



Board of Governors
Open Session Minutes

Friday, June 19, 2020
By videoconference / teleconference
8:00 AM - 12:00 PM

ATTENDEES:

Voting Members:

Kate Chisholm	Appointed Chair, General Public
Guy Bridgeman	Appointed Vice-Chair, General Public
Joel Agarwal	Appointed Member, President, Students' Union
Ayaz Bhanji	Appointed Member, University of Alberta Alumni Association Representative
Katherine Binhammer	Appointed Member, Academic Staff Representative (GFC Appointee)
Charlene Butler	Appointed Member, University of Alberta Senate Representative
Breda Cormack	Appointed Member, Non-Academic Staff Representative (NASA Appointee)
Daniel Eggert	Appointed Member, General Public
Peggy Garritty	Appointed Member, Chancellor, University of Alberta
Mona Hale	Appointed Member, General Public
David Konrad	Appointed Member, Undergraduate Board of Governors Representative
Janice MacKinnon	Appointed Member, General Public
Ray Muzyka	Appointed Member, General Public
Thomas (Tom) Ross	Appointed Member, General Public
Rakesh Saraf	Appointed Member, General Public
Robert Ryan Thompson	Appointed Member, University of Alberta Alumni Association Representative
David Turpin	Appointed Member, President and Vice-Chancellor
Marc Waddingham	Appointed Member, President, Graduate Students' Association
Paul Whittaker	Appointed Member, General Public
Donna Wilson	Appointed Member, Academic Staff Representative (AASUA Appointee)

Non-Voting Officials Appointed by the President:

Steven Dew	Provost and Vice-President (Academic)
Walter Dixon	Interim Vice-President (Research and Innovation)
Marion Haggarty-France	University Secretary (University Governance)
Brad Hamdon	General Counsel
Gitta Kulczycki	Vice-President (Finance and Administration)
Wendy Rodgers	Deputy Provost
Andrew Sharman	Vice-President (Facilities and Operations)
Kelly Spencer	Interim Vice-President (Advancement)
Catherine Swindlehurst	Interim Vice-President (University Relations) & Chief of Staff (President's Office)
Juli Zinken	Board Secretary and Manager of Board Services (University Governance)

Presenter(s):

Bill Flanagan	President-Elect
David Lawson	Chair, Board Investment Committee

Staff:

Erin Plume, Assistant Board Secretary (University Governance)

OPENING SESSION

1. Chair's Session

Presenter(s): Kate Chisholm

The Chair acknowledged National Indigenous Peoples Day in Canada on June 21st and suggested that Board members use that day to reflect on historical and current relations among Indigenous and non-Indigenous peoples in Canada, on Missing and Murdered Indigenous Women and Girls, and what this means for reconciliation, individually, and as a collective, as they are all connected with the University of Alberta.

1a. Call to Order and Confirmation of Quorum

Presenter(s): Kate Chisholm

The Chair called the Open Session to order at 9:55 am. The Board Secretary confirmed that the attendance constituted quorum.

1b. Approval of Open Session Agenda

Materials before members are contained in the official meeting file.

Presenter(s): Kate Chisholm

The motion was moved and seconded.

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

CARRIED

1bi Review of Consent Agenda

Presenter(s): Kate Chisholm

The Chair invited members to inform her if there were any requests to remove an item from the Open Session Consent Agenda. A member requested that Item 3v, *Report of the Association of Academic Staff*, be removed so that it could be an item of discussion.

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.

1d. Chair's Remarks

Presenter(s): Kate Chisholm

The Chair offered a warm welcome to new Chancellor, Peggy Garritty, who was formally installed as Chancellor the day prior, as well as two new members who were attending their first Board of Governors' meeting: Ayaz Bhanji, alumni representative, and Breda Cormack, non-academic staff association representative, who were each appointed for a three-year term on June 3.

She provided an update on Board membership, congratulating Charlene Butler on her appointment as a Public Member on the Board of Governors for three years effective July 15, 2020, and welcoming Margot Ross-Graham

who was observing the meeting in anticipation of her appointment as the next Senate Representative on the Board of Governors for a three year term effective July 16, 2020.

She also noted that the Government of Alberta had appointed Sett Policicchio as a Public Member on the Board of Governors, effective September 28, 2020, once Ray Muzyka's 90-day override period expired, and briefed members on the status of the election of the next General Faculties Council representative on the Board.

The Chair then commented on the success of the university's first virtual convocation ceremony, and congratulated Breda Cormack, who convocated with her Master's degree in Business Administration.

- University of Alberta Investment Management Agreement

The Chair provided an update on Investment Management Agreements (IMAs), noting that government recently indicated that IMAs would be delayed until 2021 with expenditure targets removed, but that the university was expected to achieve a balanced budget this year. She noted that she was working with other post-secondary board chairs to advocate together on performance metrics and that they would be working closely with government on how to move forward on those.

- Reflections and Recognition

Finally, the Chair acknowledged Katherine Binhammer, whose term as General Faculties Council representative would end on June 30, 2020, for her thoughtful contributions to the Board and its committees over the past three years.

She then led the Board in acknowledging President Turpin and his spouse, Suromitra Sanatani, for their commitment to the university over the past five years, especially with regard to equity, diversity, and inclusivity; recruitment; donor and community support; student financial aid; research funding; governance transformation; and government and system relations, and presented President Turpin with a brick from the Dentistry and Pharmacy building as a reminder of his contributions to the future of the university.

2. Report of the President

- COVID-19 Update
- Emergency Governance Protocols Decision Tracker

Materials before members are contained in the official meeting file.

Presenter(s): David Turpin

Purpose of the Proposal: For information / discussion.

Discussion:

In addition to his written report, Dr Turpin provided verbal remarks on the university's first virtual convocation and Chancellor installation, as well as National Aboriginal Day and the success of the Faculty of Native Studies' massive open online course (MOOC) *Indigenous Canada*.

At the President's request, Andrew Sharman briefed the Board on fall planning with regard to COVID-19, including an update on proposals to hold in-person classes; the launch of the *Campus Life* web hub with information for students and instructors; and the Environment, Health and Safety e-safety course for staff returning to campus.

CONSENT AGENDA

3. Motion to Approve / Receive the Consent Agenda

Materials before members are contained in the official meeting file.

Presenter(s): Kate Chisholm

The Chair informed the Board that a member had requested that Item 3v, *Report of Association of Academic Staff* be removed from the consent agenda.

Action Items – to approve

- 3a. Approval of the Open Session Minutes of May 25, 2020
- 3b. Approval of the Open Session Minutes of March 26, 2020

Report of the Finance and Property Committee

- 3c. Board Finance and Property Committee Terms of Reference
- 3d. University of Alberta 2021-2022 Tuition for Incoming International Students
- 3e. Long Range Development Plan Amendment (Michener Park)
- 3f. Disposition of Land, Lot 84
- 3g. Disposition of Land, Camrose Condo
- 3h. Disposition of Land, Ronning House

Report of the Reputation and Public Affairs Committee

- 3i. University of Alberta Annual Report to the Government of Alberta

Information Reports - to receive

- 3j. Action Arising from Previous Meetings – completed / no action arising from May 8 or 25
- 3k. Report of the Audit and Risk Committee
- 3l. Report of the Finance and Property Committee
- 3m. Report of the Governance Committee
- 3n. Report of the Human Resources and Compensation Committee
- 3o. Report of the Investment Committee
- 3p. Report of the Learning, Research, and Student Experience Committee
- 3q. Report of the Reputation and Public Affairs Committee

Regular Reports

- 3r. Chancellor's Report
- 3s. Alumni Association
- 3t. Students' Union
- 3u. Graduate Students' Association
- 3v. Association of Academic Staff – **item removed**
- 3w. Non-Academic Staff Association - *no report*
- 3x. General Faculties Council
- 3y. Board Chair Report

The motion was moved and seconded.

THAT the Board of Governors approve the action items and receive the information reports on the Open Session Consent Agenda, as amended.

CARRIED

DISCUSSION ITEMS

3v. Report of Association of Academic Staff

Presenter(s): Donna Wilson

Purpose of the Proposal: For information / discussion

Discussion:

In response to a member's question regarding the report's statement that "No student evaluations shall be used in any teacher evaluations ever", President Turpin clarified that the decision was made only for Spring 2020 use of Universal Student Ratings of Instruction (USRIs) and not forever.

Drs Dew and Wilson responded to questions from the Board regarding: what the university is looking at as a future replacement for USRIs; and Dr Wilson's opinion of USRIs.

ACTION ITEMS

Report of the Human Resources and Compensation Committee

Presenter(s): Ray Muzyka

4. Recruitment and Selection of Employees Policy and Procedures

Materials before members are contained in the official meeting file.

Presenter(s): Wendy Rodgers

Purpose of the Proposal: For review and recommendation of proposed changes to the Recruitment and Selection of Employees Policy and procedures.

Discussion:

Dr Rodgers introduced the item, noting that the proposed changes are intended to embed wording and advice to recruitment and selection committees, to ensure there are no barriers for diverse applicants.

Dr Rodgers responded to questions from Board members regarding: whether the university community has experienced discrimination under its current policies and procedures; the rationale for changing the policies; concerns that the changes may elevate the importance of diversity above merit with unintended consequences; the amount of administration these changes may cause; whether the changes are necessary given current policies and laws against discrimination; whether individual selection would still be merit-based; and the importance of the changes to ensure the university is recruiting from 100 percent of the talent pool rather than only part of it.

The motion was moved and seconded.

THAT the Board of Governors, on the recommendation of the Board Human Resources and Compensation Committee, approve the amended Recruitment and Selection of Employees Policy Suite, as set forth in attachment 3, and authorize the Deputy Provost to make changes as outlined in the "Supplementary Notes and context" section below, all to take effect upon final approval.

CARRIED

Report of the Finance and Property Committee

Presenter(s): Charlene Butler

5. Update: University of Alberta 2020-2021 Budget

Presenter(s): Steven Dew; Gitta Kulczycki

Purpose of the Proposal: For information / discussion

Discussion:

Ms Kulczycki briefed members on the 2020-21 budget, noting that the budget approved by the Board of Governors on March 26, 2020 remains the final budget. She informed the Board of two June 30th deliverables to government: a balanced budget and three-year savings plan without expenditure targets, as well as a new requirement that the university not run a deficit in-year, with accurate and timely financial reporting. She also spoke to government's extended deadline for Investment Management Agreements and performance metrics; noted the university was currently forecasting a modest deficit of \$18 Million; and provided members with an overview of the potential budget implications of the COVID-19 pandemic, noting the importance of enrolment numbers.

Report of the President-Elect

Presenter(s): Bill Flanagan

6. U of A for Tomorrow

- Academic and Administrative Restructuring

Materials before members are contained in the official meeting file.

Presenter(s): Bill Flanagan; Steven Dew; Gitta Kulczycki

Purpose of the Proposal: To continue Board of Governors' engagement with President-Elect Bill Flanagan's vision for transformation at the University of Alberta.

Discussion:

President-Elect Flanagan provided an update on the University of Alberta for Tomorrow transformation initiative, including consultations and why change is needed. Dr Dew then presented an overview of the U of A for Tomorrow vision, reviewing: the financial and non-financial benefits of academic reorganization; the university's current structure; lessons learned from other jurisdictions; an explanation of the academic restructuring versus the Service Excellence Transformation (SET) initiatives; the structure and work of the Academic Restructuring Working Group; the proposed timeline and phases of consultation; and the academic restructuring objectives and principles.

Professor Flanagan, Dr Dew, and Ms Kulczycki responded to questions from the Board regarding: opportunities for cost-savings in 2020-21; the biggest risks of comprehensive transformation; the importance of culture supporting the strategy; the importance of communicating transparently with internal stakeholders to alleviate fears of the unknown; the importance of messaging the non-financial benefits of change; whether the NOUS Group would be looking at organizational charts from Canadian post-secondary institutions; how to consider sustainability and embedding this within the culture; how the university will ensure the right faculty and staff are in the right place when layoffs are already taking place; and the importance of a communications strategy that includes improved notification and transparency.

Report of the Investment Committee

Presenter(s): David Lawson

7. Investment Committee Annual Report

Presenter(s): David Lawson

Purpose of the Proposal: For information / discussion

Discussion:

The Chair welcomed Mr Lawson, noting that his final term as Chair of the Investment Committee would end on June 30th. She led the Board in thanking Mr Lawson for sharing his investment expertise over the past nine years and for his effective leadership of the committee.

Mr Lawson reviewed the Board Investment Committee's annual report to the Board, providing an overview of the endowed and non-endowed asset performance over the past year, including recovery of the markets since March 31, 2020. He briefed the Board on the committee's plans for 2020-21, and thanked committee members, administration, and staff for their attention and dedication to the committee over the past year.

President Turpin acknowledged Mr Lawson for his service to the university.

Report of the Governance Committee

Presenter(s): Guy Bridgeman

8. Report on For the Public Good

Presenter(s): David Turpin

Purpose of the Proposal: The proposal is before the Board to share the *For the Public Good* Report 2020 which provides an update on the University of Alberta's progress towards its strategic plan, *For the Public Good*.

Discussion:

Dr Bridgeman introduced the item, congratulating President Turpin on his accomplishments since the launch of *For the Public Good* in 2016. President Turpin reviewed the report, noting that it provided an opportunity to reflect on all that the University of Alberta accomplished during the past four years under its strategic plan, and thanked all involved for making great things happen.

CLOSING SESSION

Report of the University Secretary

9. Upcoming Board of Governors' Meetings

10. Summer Reading

Presenter(s): Marion Haggarty-France

Purpose of the Proposal: For information / discussion.

Discussion:

The University Secretary reminded members of two special Board of Governors' meetings scheduled for July and August, and encouraged members to take time over the summer to read "A More Beautiful Question" by Warren Berger, to help inspire them to ask deeper, more meaningful questions to help move the university forward.

11. Adjournment

The Chair adjourned the Open Session at 11:30 am.