



UNIVERSITY OF  
**CALGARY**

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

October 14, 2022, 8:00 a.m.

Governors Boardroom A167/Zoom Platform

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**Members**

Mark Herman, Chair  
Nancy Foster, Vice-Chair  
Joule Bergerson  
Jay Brown  
Jon Cornish – arrived during Item 5  
Jeff Davison  
Aleem Dhanani  
Lara Gaede – arrived during Item 5  
Hamid Habibi  
Lorinda Hammond  
Jodi Jenson Labrie  
Candice Li  
Ed McCauley  
William O'Yeung  
Renzo Pereyra  
Saaka Sulemana Saaka  
Nicole Schmidt  
John Weissenberger  
Cara Wolf  
Elaine Wong  
Gary Zhang  
Paul Zonneveld

**Secretary**

Courtney McVie

**Scribe**

Rebecca Kenny

**Staff**

Tasha Hodzic, Governance Coordinator  
Cherie Tutt, Director, Secretariat and Student Appeals Office

**Regrets**

Debby Carreau  
Glenn Tibbles

**Management**

James Allan, Vice-President (Advancement)  
William Ghali, Vice-President (Research)  
Ron Kim, Vice-President (Finance) and Chief Financial Officer  
Jacqueline Lacasse, General Counsel  
Mike Van Hee, Vice-President (Services)  
Penny Werthner, Interim Provost and Vice-President (Academic)

**Guests**

Tanis Barr, Associate Vice-President (Finance)  
Bruce Evelyn, Vice-Provost (Planning and Resources)  
Sheila LeBlanc, Associate Vice-President (Continuing Education)  
Andrea Morris, Associate Vice-President and Chief Development Officer  
Joanne Perdue, Associate Vice-President (Sustainability)

**Observers**

Michael Brown, External Communications Specialist, Students' Union

Sarah Luthy, Executive Director, Provost's Office

Dean Parthenis, Director, Media and Issues Management

The Chair called the meeting to order at 8:04 a.m. and confirmed quorum.

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

That the Agendas for the October 14, 2022 Board of Governors meeting be approved.

**Carried**

**2. Conflict of Interest Declaration**

No conflicts were declared.

**3. Open Consent Agenda Items**

Documentation was circulated with the Agenda. The following Consent Agenda items were received by the Board for information:

**3.1** 2022-2023 Standing Committee Work Plans**3.2** Standing Committee Chair Reports:

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

**3.1** 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

**4. Territorial Acknowledgement**

Mark Herman provided the territorial acknowledgement.

## **5. Remarks of the Chair**

The Chair welcomed new Governors to their first Board meeting and the Board participated in a round table of introductions.

## **6. Safety Moment**

Documentation was circulated with the Agenda. Mike Van Hee presented this item.

Highlights:

- Management presented on evacuation procedures, noting that the procedures in place are a regulatory requirement of both the Occupational Health and Safety Code and the Alberta Fire Code
- Management highlighted that the University conducted its first mass evacuation drills since 2019, which took place in 56 buildings and noted some lessons learned including the impact of headphones and mobile devices on the quality of evacuation, exit blockages, inadequate signage, fire doors not closing properly and changes resulting from the new structure of the emergency warden program
- Management then reviewed the evacuation procedures for the Governor's Boardroom

## **7. Report from the President**

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

Highlights:

- The President reported on several recent activities and accomplishments including:
  - Recent events such as, Celebrate Something which welcomed alumni graduates from 2020 and 2021 for a belated opportunity to mark their academic achievement, the DINO's Kickoff Football game, the Calgary Pride Parade, a livestream event with Ukrainian Prime Minister Volodymyr Zelensky, the Arch Awards and important events to support greater awareness of Indigenous reconciliation efforts
  - The welcome of students to residence buildings was the busiest in the University's history, noting that all residence buildings are at capacity and improvements made to online orientations and students' pre-arrival experience
  - Ways that the School of Architecture, Planning and Landscape (SAPL) are engaging with other areas at the University and the City of Calgary to work towards resolving pressing problems that face the city and economic recovery
  - The University's successes in research and the work being done to continue to drive the University forward as a top research institution
- There were no questions

## **8. Budget Principles, Process and Lever of Control for the University of Calgary's Annual Consolidated and Capital Budgets**

Documentation was circulated with the Agenda. Penny Werthner, Ron Kim, Bruce Evelyn, and Tanis Barr presented this item.

Highlights:

- Management highlighted the Budget principles, process, and levers of control, noting that these were recommended by the Budget Committee (BC) and approved by the Finance and Property Committee (FPC). Management reviewed the proposed changes to the budget process for 2023-2024, which incorporates a one-month consultation period in October to help guide the development of the budget parameters, including a town hall and meetings with other groups across campus, some of which have already taken place.
- Management noted that following the consultation period, the budget parameters will be brought forward for recommendation to the BC, for approval to the FPC in November, and to the Board for information in December
- The Chair of the BC noted that the Committee had a lengthy discussion regarding the timing, the principles, and the levers of control and advised of the Committee's recommendation to the FPC
- The Chair of the FPC highlighted the Committee's discussions including learnings from the prior year and improvement in the principles, process, and levers of control brought forward and advised of the Committee's approval
- In response to questions, it was explained that:
  - The town hall date was confirmed following the Committee meetings and will be an opportunity to discuss and bring clarity to the community about the budget
  - The Tuition and Fees Consultation Committee (TFCC) and the town hall are the main consultation opportunities for students

## **9. 2022 Institutional Sustainability Report**

Documentation was circulated with the Agenda. Penny Werthner and Joanne Perdue presented this item.

Highlights:

- The presenters shared highlights from the Institutional Sustainability Report (ISR) which reports progress on the Institutional Sustainability Strategy (ISS), which was approved by the Board of Governors in 2015
- It was reported that the University was recognized in the Times Higher Education's University Impact Ranking as the top 5% globally for advancing the United Nations (UN) Sustainable Development Goals (SDGs) for the third consecutive year and ranked number 7 in the U15 for sustainability
- Management reported that a review of the Institutional Sustainability Strategy will take place following the launch of the new institutional strategy
- There were no questions

## **10. 2022 Continuing Education Enrolment Report**

Documentation was circulated with the Agenda. Penny Werthner and Sheila LeBlanc presented this item.

### Highlights:

- The presenters reported that Continuing Education has had a strong year, noting that all key performance indicators were exceeded
- The presenters highlighted that Continuing Education:
  - Serves a multitude of learners including full-time and part-time students, those in their early, mid and later careers, distance learners, and international students
  - Calculate enrolment numbers using a multitude of metrics due to the different types of courses offered
  - Is working closely with community-based organizations on work force development programming and corporate training, helping to identify skills gaps and working to bridge gaps for international students and workers
  - Is focusing on growing educational tourism offerings to mirror successes at other Canadian institutions and working on building out its brand reputation
  - Has been conducting internal collaborations for reskilling and upskilling, courses in personal interests and academic upgrading, and is working on assisting the academy to offer this kind of programming
- In response to questions, it was explained that:
  - Continuing Education attracts international students in many ways including social media marketing, partnership contracts with other institutions across the world, and international professor programs
  - The key metric that is used to measure the success of these programs is client satisfaction as most courses are in reskilling and upskilling
  - Some courses offered by Continuing Education have accreditation considerations which are reported back on regularly to the accreditation groups
  - Continuing Education is responding to the market demand for online vs in-person course offerings and ensuring both are delivered in a quality way. As a revenue generating unit, expenses associated with operational costs are covered by the unit.
  - Due to international visa delays, over half of the accepted students were not able to come to their programs. Continuing Education is not growing as quickly as it could with these roadblocks as most international students want to attend in person for a fully integrated experience.
  - Continuing Educations programs are approved through the Academic Planning and Priorities Committee and work closely with faculties to look at programming, create connection, and leverage capacities
  - Continuing Education has reached out to the talent teams of Calgary's top 50 employers to offer support in corporate training
  - The University of Calgary's Continuing Education programs compete well within the market and are focusing on growing in areas of demand such as the mid-skill market

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

There was no other business.

**12. 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 9:16 a.m.

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Courtney McVie  
University Secretary