

Board of Governors
Open Session Minutes

Friday, June 16, 2023
Council Chamber, 2-100 University Hall
8:00 AM - 12:00 PM

ATTENDEES:

Voting Members:

Guy Bridgeman	Appointed Vice-Chair, General Public
Chris Ashdown	Appointed Member, Alumni
Bishoi Aziz	Appointed Member, President, Graduate Students' Association
Heather Bruce	Appointed Member, Academic Staff Representative (AASUA Appointee)
Charlene Butler	Appointed Member, General Public
Stephanie Dickie	Appointed Member, Non-Academic Staff Representative (NASA Appointee)
Daniel Eggert	Appointed Member, General Public
Bill Flanagan	Appointed Member, President and Vice-Chancellor
Christian Fotang	Appointed Member, President (Students' Union)
Peggy Garritty	Appointed Member, Chancellor
Mona Hale	Appointed Member, General Public
Janice MacKinnon	Appointed Member, General Public
Sett Policicchio	Appointed Member, General Public
Stephen Raitz	Appointed Member, Undergraduate Board of Governors Representative
Thomas (Tom) Ross	Appointed Member, General Public
Margot Ross-Graham	Appointed Member, University of Alberta Senate Representative
Rakesh Saraf	Appointed Member, General Public
Dilini Vethanayagam	Appointed Member, Academic Staff Representative (GFC Appointee)
Paul Whittaker	Appointed Member, General Public
Kate Young	Appointed Member, Alumni
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 Chisholm	Appointed Chair, General Public
Zarina Bhambhani	Appointed Member, Additional Member

Presenter(s):

James Allen	Associate Vice-President, Asset Management and Operations
Derek Brodersen	Chair, Investment Committee
Florence Glanfield	Vice-Provost (Indigenous Programming & Research)
Ron Ritler	Director, Investments and Treasury
Tanya Wick	Associate Vice-President, Human Resources, Health, Safety and Environment

Staff:

Erin Plume, Associate Board Secretary (University Governance)

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

He 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): Guy Bridgeman

The Vice-Chair welcomed Governors who were attending their first meeting, including new undergraduate student members, Christian Fotang and Stephen Raitz, and newly appointed support staff member, Stephanie Dickie. He also congratulated Margot Ross-Graham and Dilini Vethanayagam for their recent reappointment to the board. The Vice-Chair then thanked members who had attended the board's annual recognition dinner the night before to honour the board's outgoing and recently retired members, and acknowledged the leadership and service of Charlene Butler, Daniel Eggert, and Mona Hale, who were attending their final Board of Governors' meeting.

Finally, the Vice-Chair thanked those Governors who represented the Board Chair at the university's spring 2023 convocation ceremonies.

1b. Approval of Open Session Agenda

Materials before members are contained in the official meeting file.

Presenter(s): Guy Bridgeman

The motion was moved and seconded.

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

1c. Conflict of Interest - Opportunity for Declaration

Presenter(s): Guy Bridgeman

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

2. Indigenous Learning Moment

Presenter(s): Florence Glanfield

Discussion:

F Glanfield presented an Indigenous learning moment focused on the writings of Cree scholar Willie Ermine on the need for an ethical work space where decisions and actions align with shared values, worldviews affirm each other's existence, and all employees can include their unique perspectives.

F Glanfield responded to a question from a Board member regarding the release of the university's Report to the Community Dashboard in response to the Truth and Reconciliation Commission of Canada's Calls to Action.

DECISION ITEMS

Report of the President

Presenter(s): Bill Flanagan

3. University Strategic Plan (USP)

Materials before members are contained in the official meeting file.

Presenter(s): Bill Flanagan; Verna Yiu

Discussion:

B Flanagan introduced the item and thanked V Yiu, Logan Mardhani-Bayne, and members of the steering committee for their work over the past year. V Yiu reviewed the final plan and its internal and external consultation, and spoke of the plan's goals of Top 3 in Canada and Top 50 in the world. She noted that next steps included a strategic plan launch in September, followed by development of an implementation plan for January 2024.

V Yiu and E MacDonald responded to questions and comments from the board, including: how alumni are represented in the plan and whether they could be included within "engagement with purpose"; encouragement to keep focused on priorities; the status of preliminary targets and when they would be finalized; how the plan would attract and retain the best and brightest; that the plan responded to the challenge of growth; and how the "leading with purpose" tagline would be used going forward.

The motion was moved and seconded.

THAT the Board of Governors, on the recommendation of General Faculties Council, approve the *University of Alberta Strategic Plan 2023-2033* (USP), as set forth in Attachment 1, and empower the Interim Provost and Vice-President (Academic) to make any editorial changes to the USP, as needed, as long as the changes do not have the force of policy.

CARRIED

Report of the Finance and Property and Learning, Research and Student Experience Committees

Presenter(s): Charlene Butler; Paul Whittaker

4. Investment Management Agreement

Materials before members are contained in the official meeting file.

Presenter(s): Todd Gilchrist; Verna Yiu

Discussion:

T Gilchrist introduced the proposal and reviewed the proposed targets, noting that they were developed based on consultation with subject matter experts from several areas of the university with an aim to be both reasonably achievable and appropriate.

T Gilchrist and V Yiu responded to questions from the board, including: consultation with other institutions and whether they had met their targets; the logic behind setting certain targets lower than the actual estimated achievable; the status of the administrative expense ratio target; whether future targets were anticipated; potential

government perception of the targets not being stretch goals; and the use of the graduate outcome survey and whether future surveys would be more balanced and effective.

The motion was moved and seconded.

THAT the Board of Governors, on the recommendation of the Board Finance and Property and Board Learning, Research and Student Experience Committees, approve the 2023-24 and 2024-25 Investment Management Agreement targets, thresholds, and weightings, as presented in Attachment 1.

CARRIED

DISCUSSION ITEMS

5. Report of the President

Materials before members are contained in the official meeting file.

Presenter(s): Bill Flanagan

Discussion:

President Flanagan provided verbal updates on spring Convocation ceremonies, noting record numbers with 74% of the more than 7300 graduating students attending a ceremony, and expressing his appreciation to the Chancellor, the Office of the Senate, and the organizers, on the events and the impressive convocation speakers and honorary degree recipients, including Shirley McLellan and Fred Penner.

Report of the Audit and Risk Committee

Presenter(s): Mona Hale

6. Culture of Care - University of Alberta's Safety Action Plan

Materials before members are contained in the official meeting file.

Presenter(s): Todd Gilchrist; Tanya Wick

Discussion:

T Gilchrist and T Wick presented the *Culture of Care - University of Alberta's Safety Action Plan*, including the genesis of the plan; that it encompasses physical, psychological, and cultural components of safety; current and planned initiatives over three years, including a focus on leadership's commitment to safety in the first year; whether trends in Workers' Compensation Board claims can be identified; whether the plan will impact student and staff accommodations; and a request from the Board to receive both annual safety moments and regular updates on the plan's progress.

M Hale, T Gilchrist, and T Wick responded to questions from the board, including: the use of Safety Moments at future Board of Governors' meetings, and future reporting to the board on the Culture of Care plan; appreciation for the plan and accountability of the board; the university's plans to address the top areas for Workers Compensation Board claims; and how the plan addressed disability and accommodation.

Following the discussion, M Hale committed to bringing updates on the plan to future board meetings as part of the Board Audit and Risk Committee's regular information reports.

Report of the Finance and Property Committee

Presenter(s): Charlene Butler

7. Asset Management Master Plan (AMMP) Update

Materials before members are contained in the official meeting file.

Presenter(s): Andrew Sharman; James Allen

Discussion:

C Butler introduced the item, noting that the Finance and Property Committee had held robust discussions on the plan and that the 15 percent footprint reduction target would need to be reconsidered going forward. A Sharman provided an update on the plan, including the goal of a single master plan for asset utilization, space optimization, and investment prioritization; progress, learnings, and next steps; plans for internal and external engagement on the space optimization strategy, as well as comparisons with other post-secondary institutions; and how the plan aligns with the work of the University of Alberta Properties Trust (UAPT), Budget Model 2.0, and the Strategic Plan for Research and Innovation (SPRI).

A Sharman and J Allen responded to questions from board members, including: the status of internal consultation and benefits of early engagement; plans for external engagement, and awareness of emotional attachments within the external community; deep implications for research; the importance of consulting with General Faculties Council; how other universities are approaching space and affordability; how the plan fits with the work of University of Alberta Properties Trust; consideration of clinical space and administrative needs of the medical community; how the plan connects with space allocation components of Budget Model 2.0; how the plan connects with SPRI; and the anticipated approval timeline.

Report of the Investment Committee

Presenter(s): Derek Brodersen

8. Investment Committee Annual Report

Materials before members are contained in the official meeting file.

Presenter(s): Derek Brodersen; Ron Ritter

Discussion:

D Brodersen presented the Board Investment Committee Annual Report, including an overview of the performance of the university's endowed and non-endowed funds over the past year, and the effects of inflation and mitigation strategies, noting that the year ahead would include building private market investments and ensuring diversification, as well as a review of the yield strategy.

The Vice-Chair thanked the Board Investment Committee and investment team for their work in a challenging year.

Report of the Learning, Research and Student Experience Committee

Presenter(s): Paul Whittaker

9. Strategic Plan for Research and Innovation (SPRI)

Materials before members are contained in the official meeting file.

Presenter(s): Aminah Robinson Fayek

Discussion:

P Whittaker introduced the item and reviewed the Learning, Research, and Student Experience Committee's discussion of the item. A Robinson Fayek then presented the Strategic Plan for Research and Innovation (SPRI), including consultation, alignment with the University Strategic Plan (USP), and next steps including the development of performance indicators and core research facilities; the importance of students and support staff to research on campus; and the importance of providing an ecosystem for research excellence and commercialization that respects researchers' academic freedom.

A Robinson Fayek and A Sharman responded to comments and questions from board members, including: whether accommodating multiple researchers within one facility would require a big cultural shift; a recommendation to re-word "Reducing Social Disparities" to be more positive; a perceived gap in innovation and commercialization within the plan, and encouragement to engage more with the business community; a recommendation to better-align SPRI's language with the USP; that the plan should better-reflect the work of non-academic staff in supporting the work of researchers; where nuclear energy was included; whether administration could develop a hierarchy of plans under the USP to communicate the vision and roadmap for key stakeholders; how the plan communicates the university's use of tri-agency funding and resources it will use to support the funding; that the plan should focus more on broadening the impact on culture, as well as on innovation and commercialization; expanding the section on artificial intelligence to include international research groups and partners; whether the university should consider incentivization packages to reward quality and impact over quantity; the challenges associated with assessing quality and impact; that academic freedom is protected by the collective agreement; the importance of making commercialization easier for researchers; and that the plan already includes as many components of commercialization as possible under the current collective agreement.

CONSENT AGENDA

10. Motion to Approve the Consent Agenda

Materials before members are contained in the official meeting file.

Presenter(s): Guy Bridgeman

- 10a. Open Session Minutes of March 24, 2023
- 10b. Open Session Minutes of May 29, 2023
- 10c. Land Review Protocol
- 10d. Envision (Energy Management Program) Phase 5 - Borrowing Resolution
- 10e. Strategic Initiatives Fund Allocations
- 10f. 2022-23 University of Alberta Annual Report
- 10g. Board Delegation of Authority for Program Terminations
- 10h. FSJ Proposal: Maîtrise en sciences
- 10i. FSJ Proposal: Doctorat Etudes Transdisciplinaires

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.

- 11a. Action Arising from Previous Meetings
 - Metrics Associated with Academic Restructuring (UAT/College Metrics)
- 11b. Report of the Audit and Risk Committee
- 11c. Report of the Finance and Property Committee
 - i. Budget Model
 - ii. Integrated Asset Management Strategy Dashboard
- 11d. Report of the Governance Committee
- 11e. Report of the Human Resources and Compensation Committee
- 11f. Report of the Investment Committee
- 11g. Report of the Learning, Research, and Student Experience Committee
 - Online and Continuing Education Progress Report
- 11h. Report of the Reputation and Public Affairs Committee
 - Truth and Reconciliation Dashboard Update
 - Update on Enterprise Activities
- 11i. Chancellor's Report
- 11j. Alumni Association
- 11k. Students' Union
- 11l. Graduate Students' Association
- 11m. Association of Academic Staff

CLOSING SESSION

12. Other Business

Presenter(s): Guy Bridgeman

There was no other business.

13. Adjournment

Presenter(s): Guy Bridgeman

The Vice-Chair adjourned the Open Session at 10:20 a.m.