



BOARD OF GOVERNORS
Approved Minutes - Open Session

October 16, 2020, 8:00 a.m.

By Zoom Platform

Members

Geeta Sankappanavar, Chair
Joule Bergerson
Tavis Campbell
Debby Carreau
Heather Christie-Burns
Cody Church
Frank Finley
Nancy Foster
Beverley Foy
Lara Gaede
Alisha Gordon
Lorinda Hammond
Mark Herman
Pam Krause
Fauzia Lalani
Ed McCauley
Tanille Shandro
Helen Sunderland
Glenn Tibbles
Elaine Wong
Deborah Yedlin

Management

Linda Dalgetty, Vice-President (Finance and Services)
William Ghali, Vice-President (Research)
Karen Jackson, General Counsel
Dru Marshall, Provost and Vice-President (Academic)
Nuvyn Peters, Vice-President (Advancement)

Secretary

Susan Belcher

Scribe

Jaclyn Carter

Staff

Rebecca Kenny, Governance Coordinator, Board
Lead, Secretariat
Tasha Hodzic, Executive Assistant, Secretariat

Guests

Jane Ferrabee, University Architect – present for
Item 7
Cindy Graham, Co-Chair, UCalgary United Way
Campaign – present for Item 12
Saifa Koonar, President & CEO, Alberta Children’s
Hospital Foundation – present for Items 1-9
Joanne Perdue, Associate Vice-President
(Sustainability) – present for Item 8
Penny Pexman, Associate Vice-President (Research)
– present for Item 9

Observers

Susa Benseler, Director, Alberta Children’s Hospital
Research Institute – present for Items 1-9
Marcus Plottel, SU External Communications
Specialist
Curtis Probst, Haskayne Alum and former Arch
Award recipient

The Chair called the meeting to order at 8:12 a.m. and confirmed quorum.

1. Approval of the Agendas

Moved/Seconded

That the Agendas for the October 16, 2020 Board of Governors meeting be approved.

Carried

2. Conflict of Interest Declaration

Deborah Yedlin declared that she is a partner with Longview Communications that has been retained by MaRS and has facilitated meetings between MaRS executives and key members of the Calgary technology community and the University of Calgary, including Innovate Calgary.

3. Chair's Remarks

The Chair welcomed the new Governors to the Board and thanked retiring Governor, Alicia Gordon, for her service on Board on this occasion of her last meeting. The Chair also thanked all continuing Board members and Management for their efforts and commitment during these difficult times.

The Chair then commented on the unprecedented times we are experiencing as a University, a community and as individuals, including a health crisis and a financial crisis, and then commented on the University as a place of optimism and future orientation where ideas are transformed into deep impact in our communities and future leaders are cultivated.

4. Safety Moment

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

Management spoke on the topic of influenza, highlighting the increased risks this year due to COVID-19 and reporting that the University is hosting flu vaccination clinics on campus for the campus community.

5. Approval of the Open Consent Agenda Items

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

5.1 June 19, 2020 Open Session Meeting Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on June 19, 2020 be approved.

Adopted

5.2 June 26, 2020 Special Meeting Minutes

That the Minutes of the Special Meeting of the Board of Governors held on June 26, 2020 be approved.

Adopted

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

5.3 2020-2021 Standing Committee Work Plans

5.4 Standing Committee Chair Reports:

- Audit
- Environment, Health, Safety and Sustainability
- Executive Committee
- Finance and Property

- Human Resources and Governance
- Investment

6. Budget Process, Principles, Planning Parameters and Levers of Control for the University Annual Consolidated and Capital Budgets

Documentation for this item was circulated with the Agenda. Ed McCauley, Dru Marshall and Linda Dalgetty presented this item.

Highlights:

- Management confirmed that they anticipate following the normal annual process for the development of the University's budgets this year and that, with the approval of the process, principles, planning parameters and levers of control by the Finance and Property Committee (FPC), the process is underway for the 2021-2022 budgets
- Management spoke to the uncertainties in the environment that may impact the budget process and the budgets, including: an uncertain provincial budget, COVID-19, the results of the Post-Secondary Institution (PSI) system review, reduced government funding and the introduction of performance based budgeting, and changes as part of the Growth Through Focus (GTF) vision
- Management gave an overview of the steps and timing of the typical budget development process and spoke to the changes that may result from the environmental uncertainties and the finalization and implementation of GTF or parts of it
- Management then outlined the budget principles, planning parameters and levers of control and how they are used to guide the development of the budgets, and spoke to the strategic reallocation of, and cuts to University unit's budgets, possible tuition increases, and salary uncertainty as a result of on-going collective bargaining
- The Chairs of the Budget Committee and the Finance and Property Committee spoke about the discussions at each of their Committees before the Committees recommended and approved the process, principles, planning parameters and levers of control, respectively
- In response to a question, Management confirmed that it is unusual for the University to know its provincial funding cut at this stage; however, the government is aiming to provide some certainty in a timely manner this year. It was noted that the provincial budget is generally known before the University approves its budgets, however, where the provincial budget announcement is delayed, the University will approve its budgets and make needed adjustments based on the final provincial budget, with any material changes being brought back to the Board for further approval. Generally, the required adjustments are non-material.

7. Main Campus Landscape Plan

Documentation for this item was circulated with the Agenda. Dru Marshall, Linda Dalgetty and Jane Ferrabee presented this item.

Highlights:

- The Presenters explained that the Main Campus Landscape Plan (MCLP) is a document that guides future landscape development on University campuses, with a focus on main campus, and noted the extensive consultation that was carried out, including with the Indigenous community
- The Presenters then gave an overview of the MCLP, describing:

- the five principles that guided the development of the MCL and the inclusion of the Indigenous perspective, noting that the MCLP includes both the settler's perspective and the Indigenous perspective, walking parallel paths
- how the MCLP works in conjunction with a number of the University's plans and strategies, including the Indigenous Strategy, Institutional Sustainability Strategy, Mental Health Strategy, and the W.A. Ranches Long Range Development Plan
- the focus on tightening up and urbanizing the campus, supporting sightlines and pathways between faculties and quads as well as formal and informal spaces, and the plans for ceremonial sites and being a campus that supports all rituals
- In response to questions, the Presenters reported that:
 - Trade-offs, such as the inclusion of formal and informal experiential learning opportunities were guided by the priorities of each of the University's Strategies and the Academic and Research Plans
 - Campus lighting is addressed in the MCLP and is considered as part of any new capital project on campus, along with considerations such as pathways, curbs and tree inventory to ensure safe movement on campus. Management committed to review the Facilities budget in respect of updating lighting on an annual basis.
- The Board discussed the MCLP, commending the Presenters on the document and acknowledging the work of a team of people over a significant period of time

8. 2020 Institutional Sustainability Report

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

Highlights:

- The Presenters introduced the Institutional Sustainability Report (ISR) that reports on the goals of the Institutional Sustainability Strategy (ISS) and gave an overview of the progress under the ISS
- The Presenters explained that all the ISS outcomes are tied to the 17 Sustainable Development Goals (SDGs) established by the United Nations (UN) and that this year's report is structured around the UN SDGs, which provides a helpful frame for sharing the University's stories and creates a stronger line of sight between the work of the University and public and private sectors and NGOs that are all working to advance the UN SDGs
- The Presenter then reported that the ISR will be published in October and provided an overview of the reporting website and explained the two frameworks that assess sustainability:
 - the Times Higher Education (THE) University Impact Ranking (UIR) where the University was ranked 29 out of nearly 800 global institutions for its progress in advancing the UN SDGs
 - The Sustainability Tracking, Assessment & Rating System (STARS) that assesses sustainability progress across institutions and is used primarily in North America. This August, the University was ranked 2nd in Canada and among the top 10 doctoral institutions in North America under this framework.
- The Presenter also noted that the University was listed among the Princeton Review Green College Honor Roll, which recognizes the top 30 universities out of nearly 700, and noted that the University is the only U15 school and only one of three Canadian universities listed

- In response to a question about the possibility of independent verification of the results, the Presenter explained that an external review panel, made up of Canadian and international experts, will be brought in to assess the ISS and the results when the ISS is up for renewal next year and noted the continuous positive feedback received from external experts and the community on the sustainability work at the University
- The Board discussed the ISR and congratulated the team on their tremendous success, noting the importance and value of this work in the present and for the future, how it ties into a transdisciplinary approach to research, learning and innovation, how it is important in Alberta in particular given the sometimes negative view of Alberta from an environmental standpoint, and how it ties into other facets of the University, such as development and research
- A Board member commented on how she is tying her research and teaching to sustainability and discussed whether the ISR could be used to describe activities and courses which demonstrate attention to SDGs, and the Presenter described the work that is already being done to bring attention to this

9. Child Health and Wellness Strategic Research Theme

Documentation for this item was circulated with the Agenda. William Ghali, Penny Pexman and Saifa Koonar presented this item.

Highlights:

- The Board Chair introduced Saifa Koonar, CEO of the Alberta Children’s Hospital Foundation (ACHF), and noted her contributions to the creation of the Alberta Children’s Hospital Research Institute, the construction of the Alberta Children’s Hospital, the Rotary Flames House, and the new Calgary Centre for Child and Adolescent Mental Health set to open in 2021
- The Presenters introduced the Child Health and Wellness strategic research theme (CHWSRT), explaining that it is a campus-wide initiative that fosters transdisciplinary and interdisciplinary scholarship within the University community and was developed over several years by strong internationally-recognized scientists and passionate advocates for children and families at the University and the Alberta Children’s Hospital Research Institute. It was explained that each campus-wide strategy receives an investment of \$1 million, meant to be a leveraging and multiplicative investment with the goal of generating external revenue and societal impact from this revenue, and that this has proven to be a successful model with the University’s other overarching research strategies.
- The Presenters described the development of the CHWSRT, including the extensive consultation process and the development of five grand challenges, all of which considered the global burden of disease and each of which was framed by two critical lenses, social determinants of child health and biological determinants of child health, and then highlighted the two cross-cutting elements of the grand challenges; harnessing big data for optimal child outcomes and transforming health care for children and families, within the guiding principle of precision child health
- The Presenters then provided an overview of the ACHF’s partnership with the University, noting that this partnership represents the combined efforts of University and community researchers made possible by tremendous support, including philanthropic support, from the community
- The Board discussed the presentation, thanking the team for their incredibly hard work and expressing appreciation for the metrics and KPIs presented to track outcomes. The Presenters underscored the importance of research impact assessment for all strategies and that the CHWSRT contains actual measures and impacts of child health and wellbeing as opposed to traditional measures of research success such as academic outputs like publications and grant revenue. It was also explained that metrics enable scholars to compete for Canada Research Chairs, innovation funds, and other national

competitions that bring new students and research opportunities to the University.

- The Board then discussed Canada’s ranking in terms of child well-being, commenting that, from a community perspective, the timing and investment in this area is critical, and it was reported that the University has been working closely with the ACHF to mobilize philanthropic resources to support child wellness

10. Board Member Reports

Documentation for this item was circulated with the Agenda.

In response to a question about how the Students’ Union (SU) prioritizes its worthwhile and lengthy list of objectives, the SU President provided an overview of the SU’s planning process and the team responsible for accomplishing the SU’s objectives, and commented that the SU’s progress will be outlined in future reports to the Board.

11. Report from the President

Ed McCauley presented this item.

The President reported on his activities from June to October 2020, noting that the University has done an incredible amount of work since his last update to the Board, and highlighted: the progress on the Growth Through Focus vision; the completion of the Energize campaign, the third largest successfully completed fundraising campaign in Canadian history which raised \$1.41 billion, and the launch of the year of gratitude; significant awards and successes by students and faculty and how University scholars are contributing to national conversations; new University partnerships; and recent University events.

12. University of Calgary United Way Campaign

Cindy Graham provided an overview of this year’s University United Way Campaign, reporting that the goal is \$600K and the campaign runs from October 5 to December 11. She emphasized the importance of the campaign to the University and how it is a strong example of the University’s commitment to the communities it serves and leads, and then explained that Board can have their United Way donations attributed to the University campaign.

13. Other Business in the Open Session

The SU President reported on the by-election for a replacement for Governor Gordon and thanked Ms. Gordon for her service on the Board.

14. Motion to Adjourn the Open Session and Move into the Closed Session

Moved/Seconded

That the Board of Governors adjourn the Open Session and move into the Closed Session.

Carried

The Open Session was adjourned at 9:56 a.m.

Susan Belcher
University Secretary