

Board of Governors  
Open Session Minutes

Friday, March 24, 2023  
Council Chamber, 2-100 University Hall  
8:00 AM - 12:00 PM

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**ATTENDEES:**

Voting Members:

|                     |                                                                      |
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| Kate Chisholm       | Appointed Chair, General Public                                      |
| 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                                     |
| Alexander Dorscheid | Appointed Member, Undergraduate Board of Governors Representative    |
| Daniel Eggert       | Appointed Member, General Public                                     |
| Bill Flanagan       | Appointed Member, President and Vice-Chancellor                      |
| Peggy Garritty      | Appointed Member, Chancellor                                         |
| Mona Hale           | Appointed Member, General Public                                     |
| Janice MacKinnon    | Appointed Member, General Public                                     |
| Abner Monteiro      | Appointed Member, President (Students' Union)                        |
| Sett Policicchio    | Appointed Member, General Public                                     |
| Thomas (Tom) Ross   | Appointed Member, General Public                                     |
| Margot Ross-Graham  | Appointed Member, University of Alberta Senate Representative        |
| Rakesh Saraf        | Appointed Member, General Public                                     |
| Andrei Tabirca      | Appointed Member, Non-Academic Staff Representative (NASA Appointee) |
| 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:

|                  |                                     |
|------------------|-------------------------------------|
| Zarina Bhambhani | Appointed Member, Additional Member |
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Presenter(s):

|               |                                                                  |
|---------------|------------------------------------------------------------------|
| Haruun Ali    | General Faculties Council Representative                         |
| Calvin Gordon | PhD Candidate, Department of Medical Microbiology and Immunology |
| Dru Marshall  | Former Provost, University of Calgary                            |

Staff:

Erin Plume, Associate Board Secretary (University Governance)

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

She 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)*: Kate Chisholm

The Chair welcomed Bishoi Aziz to his first Board of Governors meeting as the Graduate Students' Association representative to the board. She informed members that this would be the final Board of Governors' meeting for Abner Monteiro, Students' Union President, and Alex Dorscheid, Undergraduate Board of Governors Representative. Members joined the Chair in recognizing A Monteiro and A Dorscheid for their service and valuable contributions to the board over the past year.

The Chair then welcomed Stephen Raitz, recently-elected Undergraduate Board of Governors Representative, who was attending the meeting as an observer, and who, along with Christian Fotang, Students' Union President-Elect, would be appointed to the board effective May 1, pending Ministerial appointment.

The Chair acknowledged the many observers attending the open session, noting that she had received a petition with over 2000 signatures and an open letter from students asking the Board of Governors to reject the tuition increases, and thanking the students for their engagement.

1b. Approval of Open Session Agenda

Materials before members are contained in the official meeting file.

*Presenter(s)*: Kate Chisholm

The Chair noted that a revised agenda had been circulated earlier in the week with the addition of Item 3.01: *Recommendation from General Faculties Council that the Board Reject the Tuition Proposals*, as well as a revised Item 7k: *Students' Union Report*.

The motion was moved and seconded.

|                                                                                  |
|----------------------------------------------------------------------------------|
| THAT the Board of Governors approve the revised Open Session agenda, as amended. |
|----------------------------------------------------------------------------------|

**CARRIED**

1c. Conflict of Interest - Opportunity for Declaration

*Presenter(s)*: Kate Chisholm

The Chair invited members to declare any conflicts of interest related to the open session agenda. Abner Monteiro, Alex Dorscheid, and Bishoi Aziz each declared a conflict of interest in respect of the tuition and fees items on the agenda due to their positions as President of the Students' Union, Undergraduate Representative to the Board of Governors, and President of the Graduate Students' Association, respectively. The Chair acknowledged that there was a perception of a conflict, noting that the conflict was manageable because the Board Bylaws allow for it, and

indicated that those members would be allowed to participate in the discussion and vote. Seeing no other conflicts, the Chair declared the question asked and answered.

2. Research Learning Moment: Contributions of U of A research to the approval of antiviral drugs in the COVID-19 pandemic

Materials before members are contained in the official meeting file.

*Presenter(s):* Calvin Gordon

*Discussion:*

The Chair introduced the item, and explained that she invites researchers to present to the Board of Governors to increase members' understanding of the research undertaken at the university and the extent to which it contributes to knowledge.

V Yiu introduced C Gordon, noting how his work helps position the university among the world leaders in this area. C Gordon provided a learning moment on his research, entitled *Contributions of U of A research to the approval of antiviral drugs in the COVID-19 pandemic*, including that the work conducted in his lab helped to inform the development of Remdesivir, an anti-viral medication used in the treatment of COVID-19.

C Gordon responded to a question from the Board including how his research model allowed him to identify Remdesivir as a solution so quickly.

**DECISION ITEMS**

Report of the Finance and Property Committee

*Presenter(s):* Charlene Butler

3. Presentation on the University of Alberta's 2023-2024 Consolidated Budget

Materials before members are contained in the official meeting file under Item 3b.

*Presenter(s):* Verna Yiu; Todd Gilchrist; Andrew Sharman

*Discussion:*

The Chair outlined the process for the decision items in front of the board. She explained that, following consultations between the Provost and students, the Board Finance and Property Committee (BFPC) had relinquished its delegated authority to approve domestic tuition increases equal to or less than the Consumer Price Index (CPI).

C Butler introduced the item and briefed the board on BFPC's discussion and subsequent recommendation of the tuition proposals, budget, and capital plan.

The President briefed the board on the recent budget announcement from the provincial government, noting that although there were no reductions, there were also no increases, leaving the university with a challenging budget year.

V Yiu, T Gilchrist, and A Sharman presented the University of Alberta's 2023-24 Consolidated Budget and its component operating, ancillary, research, capital and special purpose budgets, including revenues and expenses, historical and current provincial grant amounts, tuition and fee proposals, enrolment growth funding, ancillary revenue targets, and an overview of maintenance, repairs, and capital projects. T Gilchrist explained that the

Government of Alberta recently announced that the university would be allowed to spend operating reserves of up to 15 percent of its unrestricted balance, which would require a future amendment to the consolidated budget, following the government's approval of the university's operating reserve prioritizations. He further noted, in response to earlier questions from members, that 100 percent of tuition revenues goes to support teaching, learning, and student supports, but that tuition alone does not cover the cost of teaching, and that costs increase each year.

V Yiu then outlined the tuition consultation process; comparators across the fifteen leading Canadian research universities (U15); and student financial support commitments, as well as planned support for the Campus Food Bank pantry project renovations, and work to define moderate standards of living for students. She noted that the proposed tuition increases aligned with the Government of Alberta's Consumer Price Index (CPI) of 5.5 percent, and that tuition was to be capped at two percent for the next three years. T Gilchrist outlined the impact to the institution if the tuition proposal was rejected, including a two-million dollar reduction to needs-based financial support, a permanent cut to the base budget, and staff layoffs.

V Yiu, T Gilchrist, A Sharman, and Melissa Padfield, Deputy Provost (Students and Enrolment), responded to questions from the Board including: whether the 15 percent carryforward could replace the proposed tuition increase; indirect costs for Augustana students, including transportation; what impact would result if tuition proposals were not approved; actions to support students who have difficulty accessing financial supports; and whether the tuition offset was sufficient to address increased need-based supports.

In response to a question from a member, administration committed to the capital expansion of the Campus Food Bank.

### 3.01 Recommendation from General Faculties Council that the Board Reject the Tuition Proposals

Materials before members are contained in the official meeting file.

*Presenter(s):* Haruun Ali

#### *Discussion:*

The Chair asked members to circulate the open letter and petition from students regarding tuition increases and explained that the next item, a request from General Faculties Council (GFC), would come forward according to the guidelines established by the GFC Executive Committee and the Board Governance Committee in 2021. The President transmitted the decision of GFC from its March 20, 2023 meeting that "recommends to the Board of Governors that they reject all the tuition hikes proposed for the 23/24 and 24/25 school years in light of increased financial pressures on students". GFC representative Haruun Ali provided examples of the effects of high costs on students and the difficult choices some students need to make to afford tuition, and asked the Board to join the students in their affordability advocacy efforts. The Chair thanked H Ali for sharing the views of GFC with the board.

### 3a. Tuition Proposals

Materials before members are contained in the official meeting file.

*Presenter(s):* Verna Yiu; Todd Gilchrist

#### *Discussion:*

The domestic and international tuition proposals were presented with Item 3: *Presentation on the University of Alberta's 2023-2024 Consolidated Budget*. Members of the Board spoke to: the effects of rising tuition and other costs on students, including increased use of the campus food bank; potential alternatives to increasing tuition

other than staff layoffs; that tuition increases will hinder enrolment growth; the accessibility of financial supports; and the difficulty of the decision before the Board, given rising costs and shrinking revenues.

A member read the open letter that was circulated earlier. *Secretary's Note: the open letter and accompanying petition are contained in the official meeting file.*

The motions were moved and seconded.

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 the domestic tuition proposal for Fall 2023 as outlined in the following table, with exclusions as outlined below:

| Category of Student                                                        | Proposed Increase for Fall 2023                  | Financial Support   |
|----------------------------------------------------------------------------|--------------------------------------------------|---------------------|
| Domestic Undergraduate (incoming and continuing students)                  | 5.50%                                            | 15% of net increase |
| Domestic Graduate Thesis (continuing students admitted prior to Fall 2020) | 5.50% increase with rebate to 2.67% <sup>1</sup> | 15% of net increase |
| Domestic Graduate Thesis (2020 entry and beyond)                           | 5.50%                                            | 15% of net increase |
| Domestic Graduate Course-based (per *3)                                    | 5.50%                                            | 15% of net increase |

**Exclusions:**

The following programs will have their tuition rates held at the Fall 2022 rate.

**Undergraduate Program Exclusions to Domestic Tuition Increases:**

The following programs will be excluded from the 5.5% tuition increase for domestic students:

- Teaching Students with Complex Communication Needs Certificate

**Graduate Program Exclusions to Domestic Tuition Increases:**

The following programs will be excluded from the 5.5% tuition increase for domestic students:

- Master of Accounting
- Graduate Certificate in School Leadership
- Master of Education in Health Science Education
- Master of Education in Educational Studies

**CARRIED**

A member spoke to the efficacy of the international cohort model, including the unfairness of a set tuition rate regardless of the number of courses taken.

MOTION 2: 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 international tuition proposal for Fall 2023 for students admitted prior to Fall 2020 as outlined in the following table:

continued...

| Category of Student                                                                           | Proposed Increase for Fall 2023                  | Financial Support  |
|-----------------------------------------------------------------------------------------------|--------------------------------------------------|--------------------|
| International Undergraduate (continuing students admitted prior to Fall 2020)                 | 5.50%                                            | 7.55% <sup>2</sup> |
| International Graduate Thesis (continuing students admitted prior to Fall 2020)               | 5.50% increase with rebate to 2.67% <sup>1</sup> | 7.55% <sup>2</sup> |
| International Graduate Course-based (per *3, continuing students admitted prior to Fall 2020) | 5.50%                                            | 7.55% <sup>2</sup> |

<sup>1</sup> 2.67% is consistent with the rebated increase from recent years and is designed to ensure consistency and predictability for students in alignment with cost drivers. This is of net tuition and expires after Fall 2023.  
<sup>2</sup> Existing model for International tuition financial aid.

**CARRIED**

V Yiu and M Padfield responded to questions from the Board, including: whether higher tuition might harm the university’s ability to attract new students; whether the university might consider reviewing the financial support model for international students to provide clarity to students about the cost of their education and provide more financial supports; and whether the change to direct entry to the School of Business might account for increased applications.

Following the discussion, the board asked to receive a report from a Provost working group that is reviewing the use of moderate standard of living for financial need assessment.

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, approve tuition fees for new international students for all programs to take effect for the Fall 2024 intakes, as set forth in attachment 2.

**CARRIED**

3. University of Alberta 2023-2024 Consolidated Budget

Materials before members are contained in the official meeting file.

*Presenter(s):* Verna Yiu; Todd Gilchrist; Andrew Sharman; Aminah Robinson Fayek

*Discussion:*

This item was discussed with Item 3: *Presentation on the University of Alberta’s 2023-2024 Consolidated Budget.*

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 2023-24 Consolidated Budget, as set forth in Attachment 1.

**CARRIED**

**DISCUSSION ITEMS**

4. Report of the President

- Debrief: 2023 Board-GFC-Senate Summit

Materials before members are contained in the official meeting file.

*Presenter(s):* Bill Flanagan

*Discussion:*

President Flanagan provided verbal updates on the January 20, 2023 Joint Summit of the Board of Governors, General Faculties Council, and Senate, focused on the development of the University Strategic Plan and a discussion on the “What We Heard” document, led by Alex Usher, President, Higher Education Strategy Associates, and including an Indigenous learning moment presented by Florence Glanfield, Vice-Provost (Indigenous Programming and Research); the Public Health Response Team, moving into its fourth year of operation, with plans to move to a Level 1 crisis standing in May if public health trends continue; and an update on the search for a University Secretary.

4a. College Model Review

Materials before members are contained in the official meeting file.

*Presenter(s):* Verna Yiu; Dru Marshall

*Discussion:*

D Marshall, author of the College Model Review, provided an overview of the report, including the relationship between the recommendations and the University Strategic Plan (USP), the importance of addressing culture and morale, and the consultation process for the review.

V Yiu and D Marshall responded to questions from the Board, including: next steps for moving the recommendations forward, whether some recommendations might inform the implementation of the USP, how the recommendations might be prioritized, whether additional consultation might be incorporated into the review, and whether the timing of the calls for consultation might have affected the amount of feedback received.

T Gilchrist responded to questions from the Board regarding the forthcoming employee engagement survey, including the format of the survey and whether it will allow for comparisons with other post-secondary institutions.

Report of the Governance Committee

*Presenter(s):* Guy Bridgeman

5. Update on Development of University Strategic Plan (USP) – “What We Heard”

Materials before members are contained in the official meeting file.

*Presenter(s):* Bill Flanagan; Verna Yiu

*Discussion:*

G Bridgeman introduced the item, noting that the ‘What We Heard’ document would be incorporated into the USP. The President reminded members that a draft USP was recently circulated to members and suggested the board may want to consider a special meeting to discuss it.

**CONSENT AGENDA**

6. Motion to Approve the Consent Agenda

Materials before members are contained in the official meeting file.

*Presenter(s):* Kate Chisholm

The Chair informed the Board that General Faculties Council (GFC) had recommended Item 6c: *Budget Model 2.0 Principles and Update* at its March 20, 2023 meeting, and so the motion was no longer pending GFC's recommendation.

- 6a. Approval of the Open Session Minutes of December 9, 2022
- 6b. 2023-24 – 2025-26 Capital Plan
- 6c. Budget Model 2.0 Principles and Update

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.

- 7a. Action Arising from Previous Meetings
  - i. Metrics Associated with Academic Restructuring (UAT/College Metrics)
- 7b. 2023-2024 Board of Governors' Calendar
- 7c. Report of the Audit and Risk Committee
- 7d. Report of the Finance and Property Committee
  - i. Integrated Asset Management Strategy Dashboard
- 7e. Report of the Governance Committee
- 7f. Report of the Human Resources and Compensation Committee
- 7g. Report of the Investment Committee
  - i. Revised Statement of Investment Principles & Beliefs
- 7h. Report of the Learning, Research, and Student Experience Committee
- 7i. Chancellor's Report
- 7j. Alumni Association
- 7k. Students' Union (including 2021-22 Financial Statements)
- 7l. Graduate Students' Association
- 7m. Association of Academic Staff
- 7n. Non-Academic Staff Association
- 7o. General Faculties Council
- 7p. Board Chair Report

### **CLOSING SESSION**

- 8. Other Business

Presenter(s): Kate Chisholm



There was no other business.

9. Adjournment

*Presenter(s)*: Kate Chisholm

The Chair adjourned the Open Session at 10:30 a.m.