



The University of British Columbia
BOARD OF GOVERNORS
MINUTES

Thursday, September 21, 2017
12:30 p.m.-3:00 p.m.

Okanagan Campus
UNC 200, University Centre
Kelowna, BC

In Attendance Board Chair Stuart Belkin
Ms. Sandra Cawley
Dr. Ayesha Chaudhry
Mr. Kevin Doering
Mr. Darran Fernandez
Mr. Raghwa Gopal
Chancellor Lindsay Gordon
Ms. Celeste Haldane
Dr. John Klironomos
Mr. Michael Korenberg
Mr. Graham Lee
Ms. Fiona Macfarlane
Ms. Jeanie Malone
Dr. Charles Menzies
Mr. Curtis Morcom
President Santa Ono
Ms. Beverlee Park
Mr. Alan Shuster
Mr. Kevin Smith
Mr. Terry Zhang

Regrets Mr. David Sidoo

Administration
Dr. Deborah Buszard
Ms. Lisa Castle
Dr. Louise Cowen
Mr. Hubert Lai
Mr. Andrew Simpson
Dr. Andrew Szeri

Board Secretary
Ms. Remy Kahlon

Remarks

Board of Governors Chair Mr. Stuart Belkin called the September 21, 2017 Board of Governors meeting to order and acknowledged the First Nations on whose lands UBC's campuses are located.

Incoming Governors Dr. John Klironomos and Mr. Curtis Morcom were welcomed, along with Provost and Vice-President Academic Dr. Andrew Szeri.

On behalf of the Board of Governors, the Chair congratulated President Ono, recently granted the University of Chicago Professional Achievement Award, and eight UBC faculty members elected Fellows of the Royal Society of Canada.

To mark the occasion of the ratification of a three-year Collective Agreement between the UBC Faculty Association and UBC (July 1, 2016 to June 30, 2019), Dr. Nancy Langton, President of the UBCFA, addressed the Board.

The President spoke of his experience representing UBC at the Times High Education World Academic Summit, the Cascadia Innovation Corridor Summit and a meeting of the Naylor Panel.

He drew the Board's attention to the recently completed transit exchange on the Okanagan campus, and to the Memorandum of Understanding between the Okanagan campus and the City of Kelowna signed earlier in September.

The President shared his excitement about the appointment of Dr. Peter Zandstra as the Founding Director of UBC's School of Biomedical Engineering and about the newly established UBC School of Public Policy & Global Affairs.

He advised the Board that he is working closely with Provost and Vice-President Academic Dr. Andrew Szeri and Dr. Gail Murphy, incoming Vice-President Research & Innovation, as well as the Deputy Vice-Chancellor and the Provost at the Okanagan campus.

Draft strategic priorities developed through a broad consultation process are being further shaped with Deans, Heads and Directors, the Executive, student leaders, alumni, etc.; feedback received will be incorporated into the next iteration of the strategic plan.

The President advised the Board that the cornerstones of the strategic plan will be presented to the Board at its December 2017 meeting, and the strategic plan will be presented for formal ratification at the February 2018 meeting of the Board of Governors. Once ratified, budget allocations will be aligned in accordance with the goals and priorities of the strategic plan.

UBC Alma Mater Society Presentation

Guests: Alan Ehrenholz, President, UBC Alma Mater Society

Jakob Gattinger, Vice-President Academic & University Affairs *pro tem*, UBC AMS

The presentation provided an overview of the governance structure of the AMS and of the services provided to students by the Alma Mater Society. Student financial contributions to campus infrastructure were highlighted and AMS initiatives in support of continuous improvement of the student experience at UBC were reviewed.

The President commented on the strong alignment between AMS priorities and the UBC strategic plan.

Formal student feedback in response to the current iteration of the University's strategic plan is expected shortly; the President will circulate to the Board of Governors following receipt (and in advance of the December Board meeting).

In response to questions, student guests identified 'life education'/preparation for a rapidly changing job market as specific areas in which students feel additional supports are required. They also explained that a planned review of the AMS fee structure is intended to ensure that the fees charged result in a direct benefit to the students paying those fees, as well as to future students; transparency with regard to tuition continues to be a priority.

1. Learning & Research Committee

1.1 ACADEMIC FREEDOM

Guest: Professor Neil Guppy
Senior Advisor to the Provosts on Academic Freedom

The presentation reviewed the concept of academic freedom and its applicability in a university context, exploring the appropriate balance between academic freedom and academic responsibility and differences between freedom of expression and academic freedom.

Governors discussed the information presented, and considered specific situations presented through an academic freedom lens.

1.2 ACADEMIC PRESENTATION

Guest: Dr. Rachelle Hole, Co-Director
Centre for Inclusion and Citizenship, Faculty of Health and Social Development

The presentation provided an overview of the Centre's genesis, initiatives, partnerships and achievements. A particular focus was the TYDE program (Transitioning Youth with Disabilities and Employment).

Governors received the presentation with interest, and expressed support for the work being done.

1.3 ESTABLISHMENT OF NEW ENDOWMENTS

The Board of Governors received the report for information.

2. Finance Committee

2.1 STAFF PENSION PLAN (SPP) | REPORT

Finance Committee Chair Mr. Michael Korenberg reported that the Committee received a presentation that included results of a recent actuarial valuation of the Staff Pension Plan and confirmation of the Plan's compliance with the new funding requirements under the *Pension Benefits Standards Act* for target benefit plans.

The Board was advised that the Benefits/Funding Test performed as part of the valuation determined that the Plan is able to continue providing 50% indexing of pension benefits.

2.2 STAFF PENSION PLAN (SPP) | FUNDING POLICY

The Committee Chair reported that the Funding Policy was developed by the Staff Pension Plan Board of Directors and has been reviewed and approved by the Plan actuary. He advised that a requirement for review on a three-year cycle is incorporated into the Funding Policy.

Upon approval by the UBC Board of Governors, a summary of the Funding Policy will be posted on the Staff Pension Plan website for the information of Plan members.

Mr. Darran Fernandez and Mr. Curtis Morcom declared potential conflicts of interest.

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 UBC Staff Pension Plan (SPP) Funding Policy, effective July 1, 2017.*

Abstained: D. Fernandez, C. Morcom **CARRIED**

2.3 STAFF PENSION PLAN (SPP) | AMENDMENT NO. 11

The Committee Chair advised that approval of an increased Employer Contribution Rate is requested to improve the long-term sustainability of the Plan, and to achieve greater equity with the University's contribution to the Faculty Pension Plan. Benefit improvements will not result from the proposed increase.

Mr. Darran Fernandez and Mr. Curtis Morcom declared potential conflicts of interest.

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 Amendment No. 11 to the Staff Pension Plan, to change the Employer Contribution rate to 9.13% of a member's pensionable earnings effective October 1, 2017 (approximate cost of \$887,302 is included in the 2017-2018 UBC budget), and to 9.4% of a member's pensionable earnings effective October 1, 2018 (approximate cost of \$2,326,930 is built into the 2018-2019 UBC budget plan).*

Abstained: D. Fernandez, C. Morcom **CARRIED**

2.3 STAFF PENSION PLAN (SPP) | GOVERNANCE REPORT

The Committee Chair reported a follow-up governance review requested in 2012 was completed in 2017 (deferred from 2015 to allow for confirmation of the Plan's legal status with the Pension Regulator).

The following recommendations (in addition to retention of the existing SPP governance structure) were reviewed at the Committee meeting:

- Delegation of authority to approve the Staff Pension Plan's *Statement of Investment Policies & Procedures* from the Board of Governors to the Finance Committee
- Simplification of the format of the formal written reports from the SPP Board
- Establishment of a permanent Non-Voting Independent Chair of the SPP Board position

- Establishment of a requirement for an annual report to the Board of Governors from the SPP Board on the performance of UBC IMANT with regard to management of SPP investments
- Introduction of term limits for SPP Board of Directors, to a maximum of three four-year terms

Mr. Darran Fernandez and Mr. Curtis Morcom declared potential conflicts of interest.

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 in principle that the existing governance structure for the Pension Board be maintained,*
- ii. approves in principle the recommendations contained in The University of British Columbia Staff Pension Plan: Pension Plan Governance Report (2017) Summary; and,*
- iii. authorizes the Chair of the Finance Committee to provide final approval for the implementation of the recommendations upon the Administration bringing forward the appropriate documentation.*

Abstained: D. Fernandez, C. Morcom

CARRIED

2.7 NON-REFUNDABLE ACCEPTANCE DEPOSIT

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 Non-Refundable Acceptance Deposit for the Combined Master of Public Health with Diploma in Dental Public Health (MPH/DPH) program and the Combined Master of Public Health and Master of Science in Nursing (MPH/MSN) program.*

CARRIED UNANIMOUSLY

2.8 ENDOWMENT VARIATION REQUEST

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

IT IS HEREBY RESOLVED that *the Board of Governors approves changes to the name and purpose of the Industrial Relations Scholarship Endowment Fund, and of the endowment documentation, as recommended by the President and University Counsel: name change to ‘Katja Pecarevic Memorial MBA Bursary Endowment Fund’, and change of purpose to a bursary for MBA students.*

CARRIED UNANIMOUSLY

2.9 CIRDI POWER OF ATTORNEY | ETHIOPIA SUPPORTING THE MINISTRY OF MINES PROJECT

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

IT IS HEREBY RESOLVED that *the Board of Governors authorizes the Provost and Vice-President Academic to execute a Power of Attorney for the Canadian International Resources & Development Institute (CIRDI) – Ethiopia Supporting the Ministry of Mines (SUMM) Project on terms and conditions outlined and circulated as Appendix B.*

CARRIED UNANIMOUSLY

2.10 INVESTMENT PORTFOLIOS QUARTELY REVIEW (UBC IMANT)

The Board of Governors received the Investment Portfolios Quarterly Review as at June 30, 2017 for information.

2.11 ENDOWMENT STATUS REPORT

The Board of Governors received the Endowment Status Report as at June 30, 2017 for information.

2.12 UBC ANNUAL DEBT REPORT

The Board of Governors received the 2017 Annual Debt Report for information.

2.13 FACULTY PENSION PLAN (FPP) | PLAN SUMMARY AND AUDITED FINANCIAL STATEMENTS

The Board of Governors received Faculty Pension Plan (FPP) Financial Statements for the year ending December 31, 2016 for information.

2.14 STAFF PENSION PLAN (FPP) | PLAN SUMMARY AND AUDITED FINANCIAL STATEMENTS

The Board of Governors received Staff Pension Plan (FPP) Financial Statements for the year ending December 31, 2016 for information.

3. JOINT: Finance Committee and Property Committee

3.1 CAPITAL PLANNING AND PRIORITIZATION PROCESS

Finance Committee Chair Mr. Michael Korenberg advised that progress has been made in the refinement of the University's capital prioritization process; however, given the complexity of the University's operations and the number of sometimes competing priorities, assessment and adjustment are ongoing tasks.

The Vice-President Finance & Operations commented briefly about the University's evolving capital prioritization and approval processes, including the strategic and operational priorities considered during the creation of the prioritization matrix.

The Finance Committee Chair confirmed that the Committee had agreed that the University's capital prioritization process is robust and engages the appropriate University constituencies.

3.2 CAPITAL PROJECTS UPDATE | VANCOUVER AND OKANAGAN

The Finance Committee Chair reported that discussion of this item was brief, and limited to the impact on construction costs of the fluctuating Canadian dollar.

The Vice-President Finance & Operations drew the attention of the Board to the report circulated to Governors, in which details of recently completed and under-construction projects are provided.

Governors briefly discussed the poor soil conditions that led to cost overruns on one project and the resulting drawdown of the Retained Risk Fund.

The Board of Governors was advised that the Province has formally confirmed support for routine capital maintenance in the current fiscal year.

3.3 SEISMIC RESILIENCE PLAN

The Finance Committee Chair advised that the Committees received a detailed presentation that included a review of activities to date, key findings and recommendations arising from a preliminary external seismic review of the Vancouver campus, and multi-hazard risk mitigation strategies under consideration for both campuses.

The Provost and Vice-President Academic advised that the next phase of more focused analysis will further inform the University's Seismic Resilience Plan.

The Committee Chair advised the Board that the consultant's assessment of various seismic risk mitigation approaches indicates that reducing seismic risk can be achieved at a lower cost than originally anticipated.

He added that a number of recommendations from the Finance Committee to the Administration arose at the Committee meeting; the Administration will provide updates at a future meeting.

3.4 MACINNES FIELD UNDERGROUND PARKADE (VANCOUVER)

The Finance Committee Chair reported that the Committees received a presentation that reviewed rationale for the project, site, preliminary design, risk mitigation strategies, costs and proposed funding/financing arrangements.

The Committee was assured that project development has been informed by the University's sustainability objectives and related policies, that consultation and formal permit approvals have been undertaken as per standard UBC processes, and that Treasury has confirmed that there is sufficient liquidity to provide internal financing.

The project is scheduled for completion in December 2018, with completion of the UBC Exchange, the Exchange residence and the playing field scheduled for August 2019.

Steps taken in response to concerns raised by the UBC Alma Mater Society regarding potential impacts of the parkade on access to and traffic flow around the Nest were outlined for the Committees.

Also discussed by the Committee was consideration given to future parking needs, implications for a joint-use agreement between the UBC, *alumni UBC* and the AMS for the Nest plaza, and management of traffic flow (pedestrian and vehicle) on University Boulevard.

The Board was advised that combined Board 2 and Board 3 approval is being sought in support of an accelerated timeline that will allow concurrent development of rental housing on an adjacent site.

In response to objections raised by a Governor, the Committee Chair noted he had invited the Governor to meet with members of the administration, which the Governor acknowledged having done, and also reminded the Board that the project had been reduced from three storeys to one storey in response to a cost/benefit analysis considered at the Board 1 stage.

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:*

- i. BOARD 2 and BOARD 3 approval for the MacInnes Field Underground Parkade project with a funding release of \$11,935,000 to complete design and undertake and complete construction; and,***
- ii. approval for an internal loan from UBC Treasury of up to \$12,435,000 at 5.75% annual interest, to be paid back over 25 years from parking revenue.***

Capital Budget	\$12,435,000
Operating Budget	\$84,800
Program	

Schedule
Complete working drawings and tender documents
Award construction contracts
Funding Release **\$11,935,000**

Opposed: C. Menzies

CARRIED

3.5 STADIUM ROAD NEIGHBOURHOOD PLANNING PROCESS (VANCOUVER)

The Chair of the Finance Committee reported that the presentation provided at the Committee meeting reviewed the planning context for and opportunities associated with the Stadium Road Neighbourhood, as well as the proposed process and timeline.

The formal process will be initiated upon Board of Governors approval of guiding principles and terms of reference, to be presented at the December 2018 meeting.

The Board was advised that anticipated residential density increases and potential accommodation of academic uses will require a public hearing and provincial approval of amendments to the Vancouver campus *Land Use Plan*.

The Board was further advised that the Committee discussed concerns about process expressed by the UBC Faculty Association during *GamePlan* consultations, some of which continue to be raised by faculty members. Also suggested during discussion at the Committee meeting was exploration of opportunities to increase UBC's capacity to support faculty and staff housing.

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 receives for information the Stadium Road Neighbourhood Planning Process, including public engagement process, governance, approval milestones and overall timeline.*

CARRIED UNANIMOUSLY

3.6 THEO KOERNER HOUSE GRADUATE STUDENT CENTRE | LEASE RENEWAL

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:*

- a. approves the renewal of the lease of Thea Koerner House Graduate Student Centre to the Graduate Student Society of UBC Vancouver (GSS);***

- b. declares that the lease will not affect future delivery of educational programs; and,***
- c. authorizes the University Administration to:***
 - i. obtain Ministerial approval of the lease renewal pursuant to section 50(2) of the University Act (British Columbia); and,***
 - ii. execute the agreed lease renewal between UBC and the GSS on the terms consistent with those outlined in the report.***

CARRIED UNANIMOUSLY

3.7 RECEIPT OF GAMEPLAN: UBC'S 20-YEAR RECREATION AND ATHLETICS FACILITIES STRATEGY

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 receives for information GamePlan: UBC's 20-Year Recreation and Athletics Facilities Strategy and the GamePlan Public Consultation Summary Report.*

CARRIED UNANIMOUSLY

3.8 ENGINEERING STUDENT CENTRE | BOARD 4 REPORT

The Board of Governors received the Engineering Student Centre Board 4 Report for information.

3.9 PONDEROSA COMMONS PHASE 1 EAST & WEST | BOARD 4 REPORT

The Board of Governors received the Ponderosa Commons Phase 1 East & West Board 4 Report for information.

3.10 LIBRARY PARC & UBC | BOARD 4 REPORT

The Board of Governors received the Library PARC @ UBC Board 4 Report for information.

3.11 UBC-CONTROLLED, AFFILIATED OR RELATED ORGANIZATIONS, MAJOR CAMPUS TENANCIES & OFF-CAMPUS PROPERTIES

The Board of Governors received the annual summary of UBC-controlled, affiliated, and related organizations (together with a listing of tenancies on and off campus) for information.

4. People, Community & International Committee

4.1 NAMING OF CAMPUS FACILITIES

PC&I Committee Chair Mr. Alan Shuster reported that Elder Larry Grant shared with the Committee the history of the name under consideration, noting the importance and stature of the original First Nations community to local Indigenous peoples. An area in south Vancouver commonly known as the Eburne Site, Marpole Midden or Great Fraser Midden, it is an ancient

village and burial site of the Musqueam people located in the heart of Musqueam traditional and unceded territory, dating back at least 4,000 years. Elder Grant also explained the reasons for the selection and gifting of the name to UBC, approved by Musqueam Chief and Council on July 31, 2017.

The Committee Chair noted that of particular importance to both the Musqueam First Nation and UBC is the opportunity for education and improved cross-cultural understanding.

The Board of Governors was advised the proposed name for the student residence is rendered in the International Phonetic Alphabet.

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 approves the Class 1 Facility Naming Recommendation from the Naming Committee that the new student residence at Totem Park be named ʔəsnaʔəm.*

CARRIED UNANIMOUSLY

4.2 DEVELOPMENT & ALUMNI ENGAGEMENT REPORT

The PC&I Committee Chair reported that the Committee received this standing annual report for information. The presentation reviewed funds pledged and funds received in fiscal year 2016-2017, plus alumni engagement and donor highlights over the same period.

Fundraising results were presented by campus, faculty and unit, by area supported (*i.e.*, research, student aid, academic endowment, etc.), and by source (*i.e.*, corporations, alumni, etc.). Immediate and ongoing impacts of philanthropy were highlighted. Also presented were areas of priority focus for the current fiscal year, including fundraising and alumni engagement targets.

The Board was advised that the Sustainable Future Pool is discussed with donors; an update on donations to the Pool will be provided at a future meeting.

4.3 WORKPLACE PRACTICES AT UBC: FOCUS ON PEOPLE BENCHMARK REPORT

The PC&I Committee Chair reported that the Committee received this standing annual report for information. Noteworthy 2016 results were highlighted for the Committee, including the inclusion of employment equity census data and a slight decrease in faculty hiring year over year due primarily to timing issues and longer search processes. The Board was advised that the Office of the Provost is working closely with the faculties to identify and develop strategies to support recruiting efforts.

Priorities for the coming year include providing support to incoming Vice-Presidents, implementing Policy 131 (Sexual Assault and other Sexual Misconduct), the Human Resources systems renewal project, and continued strategic planning in areas such as change management and employment equity.

The current *Focus on People* strategy was approved by the Board of Governors in 2009; the Board was advised that the next iteration will flow from the strategic plan currently being drafted.

4.5 ALUMNI UBC ACTIVITY REPORT

The Board of Governors received the August 2017 *alumni UBC Update* for information.

4.6 NOTABLE DISTINCTIONS | TEACHING, RESEARCH, SERVICE

The Board of Governors received profiles of Okanagan campus scholars and the full listing of teaching, service and research awards conferred on UBC faculty members for information.

5. Audit Committee

5.1 FINANCIAL REPORT | Q1 2017-2018

Audit Committee Chair Mr. Kevin Smith reported that the Audit Committee received and approved the Q1 Financial Report.

The Vice-President Finance & Resources added that the Administration is considering directing additional funds to the University's ongoing development of a communications strategy and UBC brand.

TERMINATION

The following resolution was moved:

IT IS HEREBY RESOLVED that *the September 21, 2017 Board of Governors meeting is terminated.*

CARRIED