



Board of Governors  
Open Session Minutes

Friday, March 15, 2019  
2-31 South Academic Building (SAB)  
8:00 AM - 12:00 PM

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**ATTENDEES:**

Voting Members:

Michael Phair	Appointed Chair, General Public
Lynn Parish	Appointed Vice-Chair, General Public
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
Levi Flaman	Appointed Member, Undergraduate Board of Governors Representative
Dominique Grégoire	Appointed Member, General Public
Reed Larsen	Appointed Member, President (Students' Union)
Kirk MacLeod	Appointed Member, General Public
Raymond Muzyka	Appointed Member, General Public
Lynne Paradis	Appointed Member, General Public
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
Owen Tobert	Appointed Member, General Public
David Turpin	Appointed Member, President and Vice-Chancellor
Sasha van der Klein	Appointed Member, President, Graduate Students' Association
Donna Wilson	Appointed Member, Academic Staff Representative (AASUA Appointee)

Non-Voting Officials Appointed by the President:

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

Presenter(s):

Wayne Patterson	Vice-Provost and Associate Vice-President (Human Resources)
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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.
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**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. There were no requests.

#### 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. Seeing none, 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. The Chair then led all members, presenters and guests in a round of introductions.

The President congratulated the Board Chair on his reappointment, thanked him for his dedication to the university, and presented him with a University of Alberta themed hat. The Board Chair expressed his pleasure at serving a second term, and proudly wore the glittered cowboy hat for the remainder of the meeting.

The Chair informed members that this would be the final Board of Governors' meeting for the student members: Reed Larsen, Students' Union President; Levi Flaman, Undergraduate Board of Governors Representative; and Sasha van der Klein, Graduate Students' Association President. Members joined the Chair in recognizing Ms van der Klein, Mr Flaman, and Mr Larsen for their service and valuable contributions to the Board over the past year. The Chair welcomed the recently-elected student members who were attending the meeting as observers: Akanksha Bhatnagar, Students' Union President-Elect, Rowan Ley, incoming Undergraduate Board of Governors Representative, and Fahed Elian, Graduate Students' Association President-Elect, all appointed to the Board effective May 1, pending Ministerial Orders.

The Chair congratulated Ray Muzyka on his appointment to the Order of Canada, informing the Board that Dr Muzyka was honoured, along with his BioWare co-founder Greg Zeschuk, for his "revolutionary contributions to the videogame industry as a developer and co-founder of an internationally renowned studio". Members joined the Chair in recognizing Dr Muzyka on this accomplishment.

The Board Chair thanked Jacqui Tam, Vice-President (University Relations), and her team for their help in preparing a letter to Edmonton area candidates in the upcoming provincial election, as well as board members who personally delivered the letters.

He drew members' attention to an End Poverty Edmonton (EPE) advocacy document, noting that he has been involved with many of EPE's activities as Chair of its Stewardship Round Table.

He then drew board members' attention to the University of Alberta's *Equity, Diversity, and Inclusivity (EDI) Strategic Plan* and asked Board Member Kirk MacLeod and Chancellor Douglas Stollery to speak about the positive impact of such a policy to them. Mr MacLeod spoke of the opportunities afforded to him and his family by the University of Alberta, noting that those opportunities would not have been available without equity and inclusion policies. The Chancellor explained that as a student in the early seventies, he knew of no other gay staff or students because it was dangerous at that time to be openly gay. He emphasised the importance of an EDI policy, noting that the university's students as future leaders will ensure our society is diverse and equitable. The President acknowledged Deputy Provost Wendy Rodgers and everyone involved in drafting the plan, noting that the University is committed to animating it.

## 2. Report of the President

Materials before members are contained in the official meeting file.

*Presenter(s)*: David Turpin

The President provided a written report on his activities since December 14, 2018, 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: Peter Loughheed Leadership College activities over the past year, including the appointment of Lois Harder as Principal and recently approved recommendations to integrate the college into the academic community by providing more flexible and accessible programming; and accolades to Dr Stephanie Green, recipient of the Sloan Research Fellowship, and Julia Sawatzky, recently appointed Rhodes Scholar.

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

*Presenter(s)*: David Turpin

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

The President thanked members for attending the joint Board/General Faculties Council/Senate Summit, noting that he has received positive feedback about the event. He recapped the key messages developed by the Council of Post-secondary Presidents of Alberta (COPPOA) of increased system capacity, reduced financial barriers, and funding for research and innovation, and noted his appreciation for the work that members put into developing the elevator pitches at the event.

3. Report of the University Secretary

*Presenter(s):* Marion Haggarty-France

3a. 2019-2020 Board of Governors' Calendar

Materials before members are contained in the official meeting file.

The University Secretary drew members' attention to the 2019-20 Board of Governors calendar included in the meeting package; thanked her team for the work put into developing the calendar; and noted that planning is already underway for the September board retreat. She reminded members to check in with governance staff when making long-term plans as the calendar is drafted for the next two years.

**CONSENT AGENDA**

4. Approval of the Consent Agenda

Materials before members are contained in the official meeting file.

*Presenter(s):* Michael Phair

Action Items

- 4a. Approval of the Open Session Minutes of December 14, 2018
- 4b. Report of the Finance and Property Committee
- 4bi. Mandatory Student Instructional Support Fees (MSISF)
- 4bii. Capitalization of Unrestricted Funds to Permanent Restricted Endowment
- 4biii. Internal Loan Policy Updates
- 4biv. Endowment Management Policy and Procedure
- 4c. Report of the Human Resources and Compensation Committee
- 4ci. Appointment of Representative to the PSCP Sponsor Board

Information Reports

- 4d. Report of the Audit and Risk Committee
- 4e. Report of the Finance and Property Committee
- 4f. Report of the Human Resources and Compensation Committee
- 4g. Report of the Investment Committee
- 4h. Report of the Reputation and Public Affairs Committee

Regular Reports

- 4i. Chancellor's Report
- 4j. Alumni Association

- 4k. Students' Union
- 4l. Graduate Students' Association
- 4m. Association of Academic Staff
- 4n. Non-Academic Staff Association
- 4o. General Faculties Council
- 4p. 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**

### **DISCUSSION & ACTION ITEMS**

#### 5. Report of the Board Finance and Property Committee

*Presenter(s):* Owen Tobert

#### 5a. Presentation on the University of Alberta Budget

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

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

*Discussion:*

Mr Tobert introduced the following items and thanked members of the administration for their high level of consultation over the past year which made the budget easier to understand.

Ms Kulczycki noted that a number of changes had been made to the comprehensive budget document to increase transparency and understanding, and thanked her team in Resource Planning, Chad Schulz, Amy Malanchen, and Stephen Edge, for their work on the budget.

#### 5ai. 2019-2020 Tuition Fee Proposal

- University of Alberta 2019-2020 General Tuition Proposal
- Mandatory Non-Instructional Fees (MNIF) Proposal
- University of Alberta 2019-2020 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 2019-20 be set at the amounts directed by the Government of Alberta, as well as to set international tuition fees for the same year.

*Discussion:*

Mr Tobert introduced the motions. The motions were moved and seconded.

Mr Larsen expressed his appreciation to the provincial government for the affordability and predictability that Bill 19, *An Act to Improve the Affordability and Accessibility of Post-Secondary Education* will provide.

**Motion 1:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the General Faculties Council Academic Planning Committee, approve that domestic student tuition governed by the tuition fee regulation for 2019-20 be set at the 2014-15 rates, as directed by the Government of Alberta.

**CARRIED**

Opposed: Reed Larsen

Mr Larsen explained that mandatory non-instructional fees will be included in the Bill 19 legislation, which will make student consultation on fee-setting mandatory. He expressed his appreciation to University of Alberta administration and students, who already have a robust consultation process in place.

**Motion 2:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, recommend that the Board of Governors approve that mandatory non-instructional fees for 2019-20 be set at the 2014-15 rates, as directed by the Government of Alberta.

**CARRIED**

Opposed: Reed Larsen

Ms van der Klein noted that she would be voting against the next proposal because international students make up almost 40 percent of the graduate student population, that unexpected increases are stressful for students, but that she was pleased with the predictability and affordability that Bill 19 will provide to both domestic and international students.

Mr Larsen noted that small tuition increases can have a large impact on students, that international tuition increases cause inequities amongst students, and that he looks forward to working with administration to increase predictability. The Board Chair noted that the University is lucky to have a significant number of international students who are intellectually capable and enrich the institution. Mr Flaman noted his opposition to the motion because the proposed increase is higher than Consumer Price Index.

**Motion 3:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the General Faculties Council Academic Planning Committee, recommend that the Board of Governors approve an increase of 2.77% to international tuition fees for 2019-20, as illustrated in the table below:

Undergraduate	2018-19	2019-20	Change <sup>e</sup>	
			\$	%
Arts and Science	\$ 21,668.40	\$ 22,267.20	\$ 598.80	2.76%
Business	\$ 28,503.12	\$ 29,291.04	\$ 787.92	2.76%
Engineering	\$ 26,002.08	\$ 26,720.64	\$ 718.56	2.76%
Juris Doctor (JD) Program	\$ 47,003.48	\$ 48,303.92	\$ 1,300.44	2.77%
Pharmacy (Pharm D)	\$ 48,149.76	\$ 49,480.64	\$ 1,330.88	2.76%
Economics Course	\$ 2,764.70	\$ 2,841.12	\$ 76.42	2.76%

Graduate <sup>a</sup>	2018-19 <sup>d</sup>	2019-20	Change <sup>e</sup>	
			\$	%
Course Based Master's	\$ 8,437.68	\$ 8,670.96	\$ 233.28	2.76%
Thesis 919 <sup>b</sup>	\$ 5,265.08	\$ 5,410.88	\$ 145.80	2.77%
Thesis Based Masters /PhD <sup>c</sup>	\$ 7,279.32	\$ 7,480.68	\$ 201.36	2.77%
Master's in Business Administration	\$ 16,519.68	\$ 16,976.16	\$ 456.48	2.76%
Integrated Petroleum Geosciences Course	\$ 3,015.86	\$ 3,099.24	\$ 83.38	2.76%
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.
- (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, March 16, 2018.
- (e) Figures may be rounded downwards at fee index level for administrative purposes, thus lowering the effective year over year percentage increase below 2.77 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**

Opposed: Levi Flaman, Reed Larsen, Sasha van der Klein

5a.ii. 2019-2020 University of Alberta Residence and Meal Plan Rates

Materials before members are contained in the official meeting file.

Presenter(s): Andrew Sharman

*Purpose of the Proposal:* To seek Board of Governors approval on rate increases for residences and meal plans as component parts of the overall consolidated budget.

*Discussion:*

Mr Tobert introduced the motions. The motions were moved and seconded.

Mr Larsen noted that rate increases are outpacing private rental increases, that the Board should consider student access to residence, and that full time student loans do not cover the cost of tuition and living expenses. Ms van der Klein noted her opposition to increases, especially for families living in Michener Park who will be required to move out next year due to the closure of that residence. Mr Flaman noted his opposition to the increases, urging board members to find other ways to increase revenues.

Mr Larsen noted his opposition to the increases, but expressed appreciation to Ms Kulczycki and Mr Sharman for developing a formula for future increases to residence and meal plan rates, which will increase predictability. Mr Sharman responded to questions from a board member regarding plans for developing food services on campus.

**Motion 1:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve an increase of 5% to the rates for all residences located in Edmonton for the 2019/20 academic year, as per Attachment 1.

**CARRIED**

Opposed: Levi Flaman, Reed Larsen, Sasha van der Klein

**Motion 2:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve an increase of 2.27% to the meal plan rates in Lister Hall and Peter Loughheed Hall for the 2019/20 academic year, as per Attachment 2.

**CARRIED**

Opposed: Levi Flaman, Reed Larsen, Sasha van der Klein

**Motion 3:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve an increase of 3% to the combined residence and meal plan rate at Augustana Campus for the 2019/20 academic year, as per Attachment 3.

**CARRIED**

Opposed: Reed Larsen, Sasha van der Klein

5a.iii. University of Alberta 2019-2020 Budget

Materials before members are contained in the official meeting file.

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

*Purpose of the Proposal:* To submit the proposed University of Alberta 2019-20 Budget for approval by the Board.

*Discussion:*

Mr Tobert introduced the proposal. Mr Larsen advocated for additional mental health resources for students, noting that students feel unsupported when they are unable to access resources, and members expressed an interest in making student mental health a Board priority. The President thanked Dr Dew, Ms Kulczycki, Mr Sharman and their teams for their work to make the budget more accessible.

The motion was moved and seconded.

THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the General Faculties Council Academic Planning Committee, approve the 2019-20 Consolidated Budget as set forth in Attachment 2.

**CARRIED**

Opposed: Reed Larsen



5b. Board of Governors Delegations of Authority for Tuition and Fees

Materials before members are contained in the official meeting file.

*Presenter(s):* Steven Dew

*Purpose of the Proposal:* To seek Board of Governors' approval of delegations of its authority for tuition and fees items.

*Discussion:*

Dr Dew explained the proposals, noting that administration was challenged to develop delegations for routine items, but that the committee retains the ability to raise any matter to the Board if necessary.

Ms van der Klein expressed her concern that students will not have automatic representation on the Board Finance and Property Committee and stressed the importance of following the *Principles for Board Standing Committee Composition*.

Mr Tobert explained that motion 3 was amended at the Board Finance and Property Committee to ensure adherence to the consultation process developed by the Joint University Student Oversight Committee on Mandatory Non-Instructional Fees.

The President responded to a question from a board member regarding the process for approving fees if they were increased by less than zero or more than five percent.

Mr Larsen noted that although he is in favour of the motions, mandatory student instructional support fees are not necessarily small fees but that he understands the Registrar's Office is committed to student consultation.

The motions were moved and seconded.

*Whereas the Board of Governors approved the Principles for Board of Governors Delegation of Authority on June 15, 2018, including the following statements:*

- *The Board of Governors has employed a structure that relies upon the delegation of its provincially mandated authorities to its standing committees, the President or other members of Administration and other campus bodies; and*
- *Delegation is essential to ensure timely and efficient decision-making in smaller forums with access to appropriate resource people, while allowing the Board to focus on substantive and strategic issues of broad relevance to the university community;*

**Motion 1:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, delegate approval of increases to domestic tuition equal to or less than the Consumer Price Index, as defined in the Tuition and Fees Regulation, to the Board Finance and Property Committee.

**CARRIED**

**Motion 2:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, delegate approval of domestic tuition rates when frozen by the Minister responsible, or otherwise controlled by the Minister, to the President.

**CARRIED**

**Motion 3:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, delegate approval of increases to existing mandatory non-instructional fees equal to or less than the agreed upon weighted annual inflation with both a ceiling of 5.0% and a floor of 0% to the Board Finance and Property Committee.

**CARRIED**

**Motion 4:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, delegate approval of new mandatory student instructional support fees, and changes to or deletions of existing mandatory student instructional support fees, to the Board Finance and Property Committee.

**CARRIED**

6. Report of the Human Resources and Compensation Committee

Presenter(s): Raymond Muzyka

6a. Conflicts of Interest Amendment Act - Codes of Conduct: Employees' Obligations Respecting Conflicts of Interest and Board Members' Obligations Respecting Conflicts of Interest

Materials before members are contained in the official meeting file.

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

*Purpose of the Proposal:* To present to the Board of Governors the *Code of Conduct: Employees' Obligations Respecting Conflicts of Interest* and the *Code of Conduct: Board Members' Obligations Respecting Conflict of Interest*, as approved by the Ethics Commissioner on January 17, 2019.

*Discussion:*

Dr Muzyka introduced the item, and President Turpin explained that the proposed codes have been developed in response to changing legislation, that many issues are covered by existing policies and collective agreements, and that the Ethics Commissioner required a consolidated document. He thanked General Counsel Brad Hamdon for his work with the Ethics Commissioner and for taking a coordinating role within the post-secondary system.

Mr Hamdon, Ms Haggarty-France, and Mr Patterson provided an overview of the requirements of the Code, the approval and governance process, additional requirements for board member conflict of interest declarations, and a timeline for the rollout of the codes to employees and board members.

The Board Chair updated the Board on his discussions with the Ethics Commissioner and other Alberta post-secondary institutions, noting specific concerns of the three Comprehensive Academic and Research Universities (CARUs) around concurrent appointments and political activity, and longer-term plans to lobby for these considerations.

Dr Muzyka commended the team for their work and consultation and the Chancellor for helping to bridge conversations with the Ethics Commissioner. In response to a question from a board member, Ms Haggarty-France confirmed that members can continue to serve on other boards, provided they declare it. President Turpin, Mr Hamdon and Ms Haggarty-France responded to questions from a board member regarding potential infringements on academic freedom, potential escalation of disputes, and the process for declaring conflicts when conflicts arise by virtue of their position.

The motions were moved and seconded.

**Motion 1:** THAT the Board of Governors, on the recommendation of the Board Human Resources and Compensation Committee and General Faculties Council, approve the Code of Conduct: Employees' Obligations Respecting Conflicts of Interest, as set forth in Attachment 1, to take effect July 1, 2019.

**CARRIED**

Opposed: Donna Wilson

**Motion 2:** THAT the Board of Governors, on the recommendation of the Board Human Resources and Compensation Committee, approve the Code of Conduct: Board Members' Obligations Respecting Conflict of Interest, as set forth in Attachment 2, to take effect July 1, 2019.

**CARRIED**

## **DISCUSSION ITEMS**

### **7. Report of the Governance Committee**

Materials before members are contained in the official meeting file.

*Presenter(s):* Lynn Parish

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

*Discussion:*

Ms Parish introduced the report, noting that the Board Governance Committee's first meeting went well and that work is underway for the September Board retreat. She acknowledged Ms van der Klein's concerns that the Graduate Students' Association (GSA) does not have a member on the committee, and drew board members' attention to the Board committee organizational chart, noting that the Board Governance Committee is one committee among equals.

### **8. Report of the Safety, Health and Environment Committee**

Materials before members are contained in the official meeting file.

*Presenter(s):* Zahra Somani

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

*Discussion:*

Ms Somani presented the report, noting that the Board Safety, Health and Environment Committee (BSHEC) held its final meeting on February 27 and that, although there are currently no pending action items, any emerging issues would be considered by the full Board until BSHEC is officially disbanded in June, 2019. She thanked BSHEC members as well as the Board Audit and Risk Committee (BARC) Chair and Vice-Chair for their work and noted that the Board Governance Committee will have oversight over the transfer of BSHEC's mandates to other committees.

### **9. Updates on Implementation of Recommendations of 2018 Board Working Group:**

*Presenter(s):* Michael Phair

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

*Discussion:*

The Board Chair introduced the following items as part of the continued implementation of the recommendations of the Board Working Group.

#### **9a. Review of Board Standing Committee Terms of Reference**

*Presenter(s):* Marion Haggarty-France

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

*Discussion:*

The University Secretary provided an update on work to draft new terms of reference for board committees, noting that consultants Julia Eastman (formerly University of Victoria University Secretary) and Christine Tausig Ford (former Universities Canada Vice-President) have been engaged to review and propose revisions to the current committee terms of reference and that drafts will be discussed at the May board meeting. She responded to a question from a board member regarding whether each committee would discuss their terms of reference.

9b. Process for Board Oversight of Enterprise-wide Risk Management

Materials before members are contained in the official meeting file.

*Presenter(s):* Dominique Grégoire

*Purpose of the Proposal:* To provide an update on progress related to the review of processes for Board oversight of enterprise-wide risk management, for Board consideration and feedback.

*Discussion:*

Ms Grégoire provided an update on the development of a process for oversight of enterprise-wide risk management, noting the new process will allow the Board Audit and Risk Committee (BARC) to take a holistic approach to risk oversight but that 'risk events' can still come forward to individual committees for specific oversight and that BARC and the Board will receive a presentation at the next cycle of meetings on the process, emerging risks, and opportunities.

The Board Chair noted his appreciation for the development of this process which will focus more on opportunity and the prioritization of risk.

9c. Future Delegations of Authority

*Presenter(s):* Andrew Sharman; David Turpin; Steven Dew

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

*Discussion:*

President Turpin introduced the item, noting that administration is continuing to work on a plan for further Board delegations.

Dr Dew provided an update on future delegations, noting that one proposal being considered was the delegation of authority to the Board Human Resources and Compensation Committee (BHRCC) to appoint Deans. Mr Sharman updated the Board on work to determine a standard rate of increase for residence and meal plan rates, noting that students value cost predictability, but that consumer price index (CPI) is incapable of capturing the unique and targeted costs inherent in a large institution. He informed the Board of his plans to bring a proposal to the Board later this year following consultation with the Residence Advisory Committee and others.

**CLOSING SESSION**

10. Other Business

*Presenter(s):* Michael Phair

There was no other business.

11. Adjournment

*Presenter(s):* Michael Phair

The Chair adjourned the open session at 9:40 am.