UNIVERSITY OF ALBERTA

Board of Governors
Open Session Minutes

Dec 12, 2025
By Zoom Videoconference

ATTENDEES
Members: Guy Bridgeman (Vice-Chair), Pedro Almeida, Karina Banerji, Ross Bricker, Darren Durstling, Bill Flanagan, Ryan Hastman, Ange Kadima, Kevin Kane, Aashish Kumar, Janice MacKinnon, Ishaan Sachdeva, Miles Safranovich, Rob Seidel, Nizar Somji, Venkata Vemana, Dilini Vethanayagam, Christine Westerlund, Diane Wheatley, Paul Whittaker, Jason Wong, Lillian Zenari

Internal Resources: David Bressler, Todd Gilchrist, John Lemieux, Elan MacDonald, Aminah Robinson Fayek, Verna Yiu

Presenters: Ian Smith, Director (Business Development, Faculty of Engineering); Jamie Hogan, Director (Centre for Applied Research in Defence and Dual-use Technologies); Mark Humphries, Chief Information Officer & Associate Vice-President (Information Services and Technology); Darrell Dancause, Chief Financial Officer & Associate Vice-President (Finance, Procurement and Planning); Melissa Padfield, Deputy Provost (Students and Enrolment); Ashley Bhatia, Associate Vice-President (Infrastructure Planning, Development and Partnerships)

University Governance Staff: Kate Peters, Juli Zinken, Ayzel Calder

REGRETS: Zarina Bhambhani

The Vice-Chair called the meeting to order and the secretary confirmed that attendance constituted a quorum.

In Camera Session
Presenter(s): Guy Bridgeman

Voting members, including the President, met separately, *in camera*, at the start of the meeting.

Conflict of Interest: Opportunity for Declaration
Presenter(s): Guy Bridgeman

The Vice-Chair noted that the Board of Governors Bylaws and Code of Conduct require that members declare at each meeting whether they may have a conflict related to the agenda and, if necessary, absent themselves from the discussion and voting on that item. They invited members to declare conflicts of interest related to the open session meeting agenda, and, seeing none, declared the question asked and answered.

Open Session Agenda of Dec 12, 2025
Presenter(s): Guy Bridgeman

The motion was moved and seconded.

THAT the Board of Governors approve the open session agenda, as presented.	**CARRIED**

Opening Remarks
Presenter(s): Guy Bridgeman

The Vice-Chair delivered a land acknowledgement. The Vice-Chair introduced Ishaan Sachdeva, the new NASA nominee to the Board.

The Vice-Chair shared with the Board his experience in participating in the Fall Convocation as a Board representative and encouraged Governors to participate. He thanked Marc La Bruyère for sponsoring the La Bruyère Eccles MacLaren dinner that was held on December 11, 2025.

The Vice-Chair reminded the Board the Joint Board/GFC/Senate Summit has been cancelled and of the ad hoc plenary meeting that is scheduled for January 22, 2026.

Research Learning Moment: UofA's Centre for Applied Research in Defence and Dual-Use Technologies (CARDD-Tech): Advancing Canada's Secure and Dual-Use Innovation Future in Alberta
Presenter(s): Ian Smith, Jamie Hogan

A Robinson Fayek introduced the researchers and gave a high-level overview of CARDD-Tech noting the key role that CARDD-Tech is playing in advancing the university's defence innovation agenda and strengthening Alberta's position in Canada's national security ecosystem.

I Smith and J Hogan responded to questions and comments from Board members, including:

- An observation that many of the Centre's partners are based in the United States with a note of the instability of that national relationship and an inquiry into possible European partnerships;
- Whether there is an opportunity for growth and if constraints such as limited space or personnel have been identified;
- If the University of Alberta has developed educational exchanges or opportunities to collaborate with other universities;
- How CARDD-Tech, much like DIANA, is considered a start up NATO accelerator program;
- How direct federal funding or grants would qualify the Centre for increased NATO standing; and
- The plan to scale the Centre up and the considerations that would need to be taken.

Report of the President
Presenter(s): Bill Flanagan

Discussion:
B Flanagan shared with the Board the work the university is doing to position itself as a lead applicant to

receive the $700 million in federal funding for a new data centre, noting only one project will be funded and that should the university receive the award it would provide the university with the opportunity to be a power source in information technology.

B Flanagan spoke to the federal restrictions on international students and the ongoing assessment of the impact that will have on the university. He shared the graduate student exception to the restriction has been and will continue to be helpful to maintain the research intensive reputation of the university.

B Flanagan shared the success of his trip to California and the partnerships that had been established, including that with the University of California, San Francisco (UCSF) Medical Centre. He shared the College of Health Sciences is deeply engaged with the partnership. On the topic of the colleges, B Flanagan announced the release of the *Catalyzing Impact and Integration: The Colleges and Faculties within One University*, a report that provides an update about the colleges and faculties, speaks to how the academic structure implemented in 2021 serves as a foundational element of One University, highlights success stories, and shares university achievements in research, teaching, and community engagement.

B Flanagan spoke to the plans for South Campus, including the recently announced Stollery Hospital, Project Phoenix, and other projects in discussion at the University of Alberta Properties and Land Trust.

In closing, B Flanagan shared with the Board the recent funding for accessibility to military and veterans on campus as well as the $1 million donation from the Canadian Legion to support military accessibility.

Organizational Values
Presenter(s): Verna Yiu, Todd Gilchrist

T Gilchrist introduced the item, reminding the Board the Values are a key deliverable under People Strategy and expressing a hope that the Values would play a critical role in fostering university decision making. He shared the consultation process in developing the Values, noting the guidance from the People Strategy Steering Committee and emphasizing the extensive input from the community that shaped the final Values statement.

T Gilchrist informed the Board of the consideration that was given to the feedback they provided when the draft was presented for discussion at the October meeting, and how it was addressed in the final draft. He went on to ask the Board to share accountability in aligning with the Values going forward.

V Yiu shared the sense of attachment to the university the Values emulate, that they are intended to be a touchstone of the university community, and that they will bridge past and future. She noted that the Values are meant to be read and understood as a whole, not individual pieces.

V Yiu informed the Board of the next steps which entail a formal launch of the Values to the university community in early 2026 and the implementation of supports for units and teams to facilitate discussion on what the Values mean and how to hold each other accountable to them.

P Almeida spoke in support for the adoption of the Values, stating they express the excellence which draws students and staff to the university. P Almeida applauded T Gilchrist and V Yiu for the consultative work they did with the student groups to ensure their perspectives were reflected in the Values.

No questions were asked.

The motion was moved and seconded.

THAT that the Governors of the University of Alberta (the “Board”), on the recommendation of General Faculties Council, approve the proposed University Values Statement, in the form disseminated to the Board.	**CARRIED**

Report of the Audit and Risk Committee
Presenter(s): Lillian Zenari

IT Security Policy
Presenter(s): Todd Gilchrist, Mark Humphries

T Gilchrist described the rationale and process for updating the policy emphasizing this was a key step to ensure cyber security in a changing landscape and noting that as drafted, the policy will enable more nimble support to the university community. T Gilchrist spoke briefly to the rapid evolution of cyber security threats and the legal obligation to protect information and data.

T Gilchrist noted the concerns expressed at the September meeting of General Faculties Council (GFC) where members expressed that further understanding and engagement was needed. Following additional consultation and revision to the draft, GFC approved the policy for recommendation to the Board in November.

Governors raised questions and comments, including
- The remaining concerns of members of GFC including the flexibility to adopt suitable hardware and software for research needs;
- How regulation or changing political dynamics may impact implementation, noting the precedent of the Google Suite transition and the *American Patriot Act*;
- How the policy will be implemented for students who are bringing their own devices for use in their studies and research through multi-factor analysis and how the university will monitor;
- What might be planned to mitigate the security risks for employees and students using different hardware when working or studying remotely, even in different countries;
- The need for clinical researchers to be supported in their equipment purchases; and
- How staff can be supported in their use of third-party platforms including Artificial Intelligence software.

In conclusion, T Gilchrist spoke to the leadership of M Humphries to support a more secure system of IT infrastructure in the University and the commitment to provide an effective implementation.

The motion was moved and seconded.

THAT the Board of Governors (the “Board”), on the recommendation of the Board Audit and Risk Committee: (a) approve the revised Information Technology Security Policy in the form disseminated to the Board (the “Revised IT Security Policy”), and as	**CARRIED**

recommended by the General Faculties Council; (b) approve the rescission of the University Campus Network Policy, such rescission to take effect concurrently with the approval of the Revised IT Security Policy; and (c) designate the Vice-President (University Services, Operations and Finance) as the Approving Authority for the Information Technology Use and Management Policy to take effect concurrently with the approval of the Revised IT Security Policy.	

Report of the Finance and Property Committee
Presenter(s): Darren Durstling

D Durstling introduced the following items noting the robust discussion that each had at BFPC.

Key Budget Drivers
Presenter(s): Todd Gilchrist, Verna Yiu, Darrell Dancause

T Gilchrist started by expressing the value of early discussions on budget drivers with the Board ahead of the budget tabling in March. He noted that budget drivers are presented as the relative change from the current year and will be adjusted as they are refined or as additional elements arise. He informed the Board that a balanced budget will be presented in March and noted the projections for the next fiscal year.

T Gilchrist and V Yiu provided a high level overview of the budget drivers, sharing a 0% increase to the Operating and Program Support grant from the province despite inflation and incremental salary increases from the recently concluded collective bargaining. He spoke to the 2% increase to domestic tuition and exceptional tuition increase proposals underway for three graduate programs, a 10% increase to international tuition that was approved by the Board in March 2025, an expected 2% increase in enrollment, 4% and 5% increase in residence and meal plan rates, respectively, and a 2% increase in parking.

Governors raised questions and comments, including
- Whether there could be more information provided on the revenue sources, specifically from Government of Alberta and Government of Canada grants;
- Why the Faculty of Engineering increase for international tuition is priced at 4.6% for the international student increase;
- How the 3% Across the Board increase was calculated and contingency plans for these expenses; and
- Communicating to the Government of Alberta that the university is reaching the upper threshold of the tuition-based contribution expectation presented in 2019 and the reluctance to surpass it.

The motion was moved and seconded.

THAT the Board of Governors (the "Board"), on the recommendation of the Board	**CARRIED**

Finance and Property Committee, approve the proposed budget drivers that will be used to develop the University of Alberta's 2026-27 consolidated budget, in the form disseminated to the Board.	

Opposed: P Almeida, A Kumar, K Banerji

Exceptional Tuition Increases
Presenter(s): Verna Yiu

V Yiu shared the intention of the ETI is to increase program distinction and to align it with peer university fees. She spoke to the proposed increases in Nursing and Education as well as the areas that will see benefit from the exceptional tuition increases: enhanced student services and support, technology enhancements, access to digital case study databases, Indigenous program supports, access to testing materials, and increase in supports for practica provisions.

Governors raised questions and comments, including
- Additional revenue expected from the ETI;
- If the ETI will impact the university's commitments to graduate students who are benefiting from the minimum funding packages;
- An argument that top programs shouldn't be subject to ETI given that they are already successfully maintaining quality;
- That professional programs should support the student experience through investment in experiential learning programs rather than ETI;
- That U15 Comparators need to indicate how tuition interacts with minimum funding programs for students, especially in cases where the package is greater than the University of Alberta;
- Whether there were program advisory committees that would be monitoring the implemented measures for program quality and if so, how would students be implicated in these processes; and
- A request for additional information on the call for ETI from the Minister and whether there would be adjustments coming forward to allow for more planning.

The motion was moved and seconded.

THAT that the Governors of the University of Alberta (the "Board"), on the recommendation of the Finance and Property Committee, approve the following proposed exceptional tuition increases, to take effect in Fall 2026 for incoming students only, pending approval from the Minister of Advanced Education:

Faculty	Program	Current Tuition (2025-26)	Proposed Increase (%)	Proposed New Tuition (Fall 2026)
Faculty of Education	Masters of School and Clinical Child Psychology	$9,848	50%	$14,772

CARRIED

Faculty of Nursing	Masters of Nursing Programs (course-based)	$10,067	75%	$17,617
Faculty of Nursing	Masters of Nursing Programs (thesis-based)	$9,848	75%	$17,233
Faculty of Nursing	PhD Program	$19,695	20%	$23,634

Opposed: P Almeida, A Kumar, K Banerji, N Somji

Tuition Briefing
Presenter(s): Verna Yiu, Melissa Padfield

V Yiu provided a high-level overview of the tuition changes that are being sought, including a 2% increase for domestic undergraduate and graduate students, a 5.5% increase for the 2027 international intake, a 5.5% reduction for the 2027 intake of international thesis students.

V Yiu spoke to the 2% increase in domestic tuition as well as the investments in financial supports for students. V Yiu also shared the alignment of program tuition fees in Computer Sciences and undergraduate Nursing as well as the harmonizing domestic and international tuition.

V Yiu thanked the Graduate Students' Association for their survey and assessment of the cost of living for its membership.

Governors raised questions and comments, including

- An observation on comparator tuition and mandatory non-instructional fees (MNIF) at U15 institutions, that it would appear that the university is below average on tuition and above average on MNIFs;
- That the funding students need must cover both tuition and MNIFs and that must be taken account when reading comparator data;
- A request for an additional column to indicate minimum funding packages offered by comparator institutions; and
- Emphasis that the 5.5% increase in student financial supports is positive.

Fiscal Update, Fiscal Year 2025/26
Presenter(s): Todd Gilchrist, Darrell Dancause, Ashley Bhatia

T Gilchrist noted the second-quarter forecast projects a consolidated deficit of $15.8 million and spoke to the key contributors to the improved forecast including higher than budgeted tuition and MNIFs, and lower employee benefits costs (primarily caused by lower UA Pension Plan liability).

T Gilchrist noted the balanced budget coming forward in March is due to the successful cost-reduction strategies that have been implemented over the last year.

In the way of capital infrastructure projects, T Gilchrist informed the Board that all projects are on time and on budget, specifically noting the South Campus Data Centre, the Butterdome, and First Peoples' House. He expressed the renewals improve overall space utilization and enhance the student learning environment.

T Gilchrist wrapped up by reminding the Board about the 2026-2029 Capital Plan which informs the government of the university's infrastructure priorities and which will be brought forward in March, 2026. He informed the Board that the university will learn of any successes from the 2025-2028 Capital Plan when the government tables their budget in February, 2026. He noted the successes from the 2024-2027 Capital Plan included funding for the Butterdome project and Phase 1 of the Life Sciences Innovation and Future Technologies (LIFT) Centre (previously Biological Sciences).

Governors inquired into the Butterdome project and if a decision has been made regarding the envelope design.

Consent Agenda
Presenter(s): Guy Bridgeman

The motion to approve items on the consent agenda was moved and seconded.

THAT the Board of Governors hereby approves the consent agenda, as presented and as detailed in the meeting materials distributed to members, and that the actions and recommendations contained therein are hereby adopted.	**CARRIED**

Open Session Minutes of October 17, 2025

THAT the Board of Governors approve the open session minutes of its October 17, 2025 meeting.	**CARRIED**

Investment Management Agreements

THAT the Board of Governors (the "Board"), on the recommendation of the Board Finance and Property Committee and the Board Learning, Research and Student Experience Committee, approve the 2025-28 Investment Management Agreement, including the revised Institutional Mandate, in the form disseminated to the Board and for final signature by the Board Chair.	**CARRIED**

Space Management Policy

THAT The Governors of the University of Alberta (the "Board"), on the recommendation of the Board Finance and Property Committee:	**CARRIED**

a) approve the revised Space Management Policy ("The Policy"), in the form disseminated to the Board and as recommended by General Faculties Council; b) rescind the Preservation of University Facilities and Grounds Policy, effective upon final approval of The Policy, and as recommended by General Faculties Council; and c) rescind the Real Property Compliance Policy, effective upon final approval of The Policy.	

Tuition for New Programs

MOTION 1: THAT the Governors of the University of Alberta (the "Board"), on the recommendation of Board Finance and Property Committee, approve a domestic and international tuition rate of $2,479.08 per 3 credit course for the following new programs: ● Graduate Certificate in Population Health ● Graduate Certificate in AI and Health ● Graduate Certificate in Indigenous Law ● Graduate Certificate in Data Science and AI	**CARRIED**

MOTION 2: THAT the Governors of the University of Alberta (the "Board"), on the recommendation of Board Finance and Property Committee, approve a domestic and international tuition rate of $2,649.58 per 3 credit course for the Graduate Certificate in Business Administration.	**CARRIED**

Annual Resolutions of a Subsidiary Corporation

THAT The Governors of The University of Alberta (the "Board"), in its capacity as the sole shareholder of University of Alberta Innovation Fund Ltd. (the "Corporation"), hereby: (a) approves and adopts the resolutions in lieu of an annual meeting for the Corporation in the form disseminated to the Board for its review; and (b) authorizes the Vice Chair of the Board to execute the said resolutions on behalf of the Board and to take all such further actions and execute all such further agreements, instruments, and documents as such officer, in their discretion, may consider necessary, advisable, or useful for the purpose of giving full effect to these resolutions.	**CARRIED**

Information Items

There were no requests from members to discuss an information item.

Report of the Audit and Risk Committee

Report of the Finance and Property Committee

Report of the Governance Committee

Report of the Human Resources & Compensation Committee

Report of the Investment Committee

Report of the Learning, Research and Student Experience Committee

Chancellor’s Report

Alumni Association

Students’ Union

Graduate Students’ Association

Association of Academic Staff

Non-Academic Staff Association

General Faculties Council

Adjournment of Open Session
The Chair concluded the open session and the committee moved into closed session.