have declined the University's Executive MBA program and opted for more costly options at other institutions. Management reported that the proposed higher fees will put the University in line with its main competitors.
- In response to a question, it was reported that the increased tuition for the Executive MBA was determined by reviewing several comparators, that the program is targeted at working executives, and that Management believes the increase is reasonable
- The Board then discussed the proposed 2019-2020 tuition fees, enrolment numbers and capacity and strategies around tuition, primarily for the Executive MBA and graduate certificate programs

Moved/Seconded

That the Board of Governors approve the 2019-2020 tuition and fees as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried

7. Approval of Residence Fees 2019-2020

Documentation for this item was circulated with the Agenda. Linda Dalgetty presented this item.

Highlights:

- Management reported that each year it conducts a competitive market scan to ensure residence fees are in line with current market trends and that it is recommending a 2.5% increase, with the exception of Varsity Court residence, and that the proposed increase is in line with the CPI in Alberta.
- It was reported that the Graduate Students Association supports the proposed fees for 2019-2020
- In response to questions, it was reported that:
 - There is consistency with room types, rates and the Management believes that the fees are set at the right level, and
 - In setting fees, there is consultation with the Residence Student's Association. This is the first significant increase in the last two years
 - Uses for the increased revenue is determined through student surveys, so that students decide the areas of focus for spending, such as meals and programs

Moved/Seconded

That the Board of Governors approve the residence rates for 2019-2020 as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried

8. Approval of Residence Meal Plan Rates 2019-2020

Documentation for this item was circulated with the Agenda. Linda Dalgetty presented this item.

Highlights:

- Management reported that last year the University transitioned to an 'All You Care to Eat' meal plan, targeted primarily to first year students, and that the program has been very successful across campus
- Management reported that a survey of residence students is planned for the end of the fall semester, which will inform any future changes, and that no meal plan rate increases are being proposed at this time

- In response to a question, it was reported that there is a ten year contract with Aramark but that there is an option to extend or exit the contract after five years

Moved/Seconded

That the Board of Governors approve the 2019-2020 Meal Plan rates as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried**9. Approval of Parking Rates 2019-2020**

Documentation for this item was circulated with the Agenda. Linda Dalgetty presented this item.

Highlights:

- Management reported that several rates were increased last year, that a competitive analysis conducted this year indicates that current parking rates continue to be reasonable and that no changes to parking rates are being proposed at this time
- Management reported that it is proposing to introduce paid parking for Student Family Housing, the only residence where students are not required to pay for parking. It was noted that Management is proposing a phased approach to this that will bring Family Housing parking rates in line with other parking rates over a three year period.
- There were no questions

Moved/Seconded

That the Board of Governors approve the Parking rates for 2019-2020 as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried**10. Approval of the Information Technologies (IT) Strategic Plan**

Documentation for this item was circulated with the Agenda. Linda Dalgetty presented this item.

Highlights:

- Management reported that a draft strategic plan was initially brought to the Board for discussion in October, and that through the ongoing consultation process, changes have since been made and a final strategy document is being presented for approval today

- Management reported that the strategic plan objectives are broad-based, have a three-to five-year time horizon and will be reviewed annually to ensure that they remain current. It was reported that an operational plan is currently being developed to support the strategic plan.
- Management then reviewed the four strategic goals, noting that the goals allow for IT to provide support based on the needs of individuals or groups, and that the strategy aligns with the strategic initiatives of the University
- In response to a question, it was reported that, cyber security is not a separate tenet, that it is a significant focus for the IT department and has been embedded as an underpinning foundation throughout the strategy

Moved/Seconded

That the Board of Governors approve the Information Technologies Strategic Plan, in the form provided to the Board, and as recommended by the Finance and Property Committee.

Carried**11. Approval of the University Residence Strategy**

Documentation for this item was circulated with the Agenda. Linda Dalgetty presented this item.

Highlights:

- Management reported that the Residence Strategy was brought to the Board for discussion last June and that following the completion of the consultation process, the strategy has been revised and is now being presented for approval
- Management reported that the strategy is based on optimizing the University's residences, ensuring they are utilized in the most effective way possible
- Management highlighted key areas of the strategy and noted that:
 - the competitive landscape has changed significantly since the strategy was last reviewed approximately seven years ago
 - Approximately 2000 new residential units are anticipated to be developed in the surrounding area in the near future
 - A portion of Hotel Alma will be converted into double room residences, which Management believes will be in high demand
 - Glacier and Olympus Hall residences will be torn down
- The Board discussed the strategy, and in particular, the life span and safety of older residences, the conversion of Hotel Alma as it relates to capital requirements and potential impacts of the conversion on the campus and on current hotel employees. It was reported that most staffing changes resulting from the conversion are expected to be addressed through attrition.
- In response to a questions, it was reported that:

- The proposed changes honour the terms of the Hotel Alma donor agreement
- Any residence building that is more than six stories tall and built after 1981 is required to be concrete
- The acting Chair of the last Finance and Property Committee meeting commented on the discussion held by the Committee on this item, noting that a fulsome discussion occurred and that the Committee is supportive of the strategy

Moved/Seconded

That the Board of Governors approve the University Residence Strategy as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried**12. Approval of Institutional Risk Appetite**

Documentation for this item was circulated with the Agenda. Linda Dalgetty presented this item.

Highlights:

- Management reported that the Institutional risk appetite is approved by the Board and that the risk appetite is based on the level of risk that the University is willing to accept for each of the University's institutional risks
- Management reviewed the proposed risk appetite for each institutional risk noting that the appetite takes into consideration the likelihood and impact of the risks. It was noted that the Executive Leadership Team (ELT) reviews the institutional risks on a quarterly basis and that a consideration of risk is part of ELT decision making processes
- The Board discussed the risk appetite for several of the institutional risks and Management's processes around identification, mitigation, and delegation of authority
- The Board further discussed risks and risk appetite in the context of political and reputational impacts to the University

Moved/Seconded

That the Board of Governors approve the Risk Appetite for each Institutional Risk in the Institutional Enterprise Risk Management Program as presented to the Board, and as recommended by the Audit Committee.

Carried

13. 13a. Strategic Non-Endowed Fund Management (for information)

Documentation for this item was circulated with the Agenda. Linda Dalgetty presented this item.

Highlights:

- Management presented an overview of the University's non-endowed funds, reporting that the non-endowed funds are used to advance the strategic initiatives of the University and that the University's current non-endowed fund strategy is very conservative with all liability balances currently supported by non-endowed funds
- Management reported that it believes the University's funds continue to be well managed and that a portion of the non-endowed funds could be better utilized for major strategic projects. Management believes that, from a timing and process perspective, it is ideal to deploy some of these resources to invest in key priorities, specifically, the Interdisciplinary Science and Innovation Centre Project, which will be discussed next.

13b. Approval of the Interdisciplinary Science and Innovation Centre Project

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

Highlights:

- Management reported that the Interdisciplinary Science and Innovation Centre (ISIC) has been one of the university's highest priority projects for the past five years, and will address one of the most significant operational and academic risks to the institution. The project is also on the government's priority list, but with the current economic outlook, it is unlikely that the project will be funded by government. This is an ideal opportunity to utilize non-endowed funds to move forward with this project.
- Management reported that the project will provide much needed infrastructure across six faculties and will replace teaching and learning spaces that are very dated. The project will also create much needed student capacity and access, and will support 565 students when it is completed.
- The Board discussed the ISIC and the proposed use of non-endowed funds for the project, particularly with respect to the potential impact of the project on the University, the economic forecast and political climate and opportunities to secure funding from additional sources
- The Board further discussed the current financial position of the University, the non-endowed funds management and the alignment of the proposed project with the University's strategic priorities
- In response to questions, it was reported that:
 - Management does not believe that the project will receive monies from the Lights on Funding program and that ELT has had several discussions about ways to provide Lights on Funding for the ISIC
 - If government doesn't fund the remaining 45 million needed to complete the project, it is planned that it will be funded internally or through grant or donor opportunities

- Some of the spaces that will be replaced by ISIC do not require immediate retrofitting, however, this project presents an opportunity for the University to utilize its funds strategically and efficiently, particularly given the current economy. It also provides some stimulus to the economy and so represents an attractive initiative internally and aligns with the University's successful approach to spending on strategic initiatives.
- The Board further discussed the potential impact of the project on access, impact, entrepreneurial thinking opportunities and the broader economic impact on the community
- The Acting Chair at the last Finance and Property Committee meeting commented that the Committee had a fulsome discussion on the use of non-endowed funds for this project and that there was great support from the Committee

Moved/Seconded

That the Board of Governors approve the full project design, the complete construction of Phase 1, and the shell and core of Phase 2 of the Interdisciplinary Science and Innovation Centre project, for a total project budget of \$245,000,000, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried**14. Approval of the Continuation of Reserve for Copyright Matters**

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

Highlights:

- Management provided background information on this item, reporting that in 2012 the Board approved the reserve after the University opted out of a new license with Access Copyright (AC). The reserve is still needed in light of ongoing litigation pressures by AC and the uncertainties related to potential changes in federal legislation around the educational exemption and the future role and rights of AC, however the need to continue a reserve fund is reviewed by the Board annually.
- Management reported that it believes that the current amount is still sufficient in relation to the potential liability associated with operating outside of the tariff, such as the risk of unauthorized copying, and that Management is comfortable with the amount
- There were no questions

Moved/Seconded

That the Board of Governors continue to maintain a reserve of \$1.5M for potential costs associated with the University's copyright compliance strategy and that the reserve be reassessed annually.

Carried

15. Approval of the Delegation of Authority and Signing Authority Policy and Schedule

Documentation for this item was circulated with the Agenda. Susan Belcher and Linda Dalgetty presented this item.

Highlights:

- Management reported that the policy has been previously reviewed by the Audit Committee and the Board, that the schedule has been reviewed by the Audit Committee, and that both are being presented today for approval
- Management outlined the proposed framework under the policy and schedule, noting that this is an important piece around operational effectiveness and that it will provide a clear framework for decision-making which helps mitigate risk for the University in this area. It was reported that, if approved, an extensive training program will be implemented across campus to ensure the senior leadership team and appropriate staff are adequately trained in the new framework.
- The Board discussed the proposed policy and schedule and the importance of ensuring clarity and good governance in this area
- The Audit Committee Chair commented on the discussions at the Audit Committee and noted that this is an important piece of the internal controls program at the University, and that the Committee is very supportive of the policy and schedule
- In response to a question, it was reported that the policy provides for an escalation of authority, if advisable

Moved/Seconded

That the Board of Governors approve the University Approval and Signing Authorities and the Delegation of Authority Policy, including the Schedule 1 that forms part of the policy, in the form provided to the Board, and as recommended by the Audit Committee.

Carried

16. Appointment of President Emerita

Documentation for this item was circulated with the Agenda. Jill Wyatt presented this item.

Highlights:

- The Chair reported that it is common practice for universities to recognize the significant impact of their key leaders by granting them the status of ‘emeritus’ at the end of their term, and that it is an honorary title granted to recognize exemplary service from leaders who have moved their organization to new heights

- The Chair reported that the title would recognize Dr. Cannon for her exemplary leadership during her term as President and Vice-Chancellor

Moved/Seconded

Whereas Dr. Elizabeth Cannon has distinguished herself as President and Vice-Chancellor of the University of Calgary from 2010 until 2018;

Whereas Dr. Elizabeth Cannon has led the University of Calgary through exceptional growth and transformation guided by a clear, inclusive and inspirational strategy; supported by thorough and comprehensive execution; and characterized by an unwavering commitment to the office;

Whereas Dr. Elizabeth Cannon has demonstrated the bold and courageous leadership necessary to propel an institution aspiring not only to achieve Top 5 status amongst Canadian research universities but also to become the most entrepreneurial university in the nation's most enterprising city;

Be it therefore resolved that the Governors of the University of Calgary honour their colleague, Dr. Elizabeth Cannon, by bestowing upon her the title of President Emerita, effective January 1, 2019.

Carried

17. Hunter Hub Entrepreneurial Thinking across Campus Community Progress Report

Documentation for this item was circulated with the Agenda. Ed McCauley and Joelle Foster presented this item.

Highlights:

- Management reported that the Hunter Hub focuses on entrepreneurial thinking and plays a prominent role on campus in this regard. There has been a significant increase of students getting involved with the Hunter Hub since its creation since 2017 and to date the Hunter Hub has served over 20,000 students.
- Management reported on the progress that has been made over the past several months including:
 - The Hunter Hub hosted pilot programming from November 2017 to May 2018, which included 26 events held on a weekly basis
 - A robust strategy is currently being developed that includes all 14 faculties, to increase entrepreneurial thinking opportunities across campus
 - There continues to be a strong focus on development of entrepreneurial thinking initiatives such as the Women in Entrepreneurship Lab (WELab), Campus MApp and CEO
 - A national and international focus is being taken to assist with building core problem solving skills and competencies that can be acquired through international partnerships

- The Board discussed the programming and initiative undertaken to date, particularly around building community partnerships, the generation of ideas around social innovation, the integration of entrepreneurial thinking across the entire University and the culture shift that is beginning to emerge

18. Indigenous Strategy Progress Report

Documentation for this item was circulated with the Agenda. Michael Hart presented this item.

Highlights:

- Management reported on the progress made in implementing the University's indigenous strategy launched in November 2017, which includes:
 - Several of the 27 recommendations of the strategy, which fall under the four goals of the strategy; Ways of Knowing, Doing, Connecting and Being have been prioritized and are being implemented
 - A full communication package has been developed which includes a website, printed and video materials and design guide, to assist with the promotion of the strategy
 - A team of five employees including a Vice-Provost of Indigenous Engagement has been assembled, an advisory committee has been created and seven sub-committees have been established to assist with the implementation of the recommendations
- The Board discussed the work that has been accomplished to date including programming around increasing cultural capacity on campus and the importance of providing a supportive and inclusive environment
- Management reported that it will present a progress report to the Board on an annual basis going forward, and that next year, reporting will include metrics to support the progress towards the achievement of the strategy's four goals

19. Community Engagement Report

Documentation for this item was circulated with the Agenda. Diane Kenyon presented this item.

Highlights:

- Management noted that the report outlines the University's community engagement initiatives for 2018-2022 and that the community engagement plan is embedded in the both the academic and research plans as well as initiatives across campus and in the broader community
- Management highlighted the formal plan to build internal and external partnerships within key areas, that focus on the concept of reciprocity, the development of partnerships and the University as a city builder
- Management then outlined four key metrics that will be used to measure the impact of the University's engagement activities

20. Experiential Learning Update

Documentation for this item was circulated with the Agenda. Leslie Reid and Erin Kaipainen presented this item.

Highlights:

- Management reported that experiential learning is part of the work of the Taylor Institute of Teaching and Learning, and that there is a great deal of exciting work that is being developed at the University with regard to experiential learning that will give the University increased visibility nationally and internationally
- Management provided an overview of experiential learning, particularly as it relates to post-secondary education, noting that this is not a new concept in higher education and provides students with hands on learning that is an authentic and reflective opportunity to make meaning with learning. It was noted that Alberta industry is calling for more integrated learning and that this also forms part of Calgary Economic Development's new strategy, which means there is opportunity for the University to collaborate with industry across the province
- Management then reported that the University is currently developing an experiential learning plan that will include a platform, tracking opportunities and metrics, increased pedagogical support and a communications plan

21. Report from the President

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

The President reported on her activities from October 19 to December 13, 2018 and provided an update on the University's priorities. The President also noted that the Executive Leadership Team has worked exceptionally hard to complete some major initiatives in the last six months of her Presidency.

22. Board Member Reports

Documentation for this item was circulated with the agenda. There were no questions.

23. Other Business in the Open Session

There was no other business.

24. 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 11:12 a.m.

Susan Belcher
University Secretary