



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

October 20, 2017, 8:00 a.m.

Governors Boardroom A167

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**Members**

Gord Ritchie, Chair  
Rob Allen  
Elizabeth Cannon  
Branden Cave  
David Cramb  
Beverley Foy  
Kris Frederickson  
Mark Herman  
Alison Love  
Allan Lyons\*  
Mary Ellen Neilson  
Margaret Patterson  
Firoz Talakshi  
Robert Thompson  
Jill Wyatt

**Regrets**

Steve Allan  
Bart Becker, Vice-President (Facilities)  
Ed McCauley, Vice-President, (Research)  
Lawna Hurl  
Britney Paris  
Samantha Sirianni  
Robert Thirsk

**Management**

Linda Dalgetty, Vice-President (Finance and Services)  
Karen Jackson, General Counsel  
Diane Kenyon, Vice-President (University Relations)  
Dru Marshall, Provost and Vice-President (Academic)  
Nuvyn Peters, Vice-President (Development and Alumni Engagement)

\* *by telephone*

**Guests**

Susan Barker, Vice-Provost (Student Experience) – present for Items 11 and 12  
Reg Crowshoe, Elder Advisory Committee – present for Item 6  
Shawna Cunningham, Director, Indigenous Strategy – present for Item 6  
Boris Dragicevic, Associate Vice-President Facilities Development – present for Item 8  
Evelyn Goodstriker, Elder Advisory Committee – present for Item 6  
Joanne Perdue, Chief Sustainability Officer – present for Item 10  
Jackie Sieppert, Dean, Faculty of Social Work – present for Item 6  
Angelique Saweczko, Registrar – present for Item 12

**Observers**

Scott Donaldson, Senior Director, Strategic Communications  
Tina Shaygan, Editor, The Gauntlet  
Timothy Harlick, Board Governance Coordinator  
Whitney Hunter, External Communications Specialist, Students' Union  
Philippe Reicher, Associate Vice President, Strategic Communications  
Drew Scherban, Manager, Media Relations

**Secretary**

Susan Belcher

**Scribe**

Miranda Dallalba, Board Governance Coordinator

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The Chair called the meeting to order at 8:09 a.m. and confirmed quorum.

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

That the Agendas for the October 20, 2017 Board of Governors meeting be approved.

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

No conflicts were declared.

**3. Chair's Remarks**

The Chair thanked Board members for attending various University events and the Board orientation and retreat, and talked about the University's United Way Campaign. The Chair thanked retiring board member Alison Love for her contributions and welcomed Mark Herman, Alumni Association representative and Mary Ellen Neilson, Senate Representative to the Board.

**4. Safety Moment**

David Cramb presented on flu prevention.

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

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

**5.1 June 23, 2017 Open Session Minutes**

That the Minutes of the Open Session of the Board of Governors meeting held on June 23, 2017 be approved.

**Adopted****5.2 Approval of a Naming – Petro Canada Rebranding**

That the Board of Governors approve the renaming of the *Petro-Canada Building* to the *Suncor Building* for the 85 years remaining of the 99 year term of the original naming approved by the Board of Governors in 2003.

**Adopted**

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

- 5.3 2017-2018 Standing Committee Work Plans
- 5.4 President's 2017-18 Performance Plan
- 5.5 Quarterly Capital Project Status Report (1st Quarter)
- 5.6 Summer Construction Update
- 5.7 Guiding Principles, Process and Assumptions for the University Annual Consolidated and Capital Budgets
- 5.8 Standing Committee Chair Reports
  - Audit
  - Executive
  - Human Resources and Governance

## 6. Approval of the Indigenous Strategy

Documentation for this item was circulated with the Agenda. Dru Marshall, Evelyn Goodstriker, Reg Crowshoe, Jackie Siepert and Shawna Cunningham presented this item.

Highlights:

- Management provided an overview of the parallel process followed in the development of the Indigenous Strategy over the past 18 months, reporting that the process included the development of two terms of reference, an indigenous ceremony, 2,200 points of engagement, extensive data analysis and the development of both a conceptual model and a cultural model
- Management then presented the four phases of the process, the emerging themes and the 27 recommendations, highlighting:
  - The four phases of the journey include: The Collective Purpose, Clearing the Path and Gathering Information, Bringing Stories Together and Empowering the Spirit of Indigenization
  - Emerging themes included cultural competence, visibility and inclusion of Indigenous people, inclusion of Indigenous perspective in teaching, learning and research, increase in Indigenous learner participation and success, marginalization of indigenous students and partnerships with First Nations communities
  - The conceptual model, which is western based, and the cultural model, which represents the oral culture of Indigenous peoples through the use of symbols, are identical
  - The recommendations highlight the integration of cultural concepts and moving forward in parallel to create a culturally competent and engaged teaching and learning environment for the whole campus community
- A presentation on the meaning and significance of the symbols outlined in the cultural model was provided and it was noted that the symbols were transferred to the University by Elder Reg Crowshoe
- The Board discussed the parallel process that was used, the idea of journey and the thoughtfulness that has gone into a long term approach to renewal and transformation

- The Board discussed the impact of the strategy on the culture of the University, as it relates to creating a rich and culturally competent campus, and also as it relates to various faculties and the unique opportunities for incorporating the strategy into their teaching and learning practices and the impact of this learning for students
- The Board then discussed the implementation of the recommendations, particularly in regard to the long term nature of the process. It was reported that identifying appropriate metrics and defining how success will be measured are important, but that the real success will be when the indigenous community say it is a success.
- Management then reported that initial implementation steps include hiring four new Director positions, which are already underway, and a formal launch of the strategy

**Moved/Seconded**

That the Board of Governors approve the Indigenous Strategy in the form provided to the Board, and as recommended by the Executive Committee.

**Carried****7. Approval of the Mandate and Roles Document Update**

Documentation for this item was circulated with the Agenda. Susan Belcher presented this item.

Highlights:

- Management reported that the Mandate and Roles document is legislated under the Alberta Public Agencies Governance Act and is posted on the Public Agency Secretariat website to assist the public in understanding the mandate and the University's connection to government
- The document is required to be reviewed within three years of signing and if necessary, updated. It was reported that only non-substantive changes are being recommended and that otherwise the information in the document remains current.
- Management reported that, once approved, the document will be submitted to government for their review and, given the required timing, the Board is being asked to authorize the Board Chair and University Secretary to make changes to the document that are requested by the Ministry of Advanced Education.
- If substantive changes are required by the government, an extension will be requested so that the document may be brought back to the Board for approval

**Moved/Seconded**

That the Board of Governors (Board) approve The Governors of the University of Calgary Mandate and Roles Document, in the form provided to the Board and on the recommendation of the Human Resources and Governance Committee, and authorize the Board Chair and University Secretary to make changes to the document that are requested by the Ministry of Advanced Education.

**Carried**

### **8. Approval of the MacKimmie Complex and Professional Faculties Building Redevelopment – Revision to the Planning and Design Stage Scope and Budget**

Documentation for this item was circulated with the Agenda. Boris Dragicevic presented this item.

Highlights:

- Management reported that work for the Planning and Design stage is moving along faster than anticipated and the initial \$14.2 million of funds for initial work in this stage will be depleted by the end of 2017
- Management reported that the government has committed to an additional \$268.8 million of funding for this project over three years, commencing in 2018/19 and without additional funding now, the project will be put on hold until the new grant funding is received in or about April 2018. The additional \$4.2 million being requested will allow construction to continue until the initial government funding is received.
- In response to a question, it was reported that the work is primarily demolition and abatement work inside the building with no additional impact on students
- In response to a question, it was reported that the risk that government will not follow through with the additional funding is very low

#### **Moved/Seconded**

That the Board of Governors approve the additional scope of work and an increase of \$4,200,000 to the planning and design stage budget for the MacKimmie Complex and Professional Faculties Building Redevelopment project, for a revised total cost of \$21,400,000, as presented to the Board.

**Carried**

### **9. Report from the President**

Documentation for this item was circulated with the Agenda. Elizabeth Cannon presented this item.

The President reported on her activities from June 23 to October 19, 2017 and provided an update on the University's priorities. The President also noted several student and staff achievements within the reporting time frame.

### **10. Institutional Sustainability Strategy 2016-2017 Year End Progress Report**

Documentation for this item was circulated with the Agenda. Joanne Perdue presented this item.

Highlights:

- Management reported on the progress made towards the goals of the Institutional Sustainability Strategy for the 2016/17 year within the areas of education and research and engagement and operations, which includes:
  - The formal launch of a new Certificate in Sustainability Studies program
  - The University was awarded full points in the research category, within the academic

- category of the 2016 Sustainability Tracking Assessment and Rating System (STARS)
- The University received a STARS Gold rating, placing the University second among its U15 peers and 11<sup>th</sup> in North America
- The University co-led, with Princeton University, the creation of “Campus as a Lab” for sustainability, to share best practices on learning/living laboratories programs for universities
- The Board discussed the achievements and how the University will share it’s successes with the broader community. It was reported that a communication strategy is currently being developed, and that there has been some specific outreach to communicate with government.

### **11. Student Experience Update**

Dru Marshall and Susan Barker presented this item.

Highlights:

- Management provided an update on initiatives that have contributed to improving student experience at the University, with a focus on the key drivers; teaching quality, spaces and places, experiential learning, and services and supports. It was noted that, based on information collected from student surveys, there has been an improvement in the overall student experience.
- Management reported that some of the key drivers influencing whether students would return to the University include teaching quality, reputation, positive and practical experiences and convenience, and it was noted that cost effectiveness is also becoming a key consideration
- Management then reported that student experience continues to be a major priority for the University and highlighted some of the new and upcoming initiatives including; the mental health strategy, mobile check-in for enrolment services, better counselling services and expanded undergraduate research opportunities
- The Board discussed the themes emerging from the survey results, upcoming initiatives and the resources and supports that will be required for these and how the Board can contribute to ensuring the initiatives are successful
- The Board then discussed how successes in student experiences are being captured and utilized in promotion, recruitment and brand development for the University

### **12. Enrollment Report**

Documentation for this item was circulated with the Agenda. Dru Marshall, Angelique Saweczko and Susan Barker presented this item.

Highlights:

- Management presented the Fall 2017 enrolment report and noted that the University has the highest enrolment this year in the history of the University
- It was reported that overall, there was a 2% increase over the enrolment target, a 10% increase in indigenous student enrollment and a 9% increase in international students

- Management reported that it is working with the government on binary reporting, and that the University will incorporate the agreed upon binary reporting into the University's reporting
- In response to questions, it was reported that:
  - The University is seeing many international students enrolling in a Bachelor of Arts program, where many universities are seeing a decrease
  - Tracking the number of students who are returning to university due to the economic environment is difficult, however the numbers indicate an increase in mature student enrolment
  - The University has a dedicated Indigenous recruiter, which Management believes has contributed to the increase in indigenous students on campus. Also, the government has provided significant funding for indigenous students to help with their basic needs, and this has also helped with retention of indigenous students.

### **13. Board Member Reports**

Documentation for this item was circulated with the agenda. There were no questions.

### **14. Other Business in the Open Session**

There was no other business.

### **15. Motion to Adjourn the Open Session and Move into the Closed Session**

<b>Moved/Seconded</b>
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That the Board of Governors adjourn the Open Session and move into the Closed Session.
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<b>Carried</b>
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The Open Session was adjourned at 11:00 a.m.

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Susan Belcher  
University Secretary