



UNIVERSITY OF  
CALGARY

**BOARD OF GOVERNORS**  
**SPECIAL OPEN MEETING**  
Approved Minutes

January 10, 2020, 9:00 a.m.

Governors Boardroom A167

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**Members**

Geeta Sankappanavar, Chair  
Ananya Ayachit  
Joule Bergerson  
Tavis Campbell  
Heather Christie-Burns  
Cody Church  
Beverley Foy  
Nancy Foster  
Kris Frederickson  
Mark Herman  
Lawna Hurl  
Pam Krause  
Fauzia Lalani  
Allan Lyons  
Mohammad Mansouri  
Ed McCauley  
Mary Ellen Neilson  
Jessica Revington  
Helen Sunderland  
Elaine Wong  
Deborah Yedlin

**Management**

Bart Becker, Vice-President (Facilities)  
Andre Buret, Interim Vice-President, (Research)  
Linda Dalgetty, Vice-President (Finance and  
Services)  
Karen Jackson, General Counsel  
Dru Marshall, Provost and Vice-President  
(Academic)  
Nuvyn Peters, Vice-President (Advancement)

**Secretary**

Susan Belcher

**Scribe**

Rebecca Kenny

**Observers**

Sun Chan, Graduate Students' Association  
Jiraluck Chuenglertsiri  
Georgia East, Students' Union  
Lucie Edwardson, Reporter, CBC  
Frank Finley, Students' Union  
Alisha Gordon, Vice-President Student Life, Students' Union  
Basem Halawa, Vice-President Student Life, Graduate  
Students' Association  
Santanna Hernandez, Students' Union  
Amanda Lane, Graduate Students' Association  
Cong Luo, Student  
Chad Magie, Students' Union  
Omer Mansoor, Vice-President Operations and  
Finance, Students' Union  
Jyoti Myers, Governance Coordinator  
Marcus Plottel, External Communications Specialist, Students'  
Union  
Philippe Reicher, Associate Vice-President Strategic  
Communications  
Juan Sanchez, Students' Union  
Jonah Secreti, University of Calgary Senator  
Cat Weiner, Graduate Students' Association  
Vincent Yong, Graduate Students' Association

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The Chair called the meeting to order at 9:06 a.m. and confirmed quorum.

## 1. Approval of the Agenda

### **Moved/Seconded**

That the Agenda for the January 10, 2020 Special Board of Governors meeting be approved.

**Carried**

## 2. Conflict of Interest Declaration

There were no conflicts declared.

## 3. Chair's Remarks

The Chair expressed condolences following the tragic crash of flight PS752.

The Chair welcomed guests to the meeting and thanked Board members for their engagement and commitment during these challenging economic times, and acknowledged the difficult dual roles of some Board members, particularly the student members.

## 4. Approval of Tuition and Fees for 2020-2021

Documentation for this item was circulated with the Agenda. Dru Marshall, Jessica Revington and Mohammad Mansouri presented this item.

### 4a. Existing Programs

Highlights:

- Management provided an overview of the proposed increases to tuition and fees for 2020-2021 for both continuing and new students, reporting that a mandated tuition freeze has been in place since 2014-2015
- Management advised that in the provincial budget announcement in October, the University received a 6.9% in-year budget cut, and the tuition freeze was lifted for the next three years to allow institutions to increase tuition by up to 7%, with no program increasing by more than 10%. Non-instructional fees are not included in this allowance and these fees are charged on a cost recovery basis.
- Management explained that:
  - The comparator information provided for U15 institutions demonstrates that the University of Calgary is currently well below the national median for tuition rates
  - The proposed tuition and fees increases for continuing and new students are intended to move the University closer to the national median. A 10% increase is being proposed for programs that are significantly below the national median and, even with the increase, some of these programs will not reach the national median. The proposed increase is lower for continuing students in acknowledgement of the financial planning they have done for their post-secondary education.
  - Due to the significance of the in-year and anticipated budget cuts, fiscal prudence has to be a shared responsibility of the entire University community. The University is trying to find efficiencies and generate revenue while continuing to prioritize student experience and the success of the University's scholars.

- The University's resource allocation is guided by the *Eyes High* Strategy and the Academic and Research Plans
- A number of consultative meetings have been held with student leaders and Management has been transparent throughout this process about the impact of the budget cuts and the proposed tuition and fees increases
- Concerns have been raised by students regarding predictability, quality of education, mental health and financial aid. Management has committed that there will be no cuts to the University's mental health funding and, in fact, it is anticipated to increase over the coming years, and 15% of the new revenue from tuition and fee increases will be set aside for student aid and bursaries.
- Management then outlined the proposed changes to the fee structure for PhD programs
- Jessica Revington, Students' Union President, then gave a presentation from the perspective of undergraduate students, reporting that undergraduate students:
  - Are advocating for any future tuition and fee increases to align with the Consumer Price Index (CPI) to ensure reasonable and predictable increases
  - Are deeply concerned about the affordability of their education and want the total cost of a student's education to be considered, not just the cost of tuition and fees. Aligning increases to CPI would provide predictability and assist students in planning.
  - Want to ensure that post-secondary remains accessible, that there are clear and tangible benefits to students from the tuition and fee increases, and greater transparency about where the money is being allocated
  - Appreciate Management's commitment to consultation with students, however they feel that there was inadequate time for students to review the full proposal and allow for meaningful consultation themselves, and that a full breakdown of tuition and fees would allow students to properly understand how much more their education will cost them
- Mohammad Mansouri, Graduate Students' Association President, then gave a presentation from the perspective of graduate students, reporting that:
  - The average age of graduate students is 30, many have families and significant debt following the completion of their undergraduate degrees, many have an average income of approximately \$12,000 per year and are concerned about the affordability of a graduate education. Any increase to tuition and fees represents a significant amount of money for these students, given their low annual income.
  - There are significant differences between thesis-based, course-based and PhD graduate students. Students who are completing a thesis-based program are full time students and their research is their job with little opportunity to make income beyond teaching and non-teaching assistantships, supervisor funding and scholarships, which totals around \$18,000.
  - Graduate students directly support the *Eyes High* Strategy through their research and innovation and help bring in \$487 million to the University, and do not directly benefit from this money
  - There are significant concerns around the financial uncertainty, affordability and accessibility of a graduate education when tuition and fee increases are above CPI and that the financial aid available will not be enough. These concerns can negatively impact a graduate student's productivity and research, which could potentially impact the amount of money coming into the University.
  - These increases could also impact the University's ability to attract the most talented graduate students

- The Chair of the Finance and Properties Committee (FPC) then reported that the Committee had an extensive discussion regarding the tuition and fees proposal and recommended the proposal forward for approval by the Board
- In response to questions, it was explained that:
  - There have been no increases in tuition and fees for five years, with inconsistent backfill funding from the government during this time
  - The University's plan was developed based on an anticipated tuition increase equal to CPI for 2020-2021 and a flat or slight increase in government funding. This has changed with the new provincial government who's approach to Post-Secondary Institution funding includes the expectation that the individuals who are receiving an education contribute more.
  - The proposed tuition and fee increases are not intended to create a profit but to cover costs while ensuring a quality education for the University's students
  - No cuts will be made to mental health supports for students and further information on how the mental health supports on campus will be bolstered will be provided once it is available. The University is continuing to advocate that government mental health funding be maintained, not decreased, and efforts are being made to increase awareness on campus of signs and symptoms of students in distress.
  - A review of the minimum level for financial support packages for graduate students will be conducted to ensure it is reasonable and balanced
- The Board discussed:
  - The human impact of this difficult decision
  - The proposal and the information and views brought to the Board by Management, and on behalf of undergraduate and graduate students
  - The concerns raised by students, including the request for visible, clear and tangible benefits to students from the increased revenue and the need for predictable tuition and fees for students to be able to plan for their education

**Moved/Seconded**

That the Board of Governors approve an increase to the 2020-2021 tuition and fees for existing programs as set out in the documents provided to the Board, effective May 1, 2020, and as recommended by the Finance and Property Committee.

**Carried**

Ananya Ayachit, Tavis Campbell, Pam Krause, Mohammad Mansouri and Jessica Revington opposed.

**4b. New Programs**

Highlights:

- Management provided an overview of the process for approving new programs noting that all new programs are approved by the government and that tuition for these programs is approved by the Board

- Management then outlined the proposed tuition and fees, noting that benchmarking of similar programs at other institutions is done to ensure that the proposed tuition and fee rates for the new programs are comparable to these other programs
- In response to questions, it was explained that:
  - The proposed tuition is a set amount for 2020-2021 and is not subject to any increases for this year. Increases for future years would follow the usual process for tuition increases.
  - The requirement for staffing in the faculty or unit is carefully considered when proposing new programs
  - The University is committed to ensuring that new programs are topical, relevant and current
- The FPC Chair then reported on the discussion at the FPC meeting and reported that the Committee recommended the proposal to the Board for approval

**Moved/Seconded**

That the Board of Governors approve the 2020-2021 tuition and fees for new programs, effective May 1, 2020, as presented to the Board, and as recommended by the Finance and Property Committee.

**Carried****5. Approval of Residence Rates for 2020-2021**

Documentation for this item was circulated with the Agenda. Linda Dalgetty, Jessica Revington and Mohammad Mansouri presented this item.

**Highlights:**

- Management provided an overview of the proposed residence rate increase of 2% for 2020-2021. The proposed increase will cover the majority of inflationary cost increases and will allow the University to retain the value and benefits to students and remain competitive with properties close to the University.
- Management highlighted that:
  - The University is required to pay property tax on its residence buildings, which has increased by 6.5%, and any changes to business taxes will also affect the University
  - Business operations of the University are entirely funded by the University and there is no funding from the provincial government for this
  - The Students' Union, the Graduate Students' Association and the Residence Association were consulted on the proposed increase
  - Residence rates vary by the type of room and location on campus and are set based on comparative data
  - The demand for residence rooms has increased except for one location, Varsity Courts family housing. Rental incentives were offered but did not increase the demand for this residence location.

- Jessica Revington, Students' Union President, then gave a presentation from the perspective of undergraduate students, reporting that:
  - Students currently see the value for money of living in residence and want to ensure that this remains with the proposed increase
  - Deferred maintenance on residence buildings is an ongoing concern
  - Students would like to see greater transparency in the process for determining maintenance and capital projects and a breakdown showing the allocation of the rate increase and the value to students from the increase
- Mohammad Mansouri, Graduate Students' Association President, then gave a presentation from the perspective of graduate students, reporting that:
  - Students worked closely with administration regarding their concerns about the residence buildings and the importance of considering the rental market and incentives that are available to students off campus
  - The occupancy rate was less than 70% for Varsity Court, which is lower than the market average, and students are concerned about cost changes and their ability to plan for this
- The FPC Chair then reported on the discussion at the FPC meeting and reported that the Committee recommended the proposal to the Board for approval
- In response to questions, it was explained that:
  - Hotel Alma will be used as a residence building during the Fall and Winter terms and as a hotel during the summer months. A new hotel is opening in University District which will give people an option to stay close to campus.
  - The University is looking at the residence buildings that were built for the Olympics and possible options for dealing with the aging infrastructure, including demolition. The number of rooms lost by removing these buildings will be made up by converting Hotel Alma into a residence building, and costs are being evaluated for all options.

**Moved/Seconded**

That the Board of Governors approve the 2020-2021 Residence rates, effective May 1, 2020, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

**Carried**

Mohammad Mansouri opposed.

**6. Approval of Meal Plan Rates for 2020-2021**

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

Highlights:

- Management provided an overview of the proposed meal plan rate increase for 2020-2021 and advised that the increase is being proposed to meet increases in operating costs, including food, labour and transportation

- Management reported that:
  - In 2017-2018, meal plans became mandatory for some residence students based on their residence and the options of All You Care to Eat, 7-Day Unlimited, 5-Day Unlimited, 250 Entries or 120 Entries were introduced
  - There has been a 20% increase in meal plan sales since moving to this model
  - The additional food funds offered with the 5-Day Unlimited and 7-Day Unlimited plans will be decreased to align with averages seen across Canada. These credits have been subsidized by Ancillary Services for the last two years.
- Jessica Revington, Students' Union President, then gave a presentation from the perspective of undergraduate students, reporting that:
  - Although there is an upward trend in student satisfaction, 47.5% of students were dissatisfied to some degree with the meal plans
  - Students have raised some significant concerns and want to ensure that they are happy with the food they are being served when they are required to purchase the plan
  - The decrease in the food funds will limit students ability to eat from alternative vendors
- In response to questions, it was explained that:
  - The cost savings identified in the documents for the 5-Day Unlimited option should read \$89 not \$188
  - The 3% increase is due to an increase in the cost for meat, fruits and vegetables
  - The University conducts a review of its food supplier every 5-10 years, and no more frequently than 5 years, as these companies make significant investments in the facilities on campus when they sign on as a supplier

**Moved/Seconded**

That the Board of Governors approve the 2020-2021 Meal Plan rates, effective August 1, 2020, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

**Carried**

Jessica Revington opposed.

**7. Approval of Parking Rates for 2020-2021**

Documentation for this item was circulated with the Agenda. Linda Dalgetty Jessica Revington and Mohammad Mansouri presented this item.

Highlights:

- Management provided an overview on the proposed increases to parking rates for 2020-2021, noting a 2% increase for student permits and a 10% increase for staff permits with varying increases to hourly and daily parking lots

- Management reported that:
  - Parking and Transportation Services generates revenue for Ancillary Services, and receives no operating or capital budget support from the University
  - Any revenue generated from Parking and Transportation Services is reallocated to other ancillary operations, equipment, site improvements, projects and to the ancillary capital reserve fund
  - As a result of consultation with students, the University will introduce a new exam parking rate in certain parking lots with re-entry privileges during exam periods
  - Parking for Varsity Courts family housing will have a higher increase to align with other parking on campus because these lots were previously overlooked for increases
- Jessica Revington, Students' Union President, reported that students appreciate the new parking rate and re-entry privileges during exam periods
- Mohammad Mansouri, Graduate Students' Association President, reported that students have expressed concerns with the significant increase to Varsity Courts parking lots as students did not anticipate this increase, and have noted that the costs for parking on campus are above average
- In response to a question, it was explained that the parking permit increases for students and staff are different as students generally do not use a parking spot for a full eight hour period, so Management believes the difference in increases is fair and equitable

**Moved/Seconded**

That the Board of Governors approve the 2020-2021 Parking rates, effective April 1, 2020, as set out in the documents provided to the Board, and as recommended by the Finance and Property Committee.

**Carried**

Ananya Ayachit and Jessica Revington opposed.

**8. Other Business**

There was no other business.

**9. Adjournment****Moved/Seconded**

That the Board of Governors adjourn the January 10, 2020 meeting.

**Carried**

The meeting was adjourned at 11:15 a.m.