



Friday, March 21, 2025, 8:00 a.m.

A167/Zoom

Voting Members

Mark Herman, Chair
Karen Ganzlin, Vice-Chair
Daniel Adams
Shelley Alexander
Jon Cornish*
Aleem Dhanani
Karan Dutt
Jodi Jenson Labrie*
Barbara Joy
Eva Kiefer
Candice Li*
Steven Major
Ed McCauley
Duane Monea
William O'Yeung – arrived during Item 8
David Price
Cristina Rai
Ernia Rezaei-Afsah
Siraaj Shah
Arun Sood
Melanee Thomas – left during Item 9a
Cara Wolf*
Gary Zhang
Paul Zonneveld

Management

Sandra Davidson, Provost and Vice-President (Academic)
William Ghali, Vice-President (Research)
Corey Hogan, Vice-President (Communications and Community Engagement)
Ron Kim, Vice-President (Finance) and Chief Financial Officer
Jacqueline Lacasse, General Counsel and Vice-President (People and Culture)
Andrea Morris, Vice-President (Development and Alumni)
Mike Van Hee, Vice-President (Services and Operations)

Guests

Stacey Christensen, Associate Vice-President (Facilities Development) – present for Items 6 & 7
Sarah Louw, Senior Legal Counsel, Legal Services – present for Item 10
Jennifer Quin, Senior Director, Student Services – present for Item 10
Paula Russel, Interim Manager, Sexual and Gender Based Violence Prevention and Support Office – present for Item 10

**Attended virtually*

Secretary

Courtney McVie

Scribe

Rebecca Kenny

Regrets

Mark Blackwell
Jeff Davison *on leave*

Management Support

Kate Hamilton, Associate Vice-President (Strategy and Performance)

Observers

Naomie Bakana, Incoming Students' Union President
Chris Chesham, UCalgary Staff – Outdoor Centre
Lujaina Eldelebshany, Incoming Students' Union Member-at-Large
Michael Platt, University Media Relations
Nathan Ross, Manager, Communications and Government Relations, Students' Union
Irtaza Sohail, Incoming Graduate Students' Association President

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 8:02 a.m. and confirmed quorum.

1. Meeting Opening

Documentation was circulated with the Agenda.

1.1. Approval of the Agenda

Moved/Seconded

That the Agendas for the March 21, 2025 Board of Governors meeting be approved.

Carried

1.2. Traditional Land Acknowledgement

Ermia Rezaei-Afsah provided a Traditional Land Acknowledgement.

1.3. Conflict of Interest Declaration

There were no conflicts declared.

1.4. Remarks of the Chair

The Chair thanked outgoing student Governors, Ermia Rezaei-Afsah, Siraaj Shah, and Saaka Sulemana Saaka, on the occasion of their last meeting and welcomed incoming student representatives as observers. The Chair reminded Governors that the Board and Standing Committee evaluation surveys would be sent out and encouraged members to complete the surveys.

2. Safety Moment – Annual Safety Performance Summary Report

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

Highlights:

- Management presented on the Annual Safety Performance Summary, which includes safety data and trends from 2019 – 2024 highlighting the main safety hazards at the University, including safety around working with mechanical equipment, animals, and laboratories, as well as field work, capital construction, driver safety, and pedestrian safety.
- Management reported that:
 - The University is working to maintain the downward trend in total recordable injury frequency and lost time injury frequency. Management advised on the key controls for these risks, noting that these numbers have been fairly stable during and post-pandemic, even with the increasing population on campus.

- The University is performing well against the benchmarking with other post-secondary institutions in Alberta, and slightly below nationally, noting that there are no safety reporting standards nationally and that the national benchmarking could reflect these differences in reporting categories and requirements.
- The University tracks and monitors near miss incidents and reports serious incidents to Occupational Health and Safety (OHS). It was confirmed that no incidents required reports to OHS over the last two years. The University also tracks non-injury related incidents including property damage, spills, etc.
- There were no questions.

3. Adoption and Receipt of the Open Consent Agenda Items

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

4.1 Approval of the December 13, 2024 Open Session Meeting Minutes

That the Open Session Minutes of the December 13, 2024 Meeting be approved.

Adopted

4.2 Approval of the Revisions to the 2025-2026 Board and Standing Committees Schedule and the 2026-2027 Schedule

That the Board of Governors approve the revisions to the 2025-2026 Board and Board standing committees meeting schedule, and the proposed 2026-2027 Board and Board standing committees meeting schedule, in the forms provided to the Board, and as recommended by the Executive Committee.

Adopted

4.3 Students' Union Quality Money Approved Projects Report

4.4 Standing Committee Chair Reports

- 4.10.1 Audit
- 4.10.2 Environment, Health, Safety & Sustainability
- 4.10.3 Executive
- 4.10.4 Finance and Property
- 4.10.5 Human Resources and Governance
- 4.10.6 Investment

4. Approval of the University of Calgary's 2025-2026 Consolidated and Capital Budgets

Documentation was circulated with the Agenda. Sandra Davidson and Ron Kim presented this item.

Highlights:

- Management provided an overview of the proposed 2025-2026 consolidated and capital budgets, highlighting the budget process, and the legislative requirements for the University including submitting a balanced budget.
- Management explained that:

- The University has received confirmation on its two largest key revenue assumptions, with tuition being approved by the Board at the December 2024 meeting, and the provincial budget being announced, noting that the Operating and Program Support Grant was confirmed to remain at the same funding level as the last few years, with no inflationary increase. It was announced in the provincial budget that there will be a slight increase to the Capital Maintenance and Renewal funding.
- The consolidated and capital budgets were developed using the approved principles, process, and planning parameters, and in alignment with the initiatives and commitments outlined in the institutional strategic plan *Ahead of Tomorrow* (AoT), and noted that a balanced budget is being presented in accordance with legislated requirements.
- The majority of the consolidated revenue increase outlined in the budget is attributed to research funding which is primarily from externally funded sources and intended for specific research purposes and research-related expenses.
- There are still outstanding assumptions as collective agreement bargaining with union groups at the University is ongoing, and that the assumptions in the budget are determined through working with the University experts in this area.
- The materials and supplies line item in the budget includes roughly \$20 million in Information Technology (IT) related expenditures, and this has been identified as an area of importance to multiple stakeholder groups at the University.
- The ongoing and upcoming capital projects including the Veterinary Medicine Learning Commons, the Multidisciplinary Science Hub, and the Taylor Kinesiology Research Building costs are projected in the budget based on currently approved amounts and cost assumptions.
- Management then provided an overview of the potential impacts from the imposed tariffs by the United States of America (USA), noting that it is anticipated the biggest impacts will be to capital construction materials with the possible impact unknown. The University expects there to be little exposure to Ancillary Services, at approximately \$100,000.
- The Chairs of the Budget Committee and the Finance and Property Committee (FPC) provided an overview of the discussions at the Committees including the potential impacts of tariffs imposed by the USA, inflationary and enrolment pressures, and that both Committees provided their recommendation for the approval of the Consolidated and Capital budgets for 2025-2026.
- In response to questions, it was explained that:
 - Management is looking at what materials and supplies can be purchased in advance for the upcoming capital projects to help mitigate the impact of tariffs. It is not anticipated that there will be significant exposure to the Veterinary Medicine project as it is near completion, and the Multidisciplinary Science Hub will not begin construction for a couple of years, but there are greater concerns for the Taylor Kinesiology Research Building as construction is anticipated to begin shortly.
 - The University is working on ways to mitigate the cost escalation from both tariff and inflationary increases.
 - The future impact on the University's research revenue from the USA is being analyzed. Some national programs are being explored to provide funding for institutions to mitigate the effects of tariffs, and ongoing work within the Canadian post-secondary sector is underway to identify the areas that the potential tariffs would do the most harm to focus on for exemption advocacy.
 - Canadian institutions may have an opportunity to work closer with European organizations on research and potential funding opportunities.
 - The University has not seen a change in philanthropic support from donors in the USA to date.

Moved/Seconded

That the Board of Governors approve the University of Calgary's 2025-2026 consolidated and capital budgets as set forth in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried**5. Approval of the Dissolution of University of Calgary in Qatar**

Documentation was circulated with the Agenda. Sandra Davidson presented this item.

Highlights:

- Management reported that after 16 years of operation and following the transition agreement, the State of Qatar has achieved capacity to deliver its own nursing programs, and it is being recommended that the University of Calgary cease operations and dissolve the University of Calgary nursing program in Qatar (UCQ).
- Management noted that:
 - The nursing program was very successful, and that at the last point for renewal the State of Qatar agreed to a transition agreement, with University of Calgary operations to cease as of August 31, 2025, and that the last convocation from the UCQ will be in May of 2025.
 - The University is supporting the transition of faculty and staff who served in Qatar, noting that some wish to return to the University of Calgary or Canada and some wish to stay in the region.
 - The dissolution of the UCQ was discussed at the General Faculties Council (GFC), and the GFC provided their recommendation to the Board for approval.
- In response to questions, it was explained that:
 - The biggest revenue impact from the partnership in the State of Qatar was a management fee received, noting that some of the funds went into strategic initiatives and the remainder went directly into the Faculty of Nursing, noting that there is no funding deficit at this time.
 - The University gained many learnings from the partnership, noting that any future programs launched internationally would be framed differently based on the learnings and to minimize risk to the University of Calgary. It was noted that UCQ created a strong international reputation for the University of Calgary, and that other institutions have reached out for guidance on these types of partnerships, or to partner with the University because of the quality of programming and accreditation.
 - Any future partnerships would align with AoT through research collaboration, international reputation, and community engagement.

Moved/Seconded

That the Board of Governors approve the dissolution of the University of Calgary in Qatar (UCQ), effective August 31, 2025, as presented to the Board, and as recommended by the General Faculties Council.

Carried

6. Approval of the Heritage Medical Research Building Health Sciences Animal Resource Centre Design and Construction Budget

Documentation was circulated with the agenda. Mike Van Hee and Stacy Christensen presented this item.

Highlights:

- Management provided the Board with an overview of the proposal for the renovations of the Heritage Medical Building and Health Sciences Animal Resource Centre, noting that the expansion and improvements being recommended will help the University meet the animal research regulatory requirements. It was noted that the main campus will meet these requirements through the new MDSH and upgrades to current facilities, and that these updates are not duplicative.
- Management noted that the updated lab spaces will support research in genetics, neuroscience, regenerative medicine, and spatial biology, with funding for the project being provided by the Cumming School of Medicine (CSM). Management reported that adjustments were made to the design to reduce costs to remain in budget.
- The Chair of the FPC reported on the discussions at the Committee level, including that these improvements will support compliance to maintain animal research at the University, and that the Committee provided their recommendation.
- In response to a question, it was explained that the University is more likely to receive donor funding for potential outcomes of research versus money to bring the labs or spaces up to regulatory requirements.

Moved/Seconded

That the Board of Governors approve the proposed Heritage Medical Research Building (HMRB) Health Sciences Animal Resource Centre (HSARC) Expansion Project for the completion of design and the implementation of construction, with a total project cost of \$7,326,700 as set out in the documents provided, and as recommended by the Finance and Property Committee.

Carried**7. Approval of the University of Calgary Properties Group and University of Calgary Land Exchange**

Documentation was circulated with the agenda. Mike Van Hee and Stacy Christensen presented this item.

Highlights:

- Management reported that the University of Calgary Properties Group (UCPG) is proposing a land exchange with the University of Calgary to support the best use of land development and to provide cohesive alignment of University District lands, and development opportunities for the University of Calgary that align with the Long Range Development Plan.
- Management explained that:
 - The UCPG manages the University District Trust, which is responsible for the development of University District, and that the University of Calgary is the sole shareholder in the trust.
 - Currently the University retains the lands noted at Site B outlined in the documentation, and are proposing that these lands be swapped with Site A. The exchange will allow for higher density development and allow the University to have a more cohesive main campus with opportunity to expand athletic facilities in the future. This would result in a greater financial return to UCPG of approximately \$20 million, resulting in increased residual payments to the University of Calgary as the sole shareholder.

- It was noted that currently there are two small buildings located on Site B, a chemical materials handling building and a storage building, and that regardless if the lands are exchanged the University would have to relocate these buildings, and that the cost of the demolition and re-build of the materials handling unit would be covered by UCPG in the land exchange.
- It is unlikely that there is any land remediation required on Site B as there is a tray under the materials handling unit to ensure there is no seepage into the ground and the building acts as an exchange facility, with chemicals being picked up and removed every two weeks. The University plans to move this unit to the Physical Plant, and would not rebuild the storage unit as it is no longer needed.
- Should the lands be exchanged, it is the intention of UCPG to build a high-rise condo building and a parkade on Site B, and that should they retain Site A it would be a lower story building.
- The Chair of the FPC reported that the Committee discussed the proposed land exchange in detail, including the economic value the exchange could provide, the size and values of each piece of land undeveloped, and ensuring compliance with provincial guidelines. Following the discussion and consideration of these points the Committee voted in favour of the land exchange.
- In response to questions, it was explained that:
 - The University would not have an Asset Retirement Obligation (ARO) with the lands being transferred as the UCPG is taking the land “as is” and would absorb all liabilities of the land with the transfer. Management advised that the netbook value of the two buildings located in Site B would be close to nil.
 - The University has considered the transfer and believes that the legal considerations, land value, economics of the transfer, and long-term plans for the University’s main campus are all in alignment with moving forward with the land exchange.
 - The University is carefully considering the relocation of the materials handling building to ensure it is not too close to the Child Development Centre and other units that function near the Physical Plant. The original plans for the lands would have required some changes to the Physical Plant which the University does not see being feasible in the near future, and that the proposed swap would eliminate that need.
 - There is a grounds building that is at its end of life on Site A, and the land exchange would provide the University an opportunity to better develop the lands and consolidate these functions to one location at the Physical Plant.
 - The University believes that the land swap will make the University lands more contiguous and create a straight line between the University and University District which will become easier to maintain.
 - Management will look into the purpose of the costing being split into a Phase 1 and Phase 2 for the demolition and development cost for the materials handling building, as the estimated total for the demolition and rebuild is \$6 million.
 - The two plots of land left undeveloped have similar land value, developed is where Site B could provide higher value, noting that the revenue from the developed lands will flow back to the University as sole shareholder of UCPG, and that the University does not currently have the resources to develop these lands.
 - There is a desire to have a timely decision due to the current housing demand, noting that should the decision be postponed there could be delays with receiving building permits, and there may be zoning considerations.
 - The development plan for University District has changed over the years, originally it was intended to be mainly office space, and as demand for office space in Calgary has lowered, the UCPG pivoted to more residential development.

- The University has not received residuals to date, as the trust has taken money from land sales to develop the next plots of land for sale, or paid down debt, and it is anticipated that the University will begin to receive residuals in a couple of years. This is one of the few ways the University can receive revenue beyond the operating grant, and that there was a Board resolution prior to the development starting that allocated these funds to strategic priorities and that they would not flow into the University's operating budget.
- Should the Board approve the land exchange, this would be brought forward for Ministerial support.
- The Board discussed the proposal, and concerns were raised around the estimated value of return to the University, the values of the lands being of equal value, and the fragmentation of the land of Site A. Management explained that the University's plans around the land development have changed since the lands were originally divided into the trust, noting that the University has no planned use for Site B, but do have potential long term development plans for Site A around athletic facilities.
- The Board suggested that financial analysis be included in proposals going forward to show both entities combined in a lump sum view to clarify what the cash flows back to the University versus UCPG.

Moved/Seconded

That the Board of Governors, as set out in the documents provided and as recommended by the Finance and Property Committee, approve the following resolution:

WHEREAS The Governors of the University of Calgary, in order to facilitate the development of University District, considers it advisable to allow for the exchange of a portion of land between the University of Calgary and University of Calgary Properties Group.

IT IS HEREBY RESOLVED:

THAT, The Governors of the University of Calgary:

1. (a) allow the University to dispose and dedicate to University of Calgary Properties Group, up to 1.64 hectares (4.05 acres) more or less of the University of Calgary's main campus lands legally describe as parts of:
 - I. Block 1, Lot 2, Plan 1512578
 (b) in exchange for University District lands, up to 1.64 hectares (4.05 acres) legally described as parts of:
 - I. Block U, Plan 859JK
2. authorize the President and Vice-Chancellor and the Vice-President (Finance) on behalf of the Board of Governors to negotiate, execute and deliver amendments to the lease agreement between The Governors of the University of Calgary and University of Calgary Properties Group, in accordance with the material terms herein and all other documents deemed necessary to give effect to the foregoing resolution.

Carried

Barbara Joy opposed.

Candice Li abstained.

8. Approval of the Revisions to the Sexual and Gender Based Violence Policy Updates

Documentation was circulated with the agenda. Jacqueline Lacasse, Sarah Louw, Jennifer Quin, and Paula Russel presented this item.

Highlights:

- The presenters provided the Board with an overview of the proposed revisions to the Sexual and Gender Based Violence (SGBV) Policy, noting that the initial policy was approved in 2017, and that the consultation period which commenced in Fall 2024 for the policy revisions had concluded.
- The presenters highlighted that:
 - The proposed revisions consider feedback received through the consultation process with both internal and external communities, legal and legislative compliance considerations, and reflect changes from the federal government around developing a national framework to address and prevent gender-based violence at post-secondary institutions. The revisions also consider learnings from those who have worked with the policy since it came into effect.
 - The review of the policy is part of the University's policy review cycle and that the changes clarify complainant rights and supports and confidentiality for disclosures. The changes also highlight supports for anyone who has been impacted by SGBV and training opportunities available.
 - Concerns around students facing SGBV in a work-integrated learning environment have been raised and work is ongoing with campus partners on ways to support these students, and operating procedures for engagement with third parties are being considered.
- The Chair of the Human Resources and Governance Committee provided an overview of the Committee's discussion, including the robust consultation process, changes that were made following suggestions, and the need to ensure a communication plan regarding the revisions, and that the Committee provided their recommendation.
- In response to questions, it was explained that:
 - Individuals who receive a disclosure from someone who has experienced SGBV are not required to report the disclosure to PDRI, and are encouraged to allow the person who experienced the violence to decide how they want to move forward. Individuals who receive disclosures are encouraged to advise of supports available through the SGBV Prevention Support Office.
 - Any information brought forward during an informal process remains confidential and is not brought forward through a formal investigation.
 - Student Legal Assistance can be involved in the process depending on their availability and this has to be initiated by the individual reporting or responding.
 - The University has standard IP tracking of webpage visits, and does not attribute visits to individuals due to the Freedom of Information and Protection of Privacy (FOIP) rules and parameters public-sector bodies must follow when collecting, using or disclosing personal information.

Moved/Seconded

That the Board of Governors approve the revisions to the Sexual and Gender-Based Violence Policy, effective July 1, 2025, as set out in the document provided to the Board and as recommended by the General Faculties Council (GFC) Executive Committee, the Human Resources and Governance Committee (HRGC), and the General Faculties Council (GFC).

Carried

9. Report from the President

Ed McCauley presented this item.

Highlights:

- The President reported on recent activities and achievements since his last report, highlighting:
 - The wrap-up of the University's United Way campaign, noting that the University raised \$324,076.00 through University faculty, staff, alumni, and community with 2,132 donors.
 - The President's Town Hall event where the Executive Leadership Team discussed AoT and answered questions from the University community.
 - Recent successes in the funding and grants for University research, with two significant grants of \$31 million through Canadian Institutes of Health Research (CIHR), and \$13.4 million for Carbon Dioxide Removal (CDR) technologies. The Post-Doctoral Slam event to distill complex research into a compelling one-slide three three-minute presentation. The University's ongoing work and momentum to bring UCalgary to the world stage in quantum and Calgary as a Quantum City, noting that 2025 is the international year of quantum.
 - The Teaching Awards event with 19 recipients awarded and 15 teaching awards in Indigenous ways of knowing.
 - Dinos events and successes, including the Crowchild Classic, where the University of Calgary hockey teams play against Mount Royal University at the Saddledome, noting that UCalgary won both the men's and women's games, and the men's basketball team reaching the finals of the National Championships and coming in second place.
 - Upcoming events including the Lecture of a Lifetime and Creating Tomorrow.

10. Reports from Board Members

Documentation was circulated in-package for this item.

- 10.1. Chancellor & Senate
- 10.2. Alumni Association
- 10.3. The General Faculties Council
- 10.4. The University of Calgary Faculty Association
- 10.5. Alberta Union of Provincial Employees
- 10.6. Students' Union

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 10:13 a.m.

Courtney McVie
University Secretary