



The University of British Columbia
Board of Governors
MINUTES

Thursday, April 18, 2019
8:30 a.m. to 12:15 p.m.
2:30 p.m. to 3:30 p.m.
Vancouver Campus
Robert H. Lee Family Boardroom
The Robert H. Lee Alumni Centre
6163 University Boulevard

In Attendance Mr. Michael Korenberg, Chair
Ms. Alison Brewin
Ms. Sandra Cawley, Vice-Chair
Mr. Darran Fernandez
Ms. Chaslynn Gillanders
Chancellor Lindsay Gordon
Mr. Max Holmes
Ms. Jeanie Malone
Ms. Nancy McKenzie
Dr. Charles Menzies
President Santa Ono
Mr. Kevin Smith
Mr. Joel Solomon (*partial attendance*)
Mr. Bill Sundhu
Ms. Nicole Udzenija

Regrets Mr. Jessie Dusangh
Dr. Nassif Ghoussoub
Mr. Raghwa Gopal
Ms. Celeste Haldane
Dr. John Klironomos
Mr. Jassim Naqvi

Administration
Dr. Deborah Buszard
Mr. Ainsley Carry
Dr. Dermot Kelleher
Ms. Heather McCaw
Ms. Barbara Meens Thistle
Dr. Ananya Mukherjee
Dr. Gail Murphy
Mr. Peter Smailes
Dr. Andrew Szeri

Interim Board Secretary
Ms. Shelley Milne

Remarks

Board Chair Michael Korenberg called the Board of Governors meeting to order, and acknowledged that UBC Vancouver is on the traditional, ancestral and unceded territory of the Musqueam Nation.

The Board Chair welcomed UBC's new Vice-President External Relations, Vice-President Students and student Governors Jassim Naqvi and Max Holmes, and congratulated Jeanie Malone on being elected to a third term. He also expressed the Board's appreciation for the extraordinary contributions of outgoing Governors Shola Fashanu and Jakob Gattinger.

The Board Chair thanked President Ono for his '[Letter to the Board](#)', distributed regularly to Governors and also available on the Office of the President website.

In his opening remarks, the President reviewed some of the highlights of the April 2019 Letter to the Board, including achievements in the areas of rankings and research awards.

The President announced that work is underway to assess needs and establish plans for a significant increase in numbers of UBC faculty, and advised that the Board will be updated on results of that planning at a future meeting.

During the opening presentation, a delegation from UBCC350 entered the meeting room, posted placards on the walls advocating for fossil fuel divestment and respectfully departed. The Board took note of their advocacy.

1.1 APPROVAL OF MINUTES

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves as circulated Minutes of the February 12, 2019 meeting of the Board of Governors.*

CARRIED

1.2 RESEARCH AND SCHOLARSHIP AT UBC

The Vice-President Research & Innovation presented a high-level review of research and scholarship projects across a broad range of societal, economic and environmental areas in which work (world-leading in many cases) has been undertaken by UBC researchers.

UBC's level of industry-sponsored research in comparison to U.S. research universities was discussed; the Vice-President Research & Innovation advised that contributions from industry are often captured within grant funding amounts in Canada, and the President explained that research funding is captured differently by Canadian universities (as opposed to U.S. universities), adding that funding for indirect costs of research is also considerably lower in Canada.

The following presentations were received and discussed by the Board of Governors at this meeting: UBC Centre for Inclusion and Citizenship (Dr. Rachelle Hole); Bicycle Physics, Human Physiology and Travel Behaviour (Dr. Alex Bigazzi); and, Indigenous Research Profile (Dr. Sheryl Lightfoot).

Challenges and potential for improvement in the area of cross-campus collaboration in the context of the UBC Centre for Inclusion and Citizenship were discussed. The Board was also advised of advocacy initiatives undertaken by the Centre.

The Board was advised that availability of end-of-trip facilities is a factor influencing individuals considering commuting by bicycle.

Governors considered the goals of the Indigenous Strategic Plan, to be presented to the Indigenous Engagement Committee at the end of May, and to the Board of Governors in June 2019. Dr. Lightfoot shared examples of practical supports and approaches that can make a significant difference to Indigenous students.

The Vice-President Research & Innovation presented a SWOT analysis of UBC's research environment, identifying areas which would benefit from additional consideration and support by the Board of Governors.

The information presented was discussed, and the Board Chair suggested that a progress update be provided to the Board at the end of 2019.

1.3 UBC OKANAGAN OUTLOOK 2040

The Deputy Vice-Chancellor presented the report to the Board of Governors, providing a summary of the history and current status of UBC Okanagan and of Outlook 2040 projections, noting that the plan is based on strategic goals for the University as outlined in *Shaping UBC's Next Century*.

The presentation included a high-level UBC Okanagan SWOT analysis.

The Deputy Vice-Chancellor drew the Board's attention to the enrolment scenarios circulated with the report, noting for the Board's information that when the scenarios were presented to the UBC Okanagan External Community Advisory Council, their feedback was that international enrolment at UBC Okanagan should not be limited, contributing as it does to a welcome increase in numbers of immigrants settling in the region.

The Deputy Vice-Chancellor advised that expansion of the Okanagan campus is required to establish the 'critical mass' necessary to achieve Program Offerings as proposed in the report; she reviewed priorities and next steps to be undertaken by UBC Okanagan Administration.

During discussion, inter-campus mobility and progress toward increasing numbers of Indigenous faculty, staff and students at UBC were identified as areas of significant interest to Governors.

The Board was advised that additional information regarding Indigenous inclusion targets would be provided with the presentation of the Indigenous Strategic Plan during the next Board/Committees meeting cycle. Information about mechanisms through which barriers to participation will be addressed will also be provided at that time.

The President spoke about strengthened and new cross-campus research collaborations established over the past year, and the Deputy Vice-Chancellor and the Provost and Vice-Principal Academic expressed their interest in and support for deepening of academic and institutional connections. Governors were advised that the UBC Vancouver Senate is also considering the issue of inter-campus mobility.

It was agreed that in September 2019, a report would be brought forward to the Board of Governors outlining existing cross-campus collaborations (strategic, faculty, students), barriers and challenges to inter-campus mobility, and anticipated future direction.

The Deputy Vice-Chancellor advised that the Administration is considering strategies for advocacy with the provincial government for additional domestic enrolment at UBC Okanagan, looking forward 10-20 years. She noted that in the near term, international enrolment could contribute both to the growth of the campus and to the growth of the region.

The Administration was invited to present, during an upcoming meeting cycle, a proposal for increasing funds available to UBC Okanagan students through UBC Student Financial Aid.

The President confirmed that the Executive team has reviewed and supports the direction proposed in the UBC Okanagan Outlook 2040 report, including the required financial investment.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors endorses as circulated the Okanagan 2040 plan for UBC Okanagan.*

CARRIED

Equity and Inclusion at UBC

The Board received a presentation entitled “Equity and Inclusion at UBC” from the Associate Vice-President Equity & Inclusion.

Information was provided about equity and diversity training available (upon request) to faculties and departments through the Equity & Inclusion Office, or through the Centre for Teaching, Learning and Technology. Expansion to a centrally managed system to ensure a broader reach was discussed, and it was noted that this approach would require considerable resources.

It was noted that equity and diversity training has been established as a standing item for orientation of new Governors.

The Board was advised that the Human Rights Advisor in the Equity & Inclusion Office is available to assist in the resolution of discrimination and harassment complaints.

Also discussed was the University’s current approach to increasing socio-economic diversity along with the other facets of diversity being addressed.

Support for diversity in UBC’s electoral processes (Board, Senate, etc.) was identified as a gap; the Board was advised that the Equity & Inclusion Office is available to assist there as well.

Board Chair Michael Korenberg asked the Administration to prepare a Statement of Equity and Inclusion for adoption by all UBC committees and affiliated boards.

The Board was advised that the Equity & Inclusion Office is designing a Conflict Engagement Framework, expected to come forward in the fall.

The Board of Governors held a brief discussion in closed session before proceeding with the next item.

2. People, Community & International Committee

2.1 alumni UBC UPDATE

Guest: Randy Findlay, Chair, alumni UBC Board of Directors

The Vice-President External Relations introduced Mr. Randy Findlay, Chair of the *alumni UBC* Board of Directors, expressing appreciation for his service to UBC.

The presentation provided to the Board included an overview of UBC alumni demographics and engagement, as well as *alumni UBC’s* vision, mission, priorities, and goals toward which the organization will be striving in the coming years.

Board Chair Michael Korenberg expressed the Board's gratitude for the work done by *alumni UBC* staff and its Board of Directors.

2.2 FOCUS ON PEOPLE 2025

Committee Chair Jeanie Malone advised that the People, Community & International Committee received this report on April 2, 2019, forwarding the resolution to the Board with a recommendation for approval.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves the following key elements of the UBC Focus on People 2025 framework:*

- ***The general direction and priorities articulated in the framework***
- ***The four "catalyst" areas***
- ***The measures of success/metrics***

CARRIED

2.3 POLICY 3 (DISCRIMINATION)

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

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

CARRIED

3. Finance Committee

3.1 UBC BUDGET 2019-2020 (VANCOUVER AND OKANAGAN)

Committee Chair Nancy McKenzie advised that the Finance Committee received and discussed the 2019-2020 UBC Budget approval request on April 2, 2019, following a broad consultation process that included feedback from the Finance Strategy Working Group and the Finance Committee.

She advised that the Finance Committee considered ongoing improvements to the transparency and effectiveness of UBC's budget process, and budget risk analysis processes; the Administration will provide a progress update following the 2020-2021 budget planning cycle.

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 2019-2020 consolidated and operating budget, including the Routine Capital - Core Building Maintenance Plan.*

CARRIED

3.2 INTEGRATED RENEWAL PROGRAM (IRP) FINANCING FROM WORKING CAPITAL

Committee Chair Nancy McKenzie advised that Integrated Renewal Program (IRP) financing was discussed by the Financial Strategy Working Group in March, as well as by the Finance Committee in April.

She further advised that during discussion at the Financial Strategy Working Group, it was suggested that a five-year moratorium on repayment be added to the resolution. This was subsequently recommended for approval by the Finance Committee.

Board Chair Michael Korenberg thanked the Administration for advancing this proposal, noting that the requested funding would allow the University to amortize over a longer period the costs associated with addressing decades of deferred systems maintenance, in pursuit of intergenerational equity.

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 an interest-free loan (with principal repayment to begin five years post loan date) from working capital in the amount of \$120 million to finance a portion of the Integrated Renewal Program.*

Abstained: D. Fernandez

CARRIED

3.3 INCREASE IN UBC CONTRIBUTIONS TO SUSTAINABLE FUTURE POOL

Committee Chair Nancy McKenzie advised that the Finance Committee considered this approval request and forwarded the item with a recommendation for approval. She noted that the Sustainable Future Pool is an important part of UBC's commitment to sustainability, as it targets investments with lower carbon emissions, while still aiming to generate sufficient returns to UBC's Endowment.

Board Chair Michael Korenberg advised that the Endowment Responsible Investment Policy Committee will review the current and anticipated future carbon investment context and encouraged the Administration to move forward with preparation for that meeting in an expedited manner.

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 an increase of UBC's commitment to the Trek Impact Endowment Fund, held within the Sustainable Future Pool, from \$25 million to \$50 million over the next three fiscal years effective April 1, 2019, provided that the performance of the Sustainable Future Pool (SFP) is not materially adverse as compared to that of the Main Endowment Pool (MEP);***
- ii. approves the following schedule of UBC contributions to the Trek Impact Endowment Fund, provided that the performance of the SFP is not materially adverse as compared to that of the MEP: \$15 million in FY19-20 (including \$10 million prior commitment); \$10 million in FY20-21; and, \$10 million in FY21-22; and;***
- iii. FURTHER, directs the Administration to evaluate the near-term effects of these increases as part of the comprehensive review of the SFP to be undertaken prior to the end of FY20-21.***

CARRIED

3.4 ENTERPRISE MAINTENANCE MANAGEMENT SYSTEM (EMMS)

Committee Chair Nancy McKenzie advised that this item and the next item (Integrated Renewal Program) were not discussed at the Finance Committee meeting on April 2, 2019, due to ongoing analysis and negotiations, and the Administration's desire to bring the most current information forward to the Board of Governors.

She further advised that on April 16, the Information Technology Advisory Council (ITAC) confirmed their support of the resolution as proposed.

The Chief Information Officer and Associate Vice-President Information Technology presented the Board 3 approval request to the Board of Governors, summarizing the rationale for the project, benefits anticipated, costs, implementation timeline and next steps.

The Board was advised that project implementation costs are the most significant contribution to the project's increased budget. It was noted for the Board's information that contingency for the project was also augmented in response to the increased base project cost.

The Board was advised that the EMMS implementation team worked closely with the selected vendor to estimate both capital and operational costs; contingency has been established for the operating budget as well as for capital costs.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors grant BOARD 3 approval for the Enterprise Maintenance Management System, authorizing the Administration to sign a contract with the selected vendor (Planon) and approving a funding release of \$6.868 million to complete implementation and first year of sustainment.*

Capital Budget	\$6,989,000
Operating Budget	\$879,000
Schedule	Aug 2018 to Apr 2021
Funding Release	\$6,868,000

CARRIED

3.5 INTEGRATED RENEWAL PROGRAM (IRP) FUNDING RELEASE

The Program Director for the Integrated Renewal Program (IRP) presented the funding release approval request to the Board of Governors. His presentation included status and timeline updates, and 2019-2020 budget projections.

The Board was advised that following the conclusion of negotiations with the vendor, the Administration would finalize budgets for the HR and Finance components of the IRP as well as the associated applications ecosystem (on track for April 2020 implementation); a Board 3 approval request for those components will be presented in June 2019. A budget release to allow for completion of the Student component and associated applications ecosystem work will also be presented at the June 2019 Board meeting, along with an overall IRP status update.

The Board was further advised that the Board 3 approval request for Workday Student and associated applications ecosystems would be presented at a future Board meeting (date TBD).

Governors requested additional information about the constraints marked 'Action Required', and were advised that progress has been made in all areas in the weeks since the report was submitted to the Board Secretariat.

The following resolution was moved and seconded:

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

- a funding release of \$19.2 million, including contingency, for the first quarter of fiscal year 2019-2020 (April 2019 to June 2019) to support the continuing implementation of Workday HR and Finance;***

- ***a funding release of \$10.3 million, including contingency, for the first quarter of fiscal year 2019-2020 (April 2019 to June 2019) to support the first phase of the Application Ecosystem Program; and,***
- ***a funding release of \$7.2 million, including contingency, for the first quarter of fiscal year 2019-2020 (April 2019 to June 2019) to support the continuing implementation of Workday Student.***

Abstained: D. Fernandez

CARRIED

4. Property Committee and Finance Committee

4.1 DOUGLAS T. KENNY BUILDING FOURTH FLOOR RENOVATION

Finance Committee Chair Nancy McKenzie said that the Committees were advised at their April 2, 2019 meeting that the Kenny Building renovation has been designed to accommodate seismic retrofitting scheduled to take place within the building’s projected 10-year life.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors grants BOARD 3 approval for the Douglas T. Kenny Building Fourth Floor Renovation project for the Department of Psychology, with a funding release of \$6,640,000 to undertake construction.

Capital Budget	\$7,640,000
Operating Budget	See report
Schedule	
Program	
Award Construction Contracts	
Funding Release	\$6,640,000

CARRIED

4.2 PACIFIC RESIDENCE

Finance Committee Chair Nancy McKenzie said that the Committees were advised at their April 2, 2019 meeting that retroactive financing would be sought for all student housing projects upon successful completion of the Government Business Enterprise (GBE) process.

During discussion of this item on April 2, the Committees asked the Administration to include – in future Board capital project reports – additional information about the public consultation process that was conducted, any concerns identified, and how those will be addressed in property design.

In response to a question from the Governor about removal of trees, the Board was advised that these types of issues are considered in the campus planning process; additional detail about the specific area of campus referred to at this meeting will be provided during presentation of capital project approval requests in June 2019.

It was agreed that a report outlining UBC's comprehensive campus planning process would be provided in June 2019.

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

IT IS HEREBY RESOLVED that *the Board of Governors grants BOARD 2 approval for the Pacific Residence project with authorization to issue the development permit and a funding release of \$2,000,000 to complete working drawings and tender documents.*

Revised Capital Budget	\$160,138,000
Operating Budget	See report
Schedule	
Program	
Authorization to Issue Development Permit	
Proceed to Working Drawings & Tender	
Funding Release	\$2,000,000

CARRIED

5. Committee Reports

It was noted for the record that the following reports from April 2019 Board committee meetings were provided to the Board of Governors for information:

- 5.1 March 20, 2019 Audit Committee
- 5.2 April 1, 2019 Employee Relations Committee
- 5.3 April 2, 2019 Finance Committee
- 5.4 April 2, 2019 Finance Committee and Learning & Research Committee
- 5.5 April 1, 2019 Governance Committee
- 5.6 April 2, 2019 Learning & Research Committee
- 5.7 April 2, 2019 People, Community & International Committee
- 5.8 April 2, 2019 Property Committee
- 5.9 April 2, 2019 Property Committee and Finance Committee

6. Property Committee

6.1 POLICY 92 (LAND USE AND PERMITTING); POLICY 5 (SUSTAINABLE DEVELOPMENT)

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

IT IS HEREBY RESOLVED that *the Board of Governors approves proposed Policy 92 (Land Use, Permitting and Sustainability) and associated Procedures in the form attached to the report as Schedule A, and the repeal of Policy 5 (Sustainable Development), all effective immediately.*

CARRIED

7. Audit Committee

7.1 POLICY 92 (LAND USE AND PERMITTING); POLICY 5 (SUSTAINABLE DEVELOPMENT)

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 proposed Policy 83 (Travel and Other Business-Related Expenses) and associated Procedures in the form attached as Schedule A to the report, and the repeal of policies 79 (Travel Assistance for Graduate Students), 80 (Travel Expenses - Recipients of Honorary Degrees), 84 (Entertainment), and 115 (Gifts) all effective on such date as determined by the Vice-President Finance & Operations.*

CARRIED

7.2 FINANCIAL REPORT Q3 2018-2019

The following resolution was moved and seconded:

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

CARRIED

TERMINATION

The following resolution was moved:

IT IS HEREBY RESOLVED that *the April 18, 2019 meeting of the Board of Governors is terminated.*

CARRIED