



BOARD OF GOVERNORS

Approved Minutes - Open Session

May 24, 2019, 8:00 a.m.

Governors Boardroom A167

Members

Jill Wyatt, Chair
Rob Allen
Joule Bergerson
Tavis Campbell
Hafeez Chishti
Nancy Foster
Beverley Foy
Kris Frederickson
Mark Herman
Lawna Hurl
Colin Jackson
Pamela Krause
Fauzia Lalani
Allan Lyons
Mohammad Mansouri
Ed McCauley
Mary Ellen Neilson
Jessica Revington
Elaine Wong
Deborah Yedlin

Secretary

Susan Belcher

Scribe

Miranda Dallalba

Staff

Jyoti Myers, Governance Coordinator

Guests

Carla Bertsch, Sexual Violence Support Advocate – present for Item 11
Michael Hart, Vice-Provost, Indigenous Engagement – present for Item 10
Janaka Ruwanpura, Vice-Provost, International – present for Item 12

Observers

Ananya Ayachit, Student
Frank Finley, Student
Jason Henry, Editor, The Gauntlet
Asher Memon, News Editor, The Gauntlet
Dean Parthenis, Senior Manager, Media and Issues Management

Management

Bart Becker, Vice-President (Facilities)
Linda Dalgetty, Vice-President (Finance and Services)
Dru Marshall, Provost and Vice-President (Academic)
Nuvyn Peters, Vice-President (Development and Alumni Engagement)

Regrets

Andre Buret, Interim Vice-President (Research)
Karen Jackson, General Counsel

The Chair called the meeting to order at 8:06 a.m. and confirmed quorum.

1. Approval of the Agenda

Moved/Seconded

That the Agenda for the May 24, 2019 Board of Governors meeting be approved.

Carried

2. Conflict of Interest Declaration

In relation to Item 7, Deborah Yedlin declared that she has a personal relationship with PricewaterhouseCoopers (PWC) as a paid contractor of PWC, the agent of the Office of the Auditor General, the University's auditor.

3. Chair's Remarks

The Chair welcomed the guests and observers and then welcomed new Board members, Jessica Revington, Students' Union President and Mohammad Mansouri, Graduate Student's Association President. The Chair thanked Board members for attending the Board dinner last evening and several University events since the last board meeting.

4. Safety Moment

Linda Dalgetty presented on international travel.

5. Approval of the March 22, 2019 Open Session Minutes

Documentation for this item was circulated with the Agenda.

Moved/Seconded

That the Minutes of the Open Session of the Board of Governors meeting held on March 22, 2019 be approved.

Carried

6. Approval of the Internal Restriction of Net Assets (IRNA)

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

Highlights:

- Management reported that the University has strong internal processes in place for managing surpluses and that each year money is set aside to fund important strategic initiatives throughout the University. These funds are internally restricted annually by the Board, and are then included in the University's financial statements.

- Management reported that it is requesting the redirection of \$3 million to internally restricted net assets funding sources which were temporarily loaned to capital projects, and the restriction \$127.2 million for initiatives relating to research projects, future capital and IT improvement projects, and other strategic initiatives.
- The Chair of the Audit Committee outlined the discussion at the Audit Committee meeting, noting that these funds allow Management the flexibility to fund when borrowed funds are delayed and also commented on the care that Management takes examining these transactions
- In response to a question, it was reported that, with regards to deferred maintenance projects, each member of the Executive Leadership Team identifies one-time initiatives from their respective portfolios and then projects are selected by the full Executive Leadership Team. It was also noted that projects are examined from a strategic perspective to ensure the right projects are given priority.

Moved/Seconded

That the Board of Governors approve:

1. The redirection of \$3.0 million of internally restricted net assets to return balances to specific academic and research internally restricted net asset funding sources; and
2. The internal restriction of \$127.2 million of net assets in support of research, operating, and capital renewal and building initiatives,

as recommended by the Audit Committee.

Carried

7. Approval of the Annual Consolidated Financial Statements & Management Discussion & Analysis

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

Highlights:

- Management reported that the template for the financial statements is set by the government and that Management has limited ability to change the information that is reported. In addition, the University follows public sector accounting standards.
- Management reported that:
 - the additional disclosures in the financial statements allow for more clarity in the reporting and
 - Management began putting in significant controls around deferred revenue over one year ago and a full internal control program is currently being implemented and is expected to be fully operational by April 2020
 - It is pleased with this year's report from the Office of the Auditor General
- Management then reviewed the financial statements and Management Discussion & Analysis with the Board

- The Board discussed the financial statements and the internal controls program in relation to the misclassification last year
- The Audit Committee Chair noted that the University has a clean audit and commented that the work around the controls that have been put in place over the past year have resulted in the OAG having a greater degree of confidence with the Management team and the staff at the University

Moved/Seconded

That the Board of Governors approve the Consolidated Financial Statements and the Management Discussion and Analysis of the University of Calgary for the year ended March 31, 2019, in the form provided to the Board, and as recommended by the Audit Committee.

Carried

8. This item was withdrawn.

9. Comprehensive Institutional Plan

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

Highlights:

- Management reported that the Comprehensive Institutional Plan (CIP) is a document prepared annually for the government and that the document template is provided by the government.
- Management reported that it welcomes feedback from the Board today and that a final version will be brought for approval in June, prior to being submitted to government
- Management highlighted key areas in the CIP sections and appendices, highlighting that:
 - The budget was approved by the Board in June and the missing financial information, in that appendix will be included prior to the CIP coming back for approval in June
 - Mental health and sexual violence are two key priorities identified by the government and the University has completed a significant amount of work in these areas
 - Several great initiatives have been outlined in the IT chapter that will help advance the research and academic plans
 - The University is required to report all programs which have more than 15% international students enrolled in the program
 - The capital projects included in the CIP are projects that Management believes can be completed in the next three to five years
- The Board discussed the various appendices including how programming continues to evolve to meet the changing needs of society and the uniqueness of some of the University's new programs

- The Board then discussed several of the initiatives outlined the CIP and how the Board can support the University's major initiatives, particularly with a new provincial government
- The Board discussed the overall content and tone of the document, and the distribution of the CIP once it has been submitted to government. It was noted that the CIP is reviewed by different departments in the government and feedback is then provided back to the University.
- In response to a question, it was reported that, with regard to program duplication, there is a process in place where post-secondary institutions in the province can see and respond to all program proposals, of each institution, which provides an opportunity to prevent duplication in the province

10. Territorial Acknowledgement Education & Discussion

Documentation for this item was circulated with the Agenda. Jill Wyatt, Kris Frederickson and Michael Hart presented this item.

Highlights:

- The presenters introduced the topic, commented that the Board of Governors has a role to play in advancing the Indigenous Strategy and in the development of a culture that is inter-culturally competent. It was noted that as part of the Indigenous strategy, the territorial acknowledgement is a first step in this role.
- The presenters outlined the territorial acknowledgement, it's significance in honouring indigenous people and provided information and education around the role of the Board towards reconciliation
- The Board discussed the incorporation of the territorial acknowledgement at meetings and more broadly various ways indigenous culture can be learned and honoured in the community including through cultural events, music, committees and elder circles, as well as how other post-secondary institutions are incorporating indigenous culture throughout their institutions
- The Board Chair requested that some thought be given to how the Board can promote and foster its own indigenous learning, and support the indigenous strategy. This will come back to the Board for discussion at a future meeting.

11. Prevention of Sexual Violence on Campus Plan Progress Report

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

Highlights:

- Management reported that sexual violence is increasingly becoming a critical issue for post-secondary institutions across North America and that, in 2015, the University struck an ad-hoc Committee to examine the issue resulting in a report with 6 broad recommendations for the prevention of sexual harassment and sexual violence and a policy which was approved in 2017.

- Management reported that much work has gone into implementing the recommendations over the past three years and highlighted key accomplishments to date, which include:
 - The development of a stand-alone sexual violence policy
 - A Sexual Violence Support Advocate position
 - An Institutional prevention education framework is currently being developed
 - The sexual violence resource and prevention website was developed and was launched in 2016
 - More than 100 educational sessions have been conducted with relation to sexual violence and creating a culture of caring on campus
 - The creation of a first ever Western Canadian Sexualized Violence Prevention and Response Community of Practice, which includes 17 members from 15 post-secondary institutions
- The Board discussed the numerous accomplishments noting the significance of the policy and how the policy aligns with the University's broader mental health strategy
- The Board discussed the knowledge that has been gained in this critical area, the need to be able to adjust and shift the policy as new knowledge is learned, and the need to regularly assess the metrics being used to measure its effectiveness
- The Board further discussed the impact of sexual violence in the broader community, how the work of the University could be aligned with the broader community, such as collaborations with external counselling services, the corporate sector, and friends and families of sexual violence survivors
- In response to a question, it was reported that the need for these services is significant and that the University collaborates with external counselling services is looking to hire an additional resource to manage the significant volume of specialized work that is required

12. International Strategy Progress Report

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

Highlights:

- Management reported that the International Strategy was launched in 2013, that four strategic goals were identified at that time, and that renewal of the strategy will begin in September 2019
- Management reported on the progress that has been made over the past five year towards attaining each of the four goals, highlighting:
 - One of the goals of the strategy was to increase diversity at the University to provide students with the opportunity to improve cross-cultural competencies, and that the University has a healthy balance of diversity, without being overly dependent on any one country

- The target of 25% for international graduate students has been surpassed, and the University is just short of reaching its 10% target for international undergraduate students
- The University currently has 208 active international partnerships
- The Board discussed the impact of the provincial political environment and the global political unrest that has the potential to impact the goals of the strategy. It was noted that, having numerous international partnerships lessens the impact of region-specific political influences.
- In response to a question, it was reported that scholarship opportunities for international students are communicated through the Registrar's Office on recruitment missions and that the University also has an interactive website that outlines scholarship opportunities

13. Board Member Reports

Documentation for this item was circulated with the agenda. There were no questions.

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 10:28 a.m.

Susan Belcher
University Secretary