



# UNIVERSITY OF ALBERTA

## UNIVERSITY GOVERNANCE

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### Board of Governors Open Session Minutes

Friday, March 13, 2015  
2-31 South Academic Building (SAB)  
8:00 AM - 12:00 PM

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#### **ATTENDEES:**

##### Voting Members:

Douglas O. Goss	Appointed Chair, General Public
Shenaz Jeraj	Appointed Vice-Chair, General Public
Dick Wilson	Appointed Vice-Chair, General Public
Nathan Andrews	Member, Graduate Students' Association
Mike Belosevic	Member, General Faculties Council
David Cooper	Member, Academic Staff (AASUA)
Jane Halford	Member, Alumni
Sangram Hansra	Member, Students' Union
James Heelan	Member, General Public
Barry James	Member, Senate
LeRoy Johnson	Member, General Public
William Lau	Member, Students' Union
Steven LePoole	Member, General Public
Raymond Muzyka	Member, General Public
Robert Parks	Member, Alumni
Christopher Pu	Member, Non-Academic Staff
Michael H. Ross	Member, General Public
Indira Samarasekera	Member, President
Nizar Somji	Member, General Public
Robert H. Teskey	Member, General Public
Ralph Young	Member, Chancellor

##### Non-Voting Officials Appointed by the President:

Lorne Babiuk	Vice-President (Research)
Phyllis Clark	Vice-President (Finance and Administration)
Marion Haggarty-France	University Secretary
Brad Hamdon	General Counsel
Don Hickey	Vice-President (Facilities and Operations)
Deborah Holloway	Secretary
Debra Pozega Osburn	Vice-President (University Relations)
Colm Renehan	Interim Vice-President (Advancement)
Olive Yonge	Interim Provost and Vice-President (Academic)

##### Regrets:

Marcia Lang	Senior Strategic Advisor to the President
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##### Presenter(s):

Joseph Doucet	Dean, Alberta School of Business
Kerry Mummery	Dean, Faculty of Physical Education and Recreation
Rob Munro	Director, Environment, Health and Safety
Martin Ferguson-Pell	Senior Advisor to the President, Office of the President

##### Staff:

Deborah Holloway, Board Secretary and Manager of Board Services  
Juli Zinken, Assistant Board Secretary

## **OPENING SESSION**

### 1. Chair's Session

*Presenter(s):* Douglas O. Goss

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

*Presenter(s):* Douglas O. Goss

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):* Douglas O. Goss

The motion was moved and seconded.

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

**CARRIED**

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

*Presenter(s):* Douglas O. Goss

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, he declared the question asked and answered.

#### 1d. Chair's Remarks

*Presenter(s):* Douglas O. Goss

The Chair commented on the following matters:

- He thanked members who had completed the Board Evaluation survey and stressed the importance of completing the evaluation.
- He noted that this was the final meeting of the Board of Governors for Nathan Andrews, President, Graduate Students' Association, and for William Lau, President, Students' Union. It is also the final meeting for Sangram Hansra, who has served as Undergraduate Board of Governors Representative. He thanked them for their service and for their valuable contributions to the Board over the past year.
- The Chair welcomed to the Board Colin More, Incoming GSA President, Navneet Khinda, incoming SU President, and Azhar Khan, incoming Undergraduate Board Representative, noting they were in attendance as observers and congratulating them all on their elections.

- He noted that Wayne Renke, former member of the Board representing AASUA, is now The Honourable Wayne Renke. He was recently appointed as a judge of the Court of Queen's Bench of Alberta.

At the invitation of the Chair, Mr Don Hickey, Vice-President (Facilities and Operations), reported that the corporate trust had officially been registered, and Dr Debra Pozega Osburn reminded members about the upcoming celebration of the President.

## 2. Report of the President

*Presenter(s):* Indira Samarasekera

The President provided an update on her activities as summarized in the Record of the President's Schedule, October 20 to December 5, 2014. She also included verbal points of interest to the Board on:

- The newly-opened Physical Activity and Wellness (PAW) Centre, which is open to students, faculty and staff, alumni and the community.
- The \$50,000 raised during the University's Giving Tuesday campaign to fund a student-led project—the building and launching of Alberta's first satellite, the Experimental Albertan #1 Satellite (or Ex-Alta 1). The satellite will be part of a swarm of 49 other cube satellites launched from Brazil in 2016 as part of an international space mission and, once in orbit, will provide information to help students learn more about the northern lights and other space weather phenomena.
- The University's 2014 United Way Campaign, which finished with a cumulative amount of donations over the past three decades of more than \$10 million! The University was honoured for reaching this milestone last month by the United Way and the Association of Fundraising Professionals. The President thanked and congratulated United Way committee members and everyone on campus who has contributed to the campaign over the years.
- The University's 2014 Festival of Ideas, which was a big success and had the theme "Utopia/Dystopia: From Heroes to Villains". This year featured novelist, journalist and playwright, Colm Toibin; Pulitzer Prize winner cartoonist, Art Spiegelman; and bestselling novelist, playwright, poet and essayist, Joyce Carol Oates.
- Writing Studies 101: Exploring Writing, a course offered by the Office of Interdisciplinary Studies in the Faculty of Arts, won the 2014-2015 Writing Program Certificate of Excellence award from the Conference on College Composition and Communication (CCCC), the world's leading organization for writing studies. The blended course, with both online and in-class components, teaches students in all disciplines how to write academically and how to take their writing skills forward once they join the workforce. The University of Alberta was the only Canadian institution honoured this year and only the second ever to be recognized by the CCCC.

## 2a. Progress on the Change Agenda

*Presenter(s):* Indira Samarasekera

The President provided the following update:

- Enriching Graduate Education and Experience
  - The Provost's Office is taking the lead on implementing the Deans' action plan.
  - Heather Zwicker was appointed Interim Dean, Faculty of Graduate Studies and Research from July 1, 2015.
  - A reminder of the promise from the Provincial Government for funding for graduate student education.

The President responded to questions and comments from members regarding the following matters: the importance of delivering a consistent package to graduate students; whether a plan is place for the funding expected from the Provincial Government; and the need for student internships in industry

settings and the role of MITACS in this regard. The Board Chair noted the extensive and ongoing discussions with the Provincial Government regarding the importance of graduate student support.

- Peter Lougheed Leadership College (PLLC)
  - Since April 1 last year, Kim Campbell and Martin Ferguson-Pell have held meetings across the institution, as well as with dozens of external supporters, and have incorporated many of the comments and suggestions into the continually evolving college concept.
  - The College is on track to welcome the Pioneer Class in September 2015.
  - Work is ongoing to build out the activities of the College to engage students and faculty across campus as widely as possible. Kim Campbell and Martin Ferguson-Pell are committed to working collaboratively with existing excellent programs and initiatives that support leadership skills development right across campus.
  - Construction on Lougheed Hall will start this spring. The site preparation has begun and is expected to finish shortly.
  - Fundraising efforts continue for the College. The University has a \$35 million commitment from the provincial government and approximately \$10 million has been committed by private donors.
  - The President has had several meetings with government officials in Ottawa to talk about possible avenues for federal funding for PLLC. Work continues on a funding proposal through the federal Building Canada fund.

The President responded to questions and comments from members regarding the following matters: the location of the Residence Hall; whether similar initiatives exist at other institutions; the potential for additional Advancement activity centered on the PLLC; clarity regarding criteria for acceptance to the program; the challenges to students enrolled in professional programs to participate; whether Campus Saint-Jean and Augustana students will be included; a note that a process is underway to consider how to link with existing programs; clarity regarding Advancement achievements for the project; and the need for diversity, to reach a broad range of students.

- Advancement
  - With two weeks to go, the current fundraising total for FY15 stands at over \$100 million – up from \$87.7 million last year.
  - The President provided an update on the Vice-President (Advancement) search and thanked Dick Wilson and Rob Parks for serving on the Search Committee.

2b. President's Visiting Committee: Summary of Reviews for the Faculty of Physical Education and Recreation and the Alberta School of Business

*Presenter(s):* Martin Ferguson-Pell; Joseph Doucet; Kerry Mummery

*Discussion:* The President reported that the President's Visiting Committees (PVC) were established as a result of the Board of Governor's Change Agenda as a mechanism for Academic Transformation. The high-level purpose of the PVC is to focus, at a faculty-level, on the "three Rs": Reform, Research, and Resources. Martin Ferguson-Pell was tasked with implementing the PVC. To date, two faculties, Physical Education and Recreation and Business agreed to pilot the PVC. The membership of PVCs consisted of leading academics, community, and Board of Governor members so that a multi-dimensional faculty review could be completed. There has been discussion about how PVC differs from the Unit Review Process and also whether it should be integrated into it. One of the ways that the PVC differs from the Unit Review process is that the PVC will create an ongoing relationship with the Faculties.

Dr Ferguson-Pell, Special Advisor to the President, discussed the need to assess strategic priorities on a frequent basis. He noted that the PVC is a centrally-based initiative designed to impose as little additional burden on the Faculties to produce documents as possible. He added that the two PVCs completed to date were very successful and that Committee members were deeply engaged in the process.

Dr Joseph Doucet, Dean, Alberta School of Business reported that, overall, the process had been positive and that he believes continuing value will be derived from it. He added that focus was at a very high strategic level.

Dr Kerry Mummery, Dean, Faculty of Physical Education and Recreation, noted that his was the first Faculty to go through the process. The focus of the review was quality assurance regarding key strategic priorities. He added that continuity of the review team would be important. He suggested that self-study be conducted in advance of a PVC. Dean Mummery also noted that the name of the Faculty was a subject of much discussion.

The presenters responded to questions and comments from members regarding the following matters: what were the key learning outcomes; which Faculties are scheduled next; if the issue of ensuring Department Chairs are critical thinkers and experts in their area had been considered; how widely the findings were distributed within the Faculties and whether recommendations were well-received; a note that in the School of Business there was discussion about connecting more research with current issues, stressing also the importance of traditional norms; whether faculty members were involved in the process; whether review teams would be involved in institutional strategy development led by the incoming President; how the results of the PVCs would be aligned with institutional strategy; a concern that a self-study ahead of a PVC could result in a planned, deliberate process that would not allow the Dean to review strategic priorities openly with peers during the PVC meetings; clarity regarding the draw on resources versus the value received; whether a process similar to the PVCs could be undertaken at the institutional level; and whether the President-Elect is expected to continue the PVCs. Members congratulated the presenters for this initiative.

### 3. Safety Moment

*Presenter(s):* Rob Munro; Steven LePoole

*Discussion:* Mr Rob Munro, Director, Environment, Health and Safety, provided a presentation regarding the root causes of incidents.

Mr Munro responded to questions and comments from members regarding the following matters: clarity regarding root causes analysis techniques; whether tools are in place to help transfer the University's safety culture to the personal lives of community members; whether proactive culture analyses are conducted; and the critical importance of pursuing a robust safety culture.

### 4. Approval of the Consent Agenda

Materials before members are contained in the official meeting file.

*Presenter(s):* Douglas O. Goss

*Discussion:*

The Chair removed item 4L "Alumni Association report" from the Consent Agenda.

The motion was moved and seconded as amended.

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

**CARRIED**

4a. Approval of the Open Session Minutes of December 10, 2014

4b. Approval of the Open Session Minutes of December 19, 2014 electronic vote

4c. Approval of the Open Session Minutes of January 15, 2015 electronic vote

Information Reports

- 4d. Report of the Audit 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 Learning and Discovery Committee
- 4i. Report of the Safety, Health and Environment Committee
- 4j. Report of the University Relations Committee

Regular Reports

- 4k. Chancellor's Report
- 4l. Alumni Association - removed from the Consent Agenda
- 4m. Students' Union
- 4n. Graduate Students' Association
- 4o. Association of Academic Staff
- 4p. Non-Academic Staff Association
- 4q. General Faculties Council
- 4r. Undergraduate Student Representative
- 4s. Board Chair and Board Members Activity Report

At the invitation of the Chair, Dr Renehan and Ms Halford provided an update on the launch of the Alumni Associations's Centenary Celebration and activities planned for the year.

**ACTION ITEMS**

- 5. Joint Report of the Finance and Property Committee and Learning and Discovery Committee

*Presenter(s):* Dick Wilson; Shenaz Jeraj

- 5a. University of Alberta's Comprehensive Institutional Plan (CIP) (2015)

Materials before members are contained in the official meeting file.

*Presenter(s):* Colm Renehan; Debra Pozega Osburn; Don Hickey; Lorne Babiuk; Olive Yonge; Phyllis Clark

*Purpose of the Proposal:* Under guidelines from Innovation and Advanced Education (IAE), the University of Alberta has prepared the CIP that incorporates the University's access plan, research plan, capital plan, and budgets into one comprehensive document. The CIP is for approval by the Board of Governors and is then filed with the Minister of IAE. The CIP is written in support of the university's vision and mission as outlined in Dare to Discover and its Academic Plan, Dare to Deliver. The CIP outlines the University's academic and research priorities as articulated in the Academic Chapter, which in turn drives the University's capital and resource allocation priorities.

*Discussion:*

Dr Pozega Osburn presented the item, outlining the aspects of the document that are requirements of the Provincial Government. She described the consultation and governance path and highlighted the key messages contained in the Executive Summary. Dr Pozega Osburn also reviewed the changes that had been

made to the document since the Budget Briefing and changes to come that are not reflected in the document before members. She added that it is expected that the requirements for the document will be refined in the future.

The motion was moved and seconded.

THAT the Board of Governors, on the recommendation of the General Faculties Council Academic Planning Committee, the Board Finance and Property Committee, and the Board Learning and Discovery Committee, approve the 2015 University of Alberta Comprehensive Institutional Plan (CIP), as set forth in Attachment 1, and empower administration to make any editorial changes to the CIP, as needed, as long as the changes do not have the force of policy.

**CARRIED**

6. Report of the Finance and Property Committee

*Presenter(s):* Dick Wilson

6a. University of Alberta 2015-2016 Market Modifiers Proposal

Materials before members are contained in the official meeting file.

*Presenter(s):* Olive Yonge; Phyllis Clark

*Purpose of the Proposal:* Approval of new Market Modifiers in select Faculties and programs and proposed increases to existing Market Modifiers.

*Discussion:*

Ms Clark introduced the item, reviewing the process of comparing University of Alberta fees to those of peer institutions. She described the consultation process undertaken with students and noted that a framework for allocations was in place. Ms Clark also noted that the Provincial Government had indicated that three market modifiers could be brought forward but that Dr Yonge successfully lobbied for five to be presented. Dr Yonge added that she had requested that the option to bring forward market modifiers be regularized to an annual schedule.

A member requested details regarding allocations of the fees, noting that this information was not before members and therefore it would be challenging to support the proposal as a result. In response, Ms Clark reported that twenty per cent (20%) would be allocated toward student support and the remainder would be allocated by the Faculties to salaries and other expenses in order to maintain quality. A member commented that Administration had reported that a plan was in place, and questioned whether it was the Board's role to drill down to the detail. Regarding the fee in Economics, Dr Yonge noted high market demand and reported that additional faculty would be engaged to deliver twenty-four new courses and that student support funding would also be allocated. A member noted that the Alberta School of Business was losing applicants because the fees were so low they left the impression that it was not a competitive school.

Members engaged in a detailed discussion regarding accessibility and the impact of increased fees on students. Mr Lau noted that an accessibility strategy had been requested, adding that cost, affordability and accessibility were different issues and that many students do not have access to needed support, noting the increased use of the Students' Union Food Bank. Dr Yonge noted that accessibility is not only about cost, but also about enrollment pressures, housing, transportation and other matters, adding that this issue is a societal one wherein everyone has a responsibility.

Regarding the proposed fee in Economics, a member questioned the level of student support and the thoroughness of the consultation process. Mr Hansra reported that while the consultation processes in the other four cases had been thorough and transparent, consultation in Economics began very late in the process and

reached only a limited number of students. He noted that the lack of a standard consultation process polarized students with accessibility and affordability issues. A member agreed that a standardized framework for consultation should be developed and implemented for the future, adding that generation of new revenue should be achieved not only through tuition and fee increases, but also from commercialization, advancement and other activities.

Mr Hansra requested that the Chair allow him to present a motion to divide the motion before members in order to deal with the market modifier in Economics separately.

The motion was moved and seconded.

THAT the Board of Governors divide the question to consider the proposal from the University Administration for the establishment of proposed new Market Modifiers and proposed increases to existing Market Modifiers for the Faculty of Law, School of Business, Faculty of Rehabilitation Medicine – Physical Therapy, and Faculty of Pharmacy and Pharmaceutical Sciences, separate from the proposal for the establishment of a new Market Modifier in the Faculty of Arts – Economics.

**CARRIED**

The motion was moved and seconded.

THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the GFC Academic Planning Committee, approve the proposal from the University Administration for the establishment of proposed new Market Modifiers and proposed increases to existing Market Modifiers for the Faculty of Law, School of Business, Faculty of Rehabilitation Medicine – Physical Therapy, and Faculty of Pharmacy and Pharmaceutical Sciences, as set forth in Attachments 1 and 2, with all changes regarding these Market Modifiers to be implemented as noted in these attachments, subject to the final approval of the Minister of Innovation and Advanced Education (IAE).

**CARRIED**

**Mr Andrews, Mr Lau and Mr Somji opposed**

Members engaged in a lengthy discussion regarding the consultation process in Economics. The Board agreed that a framework for consultation should be developed and brought forward for approval, and that the strategy must include a requirement to outline the allocation of the fees. Several members expressed concerns regarding whether or not to approve this market modifier now or await a strategy for consultation, while others noted the funds were needed now and that this situation should serve as a learning opportunity. Finally, members requested that Dr Yonge follow up with Economics ensure that twenty per cent (20%) would be allocated toward improving the student experience.

The motion was moved and seconded.

THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the GFC Academic Planning Committee, approve the proposal from the University Administration for the establishment of a new Market Modifier in the Faculty of Arts – Economics, as set forth in Attachments 1 and 2, with changes regarding this Market Modifier to be implemented as noted in these attachments, subject to the final approval of the Minister of Innovation and Advanced Education (IAE).

**CARRIED**

**Mr Andrews, Dr Belosevic, Dr Cooper, Mr Hansra, Mr Lau, Dr Muzyka, Mr Parks, Mr Pu, and Mr Somji opposed**



6b. Proposed Changes to Existing Mandatory Student Instructional Support Fees, Proposed New Mandatory Student Instructional Support Fees, and Proposed New Non-Instructional Fees

Materials before members are contained in the official meeting file.

*Presenter(s)*: Olive Yonge; Phyllis Clark

*Purpose of the Proposal*: To establish new Mandatory Student Instructional Support Fees, to change certain existing Mandatory Student Instructional Support fees, and to change other existing fees as outlined in each proposal.

*Discussion*:

Ms Clark presented the item, outlining the process undertaken to review the proposed new fees.

A member expressed concern regarding the increase to the parchment fee.

The motion was moved and seconded.

THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the GFC Academic Planning Committee, approve the proposed changes to existing Mandatory Student Instructional Support Fees (set forth in Attachment 1), proposed new Mandatory Student Instructional Support Fees (set forth in Attachment 2), and proposed changes to other existing fees (set forth in Attachment 3), as submitted on behalf of the relevant Faculties/Departments by the Registrar's Advisory Committee on Fees (RACF), to take effect as noted in each respective attachment.

**CARRIED**  
**Mr Lau abstained**

**CLOSING SESSION**

7. Other Business

*Presenter(s)*: Douglas O. Goss

8. Adjournment

*Presenter(s)*: Douglas O. Goss

The Chair adjourned the Open Session at 11:50 a.m.