



BOARD OF GOVERNORS
Approved Minutes - Open Session

June 24, 2022 8:00 a.m.

Governors Boardroom A167 and By Zoom Platform

Members

Cody Church, Chair
Joule Bergerson
Jay Brown
Tavis Campbell
Debby Carreau*
Nancy Foster
Lorinda Hammond
Mark Herman
Ed McCauley
Renzo Pereyra
Saaka Sulemana Saaka
Nicole Schmidt
Helen Sunderland*
Glenn Tibbles*
Elaine Wong
Deborah Yedlin

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

Heather Christie-Burns
Lara Gaede
Geeta Sankappanavar
John Weissenberger

**via Zoom*

Guests

Susan Barker, Vice-Provost (Student Experience) – present
for Item 9
Steve Larter, Associate Vice-President (Research-
Innovation) – present for Item 8
Janaka Ruwanpura, Vice-Provost and Associate Vice-
President Research (International) – present for Item 10
John Wilson, President and CEO, Innovate Calgary –
present for Item 8

Observers

Michael Brown
Michelle Crossland
Kate Hamilton
Daniella Ikurusi

Interim Secretary

Lise Houle

Scribe

Tasha Hodzic

Staff

Rebecca Kenny
Cherie Tutt

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 June 24, 2022 Board of Governors meeting be approved.

Carried**2. Conflict of Interest Declaration**

No conflicts were declared.

3. Chair's Remarks

The Chair welcomed new members to the Board and thanked Management for their hard work this year.

The Chair highlighted the in-person convocation ceremonies that took place at the beginning of June, noting that the University graduated over 5,900 students this year and that approximately 3,800 students walked the stage.

4. Safety Moment

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

Management presented on the impact of situational awareness and complacency. It was reported that the University is working to look for signs of complacency in areas such as lab settings to ensure there is enough oversight to assess whether all hazard controls are being implemented. The University is sharing what leaders can do, reviewing safety incidents and holding each other accountable to make improvements in this area.

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 May 27, 2022 Open Session Meeting Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on May 27, 2022 be approved.

Adopted

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

5.2 Revisions to the Investment Committee Policy Manual, Statement of Investment Principles and Beliefs (SIPB) and the Statement of Investment Policies and Procedures (SIPP)

5.3 Quarterly Capital Projects Status Report (4th Quarter)

5.4 Standing Committee Chair Reports

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

6. Approval of the Governors of the University of Calgary Mandate and Roles Document

Documentation was circulated with the Agenda. Lise Houle presented this item.

Highlights:

- The proponent provided an overview of the proposed Mandate and Roles Document (MRD), noting that this is a templated document provided by Alberta Advanced Education and is a requirement under the Alberta Public Agencies Governance Act (APAGA). The MRD provides a high-level overview of the governance of the University and its connection to the provincial government.
- The proponent reported that Alberta Advanced Education did not have any concerns or questions on the proposed MRD and that the language around the University's mandate will be directly inserted from the approved Investment Management Agreement (IMA) once it is finalized
- In response to a question, it was explained that this MRD is separate from the IMA, and that the University's mandate will be replicated in both the IMA and the MRD

Moved/Seconded

That the Board of Governors approve The Governors of the University of Calgary Mandate and Roles Document (MRD) in the form provided to the Board and as recommended by the Human Resources and Governance Committee, and direct the Chair of the Board to approve any non-substantive changes and execute the final form of MRD.

Carried

7. Report from the President

Ed McCauley presented this item.

Highlights:

- The President reported on the successes of the University, including:
 - The in-person convocation ceremonies that took place in June and thanked the Governors, Chancellor, Registrar and University community for an exciting and successful convocation week
 - The unique opportunity for nearly 200 UCalgary students to hear from President Zelensky from Ukraine virtually, in coordination with other post-secondary institutions across Canada
 - The University has received the highest number of awards to date and supportive faculty and staff were acknowledged for helping the University reach these accomplishments
 - The Quantum City announcement which is a key initiative in moving the University towards the goals outlined in the Framework for Growth

8. University Innovation Ecosystem Report

Documentation was circulated with the Agenda. Bill Ghali, Steve Larter and John Wilson presented this item.

Highlights:

- The presenters provided an overview of the University Innovation Ecosystem (UIE), explaining that the UIE is primarily comprised of the Hunter Hub for Entrepreneurial Thinking, Innovate Calgary, University Innovation Quarter (UIQ) and UCEED and noted that the University is proving itself as “Canada’s entrepreneurial University”
- The presenters reported on:
 - Supporting innovation at the University, getting students involved and focusing on outcome-driven innovation and research which, in turn, attracts high quality students, faculty and staff
 - The work to retain post-doctoral students after they finish their programs at the University through innovation and to remain globally competitive in the innovation space
 - The return on profit to fund further innovation through UIQ, and partnerships and successes developed through research at the University
- In response to questions, it was explained that:
 - The University generated 6,000 innovations globally over the last year and was ranked first in Canada in start-ups
 - The University can pull from metrics beyond patents in areas such as carbon engineering, jobs, economic impact, and climate issues
- The Board suggested that Management try to quantify the impacts of the return on investment shown in the report to better represent the impact year over year, including job creation projections

9. Student Experience Report

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

Highlights:

- The presenters reported that student experience is a key focus for the University and that the University cares greatly about its students and their wellbeing and overall university experience
- The presenters spoke to:
 - Student accessibility, focussing on: access to the University for diverse students, indigenous student admissions, student accessibility services and removing barriers for students with disabilities; access to financial aid; and ways to make the University more inclusive including reviewing Equity, Diversity and Inclusion data to help identify gaps
 - The University’s central and Faculty initiatives and policies that help ensure equitable opportunities for all students, noting that with the increasingly competitive nature of admissions, the University is taking a more holistic approach with its admission processes
- In response to questions, it was explained that:
 - The University has many funding areas for students including emergency bursaries, funds allocated during Covid, relocation costs and emergency funding offered through the Students’ Union and the Graduate Students’ Association

- Students who apply through the diverse qualifications admissions process do so for a number of reasons, for example, interrupted studies through illness, challenging personal situations or a strong employment record and unique life experiences
- The grade inflation in relation to admissions requirements could be a result of diploma exams being removed due to Covid, and the University is monitoring to see if these numbers level out with the return of diploma exams
- Students with mental health accommodations are registered with Student Accessibility Services (SAS) and require medical certification to access these supports. It is a legal requirement that students with documented disabilities be provided accommodations.
- The new Vice-Provost (Student Experience) will look at the next steps on student access to emergency bursary funding, staff training and food resources for students
- Management is looking at demand and capacity for student financial aid funding

10. Global Engagement Plan Progress Report

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

Highlights:

- The presenters provided the Board with an update on the institutional goals of the University's Global Engagement Plan (GEP), which was launched in December 2020, and is building off the successes of the 2013 International Strategy. It was explained that the GEP aligns with the priorities of the Academic and Research Plans to help guide the University's global initiatives, support the Framework for Growth, and develop the University's reputation as a global intellectual hub.
- Management explained that:
 - Currently India, China and Iran are the top three countries where the University's international students come from, but that the University has students from over 160 countries driving diversity in the student population
 - There are a number of ways the University has combatted the restrictions facing international students during the pandemic and were able to bring 190 students from 17 countries to the University during that time
 - Research partnerships, joint publications, exchange programs, study tours, internships, work experience and online collaborative programs are other ways the University is building on its international partnerships
- In response to questions, it was explained that:
 - The University provided a comprehensive report to the provincial government on international research partnerships, which highlighted the importance of these partnerships in becoming a great research University and the due diligence the University completes when entering into any research partnerships
 - The University saw a drop in international enrolments from China as a result of quarantine requirements and visa difficulties from the pandemic but are seeing numbers increase as these requirements ease
 - The University has targeted recruitment approaches differently for different countries and noted that the United States is consistently in the top 5 countries of origin for the University's international students and that there is good potential there

- The University is working to increase the number of post-doctoral students as well as the retention rate of these individuals and expect hiring to increase with travel and visa restrictions being lifted

11. Other Business in the Open Session

There was no other business.

12. 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 9:40 a.m.

Lise Houle

Interim University Secretary