



BOARD OF GOVERNORS
Approved Minutes - Open Session

March 17, 2017, 8:00 a.m.

Governors Boardroom A167

Members

Rob Allen, Acting Chair
Steve Allan
Elizabeth Cannon
Beverley Foy
Kris Frederickson
Stephan Guscott
Georgette Habib
Todd Hirsch – left during Item 21
Samantha Hossack
Brenda Kenny
Allan Lyons
Shubir Shaikh
Robert Thirsk
Robert Thompson
Jill Wyatt

Regrets

Alison Love
Margaret Patterson
Joe Struck
Firoz Talakshi
Gord Ritchie

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

Guests

Joanne Perdue, Chief Sustainability Officer - present for Item 16
Leslie Reid, Associate Dean, Teaching and Learning, Faculty of Science – present for Item 6

Observers

Branden Cave, President Elect, Students' Union
Scott Donaldson, Acting Vice President, Strategic Communications
Tim Harlick, Board Governance Coordinator
Max Hum, Faculty Representative, Haskayne School of Business
Whitney Hunter, External Communications, Students' Union
Brit Paris, President Elect, Graduate Student's Association
Helen Pike, Reporter, Metro News
Sam Sirianni, Member at Large Elect, Students' Union
Scott Strasser, News Editor, The Gauntlet – left during Item 17

Secretary

Susan Belcher

Scribe

Miranda Dallalba, Governance Coordinator

The Chair called the meeting to order at 8:15 a.m. and confirmed quorum.

1. Approval of the Agendas

It was reported that the Quarterly Capital Projects Status Report would be moved from the Open Consent agenda to Other Business in the Open Session.

Moved/Seconded

That the Agendas for the March 17, 2017 Board of Governors meeting be approved, as amended.

Carried**2. Conflict of Interest Declaration**

No conflicts were declared.

3. Chair's Remarks

The Chair welcomed guests to the meeting, thanked Board members who attended the Board orientation last evening and those who attended the various events over the past several weeks. The Chair acknowledged that this was the final Board meeting for outgoing student Board members and thanked them for their contributions.

4. Safety Moment

Sam Hossack presented on parking lot safety.

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 December 16, 2016 Open Session Minutes and the February 27, 2017 Special Meeting Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on December 16, 2016 be approved.

Adopted

That the Minutes of the Board of Governors Special meeting held on February 27, 2017 be approved.

Adopted**5.2 Approval of the Terms of Reference Revision – Budget Committee and Finance and Property Committee**

That the Board of Governors approve the revised Budget Committee Terms of Reference and the revised Finance and Property Committee Terms of Reference, in the forms provided to the Board.

Adopted

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

5.3 Aboriginal Student Policy Standing Committee Report (Annual)

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 Eyes High Strategy 2017-2022

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

Highlights:

- Management reported that the strategy will guide broad planning at the University for the next five years and that the development of the energized *Eyes High* strategy occurred through a lengthy and inclusive consultative process and that this has generated excitement on campus for the strategy. Management also reported that the proposed strategy was approved unanimously by the General Faculties Council last week.
- It was noted that, the process has been just as important as the strategy in ensuring people are engaged and that they feel heard
- The Board discussed the strategy and the changes to the strategy since the Board reviewed it at a special meeting in February
- It was noted that provided the strategy is approved, it will be officially launched on April 28 and will then inform the development of the academic and research plans
- The Board expressed strong support for the strategy and congratulated management and staff for their work on it

Moved/Seconded

That the Board of Governors approve the *Eyes High* Strategy 2017-2022 as set out in the document provided to the Board, and as recommended by the Executive Committee.

Carried

7. Approval of the Haskayne School of Business Redevelopment for Centres Project

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

Highlights:

- Management reported that renovations for the Haskayne School of Business Centres project will create one space for three research centres that are currently located at separate locations on campus
- The Board discussed the benefits of a combined space for the Centres, that include improved visibility, accessibility and functionality of all three centres

- It was reported that project funding has been secured through internally restricted net assets, and construction would begin in September 2017. Progress on the project will be reported to the Board in the Quarterly Capital Project report.

Moved/Seconded

That the Board of Governors approve the Haskayne School of Business Redevelopment for Centres Project for a total project cost of \$1,700,000, as presented to the Board.

Carried**8. Approval of the 2017-2018 Consolidated and Capital Budgets**

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

Highlights:

- Management provided an overview of the University's consultative budget development, which began last July
- Management reported that the government has recently announced a 2% increase in the University's Campus Alberta grant, however there will be no backfill this year, which equates to approximately \$4 million dollars less for the University
- Management reported that it is presenting a balanced budget, based on the 2% increase and noted the following:
 - The cash flow statement and unrestricted net assets will be completed following the University's March 31 year-end and will be included in the Comprehensive Institutional plan when it goes to the Board for approval in June
 - Expenses are outlined by function as legislated by the provincial government, however expenses by object are also shown
 - There is a substantial increase in federal government grants supporting the Canada First Research Excellence Fund (CFREF) initiatives
 - The infrastructure numbers reflect projects that have been approved by the Board, except for the McKimmie project, which will be brought to the Board for approval at a future date
- The Board discussed the overall budget, and it was noted that the budget has been revised since the Finance and Property Committee reviewed and recommended it, to reflect the 2% increase in provincial grant funding
- In response to a question, it was reported that the Infrastructure Maintenance Program was increased by 50%, which is included in the \$23 million shown
- The Finance and Property Committee Chair reported that the Committee was aware of the uncertain provincial grant funding and recommended the budgets, with the understanding that they may be adjusted based on actual government funding

Moved/Seconded

That the Board of Governors approve the University of Calgary's 2017-2018 Consolidated Budget totalling \$1,332.1 million and Capital Budget totalling \$210.9 million, as set forth in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried**9. Approval of the 2017-2018 Board and Board Standing Committee Meeting Calendar**

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

Management briefly reviewed the proposal calendar, noting that it is very similar to the current year's calendar. There were no questions.

Moved/Seconded

That the Board of Governors approve the 2017-2018 Board and Board Standing Committees Calendar in the form provided to the Board, and as recommended by the Executive Committee.

Carried**10. Approval of the Naming Policy Update**

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

Highlights:

- Management reported that the proposed naming policy represents a more streamlined approach to approving philanthropic namings. The Board will continue to approve namings for gifts over \$5 million, and smaller gifts will be approved at more appropriate levels such as the Executive Leadership team or the Vice-President Development and Alumni Engagement team
- In response to questions, it was reported that:
 - The proposed policy does not include Honorific and Functional namings and that Management will be working on Honorific namings next
 - Gifts in excess of \$1 million will be brought to the Board for information
 - The University has a process in place for removing names
- The Committee discussed the process for the removal of a philanthropic name and the conditions under which that might be necessary
- In response to a question, it was noted that there are distinct differences in how donations and sponsorship are handled, and it was noted that corporate donations make up approximately 12% of total donations and that few of them are attached to a corporate naming

Moved/Seconded

That the Board of Governors approve the Philanthropic Naming Policy in the form provided to the Board, and as recommended by the Executive Committee.

Carried

11. Approval of the Information Asset Management Policy

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

Highlights:

- Management reported that the proposed policy outlines the principles that govern how the University's information assets are managed and protected
- The policy will replace six existing policies, establishes a clear mandate to develop operating standards and practices related to the management of Information Assets and establishes a new committee vested with the authority to institute the operating standards and practices
- It was reported that the Audit Committee reviewed and recommends the policy

Moved/Seconded

That the Board of Governors approve the Information Asset Management Policy, in the form provided to the Board, and as recommended by the Audit Committee.

Carried

12. Capital Projects Approval Process Framework

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

Highlights:

- Management reported that the University does not currently have a documented process for approving capital projects, which has created some uncertainty and an increased administrative burden on those involved in capital projects at the University. Management believes that having a documented process will provide needed clarity and create administrative efficiencies.
- Management presented the draft framework for a capital projects approval process which identifies four capital project categories and outlines the approval processes for each
- The Board discussed the proposed framework, particularly with regard to cost overruns and how such overages will be handled, and the approval thresholds
- It was reported that a formal process document and templates will be developed and brought to the Board for approval in June

13. 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 December 17, 2016 to March 16, 2017 and noted that several initiatives related to student experience are underway, which showcase the University commitment to providing a good student experience. The President also noted that she had attended alumni events in several U.S. cities and there has been a great response from alumni.

14. Alumni Engagement Strategy Report

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

Highlights:

- Management presented the University's alumni engagement strategy and noted that the strategy focuses on creating engagement opportunities that align with alumni interests and institutional needs
- The strategy focuses on building relationships with alumni through various events, programs and digital platforms that focus on connection and involvement with alumni in non-traditional ways; such as live streaming, idea exchanges and peer to peer engagement
- Management then reported on several initiatives underway to enhance the alumni engagement experience such as Giving Day, Arch Awards and the Alumni Weekend
- The Board discussed the strategy and the importance of focusing on innovative methods to engage today's alumni

15. Carbon Levy Update

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

Highlights:

- Management reported that the new carbon levy will have a significant impact on the University's future operating budget. Management estimates there will be an increase to the University's utility operating budget of \$2.5M for 2017-2018 and \$3.5M in 2018-2019.
- Management reported that, under current legislation, the University is not eligible for any carbon levy allowances or rebates, and that it is currently determining how to accommodate this anticipated shortfall in the budget, including exploring the possibility of leveraging funding from all three levels of government
- Management is advocating to government and partnering with Energy Efficiency Alberta to explore energy efficient initiatives and incentive programs that are applicable to the University
- The Board discussed the impact of the carbon levy on the University, and in response to a question, it was reported that Management believes that the University has a great legacy in energy reduction initiatives and that it should be considered by government as a partner in energy reduction

16. STARS Outcomes

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

Highlights:

- Management reported that the University was awarded a Gold Sustainability Tracking, Assessment and Rating System (STARS) rating, placing it second among all Canadian institutions, and that the rating is the result of more than two years of work aligning the University's sustainability strategy with its academic, research and operational strategies
- Management reported that the University has shown considerable improvement in the curriculum and research categories, and that the University is tied for first place in sustainability research

- In response to a question, it was reported that the planning and administration category only represents 16% of the credits
- In response to a question, it was reported that a communications plan is in place to communicate the STARS outcome
- The Chair of the Environment, Health, Safety and Sustainability Committee noted that much work has gone into this achievement and that the Committee is very pleased with the result

17. Review of the International Undergraduate Student Recruitment Model

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

Highlights:

- Management reported that the Student Recruitment Model, implemented in 2014, presents a multi-modal approach to attracting international undergraduate students to the University and that significant progress has been made towards the University's target of 10% international undergraduate students through partnerships, increased recruitment efforts and support services for international students
- Management provided an overview of the activities and progress since 2014 including:
 - 12 partnership agreements with China have been signed and the University is working on developing partnerships with Mexico and England
 - There has been a 16% increase in undergraduate level applications and a 28% increase in graduate level applications
 - An International Student Advisory Group was formed to coordinate units and develop initiatives to support international students
 - Support services for international students have been significantly enhanced in the areas of academics, health and wellness, mentorship and immigration
- The Board discussed the progress of the strategy, particularly with regard to recruitment efforts and how the University can collaborate and possibly coordinate efforts with other organizations such as Calgary Economic Development and government
- The Board discussed how funding is applied to the various recruitment efforts and also to other student focused areas, such as student experience and the objectives for increasing the number of international students
- In response to questions, it was reported that:
 - a large portion of international students are from China, but there are international students from approximately 162 countries in total, and Management believes the University has a more diverse student population when compared to other Canadian universities
 - the University has six priority countries that it targets, however the overall goal of the strategy is to increase diversity broadly

18. 2015-2016 Student Service Fee Report

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

Highlights:

- Management reported that the Board of Governors approved a student services fee in April 2010 to support the cost of a variety of non-instructional student services, which applies to all full and part time students and supports numerous student services
- In 2015-16, the Student Service fee revenue supported 78.2 % of the cost of mandatory, non-instructional student services
- The Board discussed the different services provided by the fee

19. Implementation of the Research and Platform Strategy Update

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

Highlights:

- Management provided an update on the implementation of the University's six main research strategies and highlighted:
 - The number of patents and disclosures, levels of funding and research impact and collaboration for each strategy
 - The University has focused on providing support to researchers and, as a result, the University is first in Canada for faculty support
 - The University allocated \$1 million to each strategy, which Management believes has not been done by any other Canadian university
 - An interdisciplinary approach is being used for each strategy and encourages collaboration to solve large societal issues
- The board discussed the progress of the six strategies, particularly with regard to measuring the potential for societal impact and the metrics used to identify the impact and outcomes of the research
- In response to a question, it was noted that the interdisciplinary approach to the research strategies has been an attractor for recruitment

20. Board Member Reports

Documentation for this item was circulated with the Agenda.

The Chancellor advised Board members that the Senate is recruiting for Senators and encouraged Board members to approach people they may know to apply.

21. Other Business in the Open Session**Quarterly Capital Projects Status Report (3rd Quarter)**

Secretary's Note: This item was moved to Other Business from the Open Consent Agenda.

In response to questions, Management reported that:

- Management is confident that the heating pipe replacement project in Kananaskis and Rundle Hall will be completed well ahead of the contingency schedule and that residents will not be significantly impacted by the work
- The Kananaskis and Rundle Hall pipe replacement was fast tracked out of necessity, and the money for the project was already reserved as part of the deferred maintenance budget
- One planned outcome of the MacKimmie project is the expansion of the Faculty of Nursing

22. 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 11:02 a.m.

Susan Belcher
University Secretary