



The University of British Columbia  
**Board of Governors**  
**MINUTES**

**Tuesday, December 6, 2016**

**9:00 a.m. to 12:30 p.m.**

**Vancouver Campus**

Robert H. Lee Boardroom

The Robert H. Lee Alumni Centre

6163 University Boulevard

**In Attendance** Mr. Stuart Belkin, Chair  
Mr. Aaron Bailey  
Ms. Sandra Cawley  
Mr. Darran Fernandez  
Chancellor Lindsay Gordon  
Dr. Richard Johnston  
Ms. Veronica Knott  
Mr. Michael Korenberg  
Ms. Fiona Macfarlane  
President Santa Ono  
Ms. Beverlee Park  
Mr. Alan Shuster  
Mr. David Sidoo (*by telephone*)  
Mr. Kevin Smith  
Dr. Michael Treschow  
Mr. Terry Zhang

**Regrets** Ms. Shannon Dunn  
Mr. Graham Lee  
Dr. Darrin Lehman  
Ms. Celeste Haldane

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

**Board Secretary**  
Ms. Reny Kahlon

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## REMARKS

The Board Chair called the December 6, 2016 meeting of the Board of Governors to order.

He spoke about the successful search that culminated in the formal [inauguration of President Santa Ono](#) on November 29, 2016.

He reminded the Board of Governors of presentations received from representatives of UBC's faculty, students, staff and alumni in April 2016, and shared the following information about steps taken to date in response to the concerns expressed:

- all Board and Committee meetings are posted on the Board of Governors website (including conference calls where a decision may be requested); agendas and supporting documentation as appropriate (open items) are provided
- Board of Governors meetings are live streamed; video recordings are available within 24 hours of meetings and remain accessible on the Board of Governors website for one year

- minutes of Board meetings are approved and posted on the Board of Governors website as soon as possible after meetings (rather than following the next meeting of the Board)
- the Board has directed the Administration to present all reports in open session, with the exception of reports that address matters related to employment/labour relations, and/or include confidential financial, contractual or litigation information
- A comprehensive review of Policy #93 (Closed Meetings of the Board of Governors) is under way
- Discussion with Chairs of the Vancouver and Okanagan Senate Agenda Committees have taken place as to collaboration and communication between the governing bodies
- Following a robust selection process overseen by the Governance Committee, WATSON has been engaged to provide ongoing governance advice to the UBC Board of Governors

The Board Chair also announced the appointment of the [Honourable Lance Finch, Q.C.](#), as Conflict of Interest Commissioner for the Board of Governors, effective January 1, 2017, and provided information about his background.

The Board Chair invited the continued input of the University community.

The President spoke about the Royal visit to the Okanagan campus in September, and about the ahead-of-schedule completion of the [Brock Commons](#) structure, the world's tallest wood building.

He expressed his appreciation for recent [donations to e@ubc](#), for the contributions of all who participated in [UBC GamePlan consultations](#), and for the moving and memorable ceremony at which he was inaugurated.

The President also thanked government and UBC students for their support of the new [Teaching & Learning Centre and other initiatives at the Okanagan campus](#).

He advised the Board of Governors that the President's Office will be launching a website to provide information to and gather feedback from the University community during the upcoming strategic planning and visioning process.

President Ono thanked Dr. Angela Redish for her work as Provost and Vice-President Academic *pro tem* before announcing that the formal search for a new Provost and Vice-President Academic has been launched. He also advised the Board of Governors that a search for a Vice-President Research will begin early in 2017.

He acknowledged the hard work of the Administration, as well as members of the Board of Governors who were engaged in this file, in advancing the University's faculty housing strategy, to be presented at this meeting, and noted that additional approaches continue to be evaluated.

The Board Chair reminded Governors that this Board meeting was being held on the anniversary of the attack on female engineering students at École Polytechnique de Montréal in 1989, and reiterated the Board's commitment to addressing sexual harassment and assault at UBC, and to fostering a safe and respectful environment for all, in collaboration with the University community.

## 1. LEARNING & RESEARCH COMMITTEE

### 1.1 DEVELOPING A RESEARCH + INNOVATION EXCELLENCE STRATEGY | FUNDING PROGRAMS AND RESEARCH CLUSTERS (VANCOUVER AND OKANAGAN)

The Board of Governors received and discussed a presentation that described the contribution of UBC research to UBC's global rankings, reviewed the Canadian research funding landscape and research-funding trends, and provided information about [Research Excellence Clusters](#) in development at both UBC campuses.

Governors expressed support for maximizing cross-campus collaboration within clusters.

The Chair of the Finance Committee expressed the Board's concern about the burden placed on UBC's operating budget as a result of insufficient government support for indirect costs of research. The President responded by stating that advocacy for increased government support for indirect costs of research is a priority for the Administration. He added that a key expectation for the incoming Vice-President Research will be the identification and establishment of a strategy for increasing connections between industry and UBC research.

The Board Chair encouraged the Administration to leverage Canada's currency advantage with potential global industry partners in the same way that Vancouver has done with the film industry.

### 1.3 SENATE RECOMMENDATIONS

The following resolutions received Consent approval:

#### 1.3.1 Recommendations arising from the Okanagan Senate meeting of September 29, 2016

**IT IS HEREBY RESOLVED that *the Board of Governors concurs with recommendations arising from the Okanagan Senate meeting of September 29, 2016, effective December 6, 2016.***

#### 1.3.2 Recommendations arising from the Vancouver Senate meeting of October 19, 2016

**IT IS HEREBY RESOLVED that *the Board of Governors concurs with recommendations arising from the Vancouver Senate meeting of October 19, 2016, effective December 6, 2016.***

#### 1.3.3 Recommendations arising from the Okanagan Senate meeting of October 27, 2016

**IT IS HEREBY RESOLVED that *the Board of Governors concurs with recommendations arising from the Okanagan Senate meeting of October 27, 2016, effective December 6, 2016.***

#### **1.3.4 Recommendations arising from the Okanagan Senate meeting of November 24, 2016**

**IT IS HEREBY RESOLVED** that *the Board of Governors concurs with recommendations arising from the Okanagan Senate meeting of November 24, 2016, effective December 6, 2016.*

#### **1.3.5 Recommendations arising from the Vancouver Senate meeting of November 16, 2016**

**IT IS HEREBY RESOLVED** that *the Board of Governors concurs with recommendations arising from the Okanagan Senate meeting of November 16, 2016, effective December 6, 2016.*

**CARRIED UNANIMOUSLY**

### **1.4 ADDITIONAL SENATE APPROVALS**

#### **1.4.1 Recommendations arising from the Vancouver Senate meeting of September 14, 2016**

It was noted for the record that recommendations arising from the Vancouver Senate meeting of September 14, 2016, received electronic approval from the Board of Governors prior to this meeting.

#### **1.4.2 Council of Senates Recommendation**

It was noted for the record that the Board of Governors granted electronic approval to Terms of affiliation between the UBC Faculty of Law (Peter A. Allard School of Law) and the University of Hong Kong Faculty of Law, as recommended by the Council of Senates.

#### **1.4.3 Council of Senates Recommendation**

It was noted for the record that the Board of Governors granted electronic approval to Terms of affiliation between the UBC Faculty of Law (Peter A. Allard School of Law) and the University of Hawaii William S. Richardson School of Law, as recommended by the Council of Senates.

### **1.5 Establishment of New Endowments**

The Board of Governors received this report for information.

## **2. PEOPLE, COMMUNITY & INTERNATIONAL COMMITTEE**

### **2.1 FACULTY OF LAW NAMING**

People, Community & International Committee Chair Dr. Michael Treschow reported that the Committee had received information about the approval request.

The Board was advised that naming of the building pertains only to the life of the building, while the naming of Faculty is in perpetuity. This is similar to one other gift agreement in place at the University.

The following resolution, forwarded at the recommendation of the People, Community & International Committee, was moved and seconded:

**IT IS HEREBY RESOLVED that *the Board of Governors affirms the exclusive naming of the Faculty of Law in perpetuity, without affecting its status as a Faculty, as the Peter A. Allard School of Law, in recognition of the contributions of alumnus Mr. Peter A. Allard, Q.C., an exceptional donor to the University.***

**CARRIED UNANIMOUSLY**

### **2.3 DEVELOPMENT & ALUMNI ENGAGEMENT REPORT**

People, Community & International Committee Chair Dr. Michael Treschow reported that the Committee received this standing year-end report for information, and the Vice-President Development & Alumni Engagement provided a summary of the material presented at the Committee meeting.

A high-level summary of results from two Grenzebach Glier and Associates reports was provided at the Committee meeting; Governors were advised that executive summaries would be made available to Governors for review.

The Committee Chair added that the Committee was sensitive to the need for coordination between the University's strategic plan and the identification of development goals going forward.

### **2.4 POLICY #131 (SEXUAL ASSAULT)**

The President prefaced this section of the meeting by reiterating his commitment to working with community to ensure a respectful and safe environment. He provided information about the UBC Steering Committee on Sexual Assault, struck to provide input and advice to the Sexual Assault Policy Committee, create an action plan to address the recommendations of the University Sexual Assault Panel, and work with existing groups to accomplish specific tasks related to creating an effective response to sexual assault through education, prevention and support.

The Board of Governors received and discussed a presentation that reviewed steps taken to date towards the creation of a UBC Sexual Assault Policy and provided information about particular issues under consideration as the University's Sexual Assault Policy is developed further.

The Administration anticipates bringing the second draft to the Board of Governors in February 2017, after which additional community consultation will be undertaken. The final draft of the Sexual Assault Policy will be presented to the Board of Governors for approval in June 2017.

The Board Chair asked the Administration to ensure that the proposed investigative procedure would support, rather than impede, any criminal investigations that may be undertaken by the RCMP.

Governors encouraged, and were pleased to hear about, educational and other culture-changing initiatives; implementation and results to be tracked by the UBC Steering Committee on Sexual Assault.

## 2.6 NOTABLE DISTINCTIONS | TEACHING, RESEARCH, SERVICE

The Board of Governors received this report for information, including profiles of the following scholars and the full listing of teaching, service and research awards conferred on UBC faculty members:

**Research:** Dr. Bonny Norton, Professor, Language and Literacy Education, Faculty of Education

**Service:** Dr. Kai Chan, Institute for Resources, Environment and Sustainability  
Institute for the Oceans & Fisheries, Faculty of Science

**Teaching:** Ms. Donna Drynan, Occupational Science and Occupational Therapy, Faculty of Medicine

## 2.7 UNIVERSITY NEIGHBOURHOODS ASSOCIATION (UNA) ANNUAL UPDATE

The Board of Governors received this report for information.

## 2.8 alumni UBC UPDATE

The Board of Governors received this report for information.

## 2.9 UBC EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

The Board of Governors received this report for information.

# 3. GOVERNANCE COMMITTEE

## 3.1 CONFLICT OF INTEREST ADMINISTRATOR/COMMISSIONER | APPOINTMENT

It was noted for the record that, as recommended by the Governance Committee, the Board of Governors approved the appointment of the Honourable Lance Finch, Q.C. as the Conflict of Interest Administrator under the current *Code of Conduct for Members of the UBC Board of Governors*, and as the new Conflict of Interest Commissioner under the new *Code of Conduct* that is anticipated to be approved by the Board of Governors in February 2017, for a two-year term commencing January 1, 2017.

## 3.2 POLICY #3 - DISCRIMINATION AND HARASSMENT

The Board was advised that amendments to Policy #3 (Discrimination and Harassment) reflect a recent change in the BC *Human Rights Code* that added “gender identity or expression” to the list of enumerated grounds covered by the *Code*; within the Policy, “gender identity or expression” replaces “gender identity, and gender expression” from the list of examples provided as interpreted grounds under the ground of “sex”.

The following resolution received Consent approval:

**IT IS HEREBY RESOLVED that *the Board of Governors approves amendments to Policy #3 (Discrimination and Harassment).***

**CARRIED UNANIMOUSLY**

### 3.3 POLICY #26 - ACTING ADMINISTRATORS IN CASES OF ABSENCE

The following resolution received Consent approval:

**IT IS HEREBY RESOLVED** that *the Board of Governors approves amendments to Policy #26 (Acting Administrators in Cases of Absence) and the consequential amendments of Policy #22 (Appointment and Extension of Appointments for Heads of Academic Units), Policy #23 (Extension of Appointments for Deans and Principals), Policy #24 (Extension of Appointments for Designated Senior Academic Administrators), Policy #34 (Appointment and Extension of Appointment of Administrative Vice-Presidents), and Policy #43 (Extension of Appointments for Registrar and Librarians).*

**CARRIED UNANIMOUSLY**

### 3.4 POLICY #49 - REDUCED WORKLOAD/RESPONSIBILITY APPOINTMENT | NON-ACADEMIC STAFF

The following resolution received Consent approval:

**IT IS HEREBY RESOLVED** that *the Board of Governors approves amendments to Policy #49 (Reduced Workload/Responsibility Appointment – Non-Academic Staff).*

**CARRIED UNANIMOUSLY**

### 3.5 APPOINTMENT – STAFF PENSION PLAN BOARD OF DIRECTORS

The following resolution received Consent approval:

**IT IS HEREBY RESOLVED** that *the Board of Governors approves the reappointment of Mr. Mike Leslie as a University-Appointed Board Member to The University of British Columbia Staff Pension Plan Board for a four-year term, effective January 1, 2017 to December 31, 2020.*

**CARRIED UNANIMOUSLY**

### 3.6 ENGAGEMENT OF GOVERNANCE CONSULTANT

It was noted for the record that, as recommended by the Governance Committee, the Board of Governors approved by electronic consent on December 2, 2016 the engagement of WATSON as governance consultant to the Board of Governors.

### 3.7 APPOINTMENT OF BOARD OF GOVERNORS VICE-CHAIR

It was noted for the record that, as recommended by the Governance Committee, the Board of Governors approved by electronic consent on December 2, 2016 the appointment of Mr. Michael Korenberg as Board of Governors Vice-Chair to December 31, 2017.

## **4. FINANCE COMMITTEE**

### **4.1 TUITION FEES 2017-2018**

Finance Committee Chair Mr. Michael Korenberg reported that the Finance Committee received a review of proposed tuition fees for the 2017-2018 academic year, which included a high-level overview of tuition revenue allocation within the University's budget model.

He advised the Board of Governors that the Committee had provided direction to the Administration about student consultation and communication to students about tuition, including a request to incorporate information about UBC tuition in comparison to other Canadian universities.

At this meeting, the Provost provided a summary of tuition and non-instructional fee approval requests presented under items 4.1 and 4.2. Included in her presentation was information about investments made on the Vancouver campus and system wide in support of students, including increased support for student financial aid, scholarships and awards, expansion of fitness and learning space, and for mental health services.

The Finance Committee Chair noted that UBC is the only university that requires tuition consultation with students as a matter of policy.

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:***

- 1. A 2% increase in tuition for new and continuing domestic undergraduate and graduate students, for programs as specified in Schedule A, except for the Master of Management in UBC Okanagan (0% increase);**
- 2. An increase in tuition for international students:**
  - (a) Continuing International undergraduate students:**
    - 3% increase for students who entered their degree or certificate programs as set out in Schedule A, on or after May 1, 2015 and prior to May 1, 2017;**
    - 2% increase for students who entered their degree or certificate programs as set out in Schedule A, prior to May 1, 2015;**
  - (b) New and continuing International graduate students in thesis-based programs:**
    - 2% increase in tuition (except on-leave fees, which will have 0% increase) for all new and continuing international graduate students;**
  - (c) Continuing International graduate students in non-thesis-based programs:**

- **3% increase in tuition for students who entered their degree programs (except Master of Management in UBC Okanagan, 0% increase) as specified in Schedule A, on or after May 1, 2016 and prior to May 1, 2017;**
- **2% increase in tuition for students who entered their degree programs as specified in Schedule A, prior to May 1, 2016;**
- 3. A 3% increase in tuition for new international graduate students entering the Master of Data Science and Master of High Performance Coaching and Technical Leadership programs effective May 1, 2017; and,**
- 4. A 15% increase in international per credit tuition for unclassified, qualifying, visiting, access studies, and auditing students.**

**CARRIED UNANIMOUSLY**

#### **4.2 NON-INSTRUCTIONAL FEES 2017-2018**

This item was considered by the Board of Governors in conjunction with item 4.1.

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

**IT IS HEREBY RESOLVED that the Finance Committee recommends that the Board of Governors approve, according to the fee schedule attached and marked "Schedule B":**

- i. Non-instructional fees, effective May 1, 2017**
- ii. Mandatory fees effective, September 1, 2017**

**CARRIED UNANIMOUSLY**

#### **4.3 TUITION FOR NEW PROGRAMS**

Mr. Korenberg reported that the Finance Committee received a brief overview of each the programs under consideration.

The Provost advised the Board that proposed fees and consultation processes are comparable to similar UBC programs already underway.

At the request of the Board, the Provost agreed to provide a report on overall enrolment in UBC's professional masters programs at a future meeting.

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

**IT IS HEREBY RESOLVED that *the Finance Committee recommends that the Board of Governors approve:***

- 1. Tuition program fee of \$46,569 for domestic students and \$71,278 for international students for the Professional Masters of Business Administration (PMBA), which will commence in January 2018;**
- 2. Tuition program fee of \$28,090.80 for domestic students and \$48,801.40 for international students (per year) for the new Master of Engineering Leadership in Smart Grid Energy Systems, which will commence in January 2018; and,**
- 3. Tuition of \$230.21 per credit for domestic students and \$1,161.57 per credit for international students for the Bachelor of Media Studies program, which will commence in September 2017.**

**CARRIED UNANIMOUSLY**

#### **4.4.1 MASTER OF ARTS IN ECONOMICS TUITION 2017-2018 AND 2018-2019**

The Provost explained that consultation with students about the tuition proposed for this program was completed just prior to the November 21, 2016 Finance Committee meeting. Additional time was required to review student feedback, and so this approval request was presented directly to the Board at this meeting.

The Board of Governors received a presentation that reviewed the proposed tuition against fees charged by global comparator institutions and shared student comments and feedback.

Governors raised the issue of concerns expressed by international students in a letter sent directly to student Governors. The letter has been forwarded to the Provost, who said that she would discuss the issue with the Vancouver School of Economics, adding that support is available for students who qualify for the program in the form of scholarships and TA positions.

The following resolution was moved and seconded:

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

- 1. An increase in tuition for new incoming international students in the Master of Arts in Economics program effective May 1, 2017 and for the following academic year:**
  - 2017-18 to \$15,635.27; and,**
  - 2018-19 to \$23,000.**

- 2. A 3% increase in tuition for continuing international students in the Master of Arts in Economics program, effective May 1, 2017, for students who entered this degree program on or after May 1, 2016.**
- 3. A 2% increase in tuition for continuing international students in the Master of Arts in Economics program, effective May 1, 2017, for students who entered this degree program prior to May 1, 2016.**

**CARRIED UNANIMOUSLY**

#### **4.42 BACHELOR OF APPLIED SCIENCE IN BIOMEDICAL ENGINEERING (BMEG) TUITION**

The Provost explained that this item was coming directly to the Board of Governors due to extended consultation with students in response to concerns expressed by students during initial consultation.

The Administration has struck an advisory committee with equal student and faculty representation; the committee will receive data on actual and projected expenditures and prepare an annual report. The advisory committee will also be invited to provide input on future fee adjustments.

A Governor provided additional detail about the concerns raised by students, and asked the Board to monitor program spending to ensure funds are allocated as proposed and to work with the Administration to identify alternate funding sources for this and future programs. Another Governor advised the Board that the Student Senate Caucus abstained from voting when the program was presented to Senate, due to their concern about a lack of clarity around program fees.

Also discussed was the per-credit structure of this program's tuition, intended to allow for direct comparison/connection to fees charged for other applied science programs at UBC.

The following resolution was moved and seconded:

**IT IS HEREBY RESOLVED that the Board of Governors approves, for the Bachelor of Applied Science in Biomedical Engineering (BMEG) program:**

- tuition of \$172.99 per credit for Year 1 and \$184.66 per credit for Years 2-4 for domestic students;**
- tuition of \$1,163.76.99 per credit for international students; and,**
- a program fee for all students of \$750.00 upon progression to Years 2, 3 and 4 of the program.**

Abstained: A. Bailey, V. Knott, M. Treschow, T. Zhang

**CARRIED**

#### **4.5 POLICY #113 (ENDOWMENT MANAGEMENT) ENDOWMENT EXCESS STABILIZATION ACCOUNT BALANCES PROCEDURE**

Mr. Korenberg reported that the Finance Committee received a detailed review of the proposed spending-rate adjustment procedure.

The Vice-President Finance & Operations added a brief summary of the proposed parameters and procedures, including the requirement for annual review.

The Committee Chair advised the Board that the Committee was assured that communication with donors will be proactive and ongoing, particularly in cases where spending rates are reduced.

Also noted was the requirement that the Board of Governors will be provided with an opportunity to reconsider the proposed procedure (should it be approved) in the event of a major market correction.

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 deletion of sections 2.1, 2.2, 2.3, and 5.5 of the Procedures under Policy #113 (Endowment Management) and replacement with new sections 2.1, 2.2, and 5.5, as per the circulated report.***

**CARRIED UNANIMOUSLY**

#### **4.6 STAFF PENSION PLAN (SPP) AMENDMENT NO. 10**

Mr. Korenberg reported that a summary of proposed amendments was presented to the Finance Committee.

The Vice-President Human Resources advised that the Staff Pension Plan Board of Directors reviewed the Plan Restatement and recommends the Board of Governors formally adopt the text.

With clarification from the pension regulator of the SPP's status as a non-collectively bargained multi-employer plan containing a target benefit provision, the governance review requested by the Board of Governors in 2015 can proceed; the Administration anticipates conducting the review in 2017.

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

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

- i. Approves the UBC Staff Pension Plan Restatement, Amendment No. 10, as at September 30, 2015; and,***
- ii. Authorizes and empower the Staff Pension Plan Board to approve on behalf of the Board of Governors any revisions or amendments to the Plan***

***Restatement as may be required by the Canada Revenue Agency or by the Financial Institutions Commission of BC to ensure continued registration under the Income Tax Act and Pension Benefits Standards Act.***

**CARRIED UNANIMOUSLY**

#### **4.7 ENDOWMENT RESPONSIBLE INVESTMENT POLICY COMMITTEE UPDATE**

Mr. Korenberg reported that the Endowment Responsible Investment Policy (ERIP) Committee (which he also chairs) met to review the Endowment Responsible Investment Policy, and to receive and consider additional feedback as outlined in the circulated notes.

In response to information received, the ERIP Committee agreed to give further consideration to the asset classes proposed for the Sustainable Future Fund (SFF), which the ERIP Committee will do early in the new year.

The Finance Committee Chair further reported that the ERIP Committee will also reevaluate the current \$10M allocation to the Sustainable Future Fund.

As a result of these additional deliberations, the implementation of the Sustainable Future Fund will be delayed; the Finance Committee Chair advised the Board that the Finance Committee had accepted the delay as a reasonable consequence of the further consideration deemed necessary.

In addition, the ERIP Committee will review donor and stakeholder communication materials prior to presenting a recommendation to the Board of Governors (through the Finance Committee) to ensure all legal issues associated with the establishment of an alternative fund are addressed.

The Board Chair supported the direction taken by ERIP Committee, acknowledging the value of fulsome consultation and in-depth consideration of options.

#### **4.8 ENDOWMENT ASSET MIX AND SPENDING RATE REVIEW**

Mr. Korenberg reported that the Finance Committee received a presentation that reviewed the proposal to modify the asset mix of the Endowment and to increase the spending rate, as recommended by resolution of the UBC IMANT Board at their September 16, 2016 meeting.

At this meeting, Governors acknowledged and expressed their appreciation to Mr. Jai Parihar, outgoing President and CEO of UBC IMANT, commending him on his work and leadership. Mr. Rajiv Silgado, UBC IMANT's new President and CEO, was welcomed and a brief summary of his background was provided to Governors.

The Vice-President Finance & Operations provided a brief summary of the assessment and approval processes leading to the approval request before the Board at this meeting.

The Finance Committee Chair added that IMANT CEO Rajiv Silgado has been reviewing the proposed asset mix and will consider the application of leverage within the portfolio. Mr. Silgado will provide

his comments to the Chairs of the Finance Committee and the Audit Committee for their approval for final implementation.

The Finance Committee Chair clarified for the Board that the spend rate would be increased to a maximum of 4% under the resolution delegating authority for approval to the Chairs of the Finance Committee and the Audit Committee; should further review indicate that a larger increase could be supported, a second approval request will be formally presented to the Board of Governors.

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 in principle an increase to the endowment spending rate from 3.5% to 4% for fiscal year 2017-2018, subject to review by the incoming CEO of IMANT; and,***
- ***delegates final approval for implementation of this change to the Chairs of the Finance Committee and Audit Committee of the Board.***

**CARRIED UNANIMOUSLY**

#### **4.9 UBC ALMA MATER SOCIETY (AMS) EXTERNAL BORROWING AND NEST LEASE AMENDMENT**

Mr. Korenberg reported that the Finance Committee was advised that the UBC Alma Mater Society (AMS) has asked the University to replace UBC financing for the Nest (student union building) with third-party financing, in anticipation of achieving significant savings.

The presentation provided to the Finance Committee included information about work undertaken by UBC Treasury with Moody's to ensure that external debt held by the AMS would not impact UBC's debt capacity.

Upon approval by the UBC Board of Governors, the proposed financing arrangements will be forwarded to the Province for final approval.

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 revisions to the lease of the Nest to the Alma Mater Society of The University of British Columbia Vancouver to permit the AMS to refinance, through a third-party financial institution, approximately \$66 million previously internally financed by UBC;***

- ***declares that the lease, as revised, will not affect the future delivery of educational programs; and,***
- ***authorizes the University Administration to:***
  - ***seek Ministerial approval pursuant to s50(2) of the University Act; and,***
  - ***execute the agreed revised lease and related agreements between UBC and the AMS on the terms consistent with those outlined in the report.***

**CARRIED UNANIMOUSLY**

#### **4.10 BUDGET PROCESS 2017-2018 (VANCOUVER AND OKANAGAN)**

Mr. Korenberg reported that the Finance Committee received information about the budget approach and timetable for the 2017-2018 academic year, and was advised that, following reviews of individual faculties and administrative units with the President, Provost and Vice-President Finance & Operations, preliminary (February 2017) and final (April 2017) budget proposals will be presented to the Finance Committee and the Board of Governors.

#### **4.13 UBC INVESTMENT MANAGEMENT TRUST (IMANT) QUARTERLY REVIEW**

The Board of Governors received the UBC IMANT Quarterly Review report as at September 30, 2016 for information.

#### **4.14 ENDOWMENT STATUS REPORT**

The Board of Governors received the Endowment Status Report as at August 31, 2016 for information.

#### **4.15 UBC ANNUAL DEBT REPORT**

The Board of Governors received the UBC Annual Debt Report as at March 31, 2016 for information.

#### **4.16 FINANCIAL STATEMENTS**

The Board of Governors received the following 2015-2016 annual financial reports for information:

- 4.16.1 UBC Investment Management Trust (IMANT)
- 4.16.2 UBC Properties Investments Ltd (UBCPIL/UBCPT)
- 4.16.3 Great Northern Way Campus Trust
- 4.16.4 Tri-Universities Meson Facility (TRIUMF)
- 4.16.5 The UBC Foundation
- 4.16.6 University Neighbourhoods Association (UNA)
- 4.16.7 The Neighbours' Fund

## 5. JOINT: FINANCE COMMITTEE AND PROPERTY COMMITTEE

### 5.2 UBC OKANAGAN TEACHING & LEARNING CENTRE PROJECT UPDATE AND FUNDING RELEASE REQUEST

Finance Committee Chair Mr. Michael Korenberg reported that the Committees received a review of the funding release request; the request is made in support of site works proposed to commence in early 2017.

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

**IT IS HEREBY RESOLVED that *the Board of Governors grants a funding release of \$2,000,000 for the UBC Okanagan Teaching & Learning Centre project to allow work on building excavation and foundation to commence in advance of the final Board 2+3 approval request in February 2017.***

Preliminary Capital Budget	\$35,000,000
Preliminary Operating Budget	\$405,860
Commence excavation and foundation	
<b>Funding Release</b>	<b>\$2,000,000</b>

**CARRIED UNANIMOUSLY**

### 5.3 CAPITAL PROJECTS UPDATE (VANCOUVER AND OKANAGAN)

Mr. Korenberg reported that the Committees received this standing report for information. The status of capital and IT projects in progress, in design, identified as priorities, and recently completed was reviewed. Additional detail was provided about a small number of projects that deviated from their original budget or schedule.

The Vice-President Finance & Operations provided a brief summary of the material presented in detail at the Committee meeting.

The Board of Governors was advised that the Administration is reviewing [Policy 125 \(Retained Risk Fund for Major Capital Projects\)](#) and expects to present revisions to the Board of Governors for approval early in 2017.

Also to be provided at a future Board meeting is a report providing a comparison of per-square-foot construction costs for academic, student housing and other categories of projects.

The Board was advised that ongoing prioritizing of capital projects is integrated with the strategic planning process being undertaken by President Ono and the Administration, to ensure alignment between capital planning and the University's overall goals.

#### **5.4 UBC VANCOUVER FACULTY HOUSING SUPPLEMENTARY REPORT: 10-YEAR IMPLEMENTATION STRATEGY UPDATE**

Mr. Korenberg provided the Board with a summary of process, consultation, and decision points leading to the resolution presented at this meeting.

The Board also received a high-level review of material presented in detail at the Committee meeting, including anticipated liquidity and operating budget impacts.

The Provost added that the Administration will continue to seek solutions to tax issues that remain as barriers to other potential housing assistance approaches.

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

**IT IS HEREBY RESOLVED that *the Board of Governors directs the Administration to implement the proposed revisions of the 10-Year Faculty Housing Strategy update, subject to annual reporting and a review to be completed no later than the fifth anniversary following implementation of the changes outlined herein, below:***

**a) *Enhance the UBC faculty rental housing program through:***

- ***significant inventory increases to the unit pool consistent with the HAP 2012 commitments (this means approximately 850 new faculty-staff rental units in next 10 years);***
- ***working with UBC Properties Trust to continue to develop design, format and size range options within the inventory that are responsive to faculty recruiting and retention preferences communicated through the Administration;***
- ***working with Village Gate Homes to review the waitlist management protocol to accommodate strategic faculty priority placement; and,***
- ***exploring a potential pilot Rent-Geared-To-Income rental program for faculty similar to that originally approved in the 2012 Housing Action Plan for lower income staff, with more details to be provided at February 2017 meeting.***

**b) *Implement an inflation adjustment to the amount available to individual faculty members in the existing Down Payment Assistance program (established in 2009) from \$45,000 to \$50,000 for eligible faculty members recruited with a start date on or after July 1, 2017, while grand-parenting all***

*existing eligible faculty to fully honour the program in effect at the time of their appointment.*

- c) Replace the 2nd Mortgage Loan pilot program with a Prescribed Interest Rate Loan (PIRL) program, subject to the terms and conditions outlined in this report (See PIRL description Attachment A).*
- d) Establish a Faculty Housing Assistance Financing Endowment (FHAFE), Terms of Reference to be provided to the Board of Governors for approval by Feb 2017.*
- e) Update the merit-based protocol and allocation guidelines (approved 2014) to address access to the proposed new housing program options. The final guidelines to be provided to the Board of Governors for approval by Feb 2017.*
- f) Terminate the Mortgage Interest Assistance program effective July 1, 2017.*
- g) Prepare revised wording for Policy 1 of the Housing Action Plan to accommodate new proposed PIRL ownership support program. The final wording to be provided at the next Board meeting for consideration of approval.*

**CARRIED UNANIMOUSLY**

## **5.5 UBC GAMEPLAN: 20-YEAR ATHLETICS & RECREATION FACILITIES STRATEGY | UPDATE**

**JOINT:** Finance Committee, Property Committee and People, Community & International Committee

Mr. Korenberg reported that the Committees received an update of progress towards the development of the 20-Year Athletics & Recreation Facilities strategy for the UBC Vancouver campus, including community consultation and preliminary technical and financial evaluations of the recreation and spectator hub options under consideration.

The Vice-President Students provided the Board with a summary of material presented in detail at the Committee meeting.

The Board was advised that the Administration anticipates presenting a recommended strategy to the Board in early 2017; upon approval by the Board of Governors, implementation will be subject to the University's standard approval processes.

Mr. Aaron Bailey declared a conflict and abstained from voting.

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

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

- ***Receives for information the work completed to date on the financial and technical analysis (noise, transportation, heritage) and first phase of public consultation for the 20-Year Recreation & Athletics Facilities Strategy;***
- ***Directs the Administration to:***
  - ***shortlist Recreation Hub Options B and C for further analysis and targeted consultation;***
  - ***shortlist Spectator Hub Options 1b, 2 and 5 for further analysis and targeted consultation;***
- ***Directs the Administration to further evaluate potential GamePlan funding sources, including:***
  - ***incremental housing development revenue (above what is projected under current plans) that could potentially be created by adjusting the siting of the existing Stadium; and,***
  - ***other future funding sources including potential student and donor involvement.***

Abstention: A. Bailey

**CARRIED**

## **5.6 HOUSING ACTION PLAN ANNUAL REPORT**

The Board of Governors received this report for information.

## **6. PROPERTY COMMITTEE**

Property Committee Chair Ms. Sandra Cawley expressed the appreciation of the Board of Governors for the immense contributions of Mr. Al Poettcker, stepping down as President of UBC Properties Trust after decades of service.

### **Report from the Land Use Committee**

Also Chair of the Land Use Committee, Ms. Cawley provided a report from the November 14, 2016 meeting of that Committee to the Board of Governors.

The main task of the Land Use Committee in November was to review amendments to the Development Handbook; the recommendation of the Land Use Committee for approval is forwarded to the Board of Governors through the Property Committee (item 6.1).

The Board was advised that Land Use Committee members considered the Committee's role in relation to the University's overall strategic plan, and agreed that the Land Use Committee should meet frequently enough to provide meaningful feedback to the Board of Governors on areas of confluence between land use planning and strategic goals (both campuses).

#### **6.1 LAND USE RULES PROPOSED AMENDMENTS – DEVELOPMENT HANDBOOK**

The following resolution, forwarded at the recommendation of the Property Committee, received Consent approval:

**IT IS HEREBY RESOLVED that *the Board of Governors approves the amended Development Handbook, including townhouses as a permitted use in SC3A and SC3B, to be consistent with the "Plan of Land Uses – P10" in the Wesbrook Place Neighbourhood Plan, as amended in April 2016.***

**CARRIED UNANIMOUSLY**

#### **OKANAGAN CAMPUS UPDATE**

Ms. Cawley reported that the Deputy-Vice Chancellor provided the Property Committee with an overview of Okanagan campus enrolment and funding structure, including an Okanagan campus to Vancouver campus comparison of per student and overall campus resources, and an overview of the physical campus (property and facilities).

Also described for the Committee was the visioning process undertaken on the Okanagan campus, beginning in September 2013, which provided direction to the Academic Plan, Research Plan, and Campus Master Plan processes.

Ms. Cawley advised the Board that the Property Committee has asked the Administration to provide additional information about the Research Plan and the Academic Plan to the Board's Learning & Research Committee.

#### **6.2 OKANAGAN CAMPUS TRANSPORTATION AND SAFE ACCESS UPDATE**

The Deputy Vice-Chancellor provided a summary of material presented in detail at the Committee meeting, including short-term impacts and long-term improvements anticipated as a result of the construction of John Hindle Drive and of expanded transit capacity on campus.

#### **6.5 DEVELOPMENT PERMIT BOARD (DPB)**

The following resolution received Consent approval:

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

- ***approves the extension of Professor Andrew Irvine's appointment as the Chair of the Development Permit Board to May 2017; and,***

- ***receives the 2016 Annual Report of the Development Permit Board for information.***

**CARRIED UNANIMOUSLY**

## **6.6 ADVISORY URBAN DESIGN PANEL (AUDP)**

The following resolution received Consent approval:

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

- ***approves the appointment of Dr. Pam Ratner to the Advisory Urban Design Panel as the UBC staff member for a two-year term, to expire in January 2019; and,***
- ***receives the 2016 Annual Report of the Advisory Urban Design Panel for information.***

**CARRIED UNANIMOUSLY**

## **6.7 BOARD 4 REPORTS**

The Board of Governors received this report for information.

## **7. AUDIT COMMITTEE**

### **7.1 2016-2017 SECOND QUARTER FINANCIAL REPORT**

Audit Committee Chair Mr. Kevin Smith reported that the Committee Audit Committee received the second quarter financial report for information, including a review of factors contributing to current results and areas of potential variance going forward.

The Board was advised that the Faculties of Education, Law, and Pharmaceutical Sciences are taking steps towards improved budget performance.

The Vice-President Finance & Resources also commented briefly on initiatives intended to improve financial forecasting across the University.

## **TERMINATION**

The following resolution was moved:

**IT IS HEREBY RESOLVED that *the December 6, 2016 meeting of the UBC Board of Governors is terminated.***

**CARRIED UNANIMOUSLY**

### **AMERICAN FOUNDATION FOR UBC**

The Board Chair explained the American Foundation for UBC has a single class of members made up of members of the Board of Governors of UBC. The members conduct the Annual General Meeting of the American Foundation for UBC.

The Chair called the Annual General Meeting of the American Foundation for UBC to order, and acknowledged the presence of a quorum.

The following resolution was moved and seconded:

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

- ***minutes of the Annual Meeting of the American Foundation for UBC held on December 3, 2015; and,***
- ***American Foundation for UBC Financial Statements for the fiscal year ending March 31, 2016.***

**CARRIED UNANIMOUSLY**

The Chair terminated the Annual General Meeting of the American Foundation for UBC.