

BOARD OF GOVERNORS
Approved Minutes - Open Session

June 18, 2021 8:00 a.m.

By Zoom Platform

Members

Geeta Sankappanavar, Chair
Joule Bergerson
Jay Brown
Tavis Campbell
Heather Christie-Burns
Cody Church
Frank Finley
Nancy Foster
Lara Gaede
Lorinda Hammond
Mark Herman
Fauzia Lalani
Ed McCauley
Nicole Schmidt
Tanille Shandro
Helen Sunderland
Glenn Tibbles
John Weissenberger
Deborah Yedlin

Management

Teri Balsler, Provost and Vice-President (Academic)
Linda Dalgetty, Vice-President (Finance and Services)
William Ghali, Vice-President, (Research)
Corey Hogan, Interim Vice-President (Advancement)
– Communications
Karen Jackson, General Counsel
Andrea Morris, Interim Vice-President
(Advancement) – Development

Regrets

Debby Carreau
Elaine Wong

Guests

Susan Barker, Vice-Provost (Student Experience) –
present for Item 11
Jim Dewald, Dean, Haskayne School of Business –
present for Item 6
Steve Larter, Associate Vice-President (Research -
Innovation) – present for Item 12
Jon Meddings, Dean, Cumming School of Medicine –
present for Item 6
Melissa Morrison, Student Appeals Officer – present
for Item 7
Bill Rosehart, Dean, Schulich School of Engineering –
present for Item 6

Observers

Beverly Adams, Cumming School of Medicine
Michael Brown, Students' Union
Michelle Crossland, Development Office
Amy Dambrowitz, Registrar
Bruce Evelyn, Provost's Office
Martin Halek, Haskayne School of Business
Christine Johns, Provost's Office
Courtney McVie, Provost's Office
Kirsten Neprily, Student Wellness Services
Dean Parthenis, Media Relations
Michael Platt, Schulich School of Engineering
Dawson Rowe, Student
Robin Yates, Faculty of Graduate Studies

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 8:11 a.m. and confirmed quorum.

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

That the Agendas for the June 18, 2021 Board of Governors meeting be approved.

Carried

2. Conflict of Interest Declaration

No conflicts were declared.

3. Chair's Remarks

The Chair remarked that, on behalf of the University community:

- We mourn the loss of the 215 Indigenous children tragically found in unmarked graves at a former residential school in Kamloops, B.C., pass on our deepest condolences to the survivors, acknowledge the painful memories and impact of this discovery and strengthen our commitment to truth finding and reconciliation
- We vehemently affirm all peoples identities and denounce the recent acts of violence and racism against people of colour and those from marginalized communities and acknowledge that we need to do better

The Chair commented on the University's ability to adapt and navigate through the pandemic and fiscal crisis, noting that this is only because of the immense efforts of the University community, and in particular thanked the Board Members for their service this year. The Chair also commented on the recent Quantum City announcement and the positive impact that this will have for the University and the City of Calgary.

4. Safety Moment

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

Management presented on the University's Biosafety Program, specifically noting that it is part of the broader Enterprise Risk Management Program, which is overseen by the Environment, Health, Safety and Sustainability Committee.

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 Approval of the Calgary Technologies Inc. (CTI) Proxy Appointment

That the Board of Governors approve the following in respect of Calgary Technologies Incorporated (CTI):

1. That Dr. William Ghali, Vice-President (Research) act on behalf of the University to vote the shares of the University at the 2021 Annual General Meeting (AGM) of CTI; and
2. That, in the event that Dr. William Ghali is not able to act in this capacity for whatever reason, Ms. Linda Dalgetty act on behalf of the University to vote the shares of the University at the AGM of CTI.

Adopted

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

5.2 Revisions to the 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 and Sustainability
- Executive
- Finance and Property
- Investment

6. A. Approval of the Tuition for 2022-2023 for the Bachelor of Science (Engineering), Doctor of Medicine (MD) and Master of Business Administration (MBA)

Documentation for this item was circulated with the Agenda. Teri Balsler, Bill Rosehart, Jon Meddings, Jim Dewald, Nicole Schmidt and Tanille Shandro presented this item.

Highlights:

- Management presented the proposal to approve domestic tuition for 2022-2023 for three existing professional programs: the Bachelor of Science (Engineering), the Doctor of Medicine (MD), and the Master of Business Administration (MBA) and explained that the Alberta Tuition Framework allows the University to request “exceptional tuition increases” for enhancing program quality once every five years and that, if approved the changes to tuition will not impact current students
- Management then outlined the context for seeking exceptional tuition increases at this time, why the three programs were selected, how the proposed tuition was determined, the consultation process, and how the funds will be used to enhance program quality and student experience
- Nicole Schmidt, Students’ Union (SU) President, then gave a presentation from the perspective of undergraduate students, highlighting concerns with the process for consulting undergraduate students on the proposals, and student expectations and their understanding of quality consultation. She commented that students are not inherently opposed to tuition increases, but want to see proposals that adequately reflect student concerns and proposed that the proposals be delayed, so that further consultation can occur in the Fall Term.
- Tanille Shandro, Graduate Students Association (GSA) President, then gave a presentation from the perspective of graduate students, highlighting the thorough consultation with students in the MBA program and their support for the tuition increases generally; however, she raised concerns about the overall consultation process and how information about the consultation process has been presented in the documentation provided to the Board

- Management then provided a detailed overview of the consultation, and specified when and what information was provided to students and explained the reasons why consultation occurred after the end of the Winter term
- In response to questions, it was explained that:
 - Delaying the proposals will impact the University’s ability to be transparent and provide potential applicants with accurate tuition costs, and will delay the implementation of much needed program improvements, which would also impact current students
 - Several changes were made to the proposals based on student consultation and if the tuition is approved, the Faculties will continue to communicate with students about how the funds are being used to improve program quality and student experience
 - The number of students which are admitted into the MD program is restricted by the government
 - There is no intention at this time to bring any other exceptional tuition proposals forward, the annual tuition process will begin again in the Fall Term, and it is unknown if the Tuition Framework will continue to allow for exceptional tuition increases in the future
- Discussion included:
 - That, even with the proposed increases, tuition remains lower than tuition rates at comparator institutions in the U15 and this, in addition to funding being directed to bursaries will ensure accessibility is maintained
 - Whether the proposed tuition increases are appropriate and how the tuition increases may impact future recruitment
 - The areas that the funding from the tuition increases will be directed to, in particular, how it will support improving/increasing Work-Integrated Learning (WIL), and if adjustments can be made in the future to ensure that the funds are improving program quality
 - The potential impacts of delaying the proposals
 - The importance of trust between Management and the student groups and that this as an opportunity to review the consultation process going forward
- The Chair of the Finance and Property Committee (FPC) emphasized that the conversation at FPC was extensive, that the Committee understands that this is a difficult topic, does not impact current students, and is time sensitive so as to be able to inform future students as soon as possible about tuition so they can make informed decisions as to whether or not to apply/attend the University of Calgary, and that ultimately the Committee felt this proposal was fair and reasonable and recommended it to the Board for approval

Secretary’s Note: A motion to divide the motion into three separate motions was moved and seconded, which motion to divide was defeated on a vote of the Board, and the Board proceeded with the original motion.

Moved/Seconded

That the Board of Governors approve the tuition for 2022-2023 as set out in the documents provided to the Board, subject to the approval of the Minister of Advanced Education and as recommended by the Finance and Property Committee.

Carried

Tavis Campbell, Frank Finley, Lorinda Hammond, Nicole Schmidt, and Tanille Shandro opposed.

6. B. Approval of the International Tuition for 2022-2023 and the maximum tuition for 2023-2024, 2024-2025, and 2025-2026 for the Bachelor of Science (Engineering)

Documentation for this item was circulated with the Agenda. Teri Balsler, Bill Rosehart and Nicole Schmidt presented this item.

Highlights:

- Management presented the proposal to approve tuition for international students starting in 2022-2023 in the Bachelor of Science (Engineering) and explained that this proposal is being presented in conjunction with the increases to domestic tuition and will further the quality improvements for the program. It was noted that, international tuition does not require government approval, and the Board has the authority to establish tuition for international students.
- Management then outlined how the proposed tuition was determined, comparative program tuition costs, why it is important that this proposal be approved now for recruitment purposes, potential shifts within the applicant pool, the consultation process, and how the funds will be allocated, including funding for scholarships and a dedicated international student advisor
- Nicole Schmidt, SU President, then gave a presentation from the perspective of undergraduate students, highlighting:
 - That the proposal includes a significant increase in tuition for international students, which is believed to be unsustainable
 - That there are concerns about when this information was shared and the level of consultation with international students, how the increases to tuition will impact accessibility and future international student numbers and that, as this proposal is not required to be submitted to the government, it should be delayed to ensure there has been meaningful consultation
 - That there has been an increase in the number of international students accessing the Campus Foodbank and there is general concern that international students are increasingly finding themselves in financial hardship
- Management and the Board expressed their concerns around the increase in the number of international students accessing the Campus Foodbank and Management agreed that this is a critical issue and will work with the SU to look into this matter further
- In response to questions, it was explained that:
 - This proposal will not impact current students
 - In order to receive a study permit international students must provide financial information to the government to prove they have adequate funds to finance their studies
- The Board discussed: how this proposal aligns with Growth Through Focus and Alberta 2030; the consultation and approval timeline; the proposed tuition amount; ways that accessibility issues may be mitigated; how this may impact the applicant pool; how improving program quality correlates with attracting international students; financial issues for international students and their ability to work; and the value of having tuition costs finalized prior to recruitment, so international students can make informed decisions as to whether or not to apply/attend the University of Calgary
- The Chair of the FPC commented on the thorough discussion of this item at the FPC and that the FPC recommended the proposal to the Board for approval

Moved/Seconded

That the Board of Governors approve the tuition for 2022-2023, and the maximum tuition for 2023-2024, 2024-2025, and 2025-2026 that will be paid by new international undergraduate students beginning their Bachelor of Science (Engineering) in 2022-2023 and remaining in their program for the regular duration of the program, as set out in the documents provided to the Board and as recommended by the Finance and Property Committee.

Carried

Tavis Campbell, Frank Finley, Lorinda Hammond, Nicole Schmidt, and Tanille Shandro opposed.

7. Approval of Revisions to the University Appeals Tribunal Procedures

Documentation for this item was circulated with the Agenda. Melissa Morrison presented this item.

Highlights:

- The proponent provided an overview of the proposed revisions to the University Appeals Tribunal (UAT) Procedures, highlighting that the new Student Appeals Policy suite came into effect January 1, 2019 and that these changes are based on learnings from the past two years of operating the new appeal system and are being proposed alongside changes to the rest of the policy suite, which is under the authority of the General Faculties Council (GFC)
- The proponent highlighted the two substantive revisions: 1.) that the Student Appeals Officer will now make decisions on requests from students for deadline extensions; and 2) that a record of proceedings from the University Appeals Committee (UAC) appeal will be provided to the UAT hearing panel and parties by the University Student Appeals Office, so that the UAT has a full understanding of the process at the UAC level
- The proponent reported that the Student Appeals Office has worked with the University's communications team on a communications strategy to inform the campus community of the proposed revisions
- There were no questions

Moved/Seconded

That the Board of Governors approve the revisions to the University Appeals Tribunal Procedures in the form provided to the Board and as recommended by the Executive Committee.

Carried

8. Approval of the 2021-2022 Investment Management Agreement

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

Highlights:

- The President reported that each post-secondary institution in Alberta is required to enter into an Investment Management Agreement (IMA) with the government, that includes a performance-based funding component that will put 5% of the University's Campus Alberta Grant at-risk, that this is a pilot year with only a single metric relating to WIL included in the IMA, that the government has set a baseline for the metric using data provided by the University, and for 2021-2022, the University has proposed a moderate target and tolerance level to ensure that the risk to the University's base-funding is minimized
- The Chair reported that the Executive Committee had a robust dialogue on the IMA and the proposed target/tolerances for 2021-2022, and recommended it to the Board for approval
- The Committee discussed how performance-based funding relates to Alberta 2030, and that Alberta 2030 provides clarity around goals for post-secondaries and possible future metrics

Moved/Seconded

That the Board of Governors approve the 2021-2022 Investment Management Agreement, in the form provided to the Board and as recommended by the Executive Committee.

Carried

9. Approval of the Framework for Growth

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

Highlights:

- The President provided an overview of the development of the Framework for Growth, highlighting that the Framework has evolved as a result of thorough and productive consultation with the University and external communities, and includes: overarching principles, which will guide future initiatives; recognizes the need for the development and delivery of future-focused programming, deeper community partnerships, and building transdisciplinary scholarship; and outlines five initial areas of focus
- The President emphasized that the Framework will serve as a catalyst for job creation through promoting research, which in turn should lead to increased/new research funding and attracting investment and reported that the Framework has been recommended to the Board by the Executive Committee and the GFC
- The GFC representative reported on the consultation process with the Faculties and the discussion at the GFC and noted that, as the document has evolved there is a general sense that more of the academy can find themselves within the Framework, which speaks to the quality of the development process
- The student representatives expressed their support for the Framework and excitement around future opportunities for students

Moved/Seconded

That the Board of Governors approve the Framework for Growth, in the form provided to the Board and as recommended by the Executive Committee.

Carried

10. President's Report

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

The President reported on his activities over the last period, highlighting accomplishments relating to the University's Academic and Research Plans.

In response to a question, the President provided a brief overview of the Equity, Diversity and Inclusion Dashboard.

11. Student Experience Report

Teri Balsler and Susan Barker presented this item.

Highlights:

- Management noted that student experience is a key focus for the University and that the University cares greatly about its' students and their wellbeing and experience, and that this was a particularly challenging year, with very diverse student experiences
- Management spoke to; examples of how student experience was impacted by the pandemic; innovations in online services and teaching; learnings and lasting gains from the past year; and how the University is intending to elevate the student experience moving forward, including through offering more choices, better accessibility and enhanced supports
- In response to a question, Management commented on demand for mental health and wellbeing services over the past year and the new online booking service for counselling appointments

12. University Innovation Ecosystem Report

Documentation for this item was circulated with the Agenda. William Ghali and Steve Larter presented this item.

Highlights:

- Management 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), UCEED, and the Creative Destruction Lab (CDL) – Rockies
- Management reported on: key metrics for Innovate Calgary; Hunter Hub leadership changes, programming, events and initiatives; areas of focus, including the new UCEED investment program; the current accelerator landscape; inventions and patents; and UIQ
- The Board discussed: the potential for UIQ and the success of the Kendall Square Innovation District; the work of the CDL Rockies group; funding applications and University funding being directed to innovation initiatives; the value of a 'centre for excellence' label and what the University could be doing differently to coordinate messaging and communications, so as to be better recognized; and the challenges with obtaining data, the DORA research program, and comparing performance against other institutions
- The Board suggested that, for next year's presentation, Management should include more information on the funding being directed to innovation, and key performance indicators and metrics, including comparative data from the last few years, so the Board is able to better understand where the University is leading and areas which may need further attention

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 11:10 a.m.

Susan Belcher
University Secretary