



The University of British Columbia
Board of Governors
MINUTES

Tuesday, June 14, 2016

8:30 a.m. – 11:30 a.m.

Vancouver Campus

Robert H. Lee Family Boardroom

3rd Floor, Robert H. Lee Alumni Centre

6163 University Boulevard

In Attendance Mr. Stuart Belkin, Chair
Interim President Martha Piper
Mr. Aaron Bailey
Ms. Sandra Cawley
Ms. Shannon Dunn
Mr. Darran Fernandez
Ms. Celeste Haldane
Dr. Richard Johnston
Ms. Veronica Knott (*by telephone*)
Mr. Michael Korenberg
Mr. Graham Lee
Dr. Darrin Lehman
Ms. Fiona Macfarlane
Ms. Beverlee Park
Mr. Alan Shuster
Mr. David Sidoo
Mr. Kevin Smith
Dr. Michael Treschow

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

Board Secretary
Ms. Reny Kahlon

Regrets Chancellor Lindsay Gordon

REMARKS

The Board Chair called the June 14, 2016 meeting of the Board of Governors to order and welcomed incoming Governor Mr. Graham Lee.

He provided a brief summary of the background of Dr. Santa J. Ono and shared some highlights of the announcements that took place on the Vancouver and Okanagan campuses on June 13, 2016.

He also expressed the sincere appreciation and gratitude of the Board of Governors to Dr. Martha Piper for her service to the University over the past 10 months.

The Chair reminded the Board of Governors of presentations made by representatives of faculty, students, staff and alumni at the April 2016 Board meeting, reiterating the Board's commitment to address concerns expressed at that meeting.

The President spoke about recent graduation ceremonies, at which the achievements of approximately 9,500 students on both UBC campuses were celebrated.

She thanked the Presidential Search Committee for their work, noting that the successful appointment of Dr. Santa Ono is an indication of UBC's stature in Canada, North America and the world. She also thanked the Board of Governors, the Vice-Presidents and Deans, and expressed confidence in UBC's potential and ability to become the best university in Canada over the coming decade.

1. LEARNING & RESEARCH COMMITTEE

1.1 ACADEMIC PRESENTATION: FACULTY OF APPLIED SCIENCE

The Board of Governors received a presentation that provided an overview of the Faculty of Applied Science, which encompasses Engineering on both campuses as well as the School of Nursing, the School of Architecture & Landscape Architecture, and the School of Community & Regional Planning. Also included in the presentation was information about the Faculty's achievements and aspirations, connections within the Faculty and to other UBC Faculties, as well as its external community and industry partnerships.

During the presentation, Dr. Parlange pointed out that BC has both the highest labour market need for engineers and the lowest number of graduating engineers per capita in the country. He shared the steps the Faculty is taking towards the expansion of engineering education in BC, some in collaboration with other research universities in BC.

Board members requested and received information about ownership of intellectual property and about the integration of college transfer students. Dr. Parlange pointed out that the strong performance of college transfer students indicates that many more BC students could successfully begin their engineering program at UBC, should the number of seats be increased.

Expansion of engineering education capacity is dependent on increased operating and infrastructure funding across all provincial universities (operating funds to increase by \$10M annually to \$100M; \$700M required for infrastructure improvements). Board members were supportive, noting that this level of public investment would be justified by the anticipated long-term benefits to the provincial and national economies.

The Board also considered the Faculty's goal of achieving gender balance in engineering and nursing, among both the student population and faculty members.

1.2 STAR (SURVIVE AND THRIVE APPLIED RESEARCH) UPDATE

Learning & Research Committee Chair Dr. Richard Johnston reported that the Committee received the STAR update for information, and made the following comments about discussion at the Committee meeting:

The presentation included a review of the rationale for and history of the STAR initiative, current staffing and organizational structure, and program achievements to date. Program goals and challenges were also reviewed.

The Administration is considering key performance indicators for assessment of the program, including those that will measure regional spin-off benefits.

Committee members encouraged the Administration to pursue the incorporation of humanities and social sciences initiatives.

Ownership of intellectual property and distribution of benefits between the University and its partners were also discussed.

1.5 NEXT GENERATION LEARNING ECOSYSTEM

Learning & Research Committee Chair Dr. Richard Johnston reported that Committee received this report for information, and made the following comments about discussion at the Committee meeting:

The presentation included information about the current status of learning applications and tools in use on both campuses, as well as a review of next steps towards addressing gaps and deficiencies.

Also included was information about the purchase and implementation of a new Learning Management System (LMS). The proposed procurement approach, systems under consideration, major milestones, and estimated project costs were reviewed by the Committee. The IT Advisory Committee has also received information about the proposed project.

The Committee discussed points of intersection with the Student Academic Systems Initiative (SASI), including implementation timelines, staggered to avoid concurrent implementation of the two systems. Also discussed was the potential for the new LMS to support current directions in instructional methodology such as the 'flipped classroom', and the importance of ensuring that the LMS can adapt to the changing landscape of education going forward.

1.3 SENATE RECOMMENDATIONS

The following resolutions were moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors concurs with recommendations arising from Okanagan Senate meetings of April 28, 2016 and May 19, 2016, effective June 14, 2016.

CARRIED UNANIMOUSLY

IT IS HEREBY RESOLVED that the Board of Governors concurs with recommendations arising from Vancouver Senate meetings of April 20, 2016 and May 18, 2016, effective June 14, 2016.

CARRIED UNANIMOUSLY

1.4 ENDOWMENT ADMINISTRATIVE DECISION

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves the administrative decision to award the Harold Davenport Bursary to one or more students, as recommended by the President and the University Counsel.*

CARRIED UNANIMOUSLY

2. PEOPLE, COMMUNITY & INTERNATIONAL COMMITTEE

2.1 DEVELOPMENT & ALUMNI ENGAGEMENT YEAR-END REPORT 2015-2016

PC&I Committee Chair Dr. Michael Treschow reported that the Committee received the year-end Development & Alumni Engagement report for information, and made the following comments about discussion at the Committee meeting:

The presentation reviewed highlights of the 2015-2016 academic year, including the successful completion and achievements of the **start an evolution** campaign.

Development highlights for 2015-2016 were reported to the Committee, including funds raised by campus, faculty and unit, sources of funds, and use of funds. The presentation also reviewed alumni engagement highlights, alumni points by campus, faculty and unit, and alumni activity indicators.

Committee members requested additional information about prospects going forward for gifts of \$5M+, and learned that a levelling off of gifts at that level is not unusual as campaigns draw to a close. The Vice-President Development & Alumni Engagement expressed confidence in the University's ability to attract \$5M+ gifts as donors engage with the incoming President.

Questions and concerns about the underlying information used to calculate the portfolio's efficiency ratio is under review; the revised approach will be included in the next report from DAE to the Committee.

The Committee discussed the DAE action plan for the next three years. Planned activities include two external reviews and follow up on any recommendations arising from those reviews, along with addressing staffing challenges and maintaining the momentum generated during the campaign.

At the Board meeting, the Chair of the Finance Committee asked that the results of the Development & Alumni Engagement efficiency ratio review be shared with the Board of Governors.

2.2 STUDENT FINANCIAL SUPPORT ANNUAL REPORT 2015-2016

PC&I Committee Chair Dr. Michael Treschow reported that the Committee received the 2015-2016 Student Financial Support Annual Report for information, and made the following comments about discussion at the Committee meeting:

Included in the presentation was information about the criteria by which government student loan/bursary eligibility is assessed; this eligibility forms the basis of student assistance (bursaries) available under UBC's Policy 72 (Access to The University of British Columbia).

Going forward, the University will proactively assess the unmet need of eligible students (dependent domestic students on the Vancouver campus), rather than requiring a separate UBC bursary application. Expansion of this initiative to the Okanagan campus is under investigation.

During the presentation, a discrepancy was noted between annual donations for student aid reported by the Vice-President Students and the figure reported in the year-end campaign report. At the Board meeting, the Committee Chair provided the following clarification: the Vice-President Students reported on funding actually disbursed, while the amount reported by the Vice-President Development & Alumni Engagement includes multi-year pledges and planned gifts.

At the Committee meeting, members expressed concern about the relative lack of support for PhD students at UBC, and wondered about reasons for the general decrease in applications for support from UBC domestic students. The Vice-President Students said that she would investigate and report back to the Committee. The President suggested that information about tuition levels should be included with this information to provide a more accurate comparison.

UBC's Work Learn program provides another option for students requiring financial assistance. The University has allocated additional funding to this program for the coming year, but expects that applications will exceed the funds available regardless.

The University has also increased its contribution to the modest funding available to support Aboriginal students; it was noted for the Committee's information that more than half of the Aboriginal students attending UBC do so without any financial assistance.

The Committee also received information about programs providing support for a small number of refugee students, [Centennial Scholars Entrance Awards](#), and the new [Centennial Leaders](#) scholarship program.

Next steps and priorities around student aid include a commitment to increasing the diversity of the student body, towards which tracking and accountability mechanisms will be developed.

The Vice-President Students is gathering information about all student aid funding and programs and identifying gaps with a view to establishing a thoughtful, informed approach to attracting and retaining high-calibre students. An update will be provided to the Committee in the fall of 2016.

In response to questions from Committee members, the Vice-President Students explained that other Canadian universities do not make student financial assistance information publicly available, and various rankings and organizations report conflicting figures. She noted that, based on applications for assistance and the increasing numbers of students balancing work and education, actual need appears to be rising.

2.3 WELLBEING AT UBC: UPDATE ON PROGRESS AND ACTIVITIES

PC&I Committee Chair Dr. Michael Treschow reported that the Committee received this report for information, and made the following comments about discussion at the Committee meeting:

The focus of the presentation was wellbeing as the foundation on which UBC's future success will be built; achievements, priorities and initiatives were reviewed for the Committee.

UBC is developing action plans in response to priorities identified by the community in the areas of mental health & resilience, food & nutrition, physical activity & sedentary behaviour, built & natural environment, and inclusion & connectivity. Examples of projects underway across the University were shared with the Committee.

The Committee learned that Senates on both campuses are also working towards assessing all decisions taken by the Senates (*e.g.*, exam schedules) through a mental health lens. On the Vancouver campus, steps have been taken to embed wellbeing instruction principles into the work done by the Teaching & Learning Centre.

2.4 POLICY 131 (SEXUAL ASSAULT)

PC&I Committee Chair Dr. Michael Treschow reported that the University Counsel informed the Committee that, at the request of the President, his office has commenced the process of developing a sexual assault policy, following UBC's standard policy development process (as outlined in the circulated report).

Key features and key drivers of the draft policy were reviewed for the Committee. Some aspects of the draft policy will be amended in response to the recently introduced provincial [Sexual Violence and Misconduct Policy Act](#).

Following this Board of Governors meeting, the draft policy will be posted with a call for comments. The policy development committee will consider community feedback towards the end of 2016, and the final draft will be presented to the Board of Governors for approval in February 2017.

Committee members stressed the importance of confidentially and clear identification of avenues for disclosure and sources of support for survivors.

A brief review of existing discipline processes was provided during the Committee meeting. The proposed policy does not encompass these processes, which vary depending on the category of persons involved in each particular case (students, faculty, staff). At the Committee meeting, members suggested further consideration of/consultation around those processes to ensure that sexual assault survivors are appropriately supported.

2.5 PROPOSED AMENDMENTS OF POLICY 26 (DESIGNATION OF ACTING ADMINISTRATIVE HEAD OF UNIT) AND CONSEQUENTIAL AMENDMENTS OF POLICIES 22, 23, 24, 34, AND 43

PC&I Committee Chair Dr. Michael Treschow reported that the Committee received a summary of proposed amendments to the listed policies. The University's standard policy development process is underway. It is expected that final drafts will be presented for approval in December 2016.

2.6 POLICY 49 (PRE-RETIREMENT REDUCED APPOINTMENT AGREEMENTS)

PC&I Committee Chair Dr. Michael Treschow reported that the University Counsel explained to the Committee that the proposed amendments address issues arising from the elimination of mandatory retirement, and reassigns approval responsibility to the Vice-President Human Resources.

2.7 NAMING OF CAMPUS FACILITIES

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves the following Class 1 Facility Naming recommendations from the Naming Committee:*

- ***‘Tallwood House’ for the first building at Brock Commons (under construction)***
- ***‘Exchange Residence’ for the student residence to be located at the Gage South site, above the UBC Exchange transit terminal***

CARRIED UNANIMOUSLY

2.8 UNIVERSITY KILLAM PROFESSORSHIP

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors confers the University Killam Professorship on the following members of faculty:*

Effective July 1, 2016 (for the 2015-2016 academic year)

- ***Robert Hancock, Department of Microbiology & Immunology, Faculty of Science***
- ***Julio Montaner, Centre for Excellence in HIV/AIDS, Faculty of Medicine***
- ***Loren Rieseberg, Department of Botany, Faculty of Science***

Effective September 1, 2016 (for the 2016-2017 academic year)

- ***Sarah Otto, Department of Zoology, Faculty of Science***
- ***Daniel Pauly, Department of Fisheries & Oceans, Faculty of Science***
- ***Janet Werker, Department of Psychology, Faculty of Arts***

CARRIED UNANIMOUSLY

2.9 alumni UBC ACTIVITY REPORT

The Board of Governors received this report for information.

2.10 DEACCESSION OF WORKS OF ART AND/OR CULTURAL MATERIALS ANNUAL REPORT

The Board of Governors received this report for information.

2.11 NOTABLE DISTINCTIONS | TEACHING, RESEARCH, SERVICE

The Board of Governors received profiles of the following scholars for information, along with the full listing of teaching, service and research awards to UBC faculty:

- Research: Dr. Susanna Braund
Professor, Department of Classical, Near Eastern and Religious Studies, Faculty of Arts
- Teaching: Dr. Nicholas Coops
Professor, Forest Resources Management Department, Faculty of Forestry
- Service: Dr. Peter Klein
Associate Professor, School of Journalism, Faculty of Arts

3. FINANCE COMMITTEE

3.1 UBC INVESTMENT MANAGEMENT TRUST (IMANT) QUARTERLY REVIEW

Finance Committee Chair Mr. Michael Korenberg reported that the Finance Committee received the quarterly portfolio review report for information, and made the following comments about discussion at the Committee meeting:

Included in the report to the Committee was a review of fund performance to March 31, 2016, a progress update re the transition of the Endowment and the Staff Pension Plan to long-term policy mix targets, and a comparison of Endowment performance to that of other investment funds.

Committee members requested a performance comparison against other university endowment funds, noting that this information would also be of interest to potential and current donors.

Committee members requested additional information about mechanisms for measurement of Sustainable Future Fund (SFF) performance and impact (*e.g.*, decreasing emissions, increasing ESG scores). The Committee was informed that the IMANT Board had received the SFF draft investment policy at a recent meeting; upon completion of the legal framework for the SFF, the investment policy and management structure will be finalized. Going forward, an external party will review the performance of the SFF against benchmarks; Committee asked that an assessment of emission and ESG impacts be included in the review.

Risk tolerance relative to investment strategy and spend rate for the Endowment will be considered by the UBC Board of Governors in detail before the end of 2016.

3.2 UBC BUDGET 2016-2017

Finance Committee Chair Mr. Michael Korenberg reported that the Finance Committee received a report reviewing adjustments made by the Administration to the UBC Budget in response to the UBC Faculty Association arbitration award.

At the Committee meeting, members received information about the varying ability of Faculties to respond to financial pressures created by the award of increases in excess of the Provincial mandate, and potential impacts on programming and renewal. In particular, considerable concern was expressed about Faculties experiencing structural deficits (Medicine, Education, Pharmaceutical Sciences and Law).

The Board was informed that the Finance Committee will be provided with an overview of the financial situation of each of those Faculties and of plans for addressing structural deficits. At this meeting, an updated table of Faculty reserves was distributed for the Board's information.

The Committee Chair reported that the Finance Committee approved the revised UBC Budget for 2016-2017 (the current fiscal year), as per the April 2014 delegation of authority from the Board.

3.3 TUITION PROPOSALS FOR NEW PROGRAMS

Finance Committee Chair Mr. Michael Korenberg reported that the Finance Committee received a presentation outlining proposed tuition for new engineering programs.

In collaboration with the Sauder School of Business, the Provost's Office conducted market analysis, created a business proposition and marketing plan, and assessed the appropriate pricing for these programs.

The Committee Chair pointed out that the success of this program is an indication of the strong potential for effective program collaborations across the Okanagan and Vancouver campuses, something the Board of Governors would like to see expanded to other Faculties.

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 a tuition program fee of \$27,540 for domestic students and \$47,380 for international students (per year) for the following programs, commencing in January 2017:*

- i. Master of Engineering Leadership (M.E.L.) in High-Performance Buildings (HPB)***
- ii. Master of Engineering Leadership (M.E.L.) in Resource Engineering Management (R.E.M), Okanagan***
- iii. Master of Health Leadership and Policy (M.H.L.P.) in Clinical Education (CE)***

CARRIED UNANIMOUSLY

3.4 BC HYDRO STAGE 2 UPGRADES – LETTER OF CREDIT

Finance Committee Chair Mr. Michael Korenberg reported that an overview of the approval request was provided to the Committee, and made the following comments about information received at the Committee meeting:

A careful review has been conducted to ensure that the provincial debt-to-GDP ratio will not be negatively impacted by the commitment under consideration.

It was noted for the Committee's information that the Letter of Credit would not be renewed, to the extent that Cabinet approves the Letter of Guarantee.

It is expected that there will be no (or a very low) balance on the Letter of Credit/Letter of Guarantee at the end of seven years, as UBC electricity use draws down the \$24M starting amount; as a result, there will be minimal or no impact on the University's debt capacity.

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

IT IS HEREBY RESOLVED that *the Board of Governors grants:*

- i. Approval for a Letter of Credit of up to \$24 million to be issued for the benefit of BC Hydro with respect to electrical supply infrastructure upgrades for the UBC Vancouver campus. The capital cost of the upgrades will be recovered by BC Hydro through increased electrical revenue from UBC between FY2015 and FY2021.***
- ii. Approval to request a Letter of Guarantee, issued by the Province of BC for up to \$24 million, to be issued for the benefit of BC Hydro with respect to electrical supply infrastructure upgrades for the UBC Vancouver campus (to replace the Letter of Credit).***

CARRIED UNANIMOUSLY

3.9 UBCSUO FEES – 2016-2017 AMENDMENT

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves the following fee amendments for the UBC Students' Union Okanagan for the 2016-2017 academic year: A program fee of \$20 for Human Kinetics students and a \$2 per-term fee for all undergraduates to support the WUSC (World University Service of Canada) student refugee program.*

CARRIED UNANIMOUSLY

3.11 ENDOWMENT STATUS REPORT AS AT MARCH 31, 2016

The Board of Governors received this report for information.

3.12 ESTABLISHMENT OF NEW ENDOWMENTS

The Board of Governors received this report for information.

4. JOINT: FINANCE COMMITTEE AND PROPERTY COMMITTEE

4.1 CAPITAL PROJECTS UPDATE (VANCOUVER AND OKANAGAN)

Finance Committee Chair Mr. Michael Korenberg reported that the Committee received the capital projects update for information. The presentation included an overview of projects currently in progress, project risks, the Routine Capital Program, upcoming Board approval requests, capital priorities in planning, and projects submitted for consideration to the federal Strategic Investment Fund.

The presentation also included information about the process and evaluation criteria by which the Administration prioritizes potential capital projects.

4.2 THRESHOLD FOR CAPITAL PROJECT AND INTERNAL LOAN APPROVAL AUTHORITY

Finance Committee Chair Mr. Michael Korenberg provided a brief summary of previous threshold levels approved by the Board of Governors, and reported that the rationale for the recommendation that the threshold for capital project and internal loan approval be raised to \$5M was presented at the joint meeting of the Finance Committee and the Property Committee.

It was noted for the Board's information that projects not directly approved by the Board of Governors are reviewed and approved by the Administration, as well as included in the standing Capital Projects Report to the Board and in the annual budget report to the Board.

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

IT IS HEREBY RESOLVED that the Board of Governors delegates approval authority to the University Administration for capital projects and internal loans up to \$5.0 million, to ensure that Board of Governors' efforts are focused on major capital projects with significant campus impact.

CARRIED UNANIMOUSLY

4.3 INDIAN RESIDENTIAL SCHOOL HISTORY & DIALOGUE CENTRE (VANCOUVER)

Finance Committee Chair Mr. Michael Korenberg reported that the Committees received a presentation reviewing the approval request for this item, including capital budget, funding/financing, schedule, and mitigation of potential project risks.

Funding is in place for the project, which has also been included among the projects submitted for consideration under the federal government's Strategic Investment Fund.

It was noted for the Committees' information that the approval request is conditional upon receipt of 80% of construction tenders at or below budget; tendering has not yet begun.

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

IT IS HEREBY RESOLVED that the Board of Governors grants BOARD 3 approval for Indian Residential School History & Dialogue Centre project, subject to construction tenders being received at or below budget based on 80% of tenders, with a funding release of \$5,000,000 to undertake and complete construction.

Capital Budget	\$5,500,000
Operating Budget	\$56,098
Schedule	
Program	
Award Construction	
Contracts	
Funding Release	\$5,000,000

CARRIED UNANIMOUSLY

4.4 SPORTS MEDICINE CENTRE (VANCOUVER)

Finance Committee Chair Mr. Michael Korenberg reported that the Committees received a presentation reviewing the approval request for this item, including capital budget, funding/financing, schedule and mitigation of potential project risks.

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

IT IS HEREBY RESOLVED that the Board of Governors grants:

- i. BOARD 3 approval for the Sports Medicine Centre project, subject to construction tenders being received at or below budget based on 80% of tenders, with a funding release of \$10,625,000 to undertake and complete construction for Phases 1 and 2.***
- ii. Approval for an internal loan of up to \$2.25 million at 5.75% annual interest paid back over 25 years from the Central operating budget.***

after approximately 5 to 10 years, from the Trek Endowment using the 3.5% annual spending allocation attributable to \$57.3 million in incremental endowed land development revenue made possible in part by this project.

Capital Budget	\$80,000,000
Operating Budget	\$1,426,224
Schedule	
Program	
Award Construction Contracts	
Funding Release	\$73,000,000

CARRIED UNANIMOUSLY

4.6 ATHLETICS & RECREATION FACILITIES STRATEGY (VANCOUVER)

Finance Committee Chair Mr. Michael Korenberg reported that the Committees received a presentation that revealed significant recreation facility deficits on the Vancouver campus (relative to the numbers of students) and identified areas of varsity facilities renewal.

Following Committee discussion of the guiding principles, it was agreed that the principles would be amended to emphasize the centrality of student, faculty, staff and resident wellbeing. Amendments were incorporated and a revised report was circulated to the Board prior to this meeting.

The Board of Governors discussed the oversight of the Athletics & Facilities Strategy going forward, with some Governors wondering if the report should come to the Board through the People, Community & International (PC&I) Committee. The Chair of the PC&I Committee said that aspects of the Strategy had been previously considered by the PC&I Committee, and the President explained that oversight through the Finance Committee (jointly with the Property Committee) is appropriate, given the full extent of potential financial and land use impacts of the Strategy. She added that the intent of the revision requested at the Committee meeting was to ensure that the Administration remains cognizant of the Board's people-related goals for the Strategy.

The Board Chair asked the Chairs of the PC&I Committee, the Finance Committee and the Property Committee to work together to incorporate feedback/oversight from all three committees as implementation of the Strategy moves forward.

It was noted for the Board's information that next steps for the Strategy include consultation with the University community.

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

IT IS HEREBY RESOLVED that *the Board of Governors:*

- ***Approves the guiding principles (as amended) of the Athletics & Recreation Facilities Strategy;***
- ***Endorses the Athletics & Recreation Facilities Strategy planning process, including fall 2016 public consultation on facility options; and,***
- ***Directs staff to return to the Board of Governors for approval of the finalized Athletics & Recreation Facilities Strategy by spring 2017.***

CARRIED UNANIMOUSLY

4.7 MUSEUM OF ANTHROPOLOGY NORTHWEST COAST MASTERWORKS GALLERY (VANCOUVER)

The report detailing the approval request was circulated to the Board prior to this meeting.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors grants BOARD 3 approval for the Museum of Anthropology Northwest Coast Masterworks Gallery:*

- Subject to construction tenders being received at or below budget based on 80% of the tenders;***
- With authorization to proceed with the revised location and design of the project based on input from the Arthur Erickson Foundation***
- With authorization to issue a development permit and to complete working drawings and tender documents; and,***
- With a funding release of \$2,970,000 to undertake and complete construction.***

Revised Capital Budget	\$4,100,000
Operating Budget	\$19,221
Revised Schedule	
Program with revised location with the Museum	
Authorization to issue development permit	
Proceed to working drawings and tender	
Award construction contracts	
Funding Release	\$2,970,000

CARRIED UNANIMOUSLY

5. PROPERTY COMMITTEE

5.1 UBC FIVE-YEAR CAPITAL PLAN 2017-2018 TO 2021-2022

Property Committee Chair Ms. Sandra Cawley reported that the Committee received a presentation providing an overview of the UBC Five-Year Capital Plan (as circulated), to be submitted to the Ministry of Advanced Education upon Board approval.

The proposed plan includes priority academic projects totaling \$439M, and could potentially reduce UBC's deferred maintenance by \$101M and improve seismic ratings on the Vancouver campus.

It was noted for the Board's information that the University is not obligated to proceed with any projects selected by the Province; projects approved for provincial funding will undergo the University's usual capital approval process.

The Committee Chair reported that the Committee received information about the process by which priority projects were identified; should the University be successful in obtaining government funding for one or more of the submitted projects, the current ranking/timing of priority projects may require revision.

The President added that UBC has been working with the Province and the Ministry of Advanced Education on the University's submission to the federal Strategic Investment Fund, intended to support buildings with significant research and/or innovation technology components. She pointed out that UBC is well positioned to meet the requirement that projects be completed by 2018.

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 (2017-2018 to 2021-2022) to the Ministry of Advanced Education.*

CARRIED UNANIMOUSLY

5.2 SEISMIC MITIGATION PLAN UPDATE PROGRESS REPORT

Property Committee Chair Ms. Sandra Cawley informed the Board that UBC's original seismic assessment was undertaken in 1994, and updated in 2012 to reflect revised building codes and design/material changes. Recent changes to building codes, advances in the science of seismic fault lines, availability of new materials, and evolution in best-practice thinking again merit a review and refresh of UBC's Seismic Mitigation Plan.

Of the 29 buildings on the Vancouver campus that are identified as high seismic risk, seismic updating design/construction is underway for five, and strategies are in place for the upgrade, retrofit or demolition of another 14 buildings by 2027. Strategies are not yet established for upgrade, retrofit or demolition of the remaining 10 buildings.

The Committee received information about the key considerations to be incorporated into the refreshed Seismic Mitigation Plan, including best-practice thinking around resilience, risk assessment, and UBC's to respond to a national disaster such as an earthquake.

The steps to be undertaken to update the Plan fall into three key areas: timeliness, code requirements and assessment of resilience and risk. Major focus areas will include seismic risk assessment and reassessment of all Vancouver campus buildings, identification of measurable resilience objectives, gap analysis, and effective allocation of resources to best respond to a spectrum of anticipated seismic events.

The Committee Chair notified the Board that costs related to update of the Seismic Mitigation Plan are included within the 2016-2017 budget.

The updated Plan will be developed over the remainder of the 2016-2017 fiscal year, with anticipated presentation to the Board in February 2017.

5.3 UBC CLIMATE ACTION PLAN 2020 (VANCOUVER CAMPUS)

Property Committee Chair Ms. Sandra Cawley informed the Board that in 2010, UBC established some of the most aggressive GHG emission reduction targets in North America: a 2015 reduction target of 33%, 67% by 2020, and 100% by 2050.

Five years later, UBC has realized a 30% reduction in GHG emissions from 2007 base levels, despite significant increases in student enrolment and institutional development. It is expected that the 33% reduction target will be met by the end of 2016.

Building on this success, UBC is laying the foundation for the next phase of reduction. The Climate Action Plan proposes a path by which to achieve the 2020 target of 67% below 2007 base levels.

It is anticipated that a detailed feasibility analysis will be presented to the Board of Governors in 2017. It was noted for the Board's information that progress towards targets will be balanced against the University's ability to support further investment.

5.4 UBC OKANAGAN – CAMPUS UPDATE

Property Committee Chair Ms. Sandra Cawley reported that newer Governors attended an orientation session on and about the Okanagan campus in May, at which they received information about the opportunities and challenges facing the Okanagan campus going forward.

The recent campus planning process, results of which were presented to the Board in September 2015, undertook comprehensive technical assessment and public consultation, providing a planning framework for existing and future academic, research, campus services, infrastructure and student housing needs for the next 20 years.

She noted for the Board that Okanagan campus students have approved a student fee that will provide a financial contribution of up to \$10M for the expansion of teaching and learning space on the campus.

Property Committee Chair Ms. Sandra Cawley reported that, in collaboration with the City of Kelowna, Okanagan campus Administration is undertaking planning to address increased traffic expected to result from the completion of John Hindle Drive, including improved transit facilities and pedestrianization of the campus core.

BC Transit and the federal and provincial governments are funding the upgraded transit exchange; completion of the transit exchange and the pedestrianization project is expected in the fall of 2017.

UBC Okanagan 2008 design guidelines are also undergoing review and revision, with a focus on public realm, architecture and sustainable design. The update will be completed in the fall of 2016.

Property Committee Chair Ms. Sandra Cawley noted that preliminary principles for the future development of as-yet-undeveloped areas of the Okanagan campus are being established, with the goal of integrating academic and research uses, and optimizing opportunities for industry partnerships. The resulting Technology Precinct Plan will be presented to the Board in 2017. Campus Administration is also considering a long-term strategy for West Campus.

The Okanagan campus is collaborating with the City of Kelowna and the Regional District of the Central Okanagan to establish a MoU addressing issues affecting UBC values and engagement, and the University's importance to the health and prosperity of the region.

The drafting of a 'whole systems infrastructure' plan for the Okanagan campus has to date included early and extensive involvement of planning and operations staff, and is being undertaken in consultation with the City of Kelowna and regional utility providers.

5.5 UBC EXCHANGE (TRANSIT TERMINAL) – POST BOARD 2 FUNDING RELEASE

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors grants approval for a funding release of \$2,000,000 to purchase and install the final lighting system and bus shelter canopies for the UBC Exchange as part of the interim bus exchange construction approved at Board 2 in February 2016.*

Capital Budget	\$21,750,000
Operating Budget	\$55,000
Schedule	
Authorization to issue development permit	
Proceed to working drawings and tender	
Commence construction of interim bus facility	
Funding Release	\$2,000,000

CARRIED UNANIMOUSLY

5.6 TELUS COMMUNICATIONS INC. STATUTORY RIGHT OF WAY (OKANAGAN)

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors:*

- i. Authorizes the Administration to seek Ministerial approval for a grant of a statutory right of way over the lands shown on Attachment 1 to TELUS Communications Inc. for utility purposes, pursuant to Section 50(2) of the University Act;*
- ii. Authorizes the Administration to, upon receipt of Ministerial approval, convey and grant the land disposition described above; and,*
- iii. Declares that the disposal of land described above will not affect the future delivery of educational programs.*

CARRIED UNANIMOUSLY

5.7 JOHN HINDLE DRIVE ROADWAY DEDICATION AND STATUTORY RIGHT OF WAY (OKANAGAN)

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors:*

- i. Authorizes the Administration to seek Ministerial approval for the dispositions of land described below, pursuant to Section 50(2) of the University Act;*
 - dedicate as road the lands shown approximately on Attachment 2, in order to complete the extension of John Hindle Drive; and,*
 - grant a statutory right of way over the lands shown on Attachment 3 in favour of the City of Kelowna for the drainage purposes subject to the City of Kelowna granting permanent access to the existing access easement (South Spur) to the West Campus lands shown on Attachment 4.*
- ii. Authorizes the Administration to, upon receipt of Ministerial approval convey and grant (as the case may be) the land dispositions described above.*
- iii. Declares that the disposals of land described above will not affect the future delivery of educational programs.*

CARRIED UNANIMOUSLY

6. GOVERNANCE COMMITTEE

6.1 POLICY PRIORITIES

Governance Committee Chair Ms. Celeste Haldane reported that University Counsel provided an overview of UBC's policy review process, and made the following comments about discussion at the Committee meeting:

The overall number of policies, the types of issues captured by Board policies, and the University's current approach to community consultation was considered.

Board policies and related procedures are available to the University community on the [University Counsel website](#). A subscription service is also offered.

At the Board meeting, Governors considered the overall number of policies. University Counsel explained that all policy reviews first consider the necessity, and potential for consolidation, of each policy under consideration.

6.2 BOARD GOVERNANCE FRAMEWORK

a. Policy 93 Review

Governance Committee Chair Ms. Celeste Haldane reported robust discussion of this item at the Committee meeting, and informed the Board that the draft policy will undergo a lengthy community consultation process.

At the Committee meeting, University Counsel provided an overview of the history and current content of Policy 93, and drew the attention of the Committee to questions provided for the consideration of the policy review committee.

The draft revision is expected to be presented for review and comment by the Board of Governors in September, followed by community consultation ahead of the February 2017 approval request.

b. UBC BoG Governance Framework

Governance Committee Chair Ms. Celeste Haldane informed the Board that potential strategies were developed in response to feedback received from faculty, students, staff and alumni at the April 2014 Board of Governors meeting.

The Committee reviewed the recommended actions and associated timelines, also discussed at this Board of Governors meeting.

It was noted for the Board's information that where possible, recommended actions have already been implemented (for example, all Committee meeting dates are posted on the Board of Governors website, and Board meetings are now webcast).

6.3 UBC ANNUAL REPORT 2015-2016

Governance Committee Chair Ms. Celeste Haldane reported that the Committee received and discussed a presentation that provided a brief overview of the history of the UBC Annual Report's

interactive digital format, along with a demonstration of the features of the 2015-2016 Annual Report website.

Board members were encouraged to provide any additional feedback directly to Dr. Herbert Rosengarten. Work on the website will continue until July 13, 2016, when the written Annual Report will be provided to the Province, and the website will go live.

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 as circulated the 2015-2016 UBC Annual Report “Connected by Commitment”.*

CARRIED UNANIMOUSLY

6.4 UBC FOUNDATION APPOINTMENTS

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves the appointment of Mr. Hari Varshney and Mr. Graham Lee to the UBC Foundation Board for initial three-year terms, effective immediately.*

CARRIED UNANIMOUSLY

7. AUDIT COMMITTEE

Audit Committee Chair Mr. Kevin Smith reported that the Audit Committee received the UBC Properties Trust Financial Statements report, along with brief previews of upcoming land development and information about projects currently under construction.

The Audit Committee also received for information and discussion the University’s Major Risk Register, including a review of risk ratings revised since the last report to the Audit Committee, and learned of the Administration’s plans for a significant refresh of the Risk Register in the coming months.

7.1 ENTERPRISE RISK MANAGEMENT: ROTATING RISK REVIEW

In support of the University’s Enterprise Risk Management (ERM) Initiative, a review of one of the top five major risks is provided at each Board of Governors’ meeting.

At this meeting, the following major risk was reviewed: (Risk GLB074) Shooter on campus/armed threat incident, resulting in harm to persons.

Included in the presentation to the Board was a review of the University’s preparations for response in the event of active armed threat on either campus, which included an active threat exercise on the Okanagan campus. A similar exercise is planned for the Vancouver campus. Information about new and expanded safety/security initiatives was also provided.

The 'Run, Hide, Fight' program will be rolled out beginning in the fall of 2016; the roll out will include workshops and supporting online materials.

It was noted for the Board's information that the Early Alert System is available on both campuses, through which faculty, staff and students can request assistance for students who may be struggling with mental health issues. Support for the expansion of counselling services for faculty and staff is included in the 2016-2017 budget as well.

7.3 UBC FINANCIAL STATEMENTS (CONSOLIDATED) YEAR-END REPORT

Audit Committee Chair Mr. Kevin Smith reported that the Audit Committee received a presentation reviewing UBC Financial Statements (Consolidated), and made the following comments about discussion at the Committee meeting:

Members considered factors contributing to the somewhat unexpected results, and learned that the Administration continues to work towards increased accuracy of Vancouver Faculty forecasting and improved communications with all UBC-related entities. Another area of future focus is increasing understanding of management of restricted funds in relation to impact on deferred revenue.

The central organization of financial management at the Okanagan campus provides greater forecasting accuracy

During presentation of expenses by function, the Committee's attention was drawn to increased allocations to the Learning and Student categories.

During review of Faculty reserves, the Committee was informed that those Faculties facing structural budget deficits (Education, Law, Pharmaceutical Sciences, and Medicine) are currently undergoing detailed review. Results of that review and recommendations will be presented to the Finance Committee in September 2016.

Steps are also being taken to address the challenges faced by Continuing Studies; Vantage College is expected to be operating 'in the black' by the end of the year.

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, 2016.*

CARRIED UNANIMOUSLY

TERMINATION

The following resolution was moved:

IT IS HEREBY RESOLVED that *the June 14, 2016 meeting of the Board of Governors is terminated.*

CARRIED UNANIMOUSLY