



BOARD OF GOVERNORS
Approved Minutes - Open Session

May 27, 2022 8:00 a.m.

By Zoom Platform

Members

Geeta Sankappanavar, Chair
Cody Church, Vice-Chair
Jay Brown
Joule Bergerson
Tavis Campbell
Nancy Foster
Lara Gaede
Lorinda Hammond
Mark Herman
Ed McCauley
Nicole Schmidt
Tanille Shandro
Helen Sunderland
Glenn Tibbles
John Weissenberger – arrived during Item 6
Elaine Wong
Deborah Yedlin – arrived during Item 6

Management

James Allan, Vice-President (Advancement)
Teri Balsler, Provost and Vice-President (Academic)
William Ghali, Vice-President (Research)
Ron Kim, Vice-President (Finance) and Chief
Financial Officer
Jacqueline Lacasse, General Counsel
Mike Van Hee, Vice-President (Services)

Regrets

Debby Carreau
Heather Christie-Burns

Guests

Boris Dragicevic, Associate Vice-President
(Facilities Development) – present for Item 8
Christine Johns, Director Program Planning and
Innovation – present for Item 7
Andrew Szeto, Director, Campus Mental Health
Strategy– present for Item 12
Renate Weller, Dean, Faculty of Veterinary
Medicine– present for Item 6
Kevin Wiens, Acting Senior Director, Student
Wellness Access and Support– present for Item 12

Observers

Michael Brown
Michelle Crossland
Courtney McVie
Saaka Sulemana Saaka

Interim Secretary

Lise Houle

Scribe

Rebecca Kenny

Staff

Tasha Hodzic, Governance Coordinator
Cherie Tutt, Director, Secretariat and Student
Appeals Office

The Chair called the meeting to order at 8:08 a.m. and confirmed quorum.

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

That the Agendas for the May 27, 2022 Board of Governors meeting be approved.

Carried**2. Conflict of Interest Declaration**

No conflicts were declared.

3. Chair's Remarks

The Chair remarked on the success of the University over the last few years during financial austerity and a global pandemic and noted that during this time the University has helped create an arc to the future, having become the top University in the U15 in start-ups and a top 5 research University in Canada.

4. Safety Moment

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

Management presented on the Normalization of Deviation, noting that this concept creates tolerance around conditions that were once viewed as unsafe such that when something doesn't go wrong, this becomes the new normal. This condition creates an opportunity to bring attention back to appropriate levels of safety standards and Management explained that the University continually works to correct any complacency in this regard and return activities to the initial standard.

5. Adoption and Receipt of the Open Consent Agenda Items

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

5.1 Approval of the March 25, 2022 Open Session Meeting Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on March 25, 2022 be approved.

Adopted

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

5.2 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 for the January and February meetings
- 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 the SU Quality Money Report

- Report from the Board Member nominated by the Graduate Students' Association (GSA)

5.3 International Research Security (New National Guidelines & Provincial Outcomes)

6. Approval of the dissolution of Departments and approval of non-departmentalized structure for the Faculty of Veterinary Medicine

Documentation was circulated with the Agenda. Teri Balsler and Renate Weller presented this item.

Highlights:

- The proponents provided an overview of the proposal to non-departmentalize the Faculty of Veterinary Medicine and the rationale for doing so. The proponent highlighted the plans for restructuring operations with the intention to reduce silos within the faculty and to encourage faculty members to join interest groups.
- President McCauley noted that the proposal was recommended by the General Faculties Council after a good discussion and that Deans from other departmentalized faculties spoke about the constructive work that can be accomplished with a non-departmentalized structure
- In response to questions, it was reported that:
 - There is more risk in not changing the faculty structure; the transition will happen over 3-6 months and will be reviewed in six months to address any issues identified
 - It is anticipated that the non-departmentalization will allow for a less competitive environment around funding as well as an overarching hiring strategy that supports Equity, Diversity and Inclusion, which will be important with faculty expansion and the doubling of student capacity over a three-year period
 - Some support staff members will be reassigned, but no staff will be let go as a result of the restructuring
 - The work currently done by the Department Heads will be done by the two new Associate Deans
 - Students are not expected to be impacted practically by the changes, and there are no specialties identified on the parchment a student receives from Faculty of Veterinary Medicine

Moved/Seconded

That the Board of Governors approve the dissolutions of the Department of Comparative Biology and Experimental Medicine, Department of Ecosystem and Public Health, Department of Production Animal Health and Department of Veterinary Clinical and Diagnostic Sciences and approve a non-departmentalized structure for the Faculty of Veterinary Medicine, effective immediately, as presented to the Board and as recommended by the General Faculties Council.

Carried

7. Approval of the Tuition and Fees for New Programs (Certificate in Chinese Language Teacher Training, Graduate Certificated in Advanced Engineering Practice I and II & Doctor of Nursing)

Documentation was circulated with the Agenda. Teri Balsler presented this item.

Highlights:

- Management provided an overview of the domestic and international tuition rates for new programs in 2022-2023 and the maximum international tuition fees for students commencing their programs in 2022-2023. Management is excited to be proposing these new programs and advised that the proposed tuition and fees were developed based on standards and best practices.
- The Chair of the Finance and Properties Committee (FPC) reported that the FPC had a fulsome discussion around the programs' tuition and fees and how these compare to other Canadian programs and the Committee fully supported the recommendation
- In response to a question, it was explained that Deans are consulted on staffing requirements and the proposed new programs were brought through the Faculty Councils, and it was determined that no additional staff were required for the Certificate in Chinese Language Teacher Training or the Graduate Certificated in Advanced Engineering Practice I and II. Additional Staff were required for the Doctor of Nursing program which has a later start date and will be supported by the program as it is revenue generating. The University continues to look closely at staffing and workload demands.

Motion 1:

Moved/Seconded

That the Board of Governors approve new program domestic and international tuition fees for the following programs effective for 2022-2023: Certificate in Chinese Language Teacher Training, Graduate Certificates in Advanced Engineering Practice I and II, and Doctor of Nursing, as set out in the document provided to the Board, and as recommended by the Finance and Property Committee.

Carried

Motion 2:

Moved/Seconded

That the Board of Governors approve the maximum international tuition fees for students beginning the following programs in 2022-2023: Certificate in Chinese Language Teacher Training, Graduate Certificates in Advanced Engineering Practice I and II, and Doctor of Nursing, as set out in the document provided to the Board, and as recommended by the Finance and Property Committee.

Carried

8. Approval of the University Capital Plan

Documentation was circulated with the Agenda. Mike Van Hee and Boris Dragicevic presented this item.

Highlights:

- Management provided an overview of the 2022 University Capital Plan which is provided to the Government of Alberta to address critical infrastructure required over the next one to three years. This is a forward-looking document that outlines future capital projects and associated funding that will be required for the University to maintain its current physical infrastructure, informs the funding from the

Capital Maintenance and Renewal (CMR) program and aligns with the University's mandate and the academic and research plans.

- Management outlined the University's top five priorities noting that the order of the priorities on the University's Capital Plan is discussed with Deans' Council and the Executive Leadership Team and that the list is developed by considering the age of current facilities, risk, strategic alignment, efficiency and sustainability, financial payback, deferred maintenance liability and alternate funding mechanisms to leverage provincial funding
- The Chair of FPC reported that FPC reviewed the proposed list and discussed quantitative and qualitative components of the priorities and fully supported the recommendation
- In response to questions, it was explained that:
 - The Olympic Oval was moved out of the top 5 priorities as there are more urgent safety and space needs but the University also believes that as this is a community space, there may be opportunities to access provincial or philanthropic funding
 - 3 of the top 5 capital projects are due to a large, deferred maintenance risk and the University is continually working to repurpose existing structures on campus

Moved/Seconded

That the Board of Governors approve the 2022 University Capital Plan, in the form provided to the Board and as recommended by the Finance and Property Committee.

Carried**9. Approval of the Internal Restriction of Net Assets**

Documentation for this item was circulated with the Agenda. Ron Kim presented this item.

Highlights:

- Management reported that they are seeking approval of the March 31, 2022 Internally Restricted Net Asset (IRNA) balance of \$239.2 million to be used for capital initiatives. The Board previously approved IRNA be used to fund capital construction initiatives and this request is to approve the year-end balance. It was explained that IRNA cannot be used towards the operating budget due to how the University's finances are reported.
- The Chair of the Audit Committee (AC) reported that the AC had a robust discussion around the use of IRNA and reviewed a detailed schedule of these funds to support capital initiatives and fully supported the recommendation
- There were no questions

Moved/Seconded

That the Board of Governors approve the internal restriction of \$239.2 million of net assets in support of capital initiatives, as presented to the Board and as recommended by the Audit Committee.

Carried

10. Approval of the Annual Consolidated Financial Statements & Management Discussion & Analysis

Documentation for this item was circulated with the Agenda. Ron Kim presented this item.

Highlights:

- Management provided an overview of the annual Consolidated Financial Statements and Management Discussion and Analysis (MD&A), highlighting that the Consolidated Financial Statements were prepared using the Financial Statements Template approved by the AC and that the MD&A is a companion document. Management reported that there were two specific adjustments that were made during the year end audit process including the reclassification of unrealized gains and contractual obligations.
- The Chair of the AC commented on the discussion by the AC with the Auditor General of Alberta and PricewaterhouseCoopers, who had no concerns, and the AC fully supported the recommendation
- There were no questions

Moved/Seconded

That the Board of Governors approve the Consolidated Financial Statements and the Management Discussion and Analysis of the University of Calgary for the year ended March 31, 2022, in the form provided to the Board, and as recommended by the Audit Committee.

Carried

11. Report from the President

Ed McCauley presented this item.

Highlights:

- The President reported on the successes of the University, including:
 - The return to in-person convocation and the University's focus on ensuring the best student experience possible
 - Successes in research grant proposals, including \$61 million in provincial funding for program expansion which was the highest amount awarded in the province
 - The ongoing work to activate Quantum City in Calgary in early June, being ranked the top University in the U15 in new company creation and the traction gained with the Start Something campaign
 - The work on a new process for long term funding planning
 - Tentative bargaining agreements reached with the Alberta Union of Provincial Employees and the University of Calgary Faculty Association

12. Campus Mental Health Strategy Progress Report

Documentation for this item was circulated with the Agenda. Teri Balsler, Andrew Szeto and Kevin Wiens presented this item.

Highlights:

- The presenters reported that progress under the Campus Mental Health Strategy (CMHS), implemented in 2015, is presented to the Board annually and that the Strategy has six priorities and 28 recommendations, most of which have been actioned

- Management highlighted:
 - That the demand is high for information and supports for mental health and wellness and that the waitlist has decreased due to increased accessibility 7 days a week
 - That the CMHS underwent a formal review in Fall 2021 stakeholder consultation and a report with recommendations was provided to the University CMHS team, who is working to implement these recommendations
 - Some recent initiatives include: training, workshops, the development of online/virtual resources and supports; working to create connection in isolation; and greater supports for indigenous students, faculty and staff
 - The launch of the suicide prevention and harm reduction programs and the start of classroom visits project
 - The work towards renewing the CMHS with input from a student, faculty and staff survey, with the re-launch to take place in 2023
- In response to questions, it was explained that:
 - There are two urgent appointments available every day for students in need of immediate assistance and the University also has close community partners for after-hours outreach to ensure students can be supported at any time
 - Training is offered regularly including a students-in-distress workshop and guide developed to help faculty and staff support students in crisis and provide guidance on next steps

13. Other Business in the Open Session

There was no other business.

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 9:59 a.m.