

Board of Governors  
Open Session Minutes

Friday, December 09, 2022  
Council Chamber, 2-100 University Hall  
8:00 AM - 12:00 PM

---

**ATTENDEES:**

Voting Members:

Kate Chisholm	Appointed Chair, General Public
Guy Bridgeman	Appointed Vice-Chair, General Public
Chris Ashdown	Appointed Member, Alumni
Zarina Bhambhani	Appointed Member, Additional Member
Heather Bruce	Appointed Member, Academic Staff Representative (AASUA Appointee)
Charlene Butler	Appointed Member, General Public
Alexander Dorscheid	Appointed Member, Undergraduate Board of Governors Representative
Daniel Eggert	Appointed Member, General Public
Anas Fassih	Appointed Member, President, Graduate Students' Association
Bill Flanagan	Appointed Member, President and Vice-Chancellor
Peggy Garritty	Appointed Member, Chancellor
Mona Hale	Appointed Member, General Public
Janice MacKinnon	Appointed Member, General Public
Abner Monteiro	Appointed Member, President (Students' Union)
Sett Policicchio	Appointed Member, General Public
Thomas (Tom) Ross	Appointed Member, General Public
Margot Ross-Graham	Appointed Member, University of Alberta Senate Representative
Rakesh Saraf	Appointed Member, General Public
Andrei Tabirca	Appointed Member, Non-Academic Staff Representative (NASA Appointee)
Dilini Vethanayagam	Appointed Member, Academic Staff Representative (GFC Appointee)
Paul Whittaker	Appointed Member, General Public
Lillian Zenari	Appointed Member, Additional Member

Non-Voting Officials Appointed by the President:

Todd Gilchrist	Vice-President (University Services and Finance)
Brad Hamdon	General Counsel and University Secretary
Elan MacDonald	Vice-President (External Relations)
Aminah Robinson Fayek	Vice-President (Research and Innovation)
Andrew Sharman	Vice-President (Facilities and Operations)
Verna Yiu	Interim Provost and Vice-President (Academic)
Juli Zinken	Board Secretary and Manager of Board Services

Regrets:

Kate Young	Appointed Member, Alumni
------------	--------------------------

Presenter(s):

Melissa Padfield	Deputy Provost (Students and Enrolment)
Carolyn Sale	Associate Professor, English and Film Studies, Faculty of Arts; Member, General Faculties Council

Staff:

Erin Plume, Associate Board Secretary (University Governance)

The Chair called the meeting to order at 8:00 a.m. and welcomed members and guests.

She delivered a land acknowledgement, noting the University's strong commitment to working in Good Relations with First Nations, Metis, and Inuit peoples.

**IN CAMERA SESSION OF VOTING MEMBERS ONLY**

Members met *in camera* at the start of the meeting.

**WELCOME**

1a. Opening Remarks

*Presenter(s)*: Kate Chisholm

The Chair had no comments.

1b. Approval of Open Session Agenda

Materials before members are contained in the official meeting file.

*Presenter(s)*: Kate Chisholm

The Chair noted that a revised agenda had been circulated earlier in the week with amended time-allotments for agenda items. She also informed members that Calvin Gordon, who had planned to present a research learning moment at the Board meeting, was unfortunately unable to present due to unforeseen circumstances, so that item would be removed from the agenda.

The motion was moved and seconded.

THAT the Board of Governors approve the revised Open Session agenda, as amended.
--

**CARRIED**

1c. Conflict of Interest - Opportunity for Declaration

*Presenter(s)*: Kate Chisholm

The Chair invited members to declare any conflicts of interest related to the open session agenda. No conflicts were declared.

2. Research Learning Moment: Contributions of U of A research to the approval of antiviral drugs in the COVID-19 pandemic

*Purpose of the Proposal*: For information / discussion

This item was deferred to a future Board of Governors' meeting

**DISCUSSION ITEMS**

3. Report of the President

Materials before members are contained in the official meeting file.

*Presenter(s)*: Bill Flanagan

*Purpose of the Proposal:* For information / discussion.

*Discussion:*

In addition to his written report, President Flanagan provided verbal updates on his trip with A Robinson Fayek, to the 2022 United Nations Climate Change Conference (COP27) in Egypt, which included meetings regarding the university's research on energy transition and climate change; a recent trip to Ottawa to advance the university's applications to the Canada Biomedical Research Fund (CBRF) and the Canada First Research Excellence Fund (CFREF), the latter of which has passed peer review; and upcoming travel to India to meet with a number of key partners in government, industry, and academia.

4. Request that the Board pause implementation of the College Dean Selection Procedure

Materials before members are contained in the official meeting file.

*Presenter(s):* Carolyn Sale

*Purpose of the Proposal:* To communicate a recommendation approved by General Faculties Council on October 17, 2022, that "requests that the Board of Governors not act upon or continue to act upon this "Procedure" until such time as the General Faculties Council has had the opportunity to consider and make a recommendation to the Board on the "Procedure," as its statutory right."

*Discussion:*

The Chair introduced the item, informing the Board that the item was a request from General Faculties Council (GFC) and was being transmitted per the 2021 protocol established jointly by the GFC Executive Committee and Board Governance Committee.

President Flanagan informed the Board that at the October 17, 2022 GFC meeting, GFC approved the recommendation included within the material for the item. C Sale, nominated by the GFC Executive Committee to present the item on behalf of GFC, then presented GFC's request that the Board of Governors pause implementation of the College Deans Selection Procedure to allow GFC to consider the procedure.

V Yiu briefed the Board on the current status of the selection process, including community engagement and consultation, as well as potential risks if the process was delayed.

The Board Chair acknowledged GFC's request, thanked C Sale for her time and service, and noted there was no motion in respect of the request. The Chair indicated that there had been some administrative urgency to reducing the number of direct reports to the Provost when the Board considered the procedure in June, and that it was within the Board's jurisdiction to proceed without pause.

*Report of the Governance Committee*

*Presenter(s):* Guy Bridgeman

5. Update on Development of University Strategic Plan (USP)

- 2023 Board-GFC-Senate Summit

Materials before members are contained in the official meeting file.

*Presenter(s):* Bill Flanagan; Verna Yiu

*Purpose of the Proposal:* The item is before the Board to provide an update on the development of the University Strategic Plan and overview of upcoming milestones.

*Discussion:*

G Bridgeman introduced the item, and V Yiu provided an update on the development of the University Strategic Plan (USP), including: the establishment of a steering committee; internal and external consultation; and key milestones, including the January 20, 2023 Joint Summit of the Board of Governors, General Faculties Council, and Senate, the launch of targeted surveys, a consultation summary, draft plan, and final plan in June.

V Yiu and M Padfield responded to questions from the Board including: plans for consultation with undergraduate students; and whether the USP rollout would be at one time or sequential.

Report of the Finance and Property Committee

Presenter(s): Charlene Butler

6. Budget Update

Materials before members are contained in the official meeting file.

Presenter(s): Todd Gilchrist; Verna Yiu

*Purpose of the Proposal:* To provide an update on planning for the FY24 budget and the new budget model, and tuition planning for the upcoming year.

*Discussion:*

C Butler introduced the item, noting that students expressed appreciation for the improvements in tuition consultation this year at the recent Board Finance and Property Committee meeting.

T Gilchrist provided a budget update, including an anticipated surplus for fiscal year 2023, attributable to the Targeted Enrolment Expansion grant, lower employee benefits, and higher investment income; no anticipated changes to the Campus Alberta grant for 2024; unavoidable cost pressures, including increased utility costs and research capacity, as well as structural deficit budget pressures. He also reviewed planning underway for 'Budget Model 2.0', with implementation for FY 2025. V Yiu then presented an update on planned domestic and international tuition proposals, including an overview of the expanded tuition consultation process with graduate and undergraduate students.

T Gilchrist and V Yiu responded to comments and questions from Board members including: plans to address the need for additional revenue to support enrolment growth and whether incremental external funding was expected; whether the university expected government enrolment funding to be continued, and what contingency plans were in place; appreciation for the more robust student tuition consultation process; concerns for student wellness given cost of living increases and the proposed tuition increase; and requests for changes to the current tuition proposal, including removal of the tuition installment fee and changes to the cohort model for international tuition where inflation appeared to be calculated multiple times.

7. Asset Management Master Plan (AMMP) Update

Materials before members are contained in the official meeting file.

Presenter(s): Andrew Sharman

*Purpose of the Proposal:* To provide the Board of Governors with an update on the status of the development of the Asset Management Master Plan (AMMP).

*Discussion:*

A Sharman provided an overview of the draft Asset Management Master Plan (AMMP) and financial model, including progress to date, objectives, and outputs, and that the tool would provide strategic and holistic assistance for long-term decision-making, incorporating all Facilities and Operations' plans. A Sharman noted development of a land and asset review protocol that would operationalize the interaction between the land trust and university boards, and indicated that the AMMP would return for Board approval following development of the University Strategic Plan.

A Sharman responded to questions from the Board including: confirmation that the AMMP tool would include all deferred and future maintenance; whether Chairs Council would be consulted on the draft AMMP; how land trust revenue would be handled and what revenue profiles were expected; and whether the Board Finance and Property Committee would be discussing the use of future land trust revenues.

**CONSENT AGENDA**

8. Motion to Approve the Consent Agenda

Materials before members are contained in the official meeting file.

Presenter(s): Kate Chisholm

- 8a. Approval of the Open Session Minutes of June 17, 2022
- 8b. Approval of the Open Session Minutes of October 14, 2022
- 8c. Approval of the November 18, 2022 Electronic Vote
- 8d. Enterprise Square: Disposition via Lease

The motion was moved and seconded.

THAT the Board of Governors approve the Open Session Consent Agenda, as presented.

**CARRIED**

**INFORMATION ITEMS**

Materials before members are contained in the official meeting file.

There were no requests from members to discuss the information items listed below.

- 9a. Action Arising from Previous Meetings
  - i. Metrics Associated with Academic Restructuring (UAT/College Metrics)
- 9b. Report of the Audit and Risk Committee
  - i. Culture of Care – U of A Safety Action Plan
- 9c. Report of the Finance and Property Committee
  - i. Integrated Asset Management Strategy Dashboard
- 9d. Report of the Governance Committee
- 9e. Report of the Human Resources and Compensation Committee
- 9f. Report of the Learning, Research and Student Experience Committee
- 9g. Report of the Reputation and Public Affairs Committee
- 9h. Chancellor's Report
- 9i. Alumni Association

- 9j. Students' Union
- 9k. Graduate Students' Association
- 9l. Association of Academic Staff
- 9m. Non-Academic Staff Association
- 9n. General Faculties Council
- 9o. Board Chair Report

**CLOSING SESSION**

- 10. Other Business

*Presenter(s):* Kate Chisholm

There was no other business.

- 11. Adjournment

*Presenter(s):* Kate Chisholm

The Chair adjourned the Open Session at 9:15 a.m.