



**BOARD OF GOVERNORS**  
Approved Minutes - Open Session

March 27, 2020, 8:10 a.m.

By Zoom Platform

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**Members**

Geeta Sankappanavar, Chair  
Ananya Ayachit – absent for Item 13  
Joule Bergerson  
Tavis Campbell  
Heather Christie-Burns  
Cody Church  
Beverley Foy  
Nancy Foster  
Mark Herman  
Lawna Hurl – arrived after Item 4  
Pam Krause  
Fauzia Lalani – arrived after Item 5  
Allan Lyons  
Mohammad Mansouri  
Ed McCauley  
Mary Ellen Neilson  
Jessica Revington  
Helen Sunderland  
Elaine Wong – left during Item 7, returned during Item 12  
Deborah Yedlin

**Management**

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

**Secretary**

Susan Belcher

**Scribe**

Rebecca Kenny

**Observers**

Jusnoor Aujlla, Student, Scholar's Academy  
Brennan Black, Media and Issues Management, Practicum Student  
Frank Finley, Incoming Students' Union President  
Kate Hamilton, Executive Director  
Corey Hogan, Senior Associate Vice-President, Strategic Communications and Marketing  
Tasha Hodzic, Executive Assistant  
Rayane Issa, Students' Union Faculty of Arts Representative – arrived during Item 4  
Kristy Koehler, The Gauntlet – left during Item 13  
Jyoti Myers, Governance Coordinator  
Marcus Plottel, External Communications Specialist, Students' Union  
Dean Parthenis, Senior Manager, Media and Issues Management  
Jonah Secreti, Students' Union Student-at-Large Senate Representative  
Tanille Shandro, Incoming Graduate Students' Association President

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The Chair called the meeting to order at 8:12 a.m. and confirmed quorum.

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

That the Agendas for the March 27, 2020 Board of Governors meeting be approved.

**Carried**

**2. Conflict of Interest Declaration**

Mark Herman, Jessica Revington and Mohammad Mansouri declared that, in respect of Item 12, they are Directors of the West Campus Development Corporation, trustee of the West Campus Development Trust.

**3. Chair's Remarks**

The Chair welcomed the observers to the meeting and thanked retiring Governors for their contributions to the Board.

The Chair then remarked that the COVID-19 pandemic has presented extraordinary circumstances with rapidly evolving pressures and the University's ability to respond to this crisis is a testament to its leadership and their ability to adapt. Over the last few weeks the University has moved to online teaching and learning and remote working, while providing numerous supports for students, faculty and staff, including those who remain on campus in residence buildings. The University has also stepped up to support the health care system, including utilizing medical and nursing students and actively working on COVID-19 research. There will be some very hard decisions in the future, including as a result of the economic impact of this global health crisis and the University is well positioned to make these decisions and meet future challenges.

**4. Safety Moment**

Linda Dalgetty presented this item.

Management provided an update on the University's response to the COVID-19 pandemic, highlighting that the University is assessing and responding one day at a time due to the rapidly changing environment and the Executive Leadership Team, Senior Leadership Team and Crisis Management Team have been meeting daily. The University is working with different levels of government, ministries and external agencies regarding the University's response to the pandemic. The University is currently at a level three response, which includes remote working and identifying and supporting critical research required to continue and any essential workers who need to remain on campus. The University has also restricted travel and is working to bring students, faculty and staff who are abroad home. Management encouraged Board members to look at the COVID-19 website often for updates.

**5. Approval of the Open Consent Agenda Items**

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

**5.1 December 13, 2019 Open Session Meeting Minutes**

That the Minutes of the Open Session of the Board of Governors meeting held on December 13, 2019 be approved.

**Adopted**

## 5.2 January 10, 2020 Special Meeting Minutes

That the Minutes of the Special Meeting of the Board of Governors held on January 10, 2020 be approved.

**Adopted**

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

### 5.3 Standing Committee Chair Reports:

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

### 5.4 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, Local 52
- Report from the Board Member nominated by the Students' Union
- Report from the Board Member nominated by the Graduate Students' Association
- Report from the Board Member nominated by the General Faculties Council

## 6. Approval of the Interdisciplinary Science and Innovation Centre Scope Change

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

Highlights:

- Management reported on the proposed scope change for the Interdisciplinary Science and Innovation Centre (ISIC) project, highlighting that:
  - The project is funded internally and that a review of the project scope and budget was conducted following the announcement of the provincial budget cuts as part of the University's commitment to balancing its budget
  - The proposed scope change still allows the University to move ahead with the facilities needed to meet the critical accreditation requirements and the parts of the project that are not required to meet the critical accreditation have been moved to a future phase
- In response to questions, it was explained that:
  - In light of the approximately \$60 million budget cut to the University and anticipated future cuts, Management is working to ensure money is being allocated where it is needed most, and as the ISIC project is internally funded reducing the scope of this project will allow the unused funding to be allocated to higher need areas
  - The University cannot use existing vacant spaces on campus, in downtown or in other areas of the city as they would not meet the accreditation requirements

- The ISIC project benefits six faculties across the University and will help to create operating efficiencies within the University, including cost savings from replacing aging facilities and repurposing costly lab spaces on campus
- The scope change does not affect the University's ability to accommodate an increase in student enrolment and once student space in the ISIC building is identified, the University will consult with student advisory groups on the spaces

**Moved/Seconded**

That the Board of Governors approve the reduction of the project scope and a decrease of \$70,000,000 to the budget for Phase 1 of the Interdisciplinary Science and Innovation Centre project, for a revised project cost of \$175,000,000, as presented to the Board, and as recommended by the Finance and Property Committee.

**Carried****7. Approval of the 2020-2021 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 reported on the tremendous amount of work conducted over the last nine months to develop a balanced budget following two significant funding cuts and then gave an overview of the proposed budgets, highlighting that:
  - The budget includes a decrease in sales of services and products mainly due to the University transferring Starbucks operations to Aramark and a reduction in meal plan sales, a decrease in salaries and benefits as a result of lay-offs, retirements and attrition, and an increase in tuition and fees. It is anticipated that investment income, materials, supplies, travel and entertainment expenses will be lower due to COVID-19. In addition, the University has committed more dollars to scholarships and bursaries for students.
  - The provincial government requires an approved budget for the entire fiscal year, however there are a lot of uncertainties in the environment, including the unknown impact from COVID-19. As a result, Management is asking the Board to approve the budget and authorize the President to pay financial obligations to operate the University in accordance with the proposed budgets up to June 30, 2020, at which time Management will bring back to the Board a consolidated forecast and forecast capital budget for the year ending March 31, 2021 and request spending authorization past June 30.
  - In addition, the Audit Committee will receive monthly forecasting
- In response to questions, it was explained that:
  - The budget cuts range between 0 and 10% and were differentiated across the Vice-President's portfolios and across faculties, to ensure funds were allocated to where they are needed most
  - The budget for facilities maintenance and repairs will be focused on safety and security first, followed by considerations of student and staff experience. Money has been set aside for preventative maintenance and not all capital project maintenance and repairs are captured in this category.
  - \$6 million has been allocated to scholarships and bursaries, and will be allocated on a needs basis

- Several minor capital projects will be funded under the CARFAR program
  - The Campus Mental Health Grant was reduced to \$925,000, however the University is covering the shortfall
  - The University's budget is consolidated into the Ministry's budget and Management is working with the provincial government to help them understand what funds are within the University's control and what funds are endowed and therefore not available for allocation by the University
- The Board discussed the checks and balances in place to ensure the budget remains on track

**Moved/Seconded**

That the Board of Governors:

1. Approve the University of Calgary's 2020-2021 Consolidated Budget totalling \$1,428.6 million and Capital Budget totalling \$192.1 million (the Budgets), as set forth in the documents provided to the Board, and as recommended by the Finance and Property Committee;
2. Authorize the President to approve and pay financial obligations to operate the University in accordance with the Budgets up to and including June 30, 2020; and
3. Direct Management to bring to the June 2020 Board meeting, a consolidated forecast and forecast capital budget for the year ending March 31, 2021, and request further authorization from the Board at that time for the President to approve and pay financial obligations to operate the University past June 30, 2020.

**Carried**

**8. Approval of the Quality Money Program Budget (2021, 2022, 2023)**

Documentation for this item was circulated with the Agenda. Dru Marshall, Jessica Revington and Mohammad Mansouri presented this item.

Highlights:

- Management provided an overview of the Quality Money program, noting that this is a unique program that provides the Graduate Student's Association (GSA) and the Students' Union (SU) with quality money to fund projects and initiatives developed by students. The program has funded over 445 student-led projects and initiatives since its inception.
- Management highlighted that:
  - The SU and GSA have rigorous processes for the selection of student initiatives to be funded through quality money and students strongly support this initiative as it funds projects directly targeted at the student experience
  - Projects that are funded through this initiative come from across campus and are required to align with SU and GSA priorities and the Eyes High Strategy and Academic and Research plans
- Jessica Revington, Students' Union President, then gave a presentation from the perspective of undergraduate students, outlining the process for approving student-led projects and highlighting some of the past quality money projects, before expressing full support for this initiative that brings tremendous value to students
- Mohammad Mansouri, Graduate Students' Association President, then gave a presentation from the perspective of graduate students, reporting that Quality Money has supported graduate students with conference and symposium expenses to present their research, renovations of spaces on campus,

experiential learning opportunities, awards and scholarships, and also expressed full support for this initiative

- The Board discussed the project selection process and expressed support for this program

**Moved/Seconded J. Revington/M. Mansouri**

That the Board of Governors approve a Quality Money budget for each of the 2021-2022, 2022-2023, and 2023-2024 fiscal years in a base amount of \$2,113,000 indexed by the annual tuition fee increase in each of these years, if any, to be used for student-directed projects that enhance the quality of the student experience in ways that advance the University of Calgary's strategic vision and academic and research plans, subject to adequate resources being available in those budget years, as recommended by the Finance and Property Committee.

**Carried**

**9. Approval of the Termination of the Course-Based Continuing Fees: Werklund School of Education**

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

Highlights:

- Management reported that these fees were introduced in order to motivate students to complete their program in a timely fashion, however it has since been determined that these fees have an adverse effect on students who are unable to complete their program due to unforeseeable circumstances and so it is proposed that these fees be terminated
- Management advised that eliminating these fees would remove approximately \$7,000 in revenue for the Werklund School of Education (WSE), and the Faculty does not view the revenue as a reason to keep a fee that has not been achieving its intended purpose
- In response to a question, it was explained that the only students registered in WSE are impacted by this change

**Moved/Seconded**

That the Board of Governors approve the termination of the continuing fees for the course-based graduate degree programs in the Werklund School of Education, effective Fall 2020, as set out in the documents provided to the Board and as recommended by the Finance and Property Committee.

**Carried**

**10. Approval of a Fee Reclassification and Approval of New Program Fees: School of Creative and Performing Arts and School of Architecture, Planning and Landscape**

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

Highlights:

- Management reported that the proposed change from 'mandatory supplementary course fees' to 'program fees' for the School of Creative and Performing Arts and the School of Architecture, Planning and Landscape is required to align the University program fees with the new provincial tuition framework
- There were no questions

**a. School of Creative and Performing Arts****Moved/Seconded**

That the Board of Governors approve the reclassification of the fees charged for the music and dance programs offered by the School of Creative and Performing Arts from 'mandatory supplementary course fees' to 'program fees' and approve the new program fees, as presented to the Board and as recommended by the Finance and Property Committee.

**Carried****b. School of Architecture, Planning and Landscape****Moved/Seconded**

That the Board of Governors approve the reclassification of the workshop fees for the programs in the School of Architecture, Planning and Landscape from a 'mandatory supplementary course fee' to a 'program fee' and approve the new program fees, as presented to the Board and as recommended by the Finance and Property Committee.

**Carried****11. Approval of the Foreign-Trained Lawyers Program Tuition – Faculty of Law**

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

**Highlights:**

- Management provided an overview of the Foreign-Trained Lawyers Program highlighting that this program will allow individuals with legal training from outside of Canada to take a post bachelor certificate program and become certified to practice in Canada
- Management reported that the proposed tuition, although less than the tuition charged by the University of Alberta for this program, will allow the University to offer competitive pricing
- In response to a question, it was explained that other faculties, including the Haskayne School of Business and the Cumming School of Medicine offer similar certificate opportunities with their programming, and other faculties are also looking to incorporate these types of programs as revenue generating opportunities

**Moved/Seconded**

That the Board of Governors approve the tuition fees for the new Foreign-Trained Lawyers Program, as presented to the Board and as recommended by the Finance and Property Committee, subject to the approval of the program by the Alberta Ministry of Advanced Education.

**Carried**

**12. Approval of the Trust Deed for the West Campus Development Trust - UIQ**

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

Highlights:

- Management reported that, following the Board’s approval to establish the University Innovation Quarter (UIQ) Trust in December, the trust deed is now are being brought forward for approval
- Management advised that this is a discretionary trust and is similar to the existing trust for the University District lands
- In response to questions, it was explained that:
  - Any differences between the UIQ trust deed and the University District trust deed are mechanical in nature and there are no substantive changes to this trust deed or issues with the previous trust deed, just improvements as the University District trust deed is about 10 years old
  - The trustee for the UIQ lands and University District lands is the same and the University has proposed appointing West Campus Development Corporation as the trustee because of their expertise in real estate and development, and to gain efficiencies by using the same trustee

**Moved/Seconded**

That the Board of Governors approve the Trust Deed for the West Campus Development Trust–UIQ in the form provided to the Board.

**Carried**

**13. Other Business in the Open Session****Maximum Tuition for 2021, 2022 and 2023 for the 2020 Cohort of International Students**

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

Highlights:

- Management reported that tuition is typically approved one academic year at a time however, under the new tuition and fees regulation the University is now required to inform incoming international students up-front of the maximum tuition that they will pay during all four years of their program to ensure predictability as international tuition is not regulated
- Management highlighted that the University will advise incoming international students of this in their offer letter, and that some of these programs are expensive but still fall below the Canadian averages, and that this approval only applies to the Fall 2020 cohort of students
- In response to questions, it was explained that:
  - The international tuition maximums for each of these years balances the cost to deliver the programs with the ability to attract students into the programs
  - The proposed tuition is a maximum number and tuition will still be reviewed and approved annually, and the actual tuition may be less than the maximum
  - Students were consulted regarding the tuition proposal approved in early January and this was a clean-up item based on a regulation received in late December. Due to this timing Management was not able to include this with the January proposals.

- The Board suggested adding a line to the offer letters outlining that these maximums are subject to legislative changes

**Moved/Seconded**

That the Board of Governors approve the maximum tuition for 2021-2022, 2022-2023 and 2023-2024 that will be paid by new international students beginning their program in 2020-2021 and remaining in their program for the regular duration of the program, as set out in the documents provided to the Board.

**Carried**

Jessica Revington and Mohammad Mansouri abstained.

**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 9:59 a.m.

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Susan Belcher  
University Secretary