



BOARD OF GOVERNORS
Approved Minutes - Open Session

December 16, 2016, 8:00 a.m.

Governors Boardroom A167

Members

Gord Ritchie, Acting Chair
Steve Allan - left after Item 15
Rob Allen
Elizabeth Cannon
Bev Foy - left during Item 14
Kris Frederickson
Stephan Guscott
Georgette Habib
Todd Hirsch
Samantha Hossack
Brenda Kenny - arrived during Item 15
Alison Love
Allan Lyons
Peggy Patterson
Shubir Shaikh - left during Item 15
Joe Struck
Firoz Talakshi
Robert Thirsk
Robert Thompson

Regrets

Jill Wyatt

Guests

John Alho, Associate Vice-President Government and Community Relations - present for Item 11
Loren Falkenberg, Associate Dean Research, Haskayne School of Business - present for Item 15
Jane Ferrabee, University Architect - present for Item 11
Jennifer Quin, Senior Director, Student Services - present for Item 14
Joanne Perdue, Chief Sustainability Officer - present for Items 17 and 18

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)
Nuvyn Peters, Vice-President (Development)
John Reynolds, Acting Vice-President (Research)

Observers

Graham Duff, Student, University of Calgary
Marina Geronazzo, Manager, Media Relations, Strategic Communications
Rebecca Kenney, Executive Assistant, Secretariat
Jason Morgan, Director, Student Services, Students' Union
Scott Strasser, Editor, The Gauntlet

Secretary

Susan Belcher

Scribe

Miranda Dallalba, Governance Coordinator

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 December 16, 2016 Board of Governors meeting be approved.

Carried

2. Conflict of Interest Declaration

No conflicts were declared.

3. Chair's Remarks

The Chair introduced and welcomed new Board members Beverley Foy, Kris Frederickson and Jill Wyatt, and welcomed returning Board members Steve Allan and Firoz Talakshi, who were recently re-appointed.

4. Safety Moment

Linda Dalgetty spoke on winter driving tips.

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 October 21, 2016 Open Session Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on October 21, 2016 be approved.

Adopted

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

- 5.2 Naming Item – Annette's Corner**
- 5.3 Quarterly Capital Project Status Report (2nd Quarter)**
- 5.4 Statement of Investment Policies and Procedures Revisions**
- 5.5 Standing Committee Chair Reports:**
 - Audit
 - Environment, Health, Safety and Sustainability
 - Executive
 - Finance and Property
 - Human Resources and Governance
 - Investment

6. Approval of the Continuation of the Reserve for Copyright Matters

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

Highlights:

- Management reported that the Board approved the reserve in 2012, after the University opted out of a new license with Access Copyright and Access Copyright initiated tariff proceedings against another university
- The decision to opt out was made by several universities and was primarily due to Access Copyright's high tariffs
- The reserve was set up to cover potential costs associated with the University's copyright compliance strategy and Management reported that the reserve is still needed in light of ongoing litigation pressures by Access Copyright and emerging debate in the copyright community over the appropriate application of fair dealing
- The Committee discussed the potential costs associated the University's copyright compliance strategy, particularly with respect to whether the current amount is still sufficient, and Management expressed that it believes that it is still sufficient

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

7. Approval of the 2017-18 Tuition Fees

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

Highlights:

- Management reported that tuition for 2017-2018 continues to be frozen by the provincial government at 2014-2015 levels
- The government has backfilled the shortage created by the tuition freeze for the past two years, however it is unclear at this time if the government will do so for 2017-2018
- Management reported the University's fees are 10% and 16% below the national average for undergraduate and graduate tuition levels respectively
- Management then introduced the proposed tuition for three new certificate programs that are predominantly focused on professionals who are interested in upgrading their skills and discussed the importance of setting tuition fees for new programs at the right level at the outset
- The Board discussed the demand for the certificate programs and it was noted that the initial class size is anticipated to be 10 to 20 students and that classes will be offered regularly

Moved/Seconded

That the Board of Governors approve the tuition fees for 2017-18 as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried**Moved/Seconded**

That the Board of Governors approve the tuition fees for the following new certificate programs effective for the 2017-18 academic year, as presented to the Board, and as recommended by the Finance and Property Committee:

1. Built and Landscape Heritage;
2. Sustainable Urban Design; and
3. Designing Smart and Secure Communities.

Carried**8. Approval of the 2017-18 Residence Fees**

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

Highlights:

- Management reported that it has conducted a market scan of comparable housing in Calgary, and has determined that the proposed residence fees are comparable, with the exception of the four bedroom units in Cascade, Glacier and Olympus residences. These are priced higher than market rates and so Management is recommending a 12% decrease in the fees for a four bedroom unit, and no increase in the fees for the University's other residences for the upcoming year.
- It was reported that students are pleased with the consultation process for these fees, the proposed hold or decrease in rates, and the inclusion of couples rates for graduate students
- There were no questions

Moved/Seconded

That the Board of Governors approve the 2017-2018 University Residence rates, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried**9. Approval of the 2017-18 Residence Meal Plan Rates**

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

Highlights:

- Management reported that meal plans are compulsory for all first year residences and Yamnuska residence, which do not have full kitchen facilities
- Proposed increases in meal plan rates are due to the increase in labour costs and rising food costs, including those related to the U.S. dollar exchange rate
- Management and students are working together to expand the meal plans to all food vendors on campus, which will give students much more selection and variety
- A new Standard Plus meal plan is being introduced, in response to the number of students topping up their standard meal plan in the past
- The Board discussed the meal plans, particularly with respect to the quality of the food and food choices for students
- In response to a question, it was reported that the University has a good system for students to provide feedback on food services. It was suggested that explicit performance measures be put in place for evaluating the University's food service providers.

Moved/Seconded

That the Board of Governors approve the 2017-2018 Meal Plan rates, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried**10. Approval of the 2017-18 Parking Rates**

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

Highlights:

- Management reported that it is not proposing increases to parking rates except for permit parking rates for the TRW parkade, to make it consistent with other lots at Foothills campus and for some non-serviced lots that are less proximate. The proposed increase to the non-serviced lots reflects the recognition that all assigned permit lots are in reasonable proximity for the user and that a different fee for these lots no longer makes sense.
- The Board discussed an issue with plug-ins at one University parking lot, that was raised by a Board member, and it was also commented that the University parking rates are very affordable for students but that it would be helpful for students if there were no evening and weekend fees

Moved/Seconded

That the Board of Governors approve the 2017-2018 parking rates, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried

11. Approval of the Long Range Development Plan (LRDP)

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

Highlights:

- Management reported that it is pleased to bring the final LRDP forward to the Board for approval and that it is confident that the consultation process for the LRDP approved by the Board two years ago has been followed
- It was commented that the LRDP is a land use plan not a building plan and it is meant to guide and set a framework within which other plans such as building plans operate
- Management then provided an overview of the consultation process that involved over 450 stakeholders including members of the campus community, surrounding residents and community partners
- The Board discussed the LRDP, particularly with respect to bike and pedestrian pathways and the integration of these across campus. The Board also discussed the suggested changes from the consultative process that were incorporated into the final document.
- It was reported that, following approval by the Board, the LRDP will be submitted to the government for review of the consultation process, as required under the Post-Secondary Learning Act and then the LRDP will be made publicly available through the University's website

Moved/Seconded

That the Board of Governors approve the Long Range Development Plan (LRDP) dated December 2016, in the form provided to the Board, and as recommended by the Finance and Property Committee.

Carried

12. Approval of the Capital Budget Revisions – Charbonneau Childhood Cancer Research Program Renovation

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

Highlights:

- Management reported on the proposed renovations in the Heritage Medical Research building to provide research laboratories for the Charbonneau Cancer Institute's Childhood Cancer Research Program and upgrade research labs for researchers from the Faculty of Veterinary Medicine. Project construction will begin in January 2017 with an anticipated completed date of November 2017.

Moved/Seconded

That the Board of Governors approve the construction of the Charbonneau Cancer Institute's Childhood Research Program Project and the Faculty of Veterinary Medicine Renovation Project for an overall cost of \$5,900,000, as presented to the Board, and as recommended by the Finance and Property Committee.

Carried

13. Approval of the Quality Money Budget for 2018-2021

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

Highlights:

- Management gave an overview of the program which was started in 2003, and noted that it is a unique program in Canada.
- Both the Graduate Student's Association and the Students' Union receive quality money and have defined processes for the selection of student initiatives to be funded with quality money. It was commented that many great projects have come out of this program and the students are very supportive of this initiative.
- The Board held a discussion about the project selection process and expressed support for this program

Moved/Seconded

That the Board of Governors approve a Quality Money budget for each of the 2018-19, 2019-20 and 2020-21 fiscal years in a base amount of \$2,113,000 indexed by the annual tuition fee increase in each of these years, if any, to be used for student-directed projects that enhance the quality of the student experience in ways that advance the University of Calgary's strategic vision and academic and research plans, subject to adequate resources being available in those budget years, and as recommended by the Finance and Property Committee.

Carried

14. Sexual Violence Policy

Documentation for this item was circulated at the Agenda. Dru Marshall, Jennifer Quin and Karen Jackson presented this item.

Highlights:

- Management introduced this item, commenting that sexual violence is the number one issue across the country for the post-secondary sector at this time. Some provinces have mandated a sexual violence policy. Alberta has not done so yet, but may do so in the future.
- Management gave an overview of the proposed policy highlighting some of the key elements as follows:
 - The policy covers the University's response to sexual violence and also sets out its commitment to provide awareness, education and risk management programs to address the prevention of sexual violence
 - The policy applies to academic staff members, appointees, employees, postdoctoral scholars students, contractors and volunteers, and applies to on-campus behaviour, and off-campus behaviour if the individual is involved in activities related to the University and is representing the University, or if there is a connection back to the University such as creating a negative work environment

- The Board discussed how the policy relates to Article 8 of the Collective Agreement and it was reported that if there is a conflict, the collective agreement will supersede the policy.
- The Board discussed the use of consistent terminology with other provincial institutions and the consistent treatment of all members of the University community. The Board also discussed the supports that will be put in place for both victims and accused perpetrators.
- In response to a question, it was reported that once the policy is put in place, there may be an increase in reporting of sexual violence cases
- The final policy will be brought to the Board for approval in March and a communications plan and training implementation plan will be developed for the introduction of the policy

15. Energizing Eyes High Update

Documentation for this item was circulated with the Agenda. Loren Falkenberg presented this item.

Highlights:

- Management provided an update on the consultation process for the Energized *Eyes High* Strategy that was completed in November 2016, highlighting that:
 - More than 10,000 people participated through one or more of the consultation opportunities. Participation levels were more than two and a half times (252%) the participation in the development of the original *Eyes High* strategy in 2011.
 - Feedback has been thoughtful, detailed and extensive. Analysis is now underway to review, code and identify themes for the thousands of pieces of feedback.
 - One key theme coming from the student experience feedback is that students need more learning space
- The Board discussed the participation levels of students, staff and faculty and their representation in the consultation process. It was commented that the level of participation from students was very good.
- The Board then discussed the similarities and differences noticed in the development of the original *Eyes High* strategy and the energized *Eyes High* strategy
- It was reported that the Strategic Oversight Committee will continue to refine the strategy for final approval by the Board in March 2017

16. Report from the President

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

The President noted that this is John Reynolds' final Board meeting and thanked him for his work as Acting Vice-President (Research) over the past year. She also noted that the Provost and Vice-President (Academic) was recently named one of Canada's Most Powerful Women, Top 100, 2016, by *Women's Executive Network*, and that the Vice-President, Development and Alumni Engagement was named one Calgary's Top 40 Under 40, 2016, by *Avenue Magazine*.

17. Utility Reduction Update (Year 2)

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

Highlights:

- Management reported that funding has been secured through the federal government's Post-Secondary Institutions Strategic Investment Fund (SIF) to support the implementation of year two of the Utility Reduction Program (URP). The new federal funding leverages the previous \$4.5M secured through borrowing to initiate year one of the program and will allow the continued implementation of the broader Utility Reduction Program without the need for additional borrowing.
- The SIF program mandates that all the projects are to be substantially completed by April 2018 and it was noted that, upon completion of year two, the URP is projected to generate an annual greenhouse gas emissions reduction of 5,000 tonnes and an annual utility cost avoidance of \$600,000

18. STARS Forecast

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

Highlights:

- Management reported that the University will be submitting rating data for the newest version of STARS (Sustainability Tracking, Assessment and Rating System) this month, and that a STARS Gold ranking and a third place standing within the Canadian U15 institution cohort are projected based on the University's overall score in four categories: Academics, Engagement, Planning and Administration, and Operations
- The Board discussed the positive impact of the STARS rating for the University and the importance of communicating the University's standing to the broader community. It was noted that it is important for the University to be a strong leader and role model for sustainability.

19. Board Member Reports

Documentation for this item was circulated with the Agenda.

A Board member noted that participation by alumni in the Energized *Eyes High* consultation process provided the Alumni association with the opportunity to connect with some new alumni.

20. Other Business in the Open Session

There was no other business.

21. 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 10:50 a.m.

Susan Belcher
University Secretary