

**PERSONAL AND CONFIDENTIAL**

August 31, 2015

Dear Dr. Piper:

I wish to express the gratitude of the Board of Governors for your willingness to serve as Interim President and Vice-Chancellor of the University of British Columbia ("the University" or "UBC"). We know that you have been (and still are) deeply committed to other aspects of your life, including family and service, and our request of you was unexpected, so we are that much more grateful for your decision to re-immerser yourself in the duties and responsibilities of this leadership role in the University.

In the following sections of this letter, I have set out the terms of appointment as Interim President and Vice-Chancellor that were discussed with you.

1. You are appointed as Interim President and Vice-Chancellor of the University for a term of ten (10) months from September 1, 2015 to June 30, 2016. Should the next President and Vice-Chancellor be able to assume the position before June 30, 2016, your appointment will end on the last day of the month preceding the next President's start date.
2. The duties, powers and obligations of the Interim President and Vice-Chancellor are set out in Appendix A to this letter.
3. Rather than the normal compensation arrangements for the UBC President and Vice-Chancellor, the compensation arrangements for this interim appointment are limited to the following:
  - a. your salary for the ten (10) months will be \$340,000.00 less appropriate statutory deductions, although as provided for in section 1 above, the salary will end when your appointment ends; and
  - b. you will receive four weeks of vacation leave, to be taken during the term of your appointment, with pay.

For purposes of greater certainty, you will not receive any administrative leave, pension, or extended health, dental or life insurance benefits. You have agreed to use

your own vehicle as necessary, and receive reimbursement in accordance with UBC Policy #83 – Travel and Related Expenses.

4. While you will use Norman A. MacKenzie House for various events that you will host in your capacity as Interim President and Vice-Chancellor, you and your family will not reside in the House.
5. It is understood that it is your intention to focus your energies within British Columbia during this period. Nonetheless, travel and entertaining on a prudent and reasonable scale and in an appropriate manner on behalf of the Office of the President and the University is an integral element of this role, which you are expected to undertake and for which you will be reimbursed upon submission of vouchered expenses in accordance with University policies and procedures. We know that you will use your best judgment in the allocation of University resources for such expenditures.

I believe that the foregoing accurately reflects discussions with you. Ms. Lisa Castle, Vice-President, UBC Human Resources is available to support you as you review these terms. If you agree, please sign on the following page and return a PDF copy of this letter to me.

Sincerely,



Alice Laberge  
Acting Chair, UBC Board of Governors

c: Ms. Lisa Castle, Vice-President, Human Resources

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I, Martha C. Piper, confirm my acceptance of the appointment as Interim President and Vice-Chancellor of The University of British Columbia, subject to the terms and conditions outlined in this letter, effective September 1, 2015.



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Dr. Martha C. Piper

August 31, 2015  
Date

## Appendix A

This is Appendix A to a letter dated August 31, 2015 from Ms. Alice Laberge, Acting Chair, UBC Board of Governors to Dr. Martha C. Piper.

1. The duties, powers and obligations of the Interim President and Vice-Chancellor pursuant to this Agreement are the duties, powers and obligations of the President and Vice-Chancellor as specified in the *University Act*, R.S.B.C. 1996 c. 468 (the "Act").
2. UBC grants and delegates to Dr. Piper all powers as are necessary and appropriate to the proper carrying out of her duties and obligations as Interim President and Vice-Chancellor. Dr. Piper will use her best efforts to diligently exercise those powers by herself or by delegation to others pursuant to paragraph 3(i) in order to satisfy her duties and obligations as Interim President and Vice-Chancellor.
3. Without limiting the generality of paragraphs 1 and 2, and the limitations, if any, contained in the *Act*, as Interim President and Vice-Chancellor, Dr. Piper will have the following duties and powers:
  - (a) to manage, supervise, and direct the academic and other activities of UBC as its chief executive officer;
  - (b) to maintain appropriate relationships with the undergraduate, graduate and other students of UBC;
  - (c) to initiate (without derogating from the Board's power to so initiate) and participate in the formulation of UBC policies and the consideration of all matters before the Board and to thereafter implement the directions and resolutions of the Board;
  - (d) consistent with the budget approved from time to time by the Board (the "Budget"), to ensure the appointment of outstanding individuals to the senior administrative positions of UBC, and to ensure that adequate review mechanisms and succession plans are established for these individuals;
  - (e) to ensure the preparation of draft budgets and the implementation of the Budget;
  - (f) to formulate sound long-range planning for the ongoing development of UBC and direct the implementation of those plans when approved by the Board;
  - (g) to periodically review the organization and structure of UBC, recommend improvements thereto, participate in all relevant Board discussions and thereafter implement Board-approved changes in a planned and orderly fashion;
  - (h) to study and appraise results of operations to reinforce successful operations and to rectify any deficiencies or adverse situations;

- (i) to direct all phases of the daily business operations of UBC both personally and through the delegation to qualified individuals of proper authority and responsibility;
- (j) to ensure that the academic and other activities of UBC are conducted in compliance with the *Act*;
- (k) to maintain satisfactory senior-level relationships with third parties generally, including professional advisors, alumni, charitable supporters, governments, agencies of governments and neighbouring communities;
- (l) to protect the reputation and public image of UBC;
- (m) to carry out her duties and obligations in a manner consistent with the University's core values of mutual respect and equity, and in accordance with the University's *Statement on Respectful Environment for Students, Faculty and Staff*; and
- (n) to serve as chief spokesperson for UBC.