



BOARD OF GOVERNORS
Approved Minutes - Open Session

June 23, 2017, 8:00 a.m.

Governors Boardroom A167

Members

Gord Ritchie, Chair
Steve Allan
Rob Allen
Elizabeth Cannon
Branden Cave
Beverley Foy
Todd Hirsch
Lawna Hurl
Alison Love
Allan Lyons
Britney Paris
Margaret Patterson
Robert Thirsk
Robert Thompson
Jill Wyatt

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 and Alumni Engagement)

Regrets

Kris Frederickson
Ed McCauley, Vice-President (Research)
Samantha Sirianni
Joe Struck
Firoz Talakshi

Guests

James Cross, Director, College of Discovery, Creativity and Innovation – present for Item 15
Shawna Cunningham, Director, Native Centre – present for Item 11
Jacqueline Ottmann, Director, Indigenous Initiatives in Werklund School of Education – present for Item 11

Observers

Miranda Dallalba, Governance Coordinator
Scott Donaldson, Senior Director, Communications
Whitney Hunter, External Communications Specialist-SU – left after Item 9
Drew Scherban, Manager, Media Relations & Strategic Communications

Secretary

Susan Belcher

Scribe

Timothy Harlick, Governance Coordinator

The Chair called the meeting to order at 8:13 a.m. and confirmed quorum.

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

That the Agendas for the June 23, 2017 Board of Governors meeting be approved.

Carried**2. Conflict of Interest Declaration**

No conflicts were declared.

3. Chair's Remarks

The Chair congratulated recent graduates of the University of Calgary and thanked members of the Board who attended convocation. The Chair also noted that this is the final Board meeting for the calendar year and thanked Board members whose terms have recently expired, for their dedication and service to the University of Calgary.

4. Safety Moment

Branden Cave presented on ticks.

5. Approval of Items on the Open Session Consent Agenda

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

5.1 May 26, 2017 Open Session Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on May 26, 2017 be approved, with the reported changes.

Adopted

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

5.2 Quarterly Capital Projects Status Report (4th Quarter)**5.3 SIPP and SIPB Revisions****5.4 Investment Committee Policy Manual Revisions****5.5 Utility Reduction Program Update****5.6 Standing Committee Chair Reports**

- Audit
- Environment, Health, Safety & Sustainability

- Executive
- Finance and Property
- Human Resources and Governance
- Investment

6. Approval of the Comprehensive Institutional Plan

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 Comprehensive Institutional Plan (CIP), noting the changes since the version reviewed by the Board in May and reminded the Board that the University of Calgary's CIP has been framed in the context of supporting the overall objectives of the Alberta's adult learning system (i.e., accessibility, affordability and quality), and has been informed by the strategic priorities outlined in the Alberta Research and Innovation Plan
- 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
- The Board discussed the CIP and commended Management on the document

Moved/Seconded

That the Board of Governors approve the 2017 Comprehensive Institutional Plan, which includes the University of Calgary's 2017-2018 Consolidated Budget totalling \$1,332.1 million and Capital Budget totalling \$210.9 million, 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

7. Approval of the Capital Projects Approval Process

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

Highlights:

- Management reminded the Board that the framework for the proposed procedure was presented in March and that the proposed procedure and template have been developed from that framework
- The Board discussed the approval thresholds and it was noted that the Finance and Property Committee discussed the documents, including the approval thresholds, at length and are recommending the documents to the Board for approval

- The Board then discussed the overall budget for capital projects noting that the budget has expanded significantly over the past five years as major strategic projects have been approved and that it has been very well managed. It was noted that the University took part in an external Strategic Initiatives Funds (SIF) audit and received a clean opinion by the external auditors.

Moved/Seconded

That the Board of Governors approve the Capital Projects Approval Procedure and Capital Projects Proposal Template, in the forms provided to the Board and as recommended by the Finance and Property Committee.

Carried**8. Approval of the Capital Budget Revision – Haskayne School of Business Redevelopment for Centres Project Budget Revision**

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

Highlights:

- Management reported that this project will create a central hub for leadership and will soon begin its construction phase. Management then outlined the scope changes and the corresponding change to the budget.
- The Chair of the Finance and Property Committee (FPC) informed the Board that this proposal was reviewed by FPC and that FPC is recommending that the Board approve the additional scope of work and budget

Moved/Seconded

That the Board of Governors approve the additional scope of work and an increase of \$300,000 to the budget for the Haskayne School of Business Redevelopment for Centres Project, for a revised total project cost of \$2,000,000, as presented to the Board and as recommended by the Finance and Property Committee.

Carried**9. Approval of the Capital Budget Revision – Veterinary Medicine TRW First Floor Redevelopment**

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

Highlights:

- Management provided an overview of the proposed redevelopment plan noting that space on the first floor of the Teaching, Research and Wellness building (TRW) is available for redeployment due to the non-renewal of an expired lease. This space will be used to academic offices, student and staff workstations, support spaces, and dry lab and specialized research space which are currently dispersed in various locations throughout the Foothills Campus.
- The Chair of the Finance and Property Committee (FPC) informed the Board that this proposal was reviewed by the FPC and that the FPC is recommending that the Board approve the proposal

Moved/Seconded

That the Board of Governors approve the Veterinary Medicine TRW Building 1st Floor Redevelopment Project for a total project cost of \$3,430,000, as presented to the Board and as recommended by the Finance and Property Committee.

Carried**10. Strategic Initiatives 2017-2018**

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

Highlights:

- The President provided an overview of the strategic initiatives process, and discussed how what the University does strategically, operationally and administratively feeds into the work of the University's various committees and governing bodies
- The President then discussed the Executive Leadership Team's performance plans, the portfolio plans for the upcoming year, and the priorities within each portfolio which include:
 - the renewal of the Academic and Research plans
 - student Experience Update and Residence Strategy
 - brand and reputation management impact
 - implementation of sustainability strategies and plans
 - a CFREF Clean Energy research program
 - a strategy to enhance activity and impact of the University Research Park
- The Board discussed the strategic initiatives and timelines, and it was noted that the Strategic Initiatives are informed by the Comprehensive Institutional Plan (CIP), which the University uses as a foundational planning document

11. Indigenous Strategy

Documentation for this item was circulated with the Agenda. Dru Marshall, Shawna Cunningham and Jacqueline Ottmann presented this item.

Highlights:

- The presenters provided an overview of the development of the Indigenous Strategy, noting that this strategy is in line with the foundational goals of the Eyes High strategy. It was reported that the process includes both a Steering Committee and a Working Committee and that the involvement of Indigenous leaders has been a central component of the strategy's development

The presenters discussed the importance of the parallel process used in developing this strategy, noting that strategy development at the University is based on written documentation while indigenous history is spoken

- The presenters reported that the extensive and continuing consultation identified many points for consideration, including: Indigenous marginalization and discrimination, the risk of misappropriation of symbols from other cultures, incorporating Indigenous perspectives in teaching and learning and research and ethics, and insufficient levels of appropriate student support services for Indigenous students
- The presenters reported that the University was gifted a name during a recent naming ceremony that will be made public in the fall at a formal ceremony
- In response to a question, the presenters explained that the University invites Indigenous Elders to perform a smudging ceremony when undertaking new initiatives or buildings
- The Board discussed the importance of equality and engagement with Indigenous communities and, in response to a question, the presenters explained that the University is engaged with universities across Canada to advocate for increased funding for access to higher education for Indigenous people
- The Board discussed the strategy and indicated that it has the Board's full support

12. 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 March 17, 2017 to June 22, 2017 and noted that several initiatives related to the renewal of the academic and research plans are underway. The President also informed that Board that at a recently held health summit, the provincial government announced renewed and new funding for mental health which will double the government's original funding commitments.

13. 50th Anniversary Report

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

Highlights:

- The presenters provided a summary of the events that have occurred over the past year of celebrating the University's 50th anniversary and noted that the events focused on celebrating the spirit and achievements of the University, building on a foundation to advance the University's vision, and engaging the community in a dialogue about the University's future
- The presenters also provided an overview of the strategic leadership group for this initiative and noted that Kim Lawrence, Associate Vice-President (Marketing) was recently named International Brand Master by the Educational Marketing Group and that she is the first Canadian to be recognized with this international award
- In response to a question, Management provided a brief overview of how the University intends to leverage the outcomes of the 50th anniversary year to continue engaging the community and furthering the University's mandate, such as through the Igniters program

14. Employee Engagement Survey Results

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

Highlights:

- Management reported that the employee engagement survey is conducted every two years and that the most recent survey was distributed to all staff in January this year
- A summary of the results was presented to the Board and included the following:
 - The participation rate has increased compared to the previously completed engagement survey
 - Survey results indicate sustained engagement and a slight decrease in enablement when compared to the last survey, however, the results still exceed public sector and North American norms
 - Communication, technology and collaboration will be areas of focus for Management as a result of survey responses in these areas
- The Board discussed the trends in responses over the years and commented on the visible and positive culture shift that has occurred under the President's leadership
- The President reported that the Senior Leadership Team presented and discussed the results with their units and that the results for all units will be made public to the University community shortly

15. College of Discovery, Creativity and Innovation Development Update

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

Highlights:

- The presenter provided an overview of the College of Discovery, Creativity and Innovation (CDCI) including recent milestones, current and upcoming course offerings, and the development of the Office of Experiential Learning. The presenter discussed the positive impact that the CDCI has on the student experience
- In response to a question, the presenter provided his view on entrepreneurial thinking as a discipline, noting that the word entrepreneur and entrepreneurial thinking are two separate ideas and that using language like critical thinking, systems thinking, and collaborative thinking allows people from across all faculties see how entrepreneurial thinking fits with their disciplines
- In response to questions, the presenter discussed the resources required for this style of learning noting that costs can be managed through the use of technology, and that for the up-coming year the grand challenges course will maintain the same theme as this year because it is very well crafted and appeals to all faculties

16. Other Business in the Open Session

There was no other business.

17. 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 11:23 a.m.

Susan Belcher
University Secretary