



BOARD OF GOVERNORS
Approved Minutes - Open Session

December 8, 2023, 8:00 a.m.

Governors Boardroom A167/Zoom

Members

Mark Herman, Chair
Nancy Foster, Vice-Chair
Taimur Akhtar – arrived during Item 5
Joule Bergerson
Mark Blackwell* – arrived during Item 5 & left
during Item 9
Jay Brown
Jeff Davison*
Aleem Dhanani
Karen Ganzlin
Jodi Jenson Labrie
Shazia Jinnah Morsette
Candice Li
Ed McCauley
William O'Yeung
David Price
James Steele
Melanee Thomas
John Weissenberger
Cara Wolf*
Elaine Wong* – left during Item 10
Gary Zhang
Paul Zonneveld

Management

James Allan, Vice-President (Advancement)
William Ghali, Vice-President (Research)* – arrived during Item 7
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

Shawna Cunningham, Acting Vice-Provost (Indigenous Engagement) – present for Item 13
Amy Dambrowitz, Registrar – present for Item 7
Bruce Evelyn, Vice-Provost (Planning and Resource Allocation) – present for Items 7 & 11
Shane Royal, Senior Director, Ancillary Services – present for Item 8
Verity Turpin, Vice-Provost (Student Experience) – present for Item 7
Robin Yates, Deputy Provost – present for Item 7

Secretary

Courtney McVie

Scribe

Rebecca Kenny

Staff

Tasha Hodzic, Governance Coordinator
Elizabeth Sjogren, Governance Coordinator
Michelle Speta, Associate Secretary*

Regrets

Jon Cornish

Management Support

John Kincaid, Executive Director, Office of the President and
Vice-Chancellor

Observers*

Sarah Luthy, Executive Director, Office of the Provost and Vice-President (Academic)
Heath McCoy, Senior Communications Specialist, Media Issues & Outreach
Michael Platt, Senior Communications Specialist, Media Issues & Outreach
Nathan Ross, Communications and Government Relations Manager, Students' Union
Lorna Very, Executive Director, Vice-President (Research) Office

**Attended virtually*

Secretary's Note: In accordance with the Board Bylaws Section 9.2, the motion box and "Carried" denotation serves as the entry in the minutes that the Chair of the meeting declared the motion carried.

The Chair called the meeting to order at 8:03 a.m. and confirmed quorum.

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

That the Agendas for the December 8, 2023 Board of Governors meeting be approved.

Carried

2. Conflict of Interest Declaration

There were no conflicts declared.

3. Territorial Land Acknowledgement

Cara Wolf provided a Traditional Land Acknowledgment.

4. Remarks of the Chair

The Chair thanked outgoing member John Weissenberger for his service to the Board, Environment, Health & Safety Committee, and University Appeals Tribunal on the occasion of his last meeting.

5. Safety Moment

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

Highlights:

- Management presented on the evacuation procedures at the University, highlighting evacuation awareness and preparedness being a regulatory requirement in both the Occupational Health and Safety Code and the Alberta Fire Code, and explained the evacuation procedures for the Administration Building
- Management reviewed steps the University takes to ensure its campus community is prepared, including annual evacuation drills and staff preparedness in both the Emergency Management and Environment, Health and Safety units for these drills, noting that 56 buildings completed their evacuation drills in a 10 day period with all buildings completing the evacuation within the 10 minute target. Management highlighted learnings from the annual drills including challenges with people being able to hear the alarms

while wearing headphones, some facility issues identified, and the need to remind people about what to take with them.

- There were no questions

6. Adoption and Receipt of the Open Consent Agenda Items

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

6.1 Approval of the October 13, 2023 Open Session Meeting Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on October 13, 2023 be approved.

Adopted

6.2 Approval of the University Technologies International Inc. (Innovate Calgary) Annual Shareholder's Consent Resolution

That the Board of Governors, as the sole shareholder of University Technologies International Incorporated (UTI Inc.) approve the shareholder's resolutions set forth in the form provided to the Board.

Adopted

6.3 Student Appeals Office Annual Report

6.4 Standing Committee Chair Reports

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

6.5 Students' Union Audited Financial Statements

7. Approval of the 2024-2025 Tuition and Fees

Documentation was circulated with the Agenda. Penny Werthner, Shazia Jinnah Morsette and James Steele presented this item.

Highlights:

- Management provided a presentation on the tuition and fees proposal, highlighting:
 - The University's budget and financial position, including impacts resulting from inflation across all expenditures, and how tuition and fees impact the overall financial position of the University, noting that there is no anticipated change to the Operating and Program Support Grant (OPSG), which was previously titled the Campus Alberta Grant, and that the proposal is designed to achieve and deliver a balanced budget in accordance with legislated requirements and manage inflationary costs

- The expanded consultation process with the student groups on the proposal for the 2024-2025 tuition and fees, including online surveys, a community discussion event, meetings with Deans and Associate Deans within each faculty, meetings with the Tuition and Fees Consultation Committee (TFCC), and meetings with the student leadership groups. It was noted that a significant concern raised by the student population was the increasing affordability crisis around basic needs, with inflation outpacing financial supports.
- That in response to feedback from student consultation, changes were made to the proposal including reducing the international student tuition increases from 10% to the proposed 6%, including Dino's playoff tickets and exploring additional benefits in the athletic fees, including a Mandatory Non-Instructional Fee information document with the 2022-2023 report, and creating an International Student Advisory Group to help better support the needs of international students
- The University is working to expand affordability discussions and will receive approximately \$5 million less in funding resulting from the changes to the proposal, noting that these changes were essential to respond to the challenges facing international students
- Alignment of the proposal with the Tuition and Fees Regulations, which limits increases of domestic tuition to 2% with no single program increasing more than 10%, requires international tuition be guaranteed for standard program length, and allows for Mandatory Non-Instructional Fees (MNIF) increases up to cost recovery
- The need for the University to continue to make difficult decisions to maintain a balanced budget while prioritizing student experience and education quality, and a commitment to continue engagement on tuition with the student population
- Shazia Jinnah Morsette, President of the Students' Union, then reported on the perspective of the undergraduate students, highlighting:
 - Appreciation of the high-quality consultation process for the 2024-2025 proposal and acknowledgement for the challenging period the University has faced with multi-year budget reductions and managing cost increases resulting from inflation. Ms. Jinnah Morsette then noted the significant challenges facing students with the increasing cost of living, noting that any increase for students will be challenging.
 - International students are the most affected by tuition and fee increases, and that students believe they are paying far more for far less, with increased class sizes, burned out or lack of support staff, and noted the impact of the challenges to student success
 - That although the students appreciate the adjustments to the proposal, there are limitations to the consultation processes due to the lack of funding the University receives through the OPSG, and many student asks remain unanswered in the proposal. Students are advocating with the provincial government on the importance of adequate funding for universities and sharing the impact the lack of funding has on the students.
- James Steele, President of Graduate Students' Association, then reported on the perspective of the graduate students, highlighting:
 - That graduate students appreciate the new consultation process resulting in meaningful consultation and a collaborative process, and noted the importance of addressing challenges facing international students and the affordability crisis that affects most students
 - Feedback received from graduate students, including concerns around the rising cost of living and the impact this has on students' educational experience
 - Without further funding from the OPSG there will be greater impacts to students, and that graduate students may decide to learn and work outside of the province

- The Chair of the Finance and Property Committee (FPC) reported on the discussions at the FPC meeting, including the need to have a balanced budget with the OPSG funding remaining at prior year levels and the impact of the proposed changes. The FPC Chair reported that the Committee recommended the proposal to the Board for approval.
- In response to questions, it was explained that:
 - The student groups are advocating to government about the challenges students are facing with the rising cost of living and education, and emphasising the importance of the OPSG and the need to restore increases to the OPSG funding. Students are working to demonstrate the impact increased funding would have for students and are directing advocacy efforts to the government.
 - The University wants to ensure it is competitive and well positioned within the market when setting tuition levels, and the Deans of each Faculty are consulted with and provide feedback to ensure there is comfortability with where they are sitting within the market
 - It is anticipated that with the proposed tuition increases and rising costs, the University will face an approximately \$35 million gap in funding, and are looking at ways to manage that gap and produce a balanced budget
- Taimur Akhtar, Students' Union member-at-large, reported on a petition received from over 25 student clubs raising concerns about the cost of living and debt for students, that these decisions disproportionately impact students, and a desire for alternatives to be explored to keep quality education affordable while considering the impacts to students
- The Board reviewed how UCalgary sits in comparison to U15 peers with tuition rates, noting that the University sits near the median in most tuition categories and below most U15 peers in international tuition

Motion 1:**Moved/Seconded**

That the Board of Governors approve the tuition and fees for 2024-2025, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried

Shazia Jinnah Morsette, Taimur Akhtar, James Steele, and Cara Wolf opposed.

Motion 2:**Moved/Seconded**

That the Board of Governors approve the maximum international tuition fees for students commencing their programs in 2024-2025, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried

Shazia Jinnah Morsette, Taimur Akhtar, and James Steele opposed.

8. Approval of the 2024-2025 Residence, Meal Plan, and Parking Rates

Documentation was circulated with the Agenda. Ron Kim and Shane Royal presented this item.

Highlights:

- Management provided an overview of the proposed residence, meal plan, and parking rates for 2024-2025, noting that the proposed rates cover anticipated operating cost increases due to inflation, and a desire to balance this with affordability for students. It was noted that the residence rate increases are varied by unit type to maintain more affordable living options for students.
- Management highlighted:
 - The expanded consultation process, including meetings with the residence community to discuss meal plan fees, residence fees, and capital projects that would be beneficial in the future
 - A major capital project proposal in front of the Board for approval that will benefit two residence buildings, and will help ensure the University is providing the right facilities for students
- The Students' Union President and Graduate Students' Association President shared their appreciation for the consultation around these fees and highlighted that any increases are a concern for the student population
- The Chair of the FPC reported that the Committee discussed the proposal and where the University sits in terms of the rental market, noting that the University is sitting below market value, and that the Committee recommended the proposal for approval by the Board
- In response to questions, it was explained that:
 - The University residence buildings are close to breaking even with revenue and operating costs as they are near capacity, and that the University subsidizes residence costs through parking revenue
 - The University does not only consider the market range when setting residence rates, but the costs the University is incurring, that a reasonable product is being provided for a reasonable price, and that the market range is used as a guide
 - The meal plans are mandatory for first-year students in residence, as most first-year buildings do not have cooking facilities, and that having a mandatory meal plan helps students build a community on campus. It was noted that 30% of meal plan participants are voluntary.
 - The University consults with students in residence in a multitude of ways, including hosting an open feedback session, bi-annual surveys, and attending floor meetings

Motion 1:**Moved/Seconded**

That the Board of Governors approve the residence rates for 2024-2025, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried

Shazia Jinnah Morsette, Taimur Akhtar, and James Steele opposed.

Motion 2:**Moved/Seconded**

That the Board of Governors approve the Meal Plan rates for 2024-2025, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried

Shaziah Jinnah Morsette, Taimur Akhtar, and James Steele opposed.

Motion 3:**Moved/Seconded**

That the Board of Governors approve the parking rates for 2024-2025, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried

Shaziah Jinnah Morsette, Taimur Akhtar, and James Steele opposed.

9. Approval of the Kananaskis Hall and Rundle Hall Renovation Project - Construction Budget

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

Highlights:

- Management provided an overview of the proposed Kananaskis Hall and Rundle Hall renovation project budget, noting that the project includes the renovation of 45 washrooms that are original to the 1966 residence buildings, and that this will take place over a two-year period to minimize disruptions to students living in the buildings. It was noted that this project will be funded through Ancillary Services.
- Management highlighted that the proposed renovations would impact over 800 students living in these buildings and incorporate designs for varied needs of students including gender inclusivity, and diversity of cultural or religious beliefs, while supporting the University's commitment to Equity, Diversity, Inclusion, and Accessibility
- The Chair of the FPC reported that the Committee discussed the project including the breakdown of the cost per square foot, and provided their recommendation of the proposal to the Board for approval
- In response to questions, it was explained that:
 - The washrooms need to meet the varied needs of students and are being designed in consultation with various groups and communities on campus, the designs will include gender specific and gender inclusive washrooms, with private areas for showers in order to move away from the historical open concept of residence washrooms
 - Construction work will take place over the summer months to avoid disruption to students living in these spaces, and one test washroom may be completed while the building is occupied and students will be accommodated or relocated as needed
- The Board recommended that the team consult the Sexual and Gender Based Violence experts on campus on the design of the washrooms

Moved/Seconded

That the Board of Governors approve the Kananaskis Hall and Rundle Hall Residences Washroom Renovation Project budget, for a total cost of \$14.9 million, as presented to the Board, and as recommended by the Finance and Properties Committee.

Carried**10. Implementation Plans 2024-2027**

Documentation was circulated with the Agenda. James Allan, Bill Ghali, Ron Kim, Jacqueline Lacasse, Mike Van Hee, and Penny Werthner presented this item.

Highlights:

- Management provided an overview of the Academic Innovation, Research and Innovation, Community, and Operations plans, which are being developed as part of the implementation of the University's Strategic Plan *Ahead of Tomorrow*. It was reported that the proposed plans cover a three-year period to allow for a mid-way adjustment during the seven-year approved strategic plan. It was noted that the University is over halfway through the feedback period.
- The Community Plan objectives include becoming the number one University in the U15 in community engagement, engaging 25,000 students, faculty, and staff to contribute to a grand challenge social problem in the community annually, engaging 100,000 alumni, donors, and community members annually. These goals will lead to co-creating with community partners, with a focus on reputation expansion.
- Management highlighted current and upcoming challenges that the University may face in reaching these goals, including identifying ways to incentivize and scale up the grand challenge problem, ways the University can measure its progress against peers across the country, and improved communications to the community on University's successes
- The Board discussed the Community Plan and in response to questions it was explained that:
 - The Community Plan ties into the other implementation plans in areas such as community-based teaching and learning, and the team has worked hard to not have overlap but create connection between plans
 - The University is working with students, faculty, departments, community partners and organizations to understand what they need from the University in community partnerships
 - Management will explore adding in language around bias and discrimination into the Community Plan
 - Discussions around how to meaningfully engage 25,000 students, faculty, and staff annually contributing to community challenge are ongoing, including how to incentivize this and ensuring touch points are not included as an engagement number with the objective to change the nature of how people exist in the University community
 - The Provost team is working with the Advancement team on how to limit the burden of students, faculty, and staff and allow them to participate in these goals
 - There are challenges with benchmarking against peers institutions, the United States tracks Key Performance Indicators of community engagement through the Carnegie Community Engagement Classification, and the University is working with colleagues across the country to develop a Canadian framework
 - The University Code of Conduct applies to volunteers, noting that partnership agreements also speak to required conduct

- The Board discussed the importance of having a system in place for individuals involved with community partnerships to ensure safety and diversity standards
- The Operations Plan objectives include leading the U15 in ease, speed, and availability of services and supports through making processes clearer, simpler, and better, leading the U15 in investment in professional development while creating space and supports for faculty and staff to partake in professional development, and ensuring students, postdocs, faculty, and staff agree that they have the tools and services necessary to manage their education and accomplish tasks
- The Board discussed the Operations Plan and in response to questions it was explained that:
 - Management is focusing on high impact processes first including Human Resources and Supply Chain Management, improving satisfaction with service levels from internal functions and ensuring that these are reflective of the size of the organization, with more automation of processes, documentation, access to supports, and improving access to programs such as tuition support
 - The University is looking at change management required for these improvements, and ways to properly resource the change with consistent senior management support, proper employee training, and making these continuous improvements a part of the University's culture and mindset
 - The University is reviewing current software being utilized across campus to see if more capabilities can be used to streamline workflows and avoid duplication of work
 - Strategy 4 of *Ahead of Tomorrow* (make our processes clearer, simpler, and better than any other university) was identified through the initial consultation phase of the Strategic Plan and the campus community is eager to see progress in this area
 - The University is looking at ways to measure the progress on the goals outlined in the Operations Plan against peer institutions, noting that currently the University uses UniForum and employee surveys, and is working to further define what the University's professional development will look like and what current investments are being made in regards to professional development
- The Academic Innovation Plan objectives include becoming the number one University in the U15 in student engagement, increasing total enrolment by 10,000 students with a focus on graduate student enrolment with financial supports and wrap-around services for students, and that all students be provided with an opportunity to take a course in entrepreneurial and critical thinking with innovative programming and learning opportunities. The University launched the First-in-Family tuition support program in Fall 2023, and is focused on increasing financial supports for thesis-based graduate students.
- The Board discussed the Academic Innovation Plan, and in response to questions it was explained that:
 - Feedback to date has identified that faculty should be more prominent in the plan
 - The University is exploring ways to further develop digital learning opportunities, including reviewing platforms and technologies to create high quality blended learning opportunities
 - There is a focus on continuing to create an inclusive and caring campus culture
 - The Taylor Institute for Teaching and Learning will continue to be a tool to help Faculties with weaving the strategy into their work and will help with the implementation of guidelines around the use of Artificial Intelligence (AI) in the classroom, which are currently being developed by the AI working group
 - Faculty and staff levels are a challenge Management is exploring and are being considered as a factor in the success of the implementation plans and as a central consideration to student experience at the University

- Management is exploring ways to better support Faculties with a balance of teaching responsibilities and research, how time constraints impact transdisciplinary research, teaching and learning, and creative assessments
- Funding for the implementation plans is a challenge that Management is exploring, including potential partnerships
- The Research and Innovation Plan objectives include becoming number one in the U15 in research revenue per scholar, increasing external research revenue to \$750 million per year, and growing the University's position as the top start-up creator in Canada to land in the top 50 globally. The University is working towards maximizing the University's research impact by enhancing institutional capacity, developing and expanding programs for undergraduate and graduate students to participate in research, being best in class for administrative and regulatory functions, and leading in research impact.
- The Board discussed the Research and Innovation Plan, and in response to questions it was explained that:
 - The University of Calgary is currently ranked 4th among research universities in Canada
 - The Research and Innovation Plan has been built off of more than a decade's worth of work on the previous strategy and Research Plan, and is embodied in the trajectory of UCalgary
 - The plan is focused on connecting people with opportunities, influencing funding opportunities from government, and being a national leader in how research impact is measured and reported
 - It is challenging to compare operational costs against U15 peers as funding models differ provincially
 - The CDL Rockies is an entity of the University's Innovation Ecosystem and is tracking more in-depth information on start-ups, such as growth of corporate capital and product output
 - The University is exploring connections across implementation plans with potential partnerships with industry and government, and are currently doing this work in the quantum space and the One Child Every Child children's health initiative. The University is exploring areas where the University can be a valuable community partner.
 - The University is exploring ways to enhance undergraduate student engagement in research and funding opportunities
 - The University is working to be a leader in the country in research reporting with a common framework, and common requirements that account for the many forms of research impact
 - The University's Research Security team works in partnership with other universities, and is responsible for the internal safeguards and internal review processes that align with regulatory requirements.

11. Budget Parameters for the University of Calgary's Annual Consolidated and Capital Budgets

Documentation was circulated with the Agenda. Penny Werthner and Ron Kim presented this item.

Highlights:

- Management reported on the budget parameters that will be used to guide the 2024-2025 budget process, and the consultation process that took place in advance of the parameters being presented to the Board. It was noted that the parameters are developed through a multitude of individuals on campus with expertise in these areas and include some assumptions and best estimates. It was noted that multi-year budgeting has also been considered within the budget and parameter development, and Faculties and units are being asked to start looking at a three-year budgets as well.

- Management highlighted that it is not anticipated that inflation will be addressed through increases to the OPSG, and that continued program expansions have put a strain on the University's facilities and increased operating costs. It was noted that Management is continuing to advocate for inflationary increases, tuition backfill, and are focused on reducing costs, expanding programs with increased enrolment, reallocating resources, and developing programs focused on revenue generation.
- There were no questions

12. Report from the President

Ed McCauley presented this item.

Highlights:

- The President reported on several recent activities and accomplishments since the last Board meeting including a successful town hall hosted for student feedback on the implementation of the goals set out in *Ahead of Tomorrow*, where concerns such as student experience, affordability, and student health and wellbeing were raised
- The President highlighted the University's ongoing successes in research on the local, national, and international stages, and events including the Arch Awards to celebrate the successes of University alumni, the Killiam Awards in teaching and research for UCalgary scholars, UFlourish wellness events, the UCalgary open house welcoming 12,000 potential students to campus, the ASTech awards supporting tech groups within the innovation community, the Cenovus gift announcement in Environmental, Social and Governance leadership, the UCEED fund to drive philanthropy into investment for early stage start-up companies, Innovation Week YYC, the 2023 Journey Update event on *ii' taa'poh'to'p* with a guest speaker presenting on becoming relatives, and Fall convocation with 1,100 graduates crossing the stage

13. Indigenous Strategy Progress Report

Documentation was circulated with the agenda. Penny Werthner and Shawna Cunningham presented this item.

Highlights:

- Management provided an update on the progress of the Indigenous Strategy, *ii' taa'poh'to'p*, highlighting the theme for 2023-2024 of becoming relatives, done in consultation with elder Reg Crowshoe. The significant progress since the launch of the strategy is highlighted in the annual report, showcasing the walking of parallel paths with qualitative and quantitative data.
- Management reported that:
 - The University held a ceremonial validation of the annual report in March with a tea dance, crossing western and Indigenous ways of marking this milestone journey
 - The University community's knowledge of and interest in Indigenous ways has increased since the launch of the strategy in 2016 through meaningful inclusion of Indigenous peoples in teaching, learning, research, and community engagement
 - Indigenous student enrolment and awards have increased, with a focus on recruitment and supporting students through their journey at the University, including new bridging programs, and Indigenous spaces and places to share knowledge create cultural safety on campus
 - The University has seen an increase in Indigenous funding, including grants from the government and Alberta Health Services, as well as partnerships with other institutions and private donors

- The University continues to work towards truth and reconciliation highlighting that the University is launching a land-based learning opportunity at the Barrier Lake Field Station which will include a research station for Indigenous scholars, increasing intercultural programming, expanding certificate programming and micro-credentialing learning bundles, working with the library to build the Indigenous repository to capture Indigenous ways and the story of *ii' taa'poh'to'p*, and focusing on the realization of the \$125 million dollar Canada First Excellence Research fund.
- In response to questions, it was explained that:
 - The first step to create connections with the Indigenous community in partnership is by understanding what the Indigenous communities needs and desires are in that space, and connecting with community leaders and educators to understand the direction they want to go
 - It is important that the spirit of the Indigenous cultures are not lost in systems or how they engage with technology

14. Reports from Board Members

Documentation was circulated with the Agenda. The following agenda items were provided by the constituent members for information.

- Chancellor & Senate
- Alumni Association
- The University of Calgary Faculty Association
- Alberta Union of Provincial Employees
- Students' Union
- Graduate Students' Association

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 11:26 a.m.

Courtney McVie
University Secretary