



The University of British Columbia
BOARD OF GOVERNORS
MINUTES

Wednesday, June 14, 2017

9:00 a.m. to 12:00 p.m.

Vancouver Campus

Simon K.Y. Lee Hong Kong Ballroom

Simon K.Y. Lee HKU-UBC House

2205 Lower Mall

In Attendance Board Chair Stuart Belkin
Ms. Sandra Cawley
Dr. Ayesha Chaudhry
Mr. Kevin Doering
Ms. Shannon Dunn
Mr. Raghwa Gopal
Chancellor Lindsay Gordon
Ms. Celeste Haldane (*by telephone*)
Mr. Michael Korenberg
Ms. Fiona Macfarlane
Dr. Charles Menzies
President Santa Ono
Ms. Beverlee Park
Mr. Alan Shuster
Mr. David Sidoo
Mr. Kevin Smith
Dr. Michael Treschow
Mr. Terry Zhang

Regrets Mr. Darran Fernandez
Mr. Graham Lee
Ms. Jeanie Malone

Administration
Dr. Helen Burt
Dr. Deborah Buszard
Dr. Louise Cowin
Mr. Hubert Lai
Ms. Barbara Miles
Dr. Angela Redish
Mr. Peter Smailes
Dr. Philip Steenkamp

Board Secretary
Ms. Reny Kahlon

Remarks

Board Chair Stuart Belkin called the June 14, 2017 meeting of the Board of Governors to order.

He expressed the Board's gratitude to outgoing Governors Ms. Shannon Dunn and Dr. Michael Treschow, both stepping down after six years on the Board, and acknowledged Dr. John Klironomos (in attendance at this meeting), who will join the Board in September.

In their comments, Dr. Treschow and Ms. Dunn noted the contributions of Okanagan faculty and staff to the UBC system, and encouraged the Board of Governors to remain attentive to the opportunities posed, and the financial and other challenges faced, by the Okanagan campus.

The Board Chair thanked Dr. Angela Redish for her exemplary service as Provost and Vice-President *pro tem*, conveying the Board's immense appreciation for her accomplishments during her time in the role.

The Board Chair advised that progress continues to be made on a number of governance initiatives undertaken with the assistance of WATSON Advisory.

The President also acknowledged Dr. Redish, speaking of her integrity and dedication to the University. He thanked her for the comprehensive briefing she has provided to incoming Provost Dr. Andrew Szeri, noting that the University is in a great position, from which he will continue to move UBC forward.

The President advised the Board about significant meetings and events he has attended over the period since the April meeting of the Board of Governors, including recent graduation ceremonies, and provided a strategic planning update.

It is expected that a draft strategic plan will be presented for Board of Governors' consideration early in the next academic year.

He further advised that the search for a Vice-President Research & Innovation is nearing its conclusion, and added that a search for a Vice-President Human Resources will soon begin, in advance of the pending retirement of Ms. Lisa Castle.

1. Learning & Research Committee

1.1 ACADEMIC PRESENTATION | PETER A. ALLARD SCHOOL OF LAW

Guest: Dr. Catherine Dauvergne, Dean, Peter A. Allard School of Law

The presentation, provided for the information of the Board of Governors, included information about the composition and numbers of faculty and students, and about aspirations and initiatives arising from the School's recent strategic planning process.

The presentation also included an updated SWOT analysis.

Governors discussed provincially mandated tuition caps and resulting challenges to the Faculty, suggesting that an opportunity for formal consideration of the issue should be made available at a future meeting.

It was also suggested that the University should identify an internal funding mechanism to support faculties without access to international tuition and/or increased tuition rates.

1.2 SENATE RECOMMENDATIONS

It was noted for the record that the Board of Governors approved recommendations arising from the Vancouver Senate meeting of April 15, 2017 by electronic consent, effective May 1, 2017.

1.3 SENATE RECOMMENDATIONS

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors concurs with recommendations arising from the following meetings:*

- 1.3.1 ***Vancouver Senate meeting of April 19, 2017***
- 1.3.2 ***Okanagan Senate meeting of April 27, 2017***
- 1.3.3 ***Vancouver Senate meeting of May 17, 2017***
- 1.3.4 ***Okanagan Senate meeting of May 18, 2017***

CARRIED UNANIMOUSLY

1.4 ESTABLISHMENT OF NEW ENDOWMENTS

The Board of Governors received this report for information.

2. Audit Committee

2.1 UBC FINANCIAL STATEMENTS (CONSOLIDATED) YEAR-END REPORT

The following resolution, forwarded at the recommendation of the Audit Committee, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves UBC's Consolidated Financial Statements as at March 31, 2017.*

CARRIED UNANIMOUSLY

3. Property Committee

3.1 UBC FIVE-YEAR CAPITAL PLAN | 2018-2019 to 2022-2023

Committee Chair Sandra Cawley assured the Board of Governors that approval of the Five-Year Capital Plan will not commit the University to any of the projects contained therein – the Board's standard capital approval process is still required to proceed.

She advised the Board that, as reported by the Administration, projects had been selected via a rigorous evaluation process, details of which will be provided in September 2017; that report will also include a deferred maintenance update.

It was noted for the Board's information that approval for submission to the Province is requested at the June Board meeting in advance of the provincial July deadline.

The following resolution, forwarded at the recommendation of the Property Committee, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors grants approval for the submission of the UBC Five-Year Capital Plan (2018-2019 to 2022-2023) to the Ministry of Advanced Education.*

Abstained: C. Menzies

CARRIED

3.2 MACINNES FIELD UNDERGROUND PARKADE (VANCOUVER)

The Committee Chair reported that the Committee received a presentation that provided an overview of the project, its potential benefits, risks and mitigation strategies.

Governors discussed the potential impact of additional on-campus parking on the University's commitment to sustainable transportation, and were advised that the intention of this parkade is to provide short-term capacity adjacent to recreation facilities that draw occasional users from off campus.

The Administration advised the Board that projections indicate that operating costs will be fully financed through parking revenues and that the facility will become cash-flow positive after nine years; the loan is for 25 years.

The following resolution, forwarded at the recommendation of the Property Committee, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors grants BOARD 1 approval for the MacInnes Field Underground Parkade project (Vancouver) with a funding release of \$500,000 to commence schematic design.*

Preliminary Capital Budget	\$12,435,000
Preliminary Operating Budget	\$84,800
Schedule	
Project in Principle	
Program	
Consultant Selection	
Proceed to Schematic Design	
Funding Release	\$500,000

Opposed: C. Menzies

CARRIED

3.3 HOUSING COMMONS AND SKEENA RESIDENCE (OKANAGAN)

Ms. Cawley reported that the Committee received a detailed overview of the project, including budget, funding and financing, per unit cost, amenities, construction schedule and occupancy targets. It was noted that the proposed dining hall would be open to all students.

The availability of market housing adjacent to the campus was discussed at the Committee meeting, at which it was noted that off-campus housing lacks the support and amenities available to on-campus residents, important aspects of a positive student experience.

The Committee Chair reported that members had requested additional information about the demand for student housing on the Okanagan campus, and were advised that the wait list (now at 750) has been steadily increasing since the establishment of the campus. In particular, the campus does not have sufficient supply to meet demand for first-year student housing (72% of student come to the Okanagan campus from outside the area).

Ms. Shannon Dunn declared a potential conflict of interest and abstained from voting.

The following resolution, forwarded at the recommendation of the Property Committee, was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governor grants BOARD 1 approval for the Housing Commons and Skeena Residence projects (Okanagan) with a funding release of \$1,500,000 to commence schematic design.

Preliminary Capital Budget	\$61,343,000
Preliminary Operating Budget	see report
Schedule	
Project in Principle	
Program	
Architectural Consultant Selection	
Proceed to Schematic Design	
Funding Release	\$1,500,000

Abstained: S. Dunn **CARRIED**

3.4 CAPITAL PROJECTS UPDATE | VANCOUVER AND OKANAGAN

The Board of Governors received this report for information.

4. Joint: Finance Committee and Property Committee

4.1 UPDATE ON COMMITMENTS – GAMEPLAN ACADEMIC SYNERGY

Finance Committee Chair Michael Korenberg reported that the Committees received this update in response to requests from Governors for more detailed planning regarding potential academic partners for the proposed Recreation Centre and the reimaged War Memorial Gym.

He advised the Board that the Provost presented a vision for the completion of the University Gateway (at Wesbrook Mall and University Boulevard), a key gateway and symbolic entrance to the campus that would express the academic identity and values of the University.

The Board was further advised that the preliminary proposal was reviewed by the University Executive following the June 6, 2017 meeting of the Committees, and was granted Executive 1 approval. Upon completion of the Executive approval process, the proposal will return to the Board of Governors for formal consideration.

5. Finance Committee

5.1 UNIVERSITY NEIGHBOURHOODS ASSOCIATION (UNA) OPERATING BUDGET

Committee Chair Michael Korenberg reported that the Committee received a presentation from the Chair of the UNA Board of Directors, Mr. Richard Alexander. The presentation included a review of the UNA's key priorities and of the Association's five-year budget plan, and identified significant challenges posed to the UNA's financial sustainability by rising fire protection costs and declining service levy revenues. The Committee was advised that consideration of potential mitigation strategies is underway.

A Governors raised the issue of governance of University residential areas and concerns expressed by residents that the UNA had not had sufficient opportunity to participate in discussions between the University and the Province; he asked that this item be scheduled for discussion at a future Board of Governors meeting.

It was noted for the Board's information that assessment of fire protection costs to the neighbourhoods and changes to service levies were provincially mandated decisions over which the University had no control.

The Administration advised that the University worked with the UNA and with UBC Properties Trust to mitigate the financial impact of fire protection costs on the UNA's operations. In addition, a task force has been reconvened to further consider the financial pressures faced by the UNA.

The Finance Committee Chair and the Board Chair acknowledged the importance of the UNA's success to the University and assured Governors that the Board and the Administration are sensitive to the challenges faced by the UNA. It is the Board's expectation that updates with regard to management of financial issues will be provided.

The following resolution, forwarded at the recommendation of the Finance Committee, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors receives the University Neighbourhoods Association 2017-2018 Budget for information, in accordance with the terms of the Neighbours Agreement between The University of British Columbia and the University Neighbourhoods Association.*

CARRIED UNANIMOUSLY

The Finance Committee Chair further advised that, during discussion of tuition proposals at the Committee meeting, it was agreed that tuition proposals should be considered jointly by the Finance Committee and the Learning & Research Committee, to ensure that pedagogical questions can be raised and addressed.

Also requested by the Committee was information about the length of time between approval of a program by Senate, and approval of tuition by the Board of Governors. Mr. Korenberg suggested that the Board of Governors Secretariat could work with Senate Secretariats to move this matter forward.

5.2 TUITION: PH.D. IN CINEMA AND MEDIA STUDIES

The Committee Chair advised that the tuition proposal for the Ph.D. in Cinema and Media Studies program was presented to the Committee. At that meeting, the Administration addressed concerns raised by students about the length of the consultation process by pointing out that UBC's standard tuition has been applied to the program, and as such, an expedited approval process was considered appropriate.

Mr. Korenberg encouraged the Administration to strive for the full 30-day consultation period even in cases where standard tuition rates are applied.

The Vice-President Students added that at the joint meeting of Board and Senate Committee Chairs, it had been agreed that consultation with students around tuition should take place prior to approval of programs by the Senates; it is expected that this process change will address student concerns.

The following resolution, forwarded at the recommendation of the Finance Committee, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves tuition of \$1,600.60 per instalment for domestic students and \$2,811.98 per instalment for international students for the Ph.D. in Cinema and Media Studies Program.*

CARRIED UNANIMOUSLY

5.3 DUAL-DEGREE PROGRAM TUITION FEE SCHEDULE: JURIS DOCTOR AND MASTER OF BUSINESS ADMINISTRATION (JD/MBA)

The Finance Committee Chair reported that the Committee was advised that the purpose of this approval request was to ensure equitable tuition regardless of the path by which students enter the dual-degree program.

The following resolution, forwarded at the recommendation of the Finance Committee, was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approves the tuition fee schedule for the Dual-Degree Program Option: Juris Doctor and Master of Business Administration (JD/MBA) for students who complete their first year in the JD program, effective September 1, 2017 for the 2017-2018 academic year.

CARRIED UNANIMOUSLY

5.4 FEE: FACULTY OF GRADUATE & POSTDOCTORAL STUDIES PART-TIME DOCTORAL CLASSIFICATION PROPOSAL

Finance Committee Chair Michael Korenberg reported that the Committee was provided with information about a new part-time option that would allow up to eight years to complete a course of study.

The Provost added that the part-time option has been requested by UBC graduate students, and is available to doctoral students at peer universities.

Fees for the part-time option reflect the length of time over which part-time students will have access to University facilities.

The following resolution, forwarded at the recommendation of the Finance Committee, was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approves Schedule C fees for the part-time doctoral classification: \$1,177.60 per instalment for domestic students and \$2,362.15 per instalment for international students, effective January 2018.

CARRIED UNANIMOUSLY

5.5 THE UNIVERSITY COMMUNITY ON CAMPUS - HOUSING ACTION PLAN PILOT RENT-GEARED-TO-INCOME PROGRAMS FOR FACULTY AND STAFF

The Committee Chair reported that the Committee received a presentation reviewing two proposed pilot programs: Rent-Geared-to-Income for staff, and Temporary Housing Rental Support for faculty.

Information was provided about costs, eligibility, assessment and allocation processes.

The Board of Governors was advised that costs related to the Housing Action Plan are included in the University's budget.

Tax implications of rental assistance for individual faculty and staff were discussed, and the Board was advised calculation of taxable benefit is based on the difference between market rates and the rent-geared-to-income rate paid by faculty/staff; ownership of the assets is not a factor.

The Board was advised that these pilot programs will be reviewed against the goals of the Housing Action Plan as they move forward.

An update will be provided as part of the Housing Action Plan review/report to the Board of Governors in the fall of 2017, to include a review of student housing commitments.

The following resolution, forwarded at the recommendation of the Finance Committee, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves the implementation framework for pilot rent-geared-to-income programs as part of the Housing Action Plan for the Vancouver campus, generally consistent with the parameters outlined in the report:*

- i. Faculty Temporary Rental Housing Support Program identified as part of the 10-Year Faculty Housing Strategy in 2016; and,***
- ii. Staff Rent-Geared-to-Income Rental Housing Program approved in principle by the Board of Governors in 2012.***

CARRIED UNANIMOUSLY

5.6 WORKING CAPITAL FUND STATEMENT OF INVESTMENT POLICIES & PROCEDURES

The Committee Chair reported that the Committee received an update regarding alternative approaches to management of the Working Capital Fund, considered in conjunction with the UBC IMANT Board of Directors in the context of preservation of capital and management of ongoing liquidity.

The Board was advised that the IMANT Board of Directors has reviewed, and is supportive of, the proposed changes.

The following resolution, forwarded at the recommendation of the Finance Committee, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves proposed amendments to the Statement of Investment Policies & Procedures for the Working Capital Fund (Core, SHFE and FHAFE).*

CARRIED UNANIMOUSLY

Mr. Korenberg and Mr. Kevin Smith advised the Board that UBC IMANT is working well under its new CEO, Mr. Rajiv Silgado, who has led the organization in the development of a new strategic plan.

5.11 UBC IMANT QUARTERLY PORTFOLIO REVIEW

The Board of Governors received this report for information.

5.12 ENDOWMENT COLLAPSE

The following resolution, forwarded at the recommendation of the Finance Committee, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves the dissolution of the Frank Read Rowing Endowment Fund.*

CARRIED UNANIMOUSLY

5.13 ENDOWMENT ENCROACHMENT AND TRANSFER REQUEST

The following resolution, forwarded at the recommendation of the Finance Committee, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves encroachment on a portion of the Frank and Casey Smith Football Endowment Fund which will be used to create the Negrin Family Football Endowment Fund, as recommended by the President and University Counsel.*

CARRIED UNANIMOUSLY

5.14 ENDOWMENT VARIATION REQUEST

The following resolution, forwarded at the recommendation of the Finance Committee, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves variation of the Brian K. Petersen Soccer Endowment Fund's Endowment Trust Deed (the "Deed"), as recommended by the President and University Counsel.*

CARRIED UNANIMOUSLY

5.15 MASTER OF MANAGEMENT PROGRAM – CORRECTION TO FEE RESOLUTIONS

The Board of Governors received this report for information.

5.16 FEE: ADMISSION DECISION APPEAL

The Board of Governors received this report for information.

5.17 ENDOWMENT STATUS REPORT

The Board of Governors received this report for information.

6. People, Community & International Committee

6.1 STUDENT FINANCIAL SUPPORT ANNUAL REPORT 2016-2017

Committee Chair Alan Shuster acknowledged the contributions of outgoing Committee Chair Dr. Michael Treschow.

The Board of Governors received this presentation for information, a review of student financial support over the 2016-2017 academic year, via ongoing and new programs and initiatives.

Governors discussed levels of government support for students, and the importance of increasing donor support for student aid.

The President noted that accessibility and affordability has arisen as a key theme throughout the current strategic planning process.

7. Governance Committee

7.1 UBC ANNUAL REPORT 2016-2017 AND INSTITUTIONAL ACCOUNTABILITY PLAN & REPORT

Mr. Alan Shuster reported to the Board of Governors in the absence of Governance Committee Chair Ms. Celeste Haldane.

The Board of Governors was advised that the Annual Report would be available in a downloadable PDF format for the first time in many years (as of July 12, 2017).

Governors discussed the relative benefits and drawbacks of a PDF format vs the interactive website format in which the Annual Report has been presented for a number of years.

The Vice-President External Relations stated his intention to revise the format further, making a shorter, less complicated report available to the UBC internal community as well as external stakeholders, potential donors, etc. The President concurred that the PDF format was helpful in communications with peers at other Universities, as well as with major donors.

Governors were further advised that the 2016-2017 Annual Report is the last to report against the goals of *Place and Promise*; in future years, reports will assess progress against the goals of the strategic plan currently being drafted.

The related *Institutional Accountability Plan & Report* will be submitted to the Province in advance of the July 14, 2017 deadline.

The following resolution, forwarded at the recommendation of the Governance Committee, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves the 2016-2017 UBC Annual Report and, for submission to the Province, the Institutional Accountability Plan & Report.*

CARRIED UNANIMOUSLY

7.2 CODE OF CONDUCT AND CONFLICT OF INTEREST GUIDELINES FOR THE BOARD OF GOVERNORS

University Counsel provided the Board of Governors with a brief review of the background of this item, and of the process by which the current version was drafted.

A Governor raised certain concerns about the document, including about what he perceived to have been a limited opportunity for community review and feedback on the final version of the document that incorporates WATSON's input. In particular, he voiced concern about the ability of Governors to "speak against" Board decisions. He suggested that he would feel compelled to move that the resolution be tabled unless that language were to be struck or modified.

Following discussion, it was agreed that wording in section 4.1 of the document would be amended to address the concern related to academic freedom/freedom of speech of Governors; the suggestion that the resolution be tabled was withdrawn in response.

The Board Chair pointed out that Governors are charged with the responsibility of deciding what is in the best interests of the University; it is appropriate that this encompasses responsibility for assessing the conduct of Governors against that standard.

The following resolution, forwarded at the recommendation of the Governance Committee, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves the Code of Conduct and Conflict of Interest Guidelines for the Board of Governors, with the following amendment to section 4.1: “respect the Board and Board decisions, and avoid ~~speaking against or~~ undermining any decision of the Board, regardless of whether the Governor agrees with or voted for the decision.”*

CARRIED UNANIMOUSLY

7.3 POLICY 126 (CAPITAL PROJECTS, CAPITAL PURCHASES AND INTERNAL LOANS)

The following resolution, forwarded at the recommendation of the Governance Committee, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves Policy 126 (Capital Projects, Capital Purchases and Internal Loans), effective June 14, 2017.*

CARRIED UNANIMOUSLY

7.4 POLICY 95 (INVESTIGATIONS)

The following resolution, forwarded at the recommendation of the Governance Committee, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves amendments to Policy 95 (Investigations), effective June 14, 2017.*

CARRIED UNANIMOUSLY

7.5 POLICY 20 (ADVERTISING OF POSITION VACANCIES)

The following resolution, forwarded at the recommendation of the Governance Committee, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves amendments to Policy 20 (Advertising of Position Vacancies), effective June 14, 2017.*

CARRIED UNANIMOUSLY

7.6 POLICY 18 (APPOINTMENT OF DESIGNATED SENIOR ACADEMIC ADMINISTRATORS) AND POLICY 24 (EXTENSION OF APPOINTMENTS FOR DESIGNATED SENIOR ACADEMIC ADMINISTRATORS)

The following resolution, forwarded at the recommendation of the Governance Committee, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves amendments to Policy 18 (Appointment of Designated Senior Academic Administrators) and associated Procedures, and amendments to Policy 24 (Extension of Appointments for Designated Senior Academic Administrators) and associated Procedures, effective June 14, 2017.*

CARRIED UNANIMOUSLY

7.7 DATE CHANGE – BOARD OF GOVERNORS MEETING

The following resolution, forwarded at the recommendation of the Governance Committee, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves a change to the date of the September 2017 Board of Governor, to September 21, 2017.*

CARRIED UNANIMOUSLY

7.8 COMMITTEE MEMBERSHIP

It was noted for the record that membership of the Board's Committees was approved by the Board of Governors via electronic consent on May 1, 2017.

TERMINATION

The following resolution was moved:

IT IS HEREBY RESOLVED that *the June 6, 2017 Board of Governors meeting is terminated.*

CARRIED