



Board of Governors  
Open Session Minutes

Friday, March 16, 2018  
Council Chamber, 2-100 University Hall  
8:00 AM - 12:00 PM

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**ATTENDEES:**

Voting Members:

Michael Phair	Appointed Chair, General Public
Marina Baniett	Appointed Member, President (Students' Union)
Matthew Barnett	Appointed Member, Non-Academic Staff Representative (NASA Appointee)
Mary Pat Barry	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
David Cooper	Appointed Member, Academic Staff Representative (AASUA Appointee)
Dominique Grégoire	Appointed Member, General Public
Kirk McLeod	Appointed Member, General Public
Lynne Paradis	Appointed Member, General Public
Lynn Parish	Appointed Member, General Public
Michael Sandare	Appointed Member, Undergraduate Board of Governors Representative
Babak Soltannia	Appointed Member, President (Graduate Students' Association)
Zahra Somani	Appointed Member, General Public
Sheri Somerville	Appointed Member, General Public
Douglas Stollery	Appointed Member, Chancellor
Glenn Stowkowy	Appointed Member, University of Alberta Alumni Association Representative
Claudette Tardif	Appointed Member, General Public
Owen Tobert	Appointed Member, General Public
David Turpin	Appointed Member, President and Vice-Chancellor

Non-Voting Officials Appointed by the President:

Steven Dew	Provost and Vice-President (Academic)
Walter Dixon	Interim Vice-President (Research)
Marion Haggarty-France	University Secretary
Brad Hamdon	General Counsel
Gitta Kulczycki	Vice-President (Finance and Administration)
Heather McCaw	Vice-President (Advancement)
Andrew Sharman	Vice-President (Facilities and Operations)
Catherine Swindlehurst	Chief of Staff (President's Office)
Jacqui Tam	Vice-President (University Relations)
Juli Zinken	Board Secretary and Manager of Board Services

Regrets:

Raymond Muzyka	Appointed Member, General Public
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Presenter(s):

André Costopoulos	Vice-Provost and Dean of Students
Kevin Friese	Assistant Dean, Health and Wellness, Office of the Dean of Students
Andrew Leitch	Director, ERM Programs, Risk Management Services
Philip Stack	Associate Vice-President (Risk Management Services)

Staff:

Erin Plume	Assistant Board Secretary
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## **OPENING SESSION**

### 1. Chair's Session

*Presenter(s):* Michael Phair

#### 1a. Call to Order and Confirmation of Quorum

*Presenter(s):* Michael Phair

The Board Secretary confirmed that the attendance constituted quorum. The Chair called the meeting to order at 8:00 a.m.

#### 1b. Approval of Open Session Agenda

Materials before members are contained in the official meeting file.

*Presenter(s):* Michael Phair

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):* Michael Phair

The Chair invited members to inform him if there were any requests to remove an item from the Open Session Consent Agenda.

#### 1c. Conflict of Interest - Opportunity for Declaration

*Presenter(s):* Michael Phair

The Chair made note of the following:

- The University of Alberta has policy and procedure in place for Conflict of Interest and Conflict of Commitment, and Board members make annual disclosures.
- In addition, Board members must declare any conflict related to the Board Agenda of each meeting and, in the event of such conflict, absent themselves from the discussion and voting on the item.
- The *Post-secondary Learning Act*, Section 16(5) states that: The members of the board must act in the best interests of the university.

The Chair invited members to declare conflicts of interest related to the Open Session Agenda of the meeting. Mr Stowkowy declared a general conflict in that his firm does work for the University of Alberta and Ms Banister noted a conflict in that the Students' Union is a food provider on campus.

Seeing no further declarations, the Chair declared the question asked and answered.

#### 1d. Chair's Remarks

*Presenter(s):* Michael Phair

The Chair welcomed members and guests and acknowledged all Indigenous peoples and the traditional lands on which the Board was gathered. He reminded members and guests that photography, video and live-streaming are not permitted at Board of Governors meetings.

He offered a warm welcome to the Honorable Claudette Tardiff and Kirk MacLeod, who were both appointed to the Board on January 30. The new members introduced themselves to the Board, and the Chair then led all members, presenters and guests in a round of introductions.

The Chair informed members that this would be the final Board of Governors' meeting for the student members: Marina Banister, Students' Union President; Mike Sandare, Undergraduate Board of Governors Representative; and Babak Soltannia, Graduate Students' Association President. Members joined the Chair in recognizing Ms Banister, Mr Sandare, and Mr Soltannia for their service and valuable contributions to the Board over the past year. The Chair welcomed the newly-elected student members who were attending the meeting as observers: incoming Students' Union President Reed Larsen; incoming Graduate Students' Association President Sasha van der Klein; and incoming Undergraduate Board of Governors Representative Levi Flaman; all appointed to the Board effective May 1, pending ministerial orders.

The Chair congratulated Ray Muzyka for being named a 2018 inductee into the Junior Achievement Alberta Business Hall of Fame, and Charlene Butler for being recently named to the PhaseNyne Diversity 50 cohort of diverse candidates to impact Canada's corporate boards and improve global competitiveness. Members joined the Chair in recognizing Dr Muzyka and Ms Butler on these recent accomplishments.

He then drew members' attention to the book in front of them: Dr Peter MacKinnon's *University Commons Divided: Exploring Debate and Dissent on Campus*, a continuation of the themes explored at the January 26 Board/General Faculties Council/Senate summit.

He reminded members of the upcoming Governors Emeritus Members (GEM) luncheon and tunnel tour on April 13, and also noted that there was still time to complete the Board Evaluation survey, thanking the members who had already completed it.

The Chair recognized the recent achievements brought about by advocacy surrounding the report of Canada's Fundamental Science Review (commonly known as the Naylor Report).

At the request of the Chair, the Chancellor provided an update on the forthcoming *Chancellor's Forum: Pride or Prejudice?*, a celebration of the University of Alberta's contributions to the landmark Supreme Court case that advanced LGBTQ rights. The President reminded members that the Chancellor was lead counselor for this important case.

The Chair acknowledged the number of student observers attending the meeting, noting that Board members would carefully consider the motions before them.

#### 2. Report of the President

Materials before members are contained in the official meeting file.

*Presenter(s):* David Turpin

##### *Discussion:*

The President provided a written report on his activities since December 15, 2017, including updates on the five strategic goals of *For the Public Good*: build; experience; excel; engage; and sustain. In addition to his written report, Dr Turpin provided verbal remarks on: the federal government's announcement of research funding in

line with recommendations from the report of Canada's Fundamental Science Review (commonly known as the Naylor Report); the impending announcement of the provincial government's budget, and potential implications for the university; the recent discussions with government regarding funding for Peter Lougheed Hall, and the search for the next principal of the Peter Lougheed Leadership College. At the President's request, Vice-President (University Relations) Jacqui Tam briefed the Board on recent media attention of a now-removed website for a fake university that used information from the University of Alberta's website with the apparent intention of legitimizing a predatory journal enterprise.

The President responded to a question from a committee member regarding a communication strategy around the university's recent positive QS (Quacquarelli Symonds Limited) World University Rankings.

2a. Board of Governors / GFC / Senate Summit Debrief

*Presenter(s)*: David Turpin

*Discussion:*

The President noted that the feedback from the joint Board/General Faculties Council/Senate summit was positive and asked board members to share comments with him as plans are underway to make this an annual event.

2b. University of Alberta Cannabis Consultation and Policy Direction

Materials before members are contained in the official meeting file.

*Presenter(s)*: André Costopoulos; Andrew Leitch; Kevin Friese; Philip Stack

*Purpose of the Proposal:* To update the Board on current activities of university administration to prepare for the legalization of cannabis, which is expected to happen in the summer of 2018.

*Discussion:*

Mr Stack and Mr Leitch provided a brief overview of the progress to date of the Cannabis Working Group and the consultation the group has undertaken, and solicited feedback from board members on potential policies, occupational health considerations, and revenue generating opportunities.

Mr Stack and Mr Friese responded to questions from board members regarding: whether the working group had solicited input from Canada's Task Force on Cannabis Legalization and Regulation; whether the working group was considering all methods of ingesting cannabis; why students were not included on the working group and whether there would be future opportunities for student input, and whether the working group had undertaken a review of American states where cannabis has been legalized.

2c. Bill 27 – Conflicts of Interest Amendment Act

- Board of Governors' Code of Conduct (no documents)

Materials before members are contained in the official meeting file.

*Presenter(s)*: Brad Hamdon; Marion Haggarty-France

*Purpose of the Proposal:* To update the Board of Governors on the University of Alberta's approach and actions to comply with Bill 27: Conflicts of Interest Amendment Act.

*Discussion:*

Mr Hamdon briefed the board on the University of Alberta's actions to comply with *Bill 27: Conflicts of Interest Amendment Act*, noting two significant changes that apply to the university: a stand-alone code of conduct for the Board of Governors and all employees, currently in development and due to the government of Alberta for feedback on April 30; and the annual disclosure of financial information by senior officials.

## **CONSENT AGENDA**

### 3. Approval of the Consent Agenda

Materials before members are contained in the official meeting file.

*Presenter(s):* Michael Phair

#### Action Items

3a. Approval of the Open Session Minutes of December 15, 2017

3b. Report of the Finance and Property Committee

3bi. Mandatory Student Instructional Support Fees

3c. Report of the Board Chair

3ci. Committee Appointments

#### Information Reports

3d. Report of the Audit Committee

3e. Report of the Finance and Property Committee

3f. Report of the Human Resources and Compensation Committee

3g. Report of the Investment Committee

3h. Report of the Learning and Discovery Committee

3i. Report of the Safety, Health and Environment Committee

3j. Report of the University Relations Committee

#### Regular Reports

3k. Chancellor's Report

3l. Alumni Association

3m. Students' Union

3n. Graduate Students' Association

3o. Association of Academic Staff

3p. Non-Academic Staff Association

3q. General Faculties Council

3r. Board Chair and Board Members Activity Report

The motion was moved and seconded.

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

**CARRIED**

## **ACTION ITEMS**

### 4. Report of the Finance and Property Committee

*Presenter(s):* Owen Tobert

4a. Presentation on the University of Alberta's Budget and Capital Plan

Materials before members are contained in the official meeting file.

*Presenter(s):* Steven Dew; Gitta Kulczycki; Andrew Sharman

*Purpose of the Proposal:* To provide Members with the rationale for proposed increases, as well as an overview of the assumptions and main components of the proposed budget.

*Discussion:*

Mr Tobert introduced the items, noting that the Board Finance and Property Committee recommended each of them after devoting the necessary amount of consideration and that the board is obligated to consider motions on tuition even when it is frozen.

Dr Turpin provided a brief overview of the motions before the board, noting that they align with the Sustain goal of *For the Public Good*, that the university is facing a substantial structural deficit and a large deferred maintenance bill, and that this is the first step toward ensuring financial sustainability. He reminded members that the university will not displace domestic students with international students, that Canada has one of the lowest rates of international tuition in the world, that the University of Alberta's international tuition is low in relation to other Canadian post-secondary institutions, and that residences are part of ancillary services which need to be self-sustaining.

Dr Dew provided an overview of the university's integrated budget planning process, explaining the process for developing the faculty and unit accountability plans, and the allocation of funds for implementation of *For the Public Good* initiatives, noting that the proposed increases to international tuition, residence rates and meal plan rates are all built into the overall budget. Ms Kulczycki addressed feedback received over the past month, explaining that: the proposed increases were developed based on anticipated cost increases; the university hopes to move toward a decreased reliance on the endowment and build a source for matching funds from government grants; and that increases to benefit costs, typically of four to six percent per year, will be found within faculties and units.

Dr Dew presented the proposal for the international tuition increase, noting the university is restricted from using the Campus Alberta grant for international student costs, that increases are necessary to avoid undermining the university's programs, and that, even with the proposed increase, the university's international tuition will remain below national peers. He explained that throughout the consultation process, students noted their concern about financial difficulties, and that the university has financial supports available to those that need them.

Ms Kulczycki presented the residence and dining services proposals, reviewing guiding principles and budget assumptions for each. She then presented the 2018-19 consolidated budget, noting that the university is required to prepare a balanced budget. She gave an overview of the operating budget by revenue source and expense type, and explained budget restrictions, operating fund cost pressures, and proposed budget cuts over the next three years.

Dr Dew responded to questions from board members regarding: the process for calculating international tuition increases, especially given the uncertainty around salary costs; the university's plans to remain competitive with institutions that have frozen tuition; whether an analysis of how budget reductions will affect faculties and units has been undertaken, and whether there are supports available for faculties that cannot sustain the reductions; plans to increase financial support for current students; whether there are plans to reduce expenses; and why the university is proposing 3.14 percent rather than an increase based on Consumer Price Index (CPI).

Lisa Collins, Vice-Provost and University Registrar, and Amy Dambrowitz, Assistant Dean (Administration), Faculty of Graduate Studies and Research, responded to questions from a board member regarding: the amount of funding available in international student bursaries; the percentage of that funding that is accessed each year; the proportion of international students who receive awards; the proportion of international students with no financial support at all; and what other supports are available to these students.

Mr Sharman responded to questions from a board member regarding: the anticipated amount of time for ancillary services to move out of a deficit situation; whether the anytime dining model was currently in effect, and

if so, what type of feedback had been garnered from students; and clarification on the percentage of meal plan rate increases.

Mr Babak Soltannia, Graduate Students' Association (GSA) President, presented the GSA's position on tuition, explaining that while the GSA is not opposed to an increase, they believe it should not be higher than the Consumer Price Index (CPI) and that any increases higher than that should apply only to new students. He provided an overview of the impact of financial changes on students, especially international and graduate students, who also have other financial pressures; the relationship between financial hardship and mental health; the benefits that international students provide to the university; the GSA's desire for predictability and affordability of tuition; and trends at peer institutions regarding international fees.

Mr Robyn Paches, Students' Union (SU) Vice-President Operations and Finance, and Mr Ilya Ushakov, SU Vice-President Student Life, presented the SU's position on affordability, providing an overview of the SU Students' Council Tuition Political Policy, which calls for affordability and predictability; proposed increases to international tuition, residence rates and meal plan rates and the implications for students; Peter Lougheed Hall dining hall access statistics; and results of the SU survey on residence dining services. They informed board members of a protest that had occurred earlier in the week and distributed photos of the protest and postcards from students urging the board to vote against changes to the meal plan.

Drs Turpin and Dew responded to questions from board members regarding: administrations' philosophy on tuition predictability; the possibility of allowing students to pay tuition through an installment plan or applying the tuition increases to new students only; whether tuition increases go directly to student learning; whether unit reductions will decrease internal spending; and the possibility of not increasing international tuition but rather increasing overall student enrolment.

Ms Banister responded to a question from a board member regarding whether she had a different proposal to cover the increase in meal plan costs, and Mr Soltannia responded to a question from a member regarding the difference in cost between a CPI increase and a 3.14 percent increase.

Members discussed the conflicting needs of balancing the budget while considering students' financial situations; the possibility of students working together with administration to develop a proposal that is satisfactory to all; board members' fiduciary responsibilities; and the possibility of a reputational risk to the university by increasing costs.

Mr Sharman responded to questions from a board member regarding: campus locations for anytime dining services; meal services across other post-secondary institutions; whether students are willing to pay more for higher-quality residences; which residences are in the most demand; and plans for increasing the quality of residences.

The President concluded the discussion by noting that, in the future, the board may want to consider higher increases to international tuition in order to create predictability, that ancillaries need to cover their own costs, and that this is the start of a process to balance the university's budget.

#### 4ai. 2018-2019 Tuition Fee Proposal

- University of Alberta 2018-2019 General Tuition Proposal
- Mandatory Non-Instructional Fees (MNIF) Proposal
- University of Alberta 2018-2019 International Tuition Fee Proposal

Materials before members are contained in the official meeting file.

*Purpose of the Proposal:* To approve that the domestic tuition and mandatory non-instructional fees for 2018-19 be set at the amounts directed by the Government of Alberta, as well as to set international tuition fees for the same year.

The motion was moved and seconded.

**Motion 1:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and General Faculties Council Academic Planning Committee, approve that tuition governed by the tuition fee regulation for 2018-19 be set at the 2014-15 rates, as directed by the Government of Alberta.

**CARRIED**

Mr Soltannia abstained.

**Motion 2:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee approve that mandatory non-instructional fees for 2018-19 be set at the 2014-15 rates, as directed by the Government of Alberta.

**CARRIED**

*Discussion:*

Ms Banister, Mr Sandare, and Mr Soltannia formally noted their opposition to the following motion.

The President responded to questions from board members regarding the possibility of waiving increases for current students and possible scenarios if the international tuition motion was defeated.

**Motion 3:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and General Faculties Council Academic Planning Committee, approve an increase of 3.14% to international tuition fees for 2018-19, as illustrated in the table below:

Undergraduate <sup>a</sup>	2017-18 <sup>d</sup>	2018-10	Change <sup>e</sup>	
			\$	%
Arts and Science	\$21,009.60	\$21,668.40	\$658.80	3.14%
Business	\$27,636.32	\$28,503.12	\$866.80	3.14%
Engineering	\$25,211.52	\$26,002.08	\$790.56	3.14%
Juris Doctor (JD) Program	\$45,573.48	\$47,003.48	\$1,430.00	3.14%
Pharmacy (BSc (Pharm))	\$39,431.68	\$40,666.88	\$1,235.20	3.13%
Economics Course	\$2,680.62	\$2,764.70	\$84.08	3.14%
Graduate <sup>a</sup>	2017-18 <sup>d</sup>	2018-19	Change <sup>e</sup>	
			\$	%
Course Based Master's	\$8,181.36	\$8,437.68	\$256.32	3.13%
Thesis 919 <sup>b</sup>	\$5,104.84	\$5,265.08	\$160.24	3.14%
Thesis Based Masters /PhD <sup>c</sup>	\$7,057.80	\$7,279.32	\$221.52	3.14%
Master's in Business Administration	\$16,017.84	\$16,519.68	\$501.84	3.13%
Integrated Petroleum Geosciences Course	\$2,924.12	\$3,015.86	\$91.74	3.14%
International Graduate Tuition Increase <sup>f, g</sup>	\$4,000.00	\$4,000.00	\$ -	0.00%

**Notes:**

- (a) Values are based on full-time per term and full-time per year unless otherwise stated.
- (b) Tuition applies to thesis students who were admitted to the program of study prior to Fall 2011 and are assessed the reduced thesis rate.

cont'd.

- (c) Tuition applies to thesis students who were admitted to the program of study beginning in Fall 2011 or later; this is based on an annual fee assessment (including spring/summer).
- (d) As approved by the Board of Governors, December 16, 2016.
- (e) Figures may be rounded downwards at fee index level for administrative purposes, thus lowering the effective year over year percentage increase below 3.14 percent.
- (f) Per year for full time student, excluding Cost recovery and graduate course based Physical Therapy, Occupational Therapy, and Speech master's programs in Faculty of Rehabilitation Medicine.
- (g) \$4000 will be cost-neutral and offset by an equal amount of financial support.

**CARRIED**

Ms Banister, Ms Barry, Ms Butler, Mr Sandare, Mr Soltannia, and Ms Somerville opposed.  
Ms Grégoire abstained.

4a.ii. 2018-2019 Residence Rates

Materials before members are contained in the official meeting file.

*Purpose of the Proposal:* To approve the rates for residences effective May 1, 2018.

*Discussion:*

Ms Banister and Mr Soltannia formally noted their opposition to the motion.

THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve a 4 percent across-the-board increase in residence rates for 2018-19.

**CARRIED**

Ms Banister, Mr Sandare, and Mr Soltannia opposed.

4a.iii. 2018-2019 Meal Rates

Materials before members are contained in the official meeting file.

*Purpose of the Proposal:* To approve the rates for meals effective May 1, 2018.

*Discussion:*

Ms Banister, Mr Sandare, and Mr Soltannia formally noted their opposition to the motion.

THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve meal rates for 2018-19 as illustrated in the table below.

Dining Facility	Meal Plan Level	2017-18	2018-19	% Change
Lister Hall	Level 1 (7 days)	\$4,782	\$4,999	4.54
	Level 2 (5 days)	\$4,317	\$4,400	1.92
	Flex Included	\$900	\$300	
Peter Loughheed Hall	Level 1	\$4,650	\$4,999	7.51
	Flex Included	\$400	\$300	
Augustana	8 months	\$4,297	\$4,422	2.91
	4 months	\$2,247	\$2,312	2.89

**CARRIED**

Ms Banister, Mr MacLeod, Mr Sandare, and Mr Soltannia opposed.  
Dr Binhammer, Dr Cooper, and Dr Tardiff abstained.

4aiv. University of Alberta 2018-2019 Budget and Capital Plan

Materials before members are contained in the official meeting file.

*Purpose of the Proposal:* Under guidelines from Advanced Education, the University of Alberta is preparing the Comprehensive Institutional Plan (CIP) that incorporates the university's enrolment plan, research plan, capital plan, and budgets into one comprehensive document. The format and contents of the CIP are specified by Advanced Education guidelines. This item presents the Budget and Capital Plan components of the CIP for approval. The remainder of the document will be submitted for approval through a subsequent governance cycle.

*Discussion:*

Ms Banister and Mr Soltannia formally noted their opposition to the motion.

Dr Turpin responded to a question from a board member regarding the possibility of distinguishing the fact that the future pension liability does not include the Non-Academic Staff Association (NASA) because their pension plan is fully-funded.

THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and General Faculties Council Academic Planning Committee, approve the 2018-19 Consolidated Budget as set forth in Attachment 1, and the 2018-2019 Capital Plan as set forth in Attachment 2.

**CARRIED**

Ms Banister, Mr Sandare, and Mr Soltannia opposed.

**DISCUSSION ITEMS**

5. Report of the Board Chair

*Presenter(s):* Michael Phair

5a. Board Working Group Update

Materials before members are contained in the official meeting file.

*Presenter(s):* Michael Phair

*Purpose of the Proposal:* To provide the Board with an update on Board Working Group activities since December 2017 and progress on its established goals.

*Discussion:*

The Board Chair noted that the update from the Board Working Group before members included a compilation of themes that emerged from the discussions at the committees regarding their terms of reference. He asked members to provide comments directly to him by email.

5b. Governance Executive Summary Template

Materials before members are contained in the official meeting file.

*Presenter(s):* David Turpin; Marion Haggarty-France

*Purpose of the Proposal:* To present for Board discussion the draft 'new' executive summary templates for governance supporting materials.

*Discussion:*

Ms Haggarty-France presented the new Governance Executive Summary templates, noting that the new format was developed based on feedback from the board retreat and various stakeholders and that there are two

versions: one for action items and one for information items. Members discussed the appropriate amount of information that should be included for any given item.

**CLOSING SESSION**

6. Adjournment

*Presenter(s)*: Michael Phair

The Chair adjourned the open session at 11:50 am.