



UNIVERSITY OF
CALGARY

BOARD OF GOVERNORS
Approved Minutes - Open Session

June 23, 2023, 8:00 a.m.

Mathison Hall Viewpoint Circle of Dialogue/Zoom

Members

Mark Herman, Chair
Nancy Foster, Vice-Chair* - left during Item 9
Taimur Akhtar
Joule Bergerson
Mark Blackwell
Jay Brown
Jon Cornish*
Jeff Davison - left during Item 12
Aleem Dhanani
Karen Ganzlin
Hamid Habibi*
Lorinda Hammond
Jodi Jenson Labrie
Shazia Jinnah Morsette
Candice Li*
Ed McCauley
William O'Yeung*
David Price
James Steele
Glenn Tibbles*
Cara Wolf*
Gary Zhang
Paul Zonneveld

Secretary

Courtney McVie

Scribe

Rebecca Kenny

Staff

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

Regrets

John Weissenberger
Elaine Wong

Management

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

Management Support

Kate Hamilton, Associate Vice-President (Strategy & Performance)

Guests

Corey Hogan, Chief Communications Officer and Associate Vice-President (Communications) – present for Item 7
Steven Larter, Associate Vice-President (Research & Innovation) – present for Item 12
Mohammad Keyhani, Associate Professor, Haskayne School of Business – present for Item 7
Adam Pidlisecky, Associate Professor, Geoscience – present for Item 7

Chris Stanley, Manager, Investigations and Strategic Initiatives – present for Item 8
Aritha Van Herk, Professor, English – present for Item 7
John Wilson, President and Chief Executive Officer, Innovate Calgary – present for Item 12

Observers*

Michael Brown, Manager, Communications and Government Relations, Students' Union
Dean Parthenis, Director Media Issues & Outreach, Media Issues
Michael Platt, Senior Communication Specialist, Media Issues
Cristina Rai, Incoming Governor

*via Zoom

Secretary's Note: In accordance with the Board Bylaws Section 9.2, the motion box and "Carried" denotation serves as the entry in the minutes that the Chair of the meeting declared the motion carried.

The Chair called the meeting to order at 8:06 a.m. and confirmed quorum.

1. Approval of the Agendas

Moved/Seconded

That the Agendas for the June 23, 2023 Board of Governors meeting be approved.

Carried

2. Conflict of Interest Declaration

There were no conflicts declared.

3. Territorial Acknowledgement

James Steele provided a Territorial Acknowledgment.

4. Chair's Remarks

The Chair thanked retiring Governors, Hamid Habibi, Lorinda Hammond, and Glenn Tibbles for their contributions to the Board and the University during their terms.

The Chair thanked Governors for attending the spring convocation ceremonies, noting that approximately 4,500 students crossed the stage during these ceremonies.

5. Safety Moment

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

Management presented on thunderstorm safety, noting that the Calgary area is prone to thunderstorms during the summer months and advised on ways to stay safe during these storms including, signing up for weather warnings, being mindful of tree branches that could fall, ensuring downspouts are clear and directed away from the home, adding surge protectors, and staying away from windows, and staying indoors if possible. It was highlighted that University researchers have a partnership with local meteorological organizations focused on advanced monitoring to improve tornado warnings.

6. Adoption and Receipt of the Open Consent Agenda Items

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

6.1 Approval of the May 26, 2023 Open Session Meeting Minutes

That the Minutes of the Open Session of the Board of Governors meeting held on May 26, 2023 be approved.

Adopted

6.2 Approval of the University of Calgary Properties Group (UCPG) Annual Shareholders Resolution

That the Board of Governors, as the sole shareholder of the University of Calgary Properties Group Ltd., approve the annual shareholder's resolutions and the acknowledgement and waiver effective July 31, 2023, in the forms provided to the Board, and authorize the President and Vice-Chancellor to sign the resolutions and the acknowledgement and waiver.

Adopted

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

- 6.3 Revisions to the Research Integrity Policy, and the Procedure for Investigating a Breach of Research Integrity
- 6.4 Retirement of Obsolete Policies and Procedure a) Aboriginal Student Policy b) Analytical Services Policy & Procedure
- 6.5 Annual Revisions of the Statement of Investment Policies and Procedures (SIPP), Statement of Investment Principles and Beliefs (SIPB), and Investment Committee Policy Manual
- 6.6 Standing Committee Chair Reports
 - Audit
 - Environment, Health, Safety & Sustainability
 - Executive
 - Finance and Property
 - Human Resources and Governance
 - Investment

7. Approval of the University of Calgary’s Strategic Plan – ‘Ahead of Tomorrow’

Documentation was circulated with the Agenda. Ed McCauley, Penny Werthner, Kate Hamilton, and Corey Hogan presented this item.

Highlights:

- The proponents provided an overview of the Strategic Plan *Ahead of Tomorrow*, noting the fulsome discussions at the General Faculties Council (GFC) and Board of Governors meetings, and that the GFC approved the proposed Strategic Plan at its June meeting
- The proponents acknowledged a petition, noting that a copy of the petition was provided in the Board materials, and that it was signed by 56 members of the University community, expressing concerns including the emphasis of entrepreneurialism in the proposed Strategic Plan *Ahead of Tomorrow*
- The proponents reported on the:
 - Timeline for the development of the document, the pre-consultation with constituent groups, and the consultation and drafting processes.
 - Level of engagement, as more than 23,000 individuals participated in the consultation, surpassing the original engagement goal by 60%.
 - Relationship of *Ahead of Tomorrow* to the University’s other strategic planning documents, including the Academic Plan and Research Plan, and to the University’s commitments to equity, diversity, inclusion, and accessibility (EDIA), Indigenous engagement, sustainability, and mental health and wellness
 - Revisions to the proposed Strategic Plan following feedback from the GFC Executive Committee and GFC including modifications to add the definition of entrepreneurial thinking, and adding reference to sustained engagement with past faculty and staff
- The University of Calgary Faculty Association member commented on the timing of the proposed approval of the Strategic Plan specifically inquiring around the urgency of approval, reporting that there was a motion at the June GFC meeting to postpone the approval of the proposed Strategic Plan until a town hall could be held in the fall. In response, it was explained that during the pre-consultation phase the proposed governance routing was discussed and set through the Oversight Committee and that there is an opportunity for the University at this time, especially with the new provincial government forming to highlight the future potential and direction of the University, and how the government can empower the post-secondary system. It was noted that the University is about to begin a new planning cycle and if approved, the goals set for the upcoming academic year will be focused on the implementation of the Strategic Plan. It was also noted that the vote to postpone was defeated by vote of the GFC.
- The Board discussed the opportunity the approval of the Strategic Plan offers, the bold nature of the plan and aspirational vision, the strong consultation of the proposed plan, how it will set up University graduates to excel in the community and provide the skills to fill gaps with innovation and entrepreneurial thinking
- In response to questions, it was reported that:
 - The University will start implementation planning following the approval of the Strategic Plan and envisions this taking place over the summer, with an official launch in mid-September
 - In order to be a top 50 university globally, the University will need to track the value of start-ups created and leverage dollars through partnerships, noting that currently the UCalgary is number one in start-ups created in Canada
 - The University being top in the U15 provides a group to benchmark against, and is a launch pad to global conversations and internationalization, which strengthens research and student experience

- Graduate students drive a lot of creativity and add significant value to the University and the University wants to invest in this as an area of growth
- A dashboard will be developed to outline annual changes to the Strategic Plan
- The Students' Union President remarked on student housing and the University's plan to address the housing shortages for University students, how student engagement is measured, and ways to increase student experience and engagement. It was noted that the University is currently working on a residence plan to ensure that the University is focused on the right type of residency based on student need, that this is a high priority for the University, and that conversations with multiple stakeholders are and will continue to take place.

Moved/Seconded

That the Board of Governors approve the strategic plan, *Ahead of Tomorrow 2023-2030*, as set out in the documents provided to the Board, as recommended by the Executive Committee, and authorize the Working Group to make any non-substantive edits in the final copy editing and formatting process.

Carried

Shazia Jinnah Morsette abstained.

8. Approval of the University of Calgary Investment Management Agreement 2023-2025

Documentation was circulated with the Agenda. Ed McCauley and Kate Hamilton presented this item.

Highlights:

- The proponents provided the Board with an overview of the proposed Investment Management Agreement (IMA) 2023-2025, noting that this is a performance-based funding model implemented by the provincial government in 2021, that informs the percentage of funding the University will receive from the government. It was reported that through discussion with the Board Chair and government, the funding metrics, transparency metrics, tolerances, and weightings are being proposed.
- The proponents noted that the proportion of funding at risk, funding metrics and transparency metrics have increased each year and that this is the first year that a multi-year IMA has been negotiated. It was highlighted that the University will have the opportunity to renegotiate the metrics for 2024-2025 in spring 2023-2024. The University's approach with the proposed tolerance and thresholds was to align with the proposed strategic plan and show modest growth, and Management has a high degree of confidence that the University will be able to meet these metrics.
- In response to questions, it was explained that:
 - The data for the funding metrics is collected by different areas of the University and can also be measured by the provincial government
 - The Strategic Plan is tied to these metrics in different areas but the metrics in the IMA are selected by the provincial government, some of these metrics can be tracked on the Strategic Plan dashboard
 - The University had many discussions with the provincial government to identify tolerance and weightings, and the best transparency metric for the University to ensure it aligns with the direction the University wants to go as well as provincial objectives
- The Chair noted the significant amount of work done by the University team in previous years with the Ministry on the IMA and thanked the team for all of their work

Moved/Seconded

That the Board of Governors approve the 2023-2025 Investment Management Agreement (IMA) in the form provided to the Board, as recommended by the Executive Committee, and authorize Management to make non-substantive changes to the IMA prior to its submission to the Government of Alberta.

Carried**9. Approval of the Redesign of the Delegation of Authority Policy Appendix A**

Documentation was circulated with the Agenda. Courtney McVie and Chris Stanley presented this item.

Highlights:

- The proponents provided an overview of the proposed redesign of the Delegation of Authority Policy – Appendix A, noting that the changes will increase transparency, accountability, usability, and add clarity regarding decisions that require official consultation and support by other portfolios
- The proponents noted that there are no changes to the levels of authority being proposed at this time, and that approval levels and how decisions are made at the University will be part of a broader review, and should further changes be required the DOA will be brought back to the Board
- William O’Yeung, Vice-Chair of the Audit Committee, noted that the Audit Committee reviewed and discussed the proposed changes, and recommended the redesign of the DOA – Appendix A to the Board for approval
- In response to a question, it was explained that there are controls in place for this process through Peoplesoft and the University has templates and standards for its users

Moved/Seconded

That the Board of Governors approve the redesigned Delegation of Authority Policy Appendix A, in the form provided to the Committee, and as recommended by the Audit Committee, including the use of the approval authority thresholds outlined in the Capital Projects Approval Procedure as a guideline when a decision does not have a specified financial threshold.

Carried**10. Approval of the Updates to Board Standing Committees Terms of Reference and General ToR**

Documentation was circulated with the Agenda. Courtney McVie presented this item.

Highlights:

- The proponent reported that, in accordance with Section 15 of the Board of Governors Standing Committees General Terms of Reference (ToR), the Committee and General ToRs are reviewed every three years and that the proposed changes are reflective of feedback from each Committee and increase clarity, reflect current practices and titles, and eliminate redundancies
- There were no questions

Moved/Seconded

That the Board of Governors approve the Board of Governors Standing Committees General Terms of Reference and the Terms of Reference for each of the Board Standing Committees set out below, in the forms provided to the Board, and as recommended by the Human Resources and Governance Committee.

Audit Committee

Budget Committee

Environment, Health, Safety & Sustainability Committee

Executive Committee

Finance and Property Committee

Human Resources and Governance Committee

Investment Committee

Carried**11. Report from the President**

Documentation was circulated with the agenda. Ed McCauley presented this item.

Highlights:

- The President reported on:
 - The University's spring convocation ceremonies, including ceremonies for Continuing Education, Qatar, and the Indigenous ceremony
 - The successes of the Global Energy Show and recent announcements around Quantum horizons, which will ensure that Alberta is on the world stage for quantum science and reinforce Calgary as a quantum city
- There were no questions

12. 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 focusing on bridging the transition from discovery through to delivering solutions for society and primarily comprised of the Hunter Hub for Entrepreneurial Thinking, Innovate Calgary, University Innovation Quarter (UIQ), Creative Destruction Lab (CDL), and UCeed.
- The presenters highlighted:
 - That the UIE has a series of programs, and focuses on start-up company creation, innovation, scaling and growth, and solutions to practical problems
 - That the University was named the number one start-up creator in Canadian research universities for the second year in a row, noting that the University is within reach of major start-up creator universities such as MIT
 - The work to become a top 50 start-up university globally, growing in the international space, the drive to bring more researchers to the University, and engage heavily with University alumni

- In response to questions, it was explained that:
 - The research focus areas need to be driven by researchers and that CDL has been extremely successful in capital invested themes that support topics aligned with the city and province
 - The UIE is working to become more efficient and active in moving policy and regulatory pieces forward
 - The UIE is working to retain graduate and post-doctoral students after they finish their programs at the University through innovation, innovation fellowships, and to remain globally competitive in the innovation space
 - The UIE is working to better integrate into the energy sector in start-up, company and job creation and to influence the oil and gas industry to expand and innovate in non-core areas, to focus on energy transition, and bringing people to the table
- The Graduate Students' Association President commended how embedded graduate and post-doctoral students are in this area, and emphasized the need for affordable housing and quality childcare for graduate students
- The Board discussed the progress of the University and ways the Board can support the University's growth in this area, and requested that any areas of research Board members should highlight in discussions with the community be provided

13. Global Engagement Plan Progress Report

Secretary's Note: This item was moved to an in-package information item.

14. Other Business in the Open Session

The Students' Union President inquired about student engagement at Board of Governors meetings as in-person observers and if the Board meeting agenda could be shared in UToday. In response, it was noted that the method of observer participation was decided on by the Board and is noted in its bylaws. It was reported that the Board meeting schedule is posted on the Secretariat website for the current and following meeting year and that the location of Board meetings is posted one week in advance of the meeting on the Secretariat website along with the agenda and observer access information, and that online participation allows for a greater number of observers and does not limit attendance to the number of chairs available. It was noted that Board meetings are being held in different locations on campus in response to feedback from the prior year's Board Evaluation. It was also reported that this can be further discussed and considered when the Board bylaws are reviewed in the upcoming year and that the Secretariat will look into whether the Board meetings can be highlighted through UToday.

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 10:29 a.m.