



BOARD OF GOVERNORS
Approved Minutes - Open Session

December 13, 2019, 8:20 a.m.

Governors Boardroom A167

Members

Geeta Sankappanavar, Chair
Ananya Ayachit
Joule Bergerson
Tavis Campbell
Heather Christie-Burns
Cody Church
Beverley Foy
Nancy Foster
Kris Frederickson
Mark Herman
Pam Krause
Fauzia Lalani
Allan Lyons
Mohammad Mansouri
Ed McCauley
Mary Ellen Neilson
Jessica Revington
Helen Sunderland
Elaine Wong
Deborah Yedlin

Management

Bart Becker, Vice-President (Facilities)
Andre Buret, Interim Vice-President,
(Research)
Linda Dalgetty, Vice-President (Finance and
Services)
Karen Jackson, General Counsel
Dru Marshall, Provost and Vice-President
(Academic)
Nuvyn Peters, Vice-President (Advancement)

Regrets

Lawna Hurl

Secretary

Susan Belcher

Scribe

Rebecca Kenny

Guests

Erin Kaipainen, Senior Specialist, Experiential Learning –
present for Item 12
Leslie Reid, Vice-Provost, Teaching and Learning – present for
Item 12
Angelique Saweczko, Registrar - present for Item 11

Observers

Avery Beaudin, Graduate Students' Association
Loryn Bohne, President CRSA, Graduate Students' Association
Holly Ching, Department of Political Science Representative,
Graduate Students' Association
Kevin Dang, Vice-President Academic, Students' Union
Peter Driftmier, Graduate Students' Association
Kelsey Gordon, President PSGSA, Graduate Students'
Association
Keira Gunn, Graduate Students' Association
Shanyngong Ha, Graduate Students' Association
Santanna Hernandez, Students' Union
Jason Herring, Calgary Herald
Ali Mohammad, Graduate Students' Association
Jyoti Myers, Governance Coordinator
Marcus Plottel, External Communications Specialist, Students'
Union
Philippe Reicher, Associate Vice-President Strategic
Communications
Jonah Secreti, Senator, University of Calgary
Karina Shincapie, Graduate Students's Association
Geoff Voays, Graduate Students' Association
Vincent Yong, Graduate Students' Association

The Chair called the meeting to order at 8:20 a.m. and confirmed quorum.

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

That the Agendas for the December 13, 2019 Board of Governors meeting be approved.

Carried**2. Conflict of Interest Declaration**

There were no conflicts declared

3. Chair's Remarks

The Chair welcomed the guests to the meeting and thanked Board members for attending recent events.

The Chair acknowledged the two University of Calgary Rhodes Scholar winners and the Vanier Cup win by the University of Calgary Dinos football team.

4. Safety Moment

Linda Dalgetty presented on the University of Calgary UC Emergency mobile application.

5. Approval of the Open Session Consent Agenda Items

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

5.1 June 21, 2019 Open Session Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on June 21, 2019 be approved.

Adopted**5.2 UTI (Innovate Calgary) Annual Shareholders Consent Resolution**

That the Board of Governors, as the sole shareholder of University Technologies International Inc., approve the shareholder's resolutions set forth in Attachment 1.

Adopted**5.3 Board Member Reports**

- Report from the Chancellor and Board Member nominated by the Senate
- Report from the Board Members nominated by the Alumni Association
- Report from the Board Member nominated by the University of Calgary Faculty Association
- Report from the Board Member nominated by the Alberta Union of Provincial Employees,

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- Report from the Board Member nominated by the Students' Union
- Report from the Board Member nominated by the Graduate Students' Association

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

5.4 Standing Committee Chair Reports

- Audit
- Environment, Health, Safety and Sustainability
- Executive
- Finance and Property
- Human Resources and Governance
- Investment

6. Approval of the Replacement of the Delegation of Authority and Signing Authority Policy and Schedule

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

Highlights:

- Management reported that the implementation of the Delegation of Authority and Signing Authority Policy previously approved by the Board in December 2018, would require costly and significant changes to University systems, and that the University is not able to invest the time and funds for the required system changes at this time
- Management then provided an overview of the proposed replacement Approval and Signing Authorities, Delegation of Authority Policy (DOA Policy) and Signing and Authority Matrix (SAM), confirming that these versions will work with current University systems
- Management confirmed that under the new DOA Policy and SAM, key controls will continue to be administered and monitored effectively

Moved/Seconded

That the Board of Governors approve the Approval and Signing Authorities and Delegation of Authority Policy and Signing Authority Matrix in the form provided to the Board, and as recommended by the Audit Committee.

Carried

7. Approval of the University Free Expression Statement

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

Highlights:

- Management reported that the proposed University Free Expression Statement was developed based on the requirements outlined in a letter from the Minister of Advanced Education requesting that all Post-Secondary Institutions (PSIs) adopt the Chicago Principles or adopt a policy that aligns with the basic tenants of the Chicago Principles

- Management then reported on changes made to the statement since the Board’s last review of it, and explained that the University received approval of the statement from the Ministry on December 4, 2019. It was noted that the statement needs to be posted publicly by December 15, 2019.
- In response to questions, it was explained that:
 - Language in the statement has been developed to align with the specific requirements outlined by the government while reflecting the University of Calgary’s unique campus and culture
 - The statement will be rolled out to the campus community through a website that will include frequently asked questions, as well as a University wide email and UToday story
 - The Students’ Union and Graduate Students’ Association are aware of the statement and how breeches of the statement by students will be managed. Educational sessions on the statement will be extended to the student groups.

Moved/Seconded

That the Board of Governors approve the Statement on Free Expression in the form provided to the Board, and as recommended by the Executive Committee.

Carried

8. Approval of the Continuation of Reserve for Copyright Matters

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

Highlights:

- Management introduced this item, reporting that in 2012 the Board approved the reserve for copyright matters after the University opted out of a new license with Access Copyright (AC). Management explained that the reserve is still needed in light of ongoing litigation pressures by AC and the uncertainties around potential changes in federal legislation regarding the educational exemption and the future role and rights of AC.
- Management highlighted that:
 - The need to continue a reserve fund is reviewed by the Board annually
 - It believes that the current amount is still sufficient in relation to the potential liability associated with opting out of AC
 - The University opted out with approximately 40 other institutions
 - The University has a dedicated Copyright Office which is doing an excellent job in clearing copyright
- In response to a question, it was explained that if it is determined that it is mandatory for Universities to participate in AC, and if the fees are retroactive, the University would owe approximately \$7 million

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**9. Approval the Establishment of West Campus Development Trust – UIQ**

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

Highlights:

- Management reported on the proposed creation of a trust under the trusteeship of the West Campus Development Corporation ("WCDC") to be the development and operating authority on behalf of the University of Calgary for the University Innovation Quarter (UIQ) lands located in University Research Park. These lands are in the process of being transferred to the University by the Alberta government.
- Management highlighted that:
 - Moving these lands to a trust protects the University's charitable status
 - It is recommending that the Trust be managed by the same board as the University District lands, as this will create efficiencies in marketing and development, minimize competition, and the WCDC has demonstrated great capability in this sphere
 - This is an incredible opportunity for the University to invest in innovation
 - Creating a second trust creates clear accounting for both projects when dealing with rent and distributions, and will not affect the current University District financing
- In response to a question, it was explained that, the University is working to leverage the reputation of the current trust and while maintaining a clear distinction between the projects

Moved/Seconded

That, as recommended by the Executive Committee, the Board of Governors approve the establishment of the West Campus Development Trust–UIQ (the "Trust"), under the trusteeship of the West Campus Development Corporation, to hold and develop the University Innovation Quarter lands and other lands that may be transferred to it by the Board of Governors, and the Board of Governors acknowledges that the terms and conditions of the Trust Deed for the Trust will be brought forward to the Board for approval in 2020.

Carried**10. Report from the President**

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

The President reported on several recent activities including government meetings, internal events and the implementation of the Academic and Research plans.

11. 2019 Enrolment Report

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

Highlights:

- Management presented the 2019 enrolment report and noted that the University moved to a sustainable growth model for enrolment eight years ago, at which time a complete analysis was conducted of the University's enrolment processes
- Management highlighted that:
 - There was an overall 2.2% increase in fall registrations and an increase in both undergraduate and graduate registration for Indigenous students and admission averages for most programs are increasing
 - Historically a high percentage of students have been from the Calgary area, but there has been an increase in provincial registration outside of Calgary and in international registration numbers, with 133 countries represented. This aligns with the University's strategic goals.
 - The retention rate for new, out of high school and international registrants is increasing and the retention rate for indigenous students remains constant
- In response to questions, it was explained that:
 - The total enrolment number relates to the total head count at the University and enrolment is tied to the amount of government funding the University receives. When student enrolment outweighs funding, it can affect the student experience at the University.
 - Tuition and fees for the University's international students are significantly lower than average
 - There is more demand than available space for most of the programming offered at the University
 - A review of the University's enrolment model, including capacities, competitiveness and required minimum program admission requirements will be conducted
 - Mature indigenous student numbers are not tracked centrally but are tracked through individual faculties
 - It is expected that the proposed tuition increases will impact attraction of both domestic and international students

12. Experiential Learning Plan 2020-2025

Documentation for this item was circulated with the Agenda. Dru Marshall, Leslie Reid and Erin Kaipainen presented this item.

Highlights:

- Management provided an overview of experiential learning at the University, noting that this is not a new concept in higher education and provides students with an authentic and reflective opportunity through hands on learning and that employers are looking for more integrated learning experience when hiring graduates

- Management reported that:
 - The University has created an Office of Experiential Learning and is working on developing an experiential learning plan which recommends that 100% of University of Calgary graduates in degree programs have access to high quality experiential learning
 - The University is currently working with the Ministry, Business Higher Education Roundtable (BHER), and technology platforms to create the ‘campus connect’ platform for this initiative and a dashboard to annually report on progress and prioritization of resources
- In response to questions, it was explained that:
 - Currently 80-85% of faculties already have experiential learning opportunities in place
 - There are disciplines with greater challenges for placements, including sciences and arts, and the University is working with industry to help them understand what these students can bring to the table
 - The University is liaising with Calgary Economic Development and there may be opportunities to share experiential learning placements between provinces

13. Other Business in the Open Session

There was no other business.

14. 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 9:44 a.m.

Susan Belcher
University Secretary