



BOARD OF GOVERNORS
Approved Minutes - Open Session

October 21, 2016, 8:00 a.m. – 12:30 p.m.

Governors Boardroom A167

Members

Gord Ritchie, Acting Chair
Steve Allan – arrived during Item 11
Rob Allen
Elizabeth Cannon
Stephan Guscott
Georgette Habib
Todd Hirsch
Samantha Hossack
Brenda Kenny
Alison Love
Allan Lyons
Peggy Patterson
Shubir Shaikh
Robert Thirsk
Robert Thompson

Regrets

Joe Struck
Firoz Talakshi

Management

Bart Becker, Vice-President (Facilities)
Linda Dalgetty, Vice-President (Finance and Services)
Karen Jackson, General Counsel
Diane Kenyon, Vice-President (University Relations)
Nuvyn Peters, Vice-President (Development) – left after Item 12
John Reynolds, Acting Vice-President (Research)

Observers

Graham Duff, Student, University of Calgary - arrived during Item 12
Marina Geronazzo, Manager, Media Relations & Strategic Communications
Whitney Hunter, External Communications Specialist, Students' Union
Sheila McAlpine, Governance Coordinator
Jessica Polivchuk, Policy Analyst, Students' Union
Scott Strasser, Gauntlet News Editor

Secretary

Susan Belcher

Scribe

Miranda Dallalba, Governance Coordinator

Guests

John Alho, Associate Vice-President, Government and Community Relations – present for Item 7
Susan Barker, Vice-Provost (Student Experience) – present for Item 12
Boris Dragicevic, Associate Vice-President, Facilities Development – present for Item 7
Bruce Evelyn, Vice-Provost (Planning and Resource Allocation) – present for Item 6 and 9
Justin Fong, Cybersecurity Leader Western Canada, Deloitte – present for Item 13
Kim Lawrence, Associate Vice-President, Marketing – present for Item 11
Leslie Reid, Associate Dean Teaching and Learning, Faculty of Science – present for Item 9
Angelique Saweczko, Registrar – present for Item 12

The Chair called the meeting to order at 8:12 a.m. and confirmed quorum.

1. Approval of the Agendas

Moved/Seconded

That the Agendas for the October 21, 2016 Board of Governors meeting be approved.

Carried

2. Conflict of Interest Declaration

No conflicts were declared.

3. Chair's Remarks

The Chair welcomed guests and observers to the meeting. Board members were thanked for their attendance at the Board dinner and various events over the past several weeks. The Chair reminded Board members of the University's 2016-17 United Way campaign and encouraged members to contribute.

A short video about the University's efforts during the Ft. McMurray fire was played.

4. Safety Moment

Linda Dalgetty spoke on cyber security.

5. Approval of Items on the Open Session Consent Agenda

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

5.1 June 24, 2016 Open Session Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on June 24, 2016 be approved.

Adopted

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

- 5.2 President's 2016-17 Performance Plan
- 5.3 Standing Committee 2016-17 Work Plans
- 5.4 Quarterly Capital Project Status Report (1st Quarter)
- 5.5 Summer Construction Update
- 5.6 Guiding Principles, Process and Assumptions for the University's Annual Operating and Capital Budgets
- 5.7 Standing Committee Chair Reports:
 - Audit
 - Environment, Health, Safety and Sustainability
 - Executive
 - Finance and Property
 - Human Resources and Governance
 - Investment

1. Approval of the University of Calgary's Annual Report to Government

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

Highlights:

- Management reported that the Annual Report to Government includes both financial documents and non-financial information, and that the government reviews the annual report from the perspective of expected outcomes and to monitor institutional compliance with legislation and government policies.
- The Board discussed annual report and provided feedback, particularly with regard to the reporting of the Top5 metrics, the Infrastructure Maintenance Plan, scholarships and financial aids
- The Board discussed the use of the document once it is submitted to the government, and it was noted that there is some uncertainty about how the annual report is used by the government, and that the Board Chair will respond to any feedback received by the government
- In response to a question, it was reported that tuition revenue, at 17% of the University's overall revenue, is on average lower than other jurisdictions and that, in comparison, tuition can be as high as 50% of an institution's operating budget
- In response to a question, Management reported that the University does review the annual reports of CARI institutions, particularly around the metrics, and that it adheres to the government guidelines in terms of format and reporting

Moved/Seconded

That the Board of Governors approve the Annual Report of the University of Calgary for the year ended March 31, 2016, in the form provided to the Board, with the suggested amendments.

Carried

6. Long Range Development Plan (LRDP)

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

Highlights:

- Management stated that the LRDP was developed over the last year to provide a vision, guiding principles and straightforward planning frameworks for the development of a vibrant and cohesive main campus for the next 30-40 years
- Management reported on the LRDP and the consultation process and highlighted that:
 - The LRDP is about where buildings could potentially be located, green spaces and the ability to harness those spaces

- The consultation process was a thorough process engaging the broad campus community, the community surrounding the campus area, and community partners. A multi-faceted approach was used and approximately 450 people participated.
- The Board discussed the LRDP, particularly around pedestrian movement and vehicle parking systems on campus, and it was noted that, from an urban planning perspective, higher traffic areas can make people more alert, creating safer areas for both vehicles and pedestrians
- In response to a question, it was reported that the University is not looking to change the road structure on campus, but it is looking at ways to limit vehicles on campus and that with regard to safety, many of the current pathways are designed to be roadways that can be used by emergency vehicles
- Management reported that a final document will be brought back to the Board for approval in December

7. 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 June 24 to October 20, 2016 and noted that the first semester of 2016-17 was off to a great start. The Report to the Community that was held on September 16 was successful and she thanked Board members who attended.

8. Energizing Eyes High Update

Documentation for this item was circulated with the Agenda. Leslie Reid and Bruce Evelyn presented this item.

Highlights:

- The presenters outlined the consultation process to date and reported that the engagement target participation rate was set at 4,100 individuals and that by week 4, more than 4,500 people had already participated
- Engagement demographics were presented on for each consultation method and it was noted that some people are participating in more than one focus group session
- The Board discussed engagement levels and emerging themes from the initial results, and it was noted that there has been less than anticipated engagement on 'teaching and learning' and more interest in 'community engagement' and 'campus culture'. It was also reported that, due to the timing of the consultation in conjunction with mid-terms and school work, student participation has been primarily through the survey.
- It was then reported that another update on the consultation process will be brought to Board in December
- The Chair noted that focus groups will continue to November 15, 2016 and encouraged Board members who have not yet participated to do so

9. Energize: The Campaign for Eyes High Report

Documentation for this item was circulated with the Agenda. Nuvyn Peters presented this item.

Highlights:

- Management reported on the *Energize* campaign metrics and provided an update on how the University is progressing towards its overall \$1.3 billion campaign goal, highlighting that:
 - \$731 million has been secured towards the \$1.3 billion goal
 - 95% of giving comes from 1% of donors
 - Management believes it will reach it's \$100 million goal for this year, by March 31, 2017
- The Committee discussed the campaign's strategies for connecting with graduates, how to stay connected with recent graduates and what strategies can be used to tap into the lifestyles and the events of different alumni age groups
- In response to questions, it was reported that:
 - Donations increase in the final few months of the calendar year, since donors are motivated by a December deadline for tax purposes
 - The higher donation rate coming from the U.S. versus Canada can be attributed to the cultural norm in the U.S. to give back to their institutions
 - There is a high level of sensitivity required in targeting international donors resulting from cultural differences with respect to giving and philanthropy

10. Marketing Update

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

- Management reminded the Board that this is the University's first marketing strategy, which was approved by the Board in March 2015, and provided an update on the roll out of the strategy
- Management reported on the progress over the past 18 months including:
 - The improvement of the University's reputation throughout the province
 - The launch, in May, of a national content marketing program
 - Social media click throughs for the campaign which were targeted at 100,000 over two years, are already at 77,000 click throughs
 - A new student website is being launched in spring 2017 that is based on the user's journey and includes several ways to explore programming. It was noted that the use of websites is the number one recruitment driver, and no other Canadian university website is structured this way.
- The Board discussed the marketing strategy, particularly the website and how faculties could be encouraged to update their communication strategies. It was noted that updating faculty websites falls under phase three of the strategy.

11. Enrolment Update

Documentation for this item was circulated with the Agenda. Susan Barker and Angelique Saweczko presented this item.

Highlights:

- The presenters provided an overview of the University's fall enrolment trends and included the following highlights:
 - Overall, the University is 1% over its target enrollment, with a total of 31, 950 students
 - There was a substantial increase in aboriginal enrollment, which increased by 17%, and surpassed the University's target
 - Retention of aboriginal students has increased and international retention continues to fluctuate. 80% of aboriginal students are from Alberta, 10% are from Canada and 7% are international
 - The gender breakdown of students is 46.5% male and 53.5% female and the University is looking to include a non-binary gender in the future
- In response to a question, it was reported that the term Indigenous is inclusive of the Indian, Inuit, and Metis population, and that of the Indigenous students enrolled at the University, the majority outside of Alberta, are coming from Ontario and British Columbia

12. Cyber Security Presentation

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

Highlights:

- The presenter provided an informative presentation on the importance of managing and protecting personal and organizational online information. A variety of information was provided about the potential severity of attacks and the growing sophistication of the \$400 billion a year hacker industry.
- The presenter reported on the types of strategies used by hackers, potential implications for each type, and provided suggestions on how to protect information including the need to stay current on hacker trends and using a prevent, detect and respond approach to cyber security

13. Board Member Reports

Documentation for this item was circulated with the Agenda. There were no additional comments.

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 10:55 a.m.

Susan Belcher
University Secretary