

December 11, 2025

1:00 p.m.

MRU, EC 2010

**PRESENT:**

Chris Lee – Chair-Public Member  
Rob Schaefer – Vice-Chair -Public Member  
Tala Abu Hayyaneh – Student Member  
Cyndi Cave – Non-Academic Staff Member  
Christian Cook – Academic Staff Member  
Laura Daniels - Public Member  
Sherri Evers – Public Member  
Denise Hughes – Public Member  
Dexter Nelson – Public Member

Thomas O’Leary – Public Member  
Stefan Radeta – Alumni Member  
Tim Rahilly – President and Vice-Chancellor  
Kari Roberts – Academic Staff Member  
Sheba Singh – Public Member  
Arlene Strom - Chancellor  
Anita Surujbally – Student Member  
Reynold Tetzlaff – Public Member

**RESOURCES:**

Kathy Homer, Assistant University Secretary-Board, Recording Secretary  
Michael Lam, Vice-President, Finance and Administration  
Chad London, Provost and Vice President, Academic  
Amy Nixon, General Counsel and University Secretary  
Melanie Rogers, Vice-President, University Advancement  
Phil Warsaba, Vice-President, Students

**REGRETS:**

Brenden Hunter – Public Member

Dustin Paisley – Alumni Member

**CALL MEETING TO ORDER**

**1. CALL THE MEETING TO ORDER**

Chris Lee, Chair of the Board of Governors, called the Open Session to order at 1:00 p.m., confirmed quorum, and L. Daniels commenced with a land acknowledgement.

**1.1. Conflict of Interest Declaration**

There were no conflicts of interest declared.

**ACTION ITEMS**

**2. APPROVAL OF AGENDA**

Moved and seconded:

**THAT** the agenda be approved as distributed.

**CARRIED.**

**3. APPROVAL OF MINUTES****3.1. Approval of Minutes of Meeting Held on October 23, 2025**

Moved and seconded:

**THAT** the minutes of the Open Session of the Board of Governors' meeting held October 23, 2025, be approved as distributed.

**CARRIED.**

**3.2. Business Arising from the Minutes**

There was no business arising from the past set of minutes.

**4. TUITION AND FEE RECOMMENDATIONS: 2026-2027**

The Board reviewed the proposed regulated tuition rates and mandatory non-instructional fees for the 2026–2027 academic year. R. Schaefer, Chair of the Finance and Property Committee, summarized the committee's discussion, noting that the recommended 2% tuition increase is within provincial limits and reflects a balance between student affordability and the University's financial sustainability. He highlighted the role of the Tuition and Fees Consultation Committee and spoke positively about the quality of engagement with student representatives, noting that management provided clear and timely information and that student input was meaningfully considered.

Key discussion points included the importance of affordability and student debt levels, the changing nature of post-secondary funding models, and the value of transparent consultation. The Board expressed appreciation for the leadership of the consultation process and the constructive participation of students, who indicated they felt heard and respected throughout the discussions.

Moved and seconded:

**THAT** the Board of Governors approve the tuition and fees for 2026-2027 as set out in the attached documents and as recommended by the Finance and Property Committee.

**CARRIED.**

**5. MRU INVESTMENT MANAGEMENT AGREEMENT UPDATE**

The Board received an update on the Ministry of Advanced Education's 2025–2028 Investment Management Agreements. On November 17, 2025, the GNC approved the IMA weightings, targets and tolerances outlined in the 2025-2028 Investment Management Agreement on behalf of the Board of Governors as the deadline for board approval was November 30, 2025 as communicated by the Ministry. On November 27, 2025, Mount Royal was advised of additional changes to the Domestic Enrolment Performance Metric target in the new 2025-2028 Investment Management Agreement with an extended deadline for board approval.

In response to questions, management advised that there is low risk of not meeting the targets, as MRU has a strong track record of achieving IMA commitments and takes them seriously. It was explained that enrolment targets for January were already largely fixed when the changes were communicated, limiting the ability to adjust plans and necessitating the inclusion of tolerances.

Management noted that enrolment enhancement funding supports meeting the targets, the Work-Integrated Learning metric is nearing 90% and that tolerances are negotiated rather than based on fixed criteria.

Moved and seconded:

**THAT** the Board of Governors approve the amendments to the targets for the Domestic Enrolment metric outlined in the 2025-2028 Investment Management Agreement.

**CARRIED.**

## **6. UNIVERSITY STRATEGIC PLAN UPDATE**

The Board received an update on activities supporting the University Strategic Plan. Key accomplishments included the launch of the employee engagement survey, with results to be shared with the campus community, completion of the demographic survey now under analysis, and confirmation that enrolment remains on track for January.

## **REPORTS**

### **7. REPORTS**

#### **7.1. Board Chair**

C. Lee, Board Chair, provided a written report that included an overview of the activities he has undertaken as Chair.

#### **7.2. Chancellor**

A. Strom provided a written report outlining her activities as Chancellor. She highlighted representing MRU at the November 11 Military Museum ceremony, celebrating alumni achievements, presenting the Chancellor's Award, and engaging with students and the community through workshops, including the Changemakers certificate program focused on reimagining post-secondary education.

#### **7.3. President and Vice-Chancellor**

T. Rahilly provided a written report highlighting the Celebrate U event and several "Number of 1sts" events, including the All-Canadian Breakfast recognizing 85 student-athletes for academic achievement. He also noted travelling with the men's soccer team, who won silver at the national championship, attending the Field of Crosses for an act of remembrance, and participating in an alumni association podcast.

#### **7.4. General Faculties Council**

A summary of the General Faculties Council (GFC) meetings was provided for information. T. Rahilly noted it was an excellent meeting, highlighting discussion of the Mintz panel report and a spirit of collaboration. While GFC expressed general support for the report's call for support of post-secondary institutions, there was recognition of a limited understanding of its full implications.

Enrolment and retention successes were highlighted, noting that degree programs are where growth is occurring, reflecting strong demand in the Calgary region. Focus on domestic applicants has been effective with MRU attracting students seeking degree programs locally due to small class sizes. The increase in first-choice applicants demonstrates MRU's growing national recognition.

## **COMMITTEE MATTERS**

### **8. AUDIT AND RISK COMMITTEE**

#### **8.1. Committee Report**

A written report detailing the matters reviewed by the Committee at its December 11, 2025 meeting was provided for information. L. Daniels, Chair of the Audit and Risk Committee, offered a summary of the key points discussed at that meeting.

**9. FINANCE AND PROPERTY COMMITTEE**

**9.1. Committee Report**

A report summarizing the matters reviewed by the Committee at its December 11, 2025 meeting was provided for information. R. Schaefer, Chair of the Finance and Property Committee, highlighted the discussions that took place.

**10. GOVERNANCE AND NOMINATING COMMITTEE**

**10.1. Committee Report**

C. Lee, Chair of the Governance and Nominating Committee, provided a written report summarizing the discussions from the November 17, 2025 GNC meeting and encouraged board members to read the Code of Conduct policy to refresh understanding of conflict of interest.

**CONSENT AGENDA**

**11. ITEMS REMOVED FOR DISCUSSION**

There were no items removed from the Consent Agenda for discussion.

Moved and seconded:

**THAT** the Board of Governors approve the Consent Agenda items for the December 11, 2025, Open Session.

**CARRIED.**

**12. ITEMS FOR APPROVAL**

**12.1. Institute Annual Reports and Financials 2024-2025**

**THAT** the Board of Governors accept and approve the 2024-2025 Annual Reports from the Mount Royal University Institutes.

**13. ITEMS FOR INFORMATION**

The following items were received for information:

**13.1. Financial Reports: Second Quarter to September 30, 2025**

**13.2. Human Research Ethics Board (HREB) Annual Report 2024-2025**

**OTHER BUSINESS**

**14. NEW BUSINESS**

There was no new business identified for the consideration of the Board.

**15. ADJOURNMENT**

The Board of Governors meeting was adjourned at 1:45 p.m. by consensus.