



BOARD OF GOVERNORS
Approved Minutes - Open Session

June 22, 2018, 8:13 a.m.

Governors Boardroom A167

Members

Jill Wyatt, Chair
Steve Allan
Rob Allen
Elizabeth Cannon
David Cramb
Frank Finley – arrived during Item 7
Beverley Foy
Sagar Grewal
Colin Jackson
Pam Krause
Allan Lyons
Mary Ellen Neilson
Britney Paris
Margaret Patterson
Robert Thirsk*
Elaine Wong*

Management

Bart Becker, Vice-President (Facilities)
Linda Dalgetty, Vice-President (Finance and Services)
Karen Jackson, General Counsel
Kim Lawrence, Acting Vice-President (University Relations)
Dru Marshall, Provost and Vice-President (Academic)
Ed McCauley, Vice-President, (Research)
Nuvyn Peters, Vice-President (Development and Alumni Engagement)

Regrets

Hafeez Chishti
Kris Frederickson
Mark Herman
Lawna Hurl
Firoz Talakshi

Secretary

Susan Belcher

Scribe

Miranda Dallalba

Guests

Susan Barker, Vice-Provost, Student Experience – present for Item 13
Carla Bertsch, Sexual Violence Support Advocate – present for Item 15
Andrea Klaiber-Langen, Student Appeals Officer – present for Item 7
Janaka Ruwanpura, Vice-Provost, International – present for Item 14
Shane Royal, Director, Ancillary Services – present for Item 12

Observers

Scott Donaldson, Senior Director, Communications
Jason Herring, Editor, The Gauntlet
Whitney Hunter, External Communications Specialist, Student's Union
Jyoti Myers, Governance Coordinator
Dean Parthenis, Manager, Communications
Andrea Power, Director, Office of the Chancellor and Secretary to Senate
Deborah Yedlin, Incoming Chancellor

**by telephone*

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 22, 2018 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. The Chair announced that this was the last meeting for Chancellor Robert Thirsk, and Board members Margaret Patterson and David Cramb, and thanked them for their contribution to the Board. The Chair then congratulated Board member Sagar Grewal on his appointment to the Prime Minister's Youth Council.

4. Safety Moment

Linda Dalgetty presented on slips and falls statistics at the University.

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 May 25, 2018 Open Session Minutes and June 4, 2018 Meeting Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on May 25, 2018 be approved.

Adopted

That the Minutes of the Board of Governors meeting held on June 4, 2018 be approved.

Adopted

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

- 5.2 Quarterly Capital Project Status Report (4rd Quarter)
- 5.3 Investment Committee Policy Manual Revisions
- 5.4 SIPP and SIPB Revisions
- 5.5 Workplace Accommodation Policy and Procedure
- 5.6 Utility Reduction Program Update
- 5.7 Cannabis Policy
- 5.8 Standing Committee Chair Reports
 - Audit
 - Environment, Health, Safety and Sustainability
 - Executive
 - Finance and Property
 - Human Resources and Governance
 - Investment

6. Approval of the Schulich School of Engineering Block E Renovation

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

Highlights:

- Management reported that the University and the Schulich School of Engineering (SSE) are proposing to renovate the first, second and third floors of Block E within the Canadian Natural Resources Limited Engineering complex for a total project budget of \$9.5 million. The footprint proposed for renovation was constructed in the 1960's as part of the original Block in the Engineering Complex, with only minor renovations and upgrades since that time.
- Renovations to the building will include the reconfiguration of more than 2,000 square metres of space for functional and pedagogical uses and will address code issues within Block E.
- Management reported that the estimated project is \$9.5 million and will be funded through internally restricted net assets, reallocated existing provincial grant surplus funds, and funds from the Schulich School of Engineering
- The Finance and Property Committee (FPC) Chair provided an overview of the discussion of this item at FPC and noted that he is pleased to make a motion for approval of the project
- There were no questions

Moved/Seconded

That the Board of Governors approve the Schulich School of Engineering Block E Renovation Project, for a total project cost of \$9,500,000, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried

7. Approval of University Appeals Tribunal Procedures

Documentation for this item was circulated with the Agenda. Dru Marshall and Andrea Klaiber-Langen presented this item.

Highlights:

- Management reported that the University's current student appeals procedures are outdated, inconsistent, and lack transparency for students, particularly around the decision making process. The proposed procedures are part of a new framework for student appeals that has been developed, the model for which was reviewed by the Executive Committee in December, and which framework provides fair, transparent and consistent processes for student appeals matters across the entire University. The proposed model maintains two University appeal bodies, one at the General Faculties Council (GFC) level and one at the Board level.
- Management reported that there has been extensive input from the University community on the new processes over the past year, that the Student Misconduct and Academic Appeals policy and procedures for the GFC level appeal body were approved last week by the GFC, and approval of the procedures for the University Appeals Tribunal, the Board level appeals body, are before the Board for approval on the recommendation of the Executive Committee
- The Chair commented on the discussion of this item held at the Executive Committee

Moved/Seconded

That the Board of Governors approve the University Appeals Tribunal Procedures in the form provided to the Board, and as recommended by the Executive Committee.

Carried

8. Approval of the 2018 Comprehensive Institutional Plan (CIP)

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

Highlights:

- Management reported that this is the second review of the CIP by the Board and that it is being presented today, for approval
- Management reported that the CIP is a key document that is submitted to government annually and outlines the University's priority initiatives and actions, and expected outcomes and performance measures in four key areas identified by the government
- Management reported on the consultation process in the development of the document and noted that feedback from the consultation, including Board feedback, has been incorporated into the document, the budget numbers have been finalized, and that following approval, the CIP will be submitted to government and posted on the University's website

- The Board discussed several areas within the document, including the budget and the capital plan and, in response to a question, it was reported that the University does from time to time have unoccupied buildings and that the top floors of Mackimmie Tower have been unoccupied for several years due to sinking issues

Moved/Seconded

That the Board of Governors approve the 2018 Comprehensive Institutional Plan, which includes the University of Calgary's 2018-2019 Consolidated Budget totalling \$1,399.2 million and Capital Budget totalling \$215 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**9. Approval of the Veterinary Medicine Student Space Expansion Project**

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

Highlights:

- Management reported that the Veterinary Medicine Student Space Expansion Project is being proposed to accommodate an increase in student enrolment in the Faculty of Veterinary Medicine
- The Government of Alberta recently announced program and infrastructure funding to support the expanded enrolment in the Faculty of Veterinary Medicine and this has created the opportunity for this project, which will support an increase of 20 students per year, beginning in 2020. Because of the timing of the funding announcement, Management was not able to bring this item to the FPC for review and recommendation.
- The Board discussed the project, and it was noted the project will include mainly laboratory and surgical suite expansions at the Spy Hill campus
- In response to a questions, it was reported that:
 - government funding for the project is expected to come in the next several days
 - the amount of disruption to existing operations and students will be minimal
 - progress on the project will be reported regularly to the Finance and Property Committee and to the Board of Governors

Moved/Seconded

That the Board of Governors approve the Veterinary Medicine Student Space Expansion Project, for a total project cost of \$7,200,000, as set out in the documents provided to the Board; and contingent on the receipt of the fully executed grant agreement for \$7.2 million of funding from the Government of Alberta.

Carried

10. Report from the President

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

The President reported on her activities for the period of March 16, 2018 to June 21, 2018, noting in particular, some of the activities occurring across campus aimed at creating a strong student experience including; *Grad Success Week, You at UCalgary* and the 6th annual *Women's Leadership Conference*.

11. 2018-2019 Strategic Initiatives

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

Highlights:

- The President provided an overview of the process for developing the strategic initiatives, and discussed how what the University does strategically, operationally and administratively feeds into the work of the University's various governing bodies
- The President then presented the key initiatives that the Board will see over the next year, noting that the Executive Leadership Team (ELT) begins the strategic planning process in April and that each member brings forward items for their respective portfolios that tie directly to the University's strategy, which are then discussed and agreed to by ELT as a team
- The Board discussed the strategic initiatives, particularly how they relate to the University achieving the goals of the University's strategy, including Top 5 status, and it was noted that Top 5 status is about more than just research, it is about being Top 5 several areas and measures, at all levels of the institution
- The Board discussed the University's value proposition, student experience and community engagement, noting the tremendous role the University can play in the larger community
- The Board then discussed the importance of continuing to move forward with the strategic initiatives during the upcoming Presidential transition, how the board can support this, and commended the President for the work completed

12. University Residence Strategy

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

Highlights:

- Management reported that the Residence Strategy was developed from the Residence Framework which was reviewed by the Finance and Property Committee in March

- Management reported that there has been decline in students living on campus over the past several years, and the University is developing a new residence strategy to address several factors that will affect future student demand for housing including increasing market competition and an aging campus infrastructure, and that it is seeking feedback on the strategy, from the Board. It was noted that the strategy was last reviewed 6 years ago.
- Management highlighted key components of the proposed strategy, which include converting Hotel Alma to student residences, tearing down the Glacier and Olympic buildings and converting Varsity Courts to family housing
- The Board discussed the strategy in relation to the changing market conditions and challenges in the current marketplace. In response to questions, it was reported that:
 - Management is looking to fully utilize the University’s facilities on main campus, and that creating a residence community on campus is a priority over developing new residences in the other areas of the City, such as downtown
 - Some American universities have developed residences tied to academic programs, such as cohort residences and this is something the University may look at in relation to enhancing student experience
 - Other uses for Hotel Alma have been considered, and Management believes that the conversion from a hotel to a student residence is the best option at this time and would not require major construction work
- Management thanked the Board for its feedback and discussed the next steps in the consultation process

13. Student Experience Update

Documentation for this item was circulated with the Agenda. Dru Marshall and Susan Barker presented this item. There was a PowerPoint for this item.

Highlights:

- Management reported that student experience continues to be a key focus for the University and within student experience, building community is a primary focus. This is in response to last year’s National Survey of Student Engagement scores which indicated that 66% of students reported feeling very lonely. The initiative is one that requires the entire campus community to be involved and some of the University’s work in this area includes:
 - The creation of student clubs, residence communities, group work, cohorts in faculties and trips off campus
 - Increased engagement activities for Indigenous people including a graduation banquet and Pow-Wow, hiring Indigenous senior leadership and faculty and a cohort-based transition program
 - Providing international students with opportunities to connect through International Student Services and several cultural events such as Mexico Days

- Providing accommodated exams for students with disabilities. There continues to be an increasing demand for this.
 - The Inclusive Post-Secondary Education Program for students with developmental disabilities
 - Several programs to empower and connect with high achieving students
- The Board discussed how levels of student support can vary from faculty to faculty and how the University can apply services more consistently across campus. It was reported that this year, faculties are being asked to develop action plans in response to the NSSE survey, which will be used to address some of the inconsistencies
 - The Board discussed opportunities for decreasing the number of students who feel isolated on campus including promoting a sports culture, residence programming and counselling services

14. International Strategy Update

Documentation for this item was circulated with the Agenda. Dru Marshall and Janaka Ruwanpura presented this item. There was a PowerPoint for this item.

Highlights:

- Management reported that internationalization is a top priority in the academic plan and that the international strategy has four strategic goals: increase diversity, improve global and cross cultural competencies, enhance opportunities for international collaborations and promote international development
- Management reported on the progress that has been made towards achieving the strategic goals, which include:
 - The University has surpassed its 25% target for increasing diversity in 2017 to 26.9%, which aligns with other universities
 - Year-over-year, the University is leading in the number of students with international experience
 - There were 2353 joint publications with countries of emphasis and 46 signed research agreements in 2017
 - The Association of Public & Land Grant Universities awarded the University the 2017 institutional award for Global Learning, Research and Engagement, the first Canadian university to receive this award
- The Board discussed the strategy, the importance of internationalization and ensuring that international students have opportunities to connect with the broader community
- In response to a question, it was reported that, Continuing Education has over 7000 community contacts for students, including a home study program where students can live with families in the community

15. Update on the Implementation Plan for the Prevention of Sexual Violence on Campus

Documentation for this item was circulated with the Agenda. Dru Marshall and Carla Bertsch presented this item. There was a PowerPoint for this item.

Highlights:

- Management reported that, over the past two years, several of the recommendations from the 2015 report for the prevention of sexual harassment and sexual violence have been actioned
- Management reported on the key recommendations and the progress that has been made including:
 - The development of a stand-alone sexual violence policy
 - The hiring of a Sexual Violence Support Advocate, who provides support, empowerment and information to the entire campus
 - The formation of a new Committee to oversee the operationalization of the Sexual Violence Policy
 - Several training initiatives, including the *I Believe You* campaign, trauma informed training, first responder training, bystander intervention training, and consent training
- The Board commended Management on the work being done and discussed the significance of this work, the systemic issues relating to sexual violence and importance of taking an institutional approach to the issue
- In response to questions, it was reported that:
 - A professor in Masculinities studies has been hired and is offering workshops
 - External communities are looking to the University for leadership in this area and some have already reached out to the University
 - Data needs to be gathered over this time to effectively review the success of the policy, and to ensure the review is evidence based and informed
 - A review of the Sexual Violence Policy will begin in 2019
 - Student response has been very positive and students are relieved that an advocate is available for them to reach out to and for support

16. Brand Reputation Management Impact Report

Documentation for this item was circulated with the Agenda. Kim Lawrence presented this item. There was a PowerPoint for this item.

Highlights:

- Management provided an overview of the University's goals in this area, which include showcasing the University's rich student experience, positioning the University in the entrepreneurial thinking space and growing and engaging University advocates

- Management then reported on the various successes and activities over the past year, which include:
 - A significant positive increase in how the University is viewed by Albertans
 - The launch of a multi-national awareness campaign that builds brand awareness and promotes engagement
 - University Relations has been working with Conversations Canada, a national media start up organization for research, and the University has the top 4 published articles
 - Increasing conversation through social media
- The Board discussed the report and the impact that alumni can have on the reputation of a university, the use of net promotor scores and how to increase alumni support for the University

17. Other Business in the Open Session

There was no other business.

18. 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 11:01 a.m.

Susan Belcher
University Secretary