



The University of British Columbia
Board of Governors
MINUTES

Tuesday, December 4, 2018
9:30 a.m. to 12:00 p.m.
Vancouver Campus
Robert H. Lee Family Boardroom
The Robert H. Lee Alumni Centre
6163 University Boulevard

In Attendance Board Chair Michael Korenberg
Chancellor Lindsay Gordon
President Santa Ono
Ms. Alison Brewin
Ms. Sandra Cawley
Ms. Shola Fashanu (*by telephone*)
Mr. Darran Fernandez
Mr. Jakob Gattinger
Dr. Nassif Ghossoub
Ms. Chaslynn Gillanders
Mr. Raghwa Gopal
Ms. Celeste Haldane (*by telephone*)
Dr. John Klironomos (*by telephone*)
Ms. Fiona Macfarlane
Ms. Jeanie Malone
Ms. Nancy McKenzie
Dr. Charles Menzies
Mr. Kevin Smith (*by telephone*)
Mr. Joel Solomon
Mr. William Sundhu
Ms. Nicole Udzenija

Administration
Dr. Deborah Buszard
Dr. Dermot Kelleher
Mr. Hubert Lai
Ms. Heather McCaw
Ms. Barbara Meens Thistle
Dr. Ananya Mukherjee-Reed
Dr. Gail Murphy
Mr. Andrew Parr
Mr. Peter Smailes
Dr. Andrew Szeri

Interim Board Secretary
Ms. Shelley Milne

Regrets None

Remarks

The Board Chair called the Board of Governors meeting to order, and acknowledged that the meeting was taking place on the traditional, ancestral and unceded territory of the Musqueam Nation.

On behalf of the Board, the Board Chair expressed the appreciation of Governors to outgoing Governor Ms. Fiona Macfarlane for her contributions during her five years on the Board.

1.1 ACADEMIC PRESENTATION | FACULTY OF MEDICINE (FoM)

The Vice-President Health introduced UBC's Aboriginal Student Initiatives Coordinator, who presented to the Board of Governors on the subject of "Recruiting and Supporting Indigenous Medical Students". The presentation reviewed historical and current rates of application to UBC's FoM by Indigenous students, recruitment and support initiatives, and current and projected numbers of Indigenous graduates.

Governors encouraged the Faculty to increase enrolment targets in light of the Faculty's success in meeting and exceeding current enrolment targets.

The Board Chair asked the Administration to ensure that a Faculty SWOT analysis is included with each Faculty-related presentation to the Board of Governors.

Governors expressed their appreciation of the program's achievements, and encouraged the Administration to consider implementation of similar approaches to recruitment and support of Indigenous students in programs across the University.

During discussion, the Board was advised that UBC's student affairs office has been successful in ensuring that Indigenous students receive the support they require to participate in the program. Additional resources are required in the area of health-related support, however.

Governors were advised that the Centre of Excellence has implemented a mandatory course for all health sciences students (TRC 2324). In addition, Indigenous content has been expanded across the health sciences curriculum.

The Vice-President Health advised the Board that the FoM works closely with the First Nations Health Authority (FNHA), adding that the FNHA supported the creation of the First Nations Health Authority Chair in Cancer and Wellness.

The Board was advised that barriers to application by Indigenous students include UBC's standard admission requirements, particularly the interview process; plans are in place to offer an interview preparation workshop and to assess its effectiveness.

Information was provided with regard to FoM admission streams (four in total), including one with a focus on rural settings.

2. Audit Committee

The Board was advised that the Audit Committee received for information a report reviewing proposed amendments to Policy 83 (Travel and other Business-Related Expenses).

2.1 POLICY 7 (OCCUPATIONAL AND RESEARCH HEALTH AND SAFETY)

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 Policy 7 (Occupational and Research Health and Safety), as well as consolidation, replacement and repeal of the following UBC policies: 7 (University Safety), 9 (Hazardous Materials Management), 10 (Procedures for Working with Biohazardous Materials), and 11 (Radiation Safety).*

CARRIED

2.2 FINANCIAL REPORT Q2 2018-2019

The following resolution, circulated under the Consent Agenda, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors receives UBC's 2018-2019 Q2 Financial Report for information.*

CARRIED

3. Employee Relations Committee

The Board was advised that the Employee Relations Committee received two policy reports for information: Policy 17 (Appointment of Registrar and Librarians) and Policy 22 (Appointments and Extension of Appointments for Heads of Academic Units).

3.2 POLICY 28 INTO POLICY 25 (BOARD OF GOVERNORS APPOINTMENTS)

The following resolution, circulated under the Consent Agenda, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves consolidation of Policy 28 (Casual Instruction without Board Appointment) into Policy 25 (Board of Governors Appointments), effective immediately.*

CARRIED

3.3 POLICY 36 (LEAVE REQUESTS IN A TENURE DECISION)

The following resolution, circulated under the Consent Agenda, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves the repeal of Policy 36 (Leave Requests in a Tenure Decision), effective immediately.*

CARRIED

4. Executive Committee

The Board was advised that the Executive Committee approved amendments to the Committee's Terms of Reference and received two policy-related reports. It was agreed that recommendations regarding the type of search to be conducted under appointment-related policies 24 and 34 would be presented in February 2019 for the Committee's consideration ('open', 'closed' and 'hybrid').

The Board was further advised that similar recommendations will also be presented to the Employee Relations Committee in regard to policies for which that Committee is responsible (17, 18, 21, 22, 23, 26 and 43).

5. Finance Committee

The Board was advised that the Finance Committee received for information an overview of the 2019-2020 Budget Process, an Integrated Renewal Program implementation update, the UBC IMANT investment portfolio review, and the Endowment Status Report.

The Board was advised that the Finance Committee approved dissolution of an endowment, and revisions to the UBC Staff Pension Plan *Statement of Investment Policies and Procedures*.

5.1 ENDOWMENT SPENDING RATE FY 2019-2020

The Board was advised that the spending rate recommendation was supported by the UBC IMANT Board of Directors.

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 retaining the Endowment spending rate at 4.0% for fiscal year 2019-2020 for the main Endowment Pool.*

CARRIED

FOLLOW UP: The Board Chair asked the Chair of the Endowment Responsible Investment Policy Committee to convene a meeting of that group to consider amending the spending rate for the Sustainable Future Pool to match that of the main Endowment Pool.

6. JOINT: Finance Committee and Learning & Research Committee

The Board was advised that the Committees approved the following fee requests:

- Master of Education Tuition Instalment Payment Schedule for Students from Affiliated Institutions
- Tuition fees for the Bachelor of Science in Bioeconomy Sciences and Technology (BEST)
- Graduate Certificate in Higher Education Tuition
- Graduate Certificate in Global Mine Waste Management Tuition and Field Trip Fee
- Division of Arts Co-Op Fee into two payments
- Doctor of Philosophy in Kinesiology Tuition
- Increased student financial aid for Master of Data Science students at UBC Okanagan

6.1 TUITION 2019-2020

The Board was advised that the 2019-2020 Tuition report presented to the Committees included a summary of feedback from student consultation, a review of the Canadian international tuition landscape and of potential allocation of revenues anticipated as a result of the proposed tuition increase. Proposed increases apply to students on both campuses, effective May 1, 2019.

The Board was further advised that at the November 26 meeting, Governors discussed the proposed increases at length, and stressed the importance of providing a timely response to the 1300+ students who provided valuable feedback during the consultation process.

The Chair of the Learning & Research Committee referred to information provided by the UBC Faculty Association with regard to faculty/student ratios, and expressed concern about the increasing faculty workload.

The Board was advised the extent to which the shift from MSP to Employer Health Tax (EHT) will impact the budget is not yet clear, and that the University does not earn revenue from the US dollars pool, which is operated on a cost-recovery basis.

The Provost provided a summary of unfunded cost pressures to which revenue arising from the proposed domestic tuition increase would be allocated, including student health services and student financial aid. The President and the Vice-President Finance & Operations spoke about increased fundraising for student financial aid and implementation of cost-saving initiatives currently underway, including the Integrated Renewal Program and a five-year cost/efficiency benchmarking exercise.

Governors expressed disappointment that direction to the Administration from Governors during the previous year's budget discussion (to consider alternatives to tuition increases and to present a zero-increase budget scenario for the Board's consideration) had not been incorporated into the material provided at this meeting. Others argued that the necessity of the domestic tuition increase was insufficiently demonstrated, and pointed to the timing of the tuition approval request in relation to the University's budget cycle as problematic. Ongoing concerns raised by the AMS with regard to transparency related to costs across the full course of a program were also noted.

The Deputy Vice-Chancellor reiterated the dependence of UBC Okanagan on annual tuition increases, pointing out that the internal rate of budget inflation on that campus (due to commitments such as salaries) has exceeded annual tuition increases since the campus was established in 2005.

FOLLOW UP: Administration to present the annual tuition approval request for the coming academic year in June or (at the latest) September of each year.

FOLLOW UP: Administration to ensure that annual tuition requests include benchmarking that more accurately reflects comparison to peer institutions

FOLLOW UP: Administration to consider mechanisms for addressing student concerns about cost transparency across a full (four-year) program

FOLLOW UP: Administration to provide relevant/associated benchmarking data when presenting enterprise-transformation projects (procurement modernization, IRP) to the Audit Committee

FOLLOW UP: Opportunity for in-depth consideration of issues relating to faculty recruitment, enrollment levels, administrative staffing and tuition revenues to be scheduled for an upcoming joint meeting of the Finance Committee and the Learning & Research Committee

The following resolutions, forwarded at the recommendation of the Committees, were moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves a 2% increase in tuition for new and continuing domestic undergraduate and graduate students, for the programs specified in Schedule A (attached to the report).*

CARRIED

Opposed: A. Brewin, S. Fashanu, J. Gattinger, N. Ghoussoub,
J. Klironomos, J. Malone, C. Menzies, B. Sundhu

IT IS HEREBY RESOLVED that *the Board of Governors approves increases in tuition for international students as follows:*

- i. 2% increase in tuition for new and continuing international graduate students in programs with standard rates;*
- ii. 4% increase in tuition for new incoming international undergraduate students and graduate students in programs with specialized rates, as set out in Schedule A;*
- iii. 3% increase in tuition for continuing international undergraduate students and graduate students in programs with specialized rates, who entered their degree programs prior to May 1, 2019, as set out in Schedule A; and,*
- iv. 4% increase in international per credit tuition for unclassified, qualifying, visiting, access studies, and auditing students.*

CARRIED

Opposed: A. Brewin, S. Fashanu, J. Gattinger, J. Malone, C. Menzies

6.2 NON-INSTRUCTIONAL FEES 2019-2020

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

IT IS HEREBY RESOLVED that *the Board of Governors approves increases according to the fee schedule attached to the report and marked Schedule B:*

- i. Tuition-related fees, effective May 1, 2019*
- ii. Mandatory fees, effective September 1, 2019*

Opposed: C. Menzies **CARRIED**

7. Governance Committee

The Board was advised that the Governance Committee approved amendments to the Terms of Reference for the Executive Committee and the Indigenous Engagement Committee.

The Board was further advised that the Committee received for information a report reviewing Board Secretariat structures at other universities. WATSON has been retained to assist with the recruitment of a permanent senior Board Secretary; to that end, Governors are asked to complete a confidential survey providing feedback on their expectations for the Board Secretary role and for the Board Secretariat office. Responses to the survey will also be sought from the Administration, UBC Alma Mater Society, Graduate Student Society, UBC Students' Union Okanagan and other interested stakeholders. Results and recommendations will be presented to the Governance Committee in February 2019.

7.1 CHANGE OF MEETING DATES

The following resolution, circulated under the Consent Agenda, was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves the following meeting date changes:*

- ***April 2019 Committee meetings – from April 4, 2019 to April 2, 2019***
- ***June 2020 Board of Governors meeting – from June 11, 2020 to June 16, 2020***

CARRIED

8. Indigenous Engagement Committee

The Board was advised that the Indigenous Engagement Committee approved amendments to the Committee's Terms of Reference.

The Board was further advised that the Committee received for information comments from the Director of the Indian Residential School History and Dialogue Centre, the Senior Advisor to the President on Indigenous Affairs, and the Director of the First Nations House of Learning. Also discussed at the Committee meeting was the Indigenous Students at UBC report, and plans for completion and implementation of the Indigenous Strategic Plan.

Aboriginal Learners in British Columbia's Public Post-Secondary System (June 2018, Ministry for Advanced Education, Skills & Training) was circulated to the full Board for information prior to this meeting. The Board was advised that, in addition to financial aid, the Administration is responding to the needs of the slightly older Indigenous student demographic by increasing the availability of relevant services such as on-campus child care spaces.

9. Learning & Research Committee

The Board was advised that the Committee received the 2017-2018 Sustainability Report, and the New Endowments report for information, approved recommendations arising from September and October meetings of the Vancouver and Okanagan Senates, and approved an endowment fund name change.

The Board was further advised that the Committee heard from the Provost and from the Vice-President Research & Innovation about the challenges and opportunities facing their portfolios, current initiatives, and plans for the coming years. Additional discussion will take place at upcoming meetings of the Learning & Research Committee and of the Board of Governors.

9.1 POLICY 73 (ACADEMIC ACCOMMODATION FOR STUDENTS WITH DISABILITIES)

The Committee Chair advised that University Counsel presented the proposed amendments to the Learning & Research Committee. He reported at that meeting that a considerable number of comments were received from faculty, staff, students and student organizations, and revisions were made by the policy review committee in response to that community feedback.

The Board was advised that resources will be reviewed during the current budget process to ensure that allocation is sufficient to support effective implementation of the policy.

The Board was further advised that as Policy 73 is a joint Board of Governors and Senates policy, it will be presented to the Vancouver and Okanagan Senates for approval as well.

At the request of a Governor, the resolution was amended to revise a section of the Policy's *Background and Purposes* section. The Board was advised that the proposed language had been accepted by the Agenda Committee of the Vancouver Senate.

The following resolution, forwarded at the recommendation of the Learning & Research Committee, was moved and seconded as amended:

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

i. Approves proposed amendments to Policy 73 (Academic Accommodation for Students with Disabilities), with the following additional amendment:

- The last paragraph of the Background and Purposes section to be struck and replaced with: UBC recognizes the benefits of the application of Universal Instructional Design principles to the built and learning environments at UBC. These principles are a comprehensive approach to classroom interaction and evaluation and include flexibility of delivery systems and evaluation methods; and,***

- ii. Authorizes the Chair and Vice-Chair of the Learning & Research Committee (following approval by the Senates) to approve or refer to the Board of Governors for further consideration (as the Chair and Vice-Chair deem appropriate) of any additional amendments proposed by the Senates.***

Opposed: C. Menzies

CARRIED

10. People, Community & International Committee

The Board was advised that the People, Community & International Committee received a number of reports for information:

- Development and Alumni Engagement Q2 Report
- Policy 3 (Discrimination and Harassment) – Proposed Amendments
- Policy 131 Implementation Update
- 2016 Employment Equity Report Leadership Data
- UBC Communications Metrics Report
- Amendment to *Focus on People* Benchmark Report
- Notable Distinctions Report
- *alumni UBC* Activity Report

11. JOINT: People, Community & International Committee and Finance Committee

The Board was advised that the Committees received for information updates on Student Health and Wellbeing, Student Financial Aid, and the Student Diversity Initiative.

The Board Chair reiterated the interest of Governors in addressing the issue of food security for UBC students, and supported the request of the Committees that the Administration explore options for fundraising in this regard, and for proactively identifying and providing assistance to those students in need.

12. Property Committee

The Board was advised that the Committee received for information a summary of discussion at the November 5, 2018 meeting of the UBC Neighbourhoods Liaison Committee, a report outlining the proposed consolidation of Policy 5 (Sustainable Development) into Policy 92 (Land Use and Permitting), the Advisory Urban Design Panel Annual Report, and the Development Permit Board Annual Report.

13. JOINT: Property Committee and Finance Committee

The Board was advised that the Committees received a presentation outlining resident concerns about proposed Stadium Neighbourhood development. Residents attending the Committee meeting were advised that the Housing Action Plan Working Group (HAPWG) has been reconstituted to consider issues related to development on the UBC Vancouver campus, including Stadium Neighbourhood, and that additional consultation with the community and with Musqueam First Nation will be undertaken.

The Board was further advised that the Committees received for information the UBC-Controlled, Affiliated or Related Organizations, Major Campus Tenancies & Off-Campus Properties Report and the Capital Projects Update.

13.1 DOUGLAS T. KENNY BUILDING FOURTH FLOOR RENOVATION

The Finance Committee Chair advised that on November 26, the Committees received and discussed a presentation reviewing the Board 2 approval request.

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

IT IS HEREBY RESOLVED that *the Board of Governors grants BOARD 2 approval for the Douglas T. Kenny Building Fourth Floor Renovation project for the Department of Psychology with a funding release of \$500,000 to complete working drawings and tender documents, and to commence selective interior demolition and hazardous material abatement.*

Capital Budget	\$7,640,000
Operating Budget	See report
Schedule	
Proceed to Working Drawings & Tender	
Funding Release	\$500,000

CARRIED

TERMINATION

The following resolution was moved:

IT IS HEREBY RESOLVED that *the December 4, 2018 meeting of the Board of Governors is terminated.*

CARRIED