

BOARD OF GOVERNORS
Approved Minutes - Open Session

March 26, 2021, 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
Lara Gaede
Lorinda Hammond
Mickail Hendi
Mark Herman
Fauzia Lalani – left during Item 12 and returned during Item 14
Ed McCauley
Tanille Shandro
Helen Sunderland
Glenn Tibbles
John Weissenberger
Elaine Wong
Deborah Yedlin – left during Item 9 and returned during Item 12.

Management

Linda Dalgetty, Vice-President (Finance and Services)
Corey Hogan, Interim Vice-President (Advancement) – Communications
Karen Jackson, General Counsel
Dru Marshall, Provost and Vice-President (Academic)
Andrea Morris, Interim Vice-President (Advancement) – Development

Regrets

William Ghali, Vice-President (Research)

Guests

Susan Barker, Vice-Provost (Student Experience) – present for Item 12
Deborah Book, Legal Counsel – present for Item 9
Jacqueline Lambert, Institutional Analyst – present for Item 12
Leslie Reid, Vice-Provost (Teaching and Learning) – present for Item 12

Observers

Kate Hamilton, Executive Director, President's Office
Courtney McVie, Executive Director, Provost's Office
Sean Myers, Media Relations
Dean Parthenis, Senior Manager, Media and Issues Management
Nicole Schmidt, Incoming Students' Union (SU) President

Secretary

Susan Belcher

Scribe

Cherie Tutt

Staff

Tasha Hodzic, Executive Assistant, Secretariat
Jyoti Myers, Governance Coordinator, Secretariat

The Chair called the meeting to order at 8:13 a.m. and confirmed quorum.

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

That the Agendas for the March 26, 2021 Board of Governors meeting be approved.

Carried**2. Conflict of Interest Declaration**

Elaine Wong reported that she is a partner at KPMG LLP, which performed the audit for the Graduate Students' Association Financial Statements, and she would therefore abstain from any discussion of Item 5.3.

John Weissenberger declared that he is an adjunct professor with the University of Alberta and will recuse himself from any items of business that arise for which this would create a conflict of interest.

3. Chair's Remarks

The Chair remarked that, on behalf of the University community, we vehemently affirm all peoples identities and denounce the recent acts of violence and of hatred against the Asian Canadian and global communities and stand in solidarity with all those experiencing acts of prejudice and racism.

The Chair then welcomed the Observers, the Board's newest member, and Management to the meeting and thanked retiring Governors and Management for their contributions to the Board and University.

4. Safety Moment

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

Management spoke about the non-COVID-19 related health and safety impacts of the pandemic, including working alone; working with new chemical disinfectants; new ergonomic hazards resulting from working from home; and COVID-19 distraction, and the processes that are in place to manage these.

5. Approval of the Open Consent Agenda Items

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

5.1 December 11, 2020 Open Session Meeting Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on December 11, 2020 be approved.

Adopted

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

5.2 Standing Committee Chair Reports:

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

5.3 Board Member Reports:

- Report from the Chancellor and Board Member nominated by the Senate
- Report from the Board Members nominated by the Alumni Association
- Report from the Board Member nominated by the University of Calgary Faculty Association
- Report from the Board Member nominated by the General Faculties Council (January, February & March)
- Report from the Board Member nominated by the Alberta Union of Provincial Employees, Local 52
- Report from the Board Member nominated by the Students' Union (SU) (including SU Quality Money Report for 2021-2022)
- Report from the Board Member nominated by the Graduate Students' Association (GSA) (including GSA Audited Financial Statements for 2019 & 2020)

5.4 Student Appeals Office Annual Report

6. Approval of the 2021-2022 Consolidated and Capital Budgets

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

Highlights:

- Management reported on the significant amount of work conducted to develop a balanced budget and noted that, as the Campus Alberta Grant funding is within the planning parameters for the University's budget, no first-quarter adjustments will be needed
- Management provided an overview of the Consolidated Budget, highlighting key variances between the 2020-21 and 2021-22 budgets, including; increases to tuition and fees, research funding sources and budgeting principles, adjustments to salaries and benefits, uncertainties resulting from the pandemic relating to materials and supplies expenditures and the ancillary services budget, and increased funding for scholarships and bursaries and student support services
- Management then provided an overview of the Capital Budget, highlighting that the majority of expenditures are tied to the MacKimmie Complex, Mathison Hall and Interdisciplinary Science and Innovation Centre (ISIC) projects and reported a correction to the Capital Budget resulting from a higher than expected Capital Maintenance and Renewal (CMR) Grant in the February 25, 2021 Alberta Budget. The CMR grant increases the infrastructure budget by \$8.55 million to \$166.2 million and as a result, the proposed Capital Budget is \$222.0 million instead of the \$213.4 million.

- In response to questions, it was reported that:
 - The amortization of capital assets from December 2020 is related to the MacKimmie project
 - The cuts to the Information Technologies (IT) budget are very selective and there will be no direct impact on base operations and services or cyber security
- The Board discussed the calculation of administrative costs per student and it was noted that the University's administrative costs per student are in the bottom quartile across U15 universities
- The Chair of the Finance and Property Committee (FPC) reported on the budget review and discussion at the Committee

Moved/Seconded

That the Board of Governors approve the University of Calgary's 2021-2022 Consolidated Budget totalling \$1,399.0 million and Capital Budget totalling \$222.0 million, as set forth in the documents provided to the Board, and as recommended by the Finance and Property Committee.

Carried**7. Approval of the Campus Recreation Fee Waiver for Spring/Summer 2021**

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

Highlights:

- Management explained the proposal to waive the Campus Recreation fee for students for the Spring/Summer 2021 term, reporting that, due to the unpredictability around the timing for re-opening campus recreation facilities, it is in the best interest of students to continue to waive this fee
- Management emphasized the health and wellness benefits of its facilities and the importance of re-opening these promptly, when permitted to do so
- The Committee acknowledged the ongoing challenges caused by the pandemic and the impacts on students from not being able to use these facilities

Moved/Seconded

That the Board of Governors approve the waiver of the Campus Recreation fee for students registered in the Spring and Summer 2021 terms, as presented to the Board, and as recommended by the Finance and Property Committee.

Carried

8. Approval of the Interdisciplinary Science and Innovation Centre Scope (ISIC) and Budget Reduction

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

Highlights:

- Management reported on the proposed scope change for the ISIC project, highlighting that the change is being proposed in response to current financial challenges and still allows the University to move ahead with the facilities needed to meet the critical accreditation requirements
- In response to questions, it was explained that:
 - The proposed change reduces the number of the academic units that will be housed in the ISIC building, and there is the ability to house these departments in other existing areas on campus that can be repurposed for their specific needs
 - The initial plan for the project included a phased approach and further development may be considered in the future
- The Chair of the FPC commented that the FPC agreed that the changes are appropriate and fiscally responsible at this time while still meeting necessary accreditation requirements

Moved/Seconded

That the Board of Governors approve the reduction of the project scope and a decrease of \$45,000,000 to the budget for the Interdisciplinary Science and Innovation Centre project, for a revised project cost of \$130,000,000, as presented to the Board, and as recommended by the Finance and Property Committee.

Carried

9. Approval of the Revisions to the Sexual Violence Policy

Documentation for this item was circulated with the Agenda. Deborah Book presented this item.

Highlights:

- The proponent provided an overview of the proposed revisions to the Sexual Violence Policy (SVP), highlighting the reflective and linguistic changes made to recognize gender-based violence and to refer to the differential impacts and role of intersectionality in sexual and gender-based violence. It was reported that the SVP is still victim-centric, and that no substantive changes have been made to the processes coincidental to the policy, and that several of the revisions address concerns raised at the June 2020 Board of Governors meeting at which the last set of revisions were approved.
- In response to questions, the proponent explained that:
 - Several consultation sessions occurred with various stakeholder groups, including the student-led bodies to ensure that the concerns raised at last year's meeting were addressed
 - The SVP was not developed to respond to a spike in incidents but was part of a broader movement across Canadian post-secondaries to create stand-alone documents of this nature to acknowledge the impacts of sexual violence and provide better supports
 - There is a three-year review cycle for this policy, however, changes have been made outside of the formal review cycle to reflect best practices in this emerging area
- The Board expressed their support for the linguistic changes, and in particular, the pieces addressing intersectionality, and discussed how the SVP along with the comprehensive supports in place promote campus safety

Moved/Seconded

That the Board of Governors approve the revisions to the Sexual Violence Policy, as set out in the documents provided to the Board, and as recommended by the Human Resources and Governance Committee.

Carried

John Weissenberger opposed.

10. Approval of the 2021-2022 and 2022-2023 Board and Standing Committees Calendars

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

Management reported that approval of the Board Calendar is a biennial task and that the Calendars being presented are similar to the existing schedule except that Board dinners have been reduced to two in each meeting year due to budgetary considerations and the July meetings have been removed as they are no longer needed

Moved/Seconded

That the Board of Governors approve the 2021-2022 and the 2022-2023 Board and Board Standing Committees Calendars, in the forms provided to the Board, and as recommended by the Executive Committee.

Carried**11. Approval of the Board of Governors Bylaws Revisions**

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

Highlights:

- Management reported that the review of the Bylaws occurs on a triennial cycle and that the proposed updates reflect current practices and changes in the environment. In addition, Governor Hendi has proposed a change to encourage future boards to continue to provide electronic access to open meetings post-COVID-19 and to increase transparency with stakeholders.
- In response to questions, it was explained that:
 - The format of the annual Board evaluation is determined by the Human Resources and Governance Committee
 - The change to section 3.1 to refer to ‘additional persons’ appointed to the Board reflects a change made to the Post-Secondary Learning Act. Specific qualifications for the ‘additional persons’ are not included in the legislation and it is uncertain if the University would have input into these appointments.
- The Chair of the Human Resources and Governance Committee commented on the review and discussion at the Committee meeting and noted that she is supportive of the change put forward by Governor Hendi

Moved/Seconded

That the Board of Governors approve the revised Board of Governors Bylaws, in the form provided to the Board, and as recommended by the Human Resources and Governance Committee, with the requested amendment.

Carried

12. National Survey of Student Engagement Update

Documentation for this item was circulated with the Agenda. Dru Marshall, Leslie Reid, Susan Barker and Jacqueline Lambert presented this item.

Highlights:

- The presenters shared that the University is tracking higher than usual enrolment numbers for Fall 2021, which speaks to the University's efforts to attract, engage, and retain students
- The presenters reported that the National Survey of Student Engagement (NSSE) is administered every three years to first-year and final-year year students, and that the University's results are compared to the U15 and Top 5 Canadian institutions. It was explained that the University has put in place a number of strategies to improve the University's NSSE scores, and the University has seen several improvements between the 2017 and 2020 surveys
- The presenters provided an overview of the survey and it was noted the University's scores are similar too or exceed those of its comparator group apart from the scores related to the Campus Environment – Supportive Environment indicator.
- The presenters then reviewed next steps, including dissemination of unit level NSSE data reports, deeper analysis of the data to understand and address areas of concern, and coordination with the Growth Through Focus work.
- In response to questions, the presenters explained that:
 - There is a strong focus on creating a supportive environment at the University and there was some surprise and disappointment at the results in this area. It was reported that further analysis of the data is needed to fully understand the disconnect between the work the University is doing and the survey results.
 - The results relating to the University's health services are above those of comparator institutions, and the issues appear to be more related to campus events and social and political issues
 - Ninety percent of survey responses were submitted before the start of the pandemic, and it is not believed the scores were influenced by this
 - A team has been put together to analyse the answers to the qualitative questions, and comments from final year students relating to 'having information earlier' may be part of the disconnect around the supportive environment indicator. It was also explained that there appears to be a link between positive results and students engaging in experiential learning opportunities.
 - Several questionnaires have been sent out to students throughout the pandemic, to help the University gauge its performance
 - The University has a high NSSE response rate, which results in better representation and decreases the margin of error associated with the survey results
 - The Board receives an annual Student Experience Progress Report
- The Board discussed: the University's health services; demand for counselling services and how they have been offered during the pandemic, in particular to international students; the supports offered by the Student Success Centre; potential benefits of continuing to offer online workshops and courses post-pandemic; the differential impact of each of these metrics for individual students; and the improvement in performance from 2017 to 2020

13. Report from the President

Documentation for this item was circulated with the Agenda. Ed McCauley presented this item.

Highlights:

- The President commented on:
 - The strong NSSE results, and explained that this is in part due to the University's Academic and Research Plans, which drive improvements around the student experience
 - The allocation of 11, more Canada Research Chairs from the federal government, which is a 15% increase, and how the Chairs' presence will enhance teaching and learning, improve student experience, bring in more research funding and drive equity, diversity, and inclusion
- In response to questions the President:
 - Provided an overview of the University's approach to leveraging federal funding and diversifying research revenue by obtaining funding from non-profits and industry
 - Explained that part of the success of the Faculty of Science in the Canada Research Chairs competition may have been tied to an increase in the number of work-integrated learning (WIL) experiences for students, as the Faculty recently introduced an internship program for all undergraduate students. It was noted that the Taylor Institute for Teaching and Learning has played a key role in enhancing WIL across faculties.

14. Other Business in the Open Session

In response to a question regarding outsourcing the management of the University Bookstore to a private company, Management confirmed that alternate ways to run the University Bookstore are being explored, and it was reported that Management values open communication and has thus communicated this to the Bookstore staff and will continue to keep them informed of any developments, but no decisions have been made to date.

15. 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 10:02 a.m.

Susan Belcher
University Secretary