

February 23, 2016

Stuart Belkin  
Chair, UBC Board of Governors  
c/o Belkorp Industries  
900-1508 West Broadway  
Vancouver B.C.  
V6J 1W8

Dear Mr. Belkin,

The alumni UBC Board of Directors values the role of the Board of Governors of the University of British Columbia. We benefit from the active and highly supportive participation of the Chancellor, Lindsay Gordon, on our board as well as the President's representative, Barbara Miles, Vice President, Development and Alumni Engagement. Our recent nominees to the Board of Governors, Kevin Smith and Sandra Cawley, will continue to enhance the communication and understanding of the two boards and their respective goals and common aspirations for UBC. With the recent issues of leadership transition and statements relative to governance, the alumni UBC board felt it was an appropriate time to share our perspectives on both elements.

We continue to respect and support the roles of the Board of Governors and the University Senates and have faith in their ability to reach decisions based on the democratic values espoused by the University. We support the University leadership's decision to encourage constructive dialogue among the University's students, faculty and staff and the various organizations that represent them. We also believe it's critical for the voice of the University's largest stakeholder, its alumni, to be heard on matters of critical importance to UBC, given the expectation of continued growth in the value of our degrees. We applaud the recent letter co-signed by you and the current Interim President & Vice Chancellor, Martha Piper. The letter provided comfort and confidence in the commitment of senior management and the board to continue to engage in best practices in university governance.

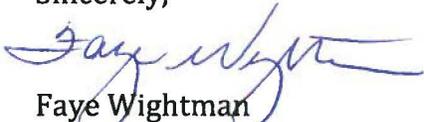
We strongly support the plan to move forward with dispatch on the search for the next President and Vice Chancellor of UBC. Many of the issues recently identified

cannot be addressed without a new inspirational leader for the University who can positively galvanize our entire community and work collaboratively and effectively with the Board of Governors and University stakeholders to identify any institutional processes, structures, and cultures that need to be reviewed and/or refreshed. The role of the Chancellor in leading the Search Committee has been outstanding in every respect and we applaud his volunteer efforts.

Once the new President and Vice Chancellor is in office a priority for her or him in partnership with the Board of Governors should be an on-going commitment to implementation of contemporary best practices in higher education governance including policies, processes, administration, and methods for regular board and individual member self-assessment. As a leading institution of higher learning, UBC should also be a leader of best practices in governance befitting our global standing and stature. We would welcome the opportunity to present to the Board of Governors on these and other important matters related to the University's health and well-being.

The alumni community is extraordinarily proud of our alma mater and the contributions the University has made to the betterment of society for the past 100 years. We will support UBC in any way we can to ensure its positive trajectory continues as the University begins its next 100 year journey.

Sincerely,



Faye Wightman  
Chair, alumni UBC Board of Directors

Cc Reny Kahlon



March 4, 2016

Ms. Faye Wightman  
Chair, *alumni UBC* Board of Directors  
The University of British Columbia  
The Robert H. Lee Alumni Centre  
6163 University Boulevard  
Vancouver, BC V6T 1Z1

Dear Ms. Wightman:

On behalf of the UBC Board of Governors, I would like to thank you for your letter dated February 23, 2016 (<http://bog3.sites.olt.ubc.ca/files/2016/03/alumni-UBC-Feb-23-2016.pdf>). UBC alumni play a very important role in the continued success of this institution; thus, during this transition time, your Board's support and encouragement to keep UBC moving forward is much appreciated.

The UBC Board experiences constant renewal through limits on the terms that individual Governors may serve, and the University has benefited from broad representation and diverse views over the past 100 years. Such is the case with the arrival of the five new Board members, including alumni-nominated Governors Kevin Smith and Sandra Cawley. I am strongly committed to continuous improvement and hope to be able to contribute to the University through the application of this approach in governance and all other aspects of University affairs during my time on the Board.

Within a relatively short period, UBC has achieved an enviable record of accomplishment and success. This outstanding record is one that reflects the long-term strength of the bicameral form of governance that has served UBC well since its inception. Having said that, I can assure you that the UBC Board will remain constantly vigilant to ensure that the overall governance of the University continues to advance the interests of the University. In this spirit of commitment to excellence in governance, working together in partnership with the entire University community, we are confident that UBC – the sixth highest ranked publicly funded university in North America (*Times Higher Education World Universities Rankings 2015-2016*) – will move from strength to strength and achieve even higher levels of success.

On behalf of the Board, again, please accept my sincere appreciation of your encouragement and continued confidence in the bodies entrusted with UBC's governance. As we move forward, we would be pleased if you, on behalf of the *alumni UBC* Board of Directors, would address the UBC Board of Governors on April 14, 2016, during its open session in the morning.

Sincerely,

Stuart Belkin