

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

May 28, 2021 8:00 a.m.

By Zoom Platform

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***Members***

Geeta Sankappanavar, Chair  
Joule Bergerson  
Jay Brown  
Tavis Campbell  
Debby Carreau  
Heather Christie-Burns – left during Item 12  
Cody Church  
Frank Finley  
Nancy Foster  
Lara Gaede  
Lorinda Hammond  
Mark Herman  
Fauzia Lalani  
Ed McCauley  
Nicole Schmidt  
Tanille Shandro  
Helen Sunderland  
Glenn Tibbles  
John Weissenberger  
Elaine Wong  
Deborah Yedlin

***Management***

Teri Balsler, Provost and Vice-President (Academic)  
Linda Dalgetty, Vice-President (Finance and Services)  
Corey Hogan, Interim Vice-President (Advancement) – Communications  
William Ghali, Vice-President, (Research)  
Karen Jackson, General Counsel  
Andrea Morris, Interim Vice-President (Advancement) – Development

***Guests***

Michele Anholt, Manager One Health at UCalgary – present for Item 14  
Herman Barkema, One Health at UCalgary Theme Lead and Professor, Faculty of Veterinary Medicine – present for Item 14  
Debbie Bruckner, Senior Director - Student Wellness - Access and Support – present for Item 12  
Janaka Ruwanpura, Vice-Provost and Associate - Vice-President Research (International) – present for Item 13  
Andrew Szeto, Director, Mental Health Strategy – present for Item 12

***Observers***

Michael Brown, Students' Union Staff  
Michelle Crossland, Senior Communications Specialist  
Kate Hamilton, Executive Director and Chief of Staff, President's Office  
Courtney McVie, Executive Director, Provost's Office

***Secretary***

Susan Belcher

***Scribe***

Cherie Tutt

***Staff***

Tasha Hodzic, Executive Assistant, Secretariat  
Jyoti Myers, Governance Coordinator, Secretariat

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The Chair called the meeting to order at 8:07 a.m. and confirmed quorum.

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

That the Agendas for the May 28, 2021 Board of Governors meeting be approved.

**Carried****2. Conflict of Interest Declaration**

No conflicts were declared.

**3. Chair's Remarks**

The Chair welcomed new Governors Nicole Schmidt and Jay Brown, and Teri Balsler, new Provost and Vice-President Academic, on this occasion of their first meeting of the Board.

**4. Safety Moment**

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

Management reported that, as volunteers of the University, Board Members are being asked to complete a Harassment and Violence Awareness Training course mandated by the provincial Occupational Health and Safety (OHS) department, which includes how to access appropriate supports, recognize what constitutes workplace harassment and how to ensure the safety and well-being of the entire campus community. A link to the online training will be provided to the Board Members through the Secretariat Office. The training has already been completed by 92% of University employees and volunteers are one of the last groups being approached to complete this.

**5. Approval of the March 26, 2021 Open Session Meeting Minutes****Moved/Seconded**

That the Minutes of the Open Session of the Board of Governors meeting held on March 26, 2021 be approved.

**Carried****6. Approval of the University Capital Plan**

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

Highlights:

- Management provided an overview of the Capital Plan and explained that the plan is created for the provincial government and provides a comprehensive outline of critical infrastructure required over the next one to three years, and other capital priorities over a longer timeframe. Management then outlined the University's top five priority capital projects.

- In response to questions, it was confirmed that:
  - The University has been part of the City of Calgary’s consultation process for the redevelopment of the Foothills Athletic Park, and that this is a City project and the University has not committed any funding to it
  - The University has been engaged in discussions regarding new court facilities for Canada Basketball
- The Board discussed:
  - The Olympic Oval renewal and the collaboration with other organizations, such as WinSport, to raise funding for this initiative and how this project overlaps with the Kinesiology Expansion and Renewal. Management highlighted government interest in this project and potential philanthropic opportunities.
  - Concerns around deferred maintenance liabilities, the program used to assess and identify risks associated with deferred maintenance, and how projects, such as the MacKimmie redevelopment help to reduce the University’s liability
  - The federal budget and how infrastructure funding was impacted by the pandemic
  - The building and location requirements for the High-Performance Computing Data Centre and how this project intersects with the University’s quantum strategy

**Moved/Seconded**

That the Board of Governors approve the 2021 University Capital Plan, in the form provided to the Board and as recommended by the Finance and Property Committee.

**Carried****7. Approval of the Mathison Hall Project Budget Increase and Scope Revision**

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

Highlights:

- Management reported on the proposed scope change for the Mathison Hall project, highlighting that during a detailed review of the project, budget overruns were identified resulting from a project change from Leed Gold to Leed Platinum (net zero). It was noted that this change in scope did not go through the appropriate governance/approvals, that the funding was made available from the University’s sustainability reserve to move to Leed Platinum in 2019, and that the majority of these funds have been spent to procure net zero materials.
- The Chair of the Finance and Property Committee (FPC) commented on the discussion by the FPC and noted that Management has provided assurances that the proper governance processes will be followed in the future and that the FPC has recommended this proposal for Board approval

**Moved/Seconded**

That the Board of Governors approve the additional scope of work and an increase of \$3,980,000 to the budget for the Mathison Hall Project, for a revised total project budget of \$93,980,000, as presented to the Board and as recommended by the Finance and Property Committee.

**Carried**

## **8. Approval of the Institutional Risk Appetite**

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

Highlights:

- Management reported that the risk appetite for each institutional risk in the Institutional Enterprise Risk Management Program was last approved in 2018, explained that a full review of the risk appetite occurs on a triennial cycle, and that it is being proposed that the risk appetites remain the same apart from the Student Attraction, Recruitment and Retention risk appetite, which should increase from low to medium
- Management explained that there are a number of uncertainties/factors around the Student Attraction, Recruitment and Retention risk, which the University cannot fully control or mitigate against, such as travel restrictions, government expectations around Work-Integrated Learning and increasing competition, and as a result the University should accept a higher level of risk
- The Chair of the Audit Committee (AC) advised that the AC recommended the approval of the risk appetite and explained that the AC will receive a report in the Fall on the active issues, key risk indicators and mitigations in progress relating to the University's institutional risks

### **Moved/Seconded**

That the Board of Governors approve the Risk Appetite for each Institutional Risk in the Institutional Enterprise Risk Management Program, as presented to the Board and as recommended by the Audit Committee.

**Carried**

## **9. Approval of the Internal Restriction of Net Assets**

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

Highlights:

- Management provided an overview of the Internal Restriction of Net Assets (IRNA) process, highlighting that the Board approves changes to the IRNA annually to reserve funds for specified initiatives and to redirect unused funds. It was noted that these funds are sourced from accumulated prior year and current year surpluses and that there has been an overall reduction in funds this year.
- The Chair of the AC advised that the AC engaged in a thorough discussion about this, that the recommendation is consistent with prior years, and that the AC recommends this proposal for approval by the Board
- In response to a question, it was confirmed that it is possible to bring any of the unused funds from the \$76.9 million back into IRNA and this could be part of the annual re-direction
- The Board discussed some of the specific initiatives the funds are being directed to, the strong internal controls processes for these funds, the rationale and reasons for including the transfers on the Financial Statements prior to their approval, and the oversight that the AC has over IRNA and the Financial Statements

**Moved/Seconded**

That the Board of Governors approve:

1. the redirection of \$4.5 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 \$76.9 million of net assets in support of research, operating, and capital renewal and building initiatives,

as presented to the Board and as recommended by the Audit Committee.

**Carried**

**10. 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 provided an overview of the annual consolidated financial statements and Management Discussion and Analysis (MD&A), highlighting that the financial statements follow a government template and public sector accounting standards and that the MD&A is a companion document
- Management highlighted:
  - The increases to the University's total net assets resulting from unrealized gains on portfolio investments and endowment donations and explained that the increases are in part connected to movements of the markets related to Covid-19
  - That there was an annual operating deficit of \$10.1 million and this deficit was not greater due to the University's prudent financial management. Funds from the University's unrestricted net assets (URNA) were used to cover this deficit.
- The Chair of the AC commented on the robust discussion by the AC, noting that the adjustments on the Financial Statements were carefully reviewed by the AC and that the AC recommended the approval of the consolidated financial statements and MD&A

**Moved/Seconded**

That the Board of Governors approve the Consolidated Financial Statements and Management Discussion & Analysis of the University of Calgary for the year ended March 31, 2021, in the form provided to the Board and as recommended by the Audit Committee.

**Carried**

## **11. Board Member Reports**

The following reports were received by the Board for information:

- 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 General Faculties Council
- 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

There were no questions.

## **12. Campus Mental Health Strategy Progress Report**

Documentation for this item was circulated with the Agenda. Teri Balsler, Andrew Szeto and Debbie Bruckner presented this item.

Highlights:

- Management reported that progress under the Campus Mental Health Strategy (CMHS), implemented in 2015, is presented to the Board annually and that the Strategy has six priorities and 28 recommendations, most of which have been actioned
- Management highlighted:
  - That the pandemic has further emphasized the increasing need for information about, and supports for, mental health and wellness
  - Some recent initiatives, including the offering of training, workshops, the development of online/virtual resources and supports, the launch of the suicide prevention and harm reduction programs, the expansion of internal and external partnerships and an increase in social media activity
  - The availability of wellness services and supports and the new Single Session Counselling/collaborative care model that has been adopted by Student Wellness, which has eliminated waitlists and has been positively received to date
  - That the team is continually looking at ways to evaluate, inform on progress, and identify gaps, and that the Campus Mental Health Strategy will undergo a formal review later in 2021
  - Supports that were put in place for international students during the pandemic
- In response to questions, Management provided an overview of the:
  - Mental health and wellbeing supports in place for instructors and support staff
  - Format of the Single Session Counselling session, noting that the session includes assessment, exploration, suggestions, and next steps, and that students have access to follow-up sessions or may be referred to participate in workshops. It was noted that students needing ongoing and/or clinical/specialist care will be transferred to community resources, with support from the Wellness Centre during this transition.
  - Provincial funding that has been allocated to the University for mental health initiatives over the past three years

- Mental Health trends. It was explained that while this is a complex area to assess, the data appears to show that students are increasingly feeling more distressed, but the epidemiological data for mental illnesses is flat.
- Evaluation plan for the CMHS. I was explained that this is a relatively new field to assess, that the University is doing work in this area.
- The Board discussed the importance of the CMHS as a University priority and the value in having quantifiable metrics and data and requested that Management provide the Board with:
  - Statistics relating to services and other mental health related initiatives
  - An overview of resourcing and how funding is allocated by program
  - Year over year metrics and results

### **13. Final International Strategy Progress Report**

Documentation for this item was circulated with the Agenda. Teri Balsler and Janaka Ruwanpura presented this item.

Highlights:

- Management reported that the International Strategy (IS) was launched in 2013, that four strategic goals were identified at that time, and that the new Global Engagement Plan (GEP), launched in December 2020, replaced the IS and that this is the final progress report for the IS. Management noted that they will present progress on the GEP next year, and that some of the key performance indicators from the IS are carrying forward.
- Management reported on the progress over the past seven years and noted that the University has met its target to increase the number of international students on campus and to increase the diversity of this group, has improved cross-cultural competencies, has increased the number of international partnerships, and has raised significant funds for international development projects
- In response to questions, Management reported on:
  - International student enrolment numbers, and the preparations that are being made to assist new international students travelling to Canada to start their studies in the Fall or to assist students who may need to continue to study remotely
  - The University's ranking in the U15 for international student enrolment

### **14. One Health at UCalgary Research Strategy Presentation**

Documentation for this item was circulated with the Agenda. William Ghali, Herman Barkema and Michele Anholt presented this item.

Highlights:

- The Presenters introduced the One Health at UCalgary Research Strategy, which was launched in 2019, and reported that it is a campus-wide initiative that fosters a transdisciplinary approach to solving complex problems regarding the interconnections of people and animals in their shared environments citing Covid-19 as a prime example of a problem which can be solved using the One Health approach
- The Presenters provided an overview of research themes, grant funding, events and programming, outreach, and key partnership development

- In response to a question, it was confirmed that there is at least one member from every Faculty involved with the One Health Strategy
- The Board discussed how this strategy interlinks with the GEP and other research strategies, and the value of the transdisciplinary approach for disseminating information

**15. Other Business in the Open Session**

There was no other business.

**16. 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 10:32 a.m.

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Susan Belcher  
University Secretary