



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

Thursday, June 13, 2019  
9:30 a.m. to 11:30 a.m.

Vancouver Campus  
Robert H. Lee Family Boardroom  
The Robert H. Lee Alumni Centre  
6163 University Boulevard

**In Attendance** Mr. Michael Korenberg, Chair  
Ms. Sandra Cawley, Vice-Chair  
Ms. Alison Brewin  
Mr. Jessie Dusangh  
Mr. Darran Fernandez  
Dr. Nassif Ghoussoub  
Ms. Chaslynn Gillanders (*by telephone*)  
Mr. Raghwa Gopal  
Chancellor Lindsay Gordon  
Ms. Celeste Haldane (*by telephone*)  
Mr. Max Holmes  
Dr. John Klironomos  
Ms. Jeanie Malone  
Ms. Nancy McKenzie  
Mr. Jassim Naqvi  
President Santa Ono  
Mr. Kevin Smith  
Mr. Bill Sundhu  
Ms. Nicole Udzenija

**Regrets** Dr. Charles Menzies  
Mr. Joel Solomon

**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

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**Remarks**

Board Chair Michael Korenberg called the Board of Governors meeting to order, acknowledged that UBC Vancouver is on the traditional, ancestral and unceded territory of the Musqueam Nation, and expressed his hope that UBC and Indigenous communities move to a place of greater equity, justice and renewed partnership together.

He thanked President Ono, Chancellor Gordon and the team responsible for conducting the 34 convocation ceremonies that recently took place at UBC Vancouver and UBC Okanagan.

He announced the appointment of Karen Hakkarainen as UBC Board of Governors Secretary (effective July 1, 2019) and thanked Interim Board Secretary Shelley Milne.

Mr. Korenberg also acknowledged outgoing Governor Darran Fernandez, and on behalf of the Board, expressed sincere gratitude for his many contributions to UBC.

In his opening remarks, the President thanked UBC students, faculty, staff and community members for their contributions to UBC graduation ceremonies and to Congress 2019.

The President expressed appreciation to outgoing Vice-President Human Resources Barbara Meens Thistle for her service, and joined the Board Chair in thanking Mr. Fernandez and Ms. Milne, and welcoming Ms. Hakkarainen.

He advised that UBC placed ninth in North America and twenty-sixth globally in the CWTS Leiden Ranking of Scientific Impact, and tied with Oxford in the National Academy of Inventors ranking of the top universities granted U.S. utility patents – the only Canadian university to place in the top 100.

### 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 April 18, 2019 meeting of the Board of Governors.***

**CARRIED**

### 1.2 UBC ANNUAL REPORT 2018-2019 AND INSTITUTIONAL ACCOUNTABILITY PLAN & REPORT (IAPR)

Highlights of the circulated report were presented to the Board, and the information provided was discussed.

The President said that he would share with Governors communication from the Province in response to the 2018-2019 IAPR.

Inclusion of comparative numbers wherever possible (prior year and/or targets) was requested for future reports. It was also agreed that it would be useful to communicate more clearly the alignment of UBC programs (life-long learning, work/learn, investment in student research) to government priorities, as well as UBC's rank among public universities.

The Board was advised that following formal approval of UBC's financial statements by the Board Chair and the President, UBC financial details in the IAPR would be finalized.

The following resolution was moved and seconded:

**IT IS HEREBY RESOLVED that *the Board of Governors approves the 2018-2019 UBC Annual Report and, for submission to the Province, the 2018-2019 Institutional Accountability Plan & Report.***

**CARRIED**

### 1.3 UBC RESEARCH EXCELLENCE CLUSTERS UPDATE

Highlights of the circulated report were presented to the Board; Governors discussed the composition of cluster teams, and cross-campus program variations (numbers of clusters, comparative participation by established and early career faculty members). The Board was advised that feedback from early career faculty about the opportunity to explore areas of interest in collaboration with others has been positive.

The Board was advised that Academic Excellence Funds support Research Excellence Clusters grants on both campuses. Return on investment will be evaluated at the end of the five-year pilot program (currently at mid point).

Governors encouraged the Administration to maximize opportunities for cross-campus collaboration through the Research Excellence Clusters approach.

The Board requested a follow-up report in September 2019, to include: highlights of cluster outcomes/program examples; confirmation that Academic Excellence Funds are provided in support of 'new questions'; assessment of level of cross-campus collaboration; assessment of participation of UBC Okanagan faculty in comparison to participation by faculty from other universities; and information re diversity of clusters and anti-bias components built into the selection process.

#### **1.4 ACADEMIC RENEWAL WORKING GROUP – TERMS OF REFERENCE**

Board Chair Michael Korenberg provided information about the proposed Academic Renewal Working Group ("ARWG") (purpose as outlined in the circulated Terms of Reference).

Governors expressed support for the initiative, and encouraged ARWG co-Chairs Michael Korenberg and Sandra Cawley to engage the Graduate Student Society in consideration of UBC's graduate and postdoc student numbers/support.

It was agreed that the Terms of Reference would be amended to accommodate up to 13 members (from the original maximum of 10).

Mr. Korenberg advised that the Academic Renewal Working Group and issues to be considered at that table will be communicated at an upcoming meeting of Board and Senate Committee Chairs.

The following resolution was moved and seconded:

***IT IS HEREBY RESOLVED that the Board of Governors approves as amended Terms of Reference for the Academic Renewal Working Group, subject to final approval by the Academic Renewal Working Group.***

**CARRIED**

## **2. Audit Committee**

### **2.1 FINANCIAL STATEMENTS (CONSOLIDATED) YEAR-END REPORT**

Committee Chair Kevin Smith advised that the Audit Committee reviewed and discussed the 2018-2019 Financial Statements, and forwarded the resolution with a recommendation for approval.

The Vice-President Finance & Operations advised that the University's financial statements are externally audited prior to presentation to the Audit Committee; the auditing role will be assumed by BC's Auditor General for 2019-2020 as per standard provincial government rotation.

Highlights of the circulated material were presented to the Board; Governors requested and received additional information about components of and factors contributing to the year-end surplus.

Governors requested (for future reports) separation of amounts related to seismic mitigation and/or long-term amortization of capital assets from surpluses arising from funds allocated but not spent within the budget period.

Governors emphasized the importance of improving real-time understanding of pace of spending within a budget cycle, and supported preliminary plans (briefly described by the Administration at this meeting) to improve analytics and availability of data.

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

**IT IS HEREBY RESOLVED that *the Board of Governors approves UBC's Consolidated Financial Statements as at March 31, 2019.***

**CARRIED**

### **3. Property Committee**

#### **3.1 UBC FIVE-YEAR CAPITAL PLAN 2020-2021 to 2024-2025**

Committee Chair Sandra Cawley advised that comprehensive discussion of the Five-Year Capital Plan (to be submitted to the Province) took place at the Committee meeting on June 5, 2019.

Governors were advised that UBC is responsible for any cost overruns related to a provincially supported project; overruns are funded either centrally or through the University's Retained Risk Fund (maintained at 1% of ongoing project portfolio value; utilization of approximately .5% of ongoing project portfolio value over past 10 years).

In response to the suggestion that the campuses could present separate Capital Plans, the Board was advised that the Capital Plan incorporates projects from both campuses at the direction of the Province.

It was agreed that alignment of capital priorities to the University's academic renewal aspirations would benefit from in-depth consideration. The Administration was asked to prepare (for presentation at a future meeting) a long-list of capital projects, prioritization, potential for donor funding, and identification of UBC Okanagan-specific challenges.

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

**IT IS HEREBY RESOLVED that *the Board of Governors grants approval for submission of the UBC Five-Year Capital Plan (2020-2021 to 2024-2025) to the Ministry of Advanced Education, Skills and Training.***

**CARRIED**

### 3.2 POLICY 16 (NON-UNIVERSITY USE OF UNIVERSITY SERVICES AND FACILITIES)

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:***

- i. proposed amendments to Policy 16 (Non-University Use of University Services and Facilities) as set out in Attachment 1 to the report, including the renaming of the Policy: “Ownership and Use of UBC Equipment and UBC Support Services”;*
- ii. repeal of Policy 109 (Ownership); and,*
- iii. repeal of Policy 121 (Campus Mail Services).*

**CARRIED**

## 4. Finance Committee

### 4.1 INTEGRATED RENEWAL PROGRAM (IRP)

Finance Committee Chair Nancy McKenzie advised that the Finance Committee considered the Integrated Renewal Program approval request and forwarded the resolution with a recommendation for approval.

She further advised that the approval request was endorsed by the IT Advisory Council (ITAC) and the UBC Executive.

Mr. Korenberg expressed the Board’s sincere and ongoing appreciation to members of ITAC for the support they have provided to the Board of Governors.

He invited interested Governors to attend a meeting (to be organized by the Vice-President Finance & Operations) at which the Integrated Renewal Program (IRP) team will present IRP background and current status for information (date TBD).

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

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

- i. BOARD 3 for implementation of the HR and Finance components of the Integrated Renewal Program and a funding release of \$86.2 million for fiscal year 2019-2020 within a total budget envelope of \$155.8 million (including contingency); subject to approval of a fully executed agreement with Workday Canada on Student Application timeline and cost sharing by the Chair of the Finance Committee, at the recommendation of the Chair of the UBC IT Advisory Council;*

- ii. ***Budget release of \$11.5 million (including contingency) for implementation of the Student component of the Integrated Renewal Program; subject to approval of a fully executed agreement with Workday Canada on Student Application timeline and cost sharing by the Chair of the Finance Committee, at the recommendation of the Chair of the UBC IT Advisory Council;***
- iii. ***BOARD 3 for Application Ecosystem Program Phase 1 with a total budget of \$54.1 million (including contingency) and a funding release of \$40.3 million for fiscal year 2019-2020;***
- iv. ***Scope change to move \$13.2 million (including contingency) of funding and projects from the Integrated Renewal Program to the Application Ecosystem Program; and,***
- v. ***10-year loan of up to \$39.8 million, to be repaid at an interest rate of 5.75% (HR and Finance 2018-2019 and 2019-2020 expenditures; Application Ecosystem Program 2019-2020 expenditures).***

**CARRIED**

#### **4.2 POLICY 101 (VENDING MACHINES ON CAMPUS)**

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 amendments to Policy 101 (Vending Machines on Campus)***

**CARRIED**

#### **4.3 UBC OKANAGAN 2040 FINANCIAL STRATEGY**

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

**IT IS HEREBY RESOLVED that *the Board of Governors receives for information the UBC Okanagan 2040 Financial Strategy report.***

**CARRIED**

## 5. Finance Committee and Learning & Research Committee

### 5.1 ACADEMIC EXCELLENCE FUNDS (UBC VANCOUVER) TERMS OF REFERENCE

Board Chair Michael Korenberg advised that the Committees considered the Academic Excellence Funds Terms of Reference approval request and forwarded the resolution with a recommendation for approval.

Learning & Research Committee Chair Dr. Nassif Ghoussoub expressed concern that the purpose of the Academic Excellence Funds is not sufficiently distinct. In response, the President reiterated his commitment to direct funds in support of excellence at UBC. Mr. Korenberg added that this issue, along with other issues related to renewal of academic excellence, will be considered by the Academic Renewal Working Group.

Finance Committee Chair Nancy McKenzie noted that the five areas of focus laid out in the Academic Excellence Funds Terms of Reference align with UBC's strategic plan; allocations to specific projects within the focus areas will be set out in budgets presented annually to the Board for approval, providing ongoing opportunity for strategic oversight.

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

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

- i. revised Terms of Reference for the Academic Excellence Funds (formerly known as the Strategic Investment Fund or 'Excellence Fund') for UBC Vancouver, as set out in Attachment 1 to the report; and,***
- ii. the name 'Academic Excellence Funds'.***

**CARRIED**

### 5.2 EVOLUTION OF ACADEMIC AND NON-ACADEMIC STAFFING 2008-2018 – FOLLOW-UP FTE REPORT

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

**IT IS HEREBY RESOLVED that *the Board of Governors receives for information the Evolution of Academic and Non-Academic Staffing 2008-2018 – Follow-Up FTE Report.***

**CARRIED**

### 5.3 TUITION AND MANDATORY FEE CHANGES AND STUDENT COMMUNICATIONS

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

**IT IS HEREBY RESOLVED that *the Board of Governors receives for information the Tuition and Mandatory Fee Changes and Student Communications report.***

**CARRIED**

## 6. Indigenous Engagement Committee

### 6.1 INDIGENOUS STRATEGIC PLAN

Board Chair Michael Korenberg advised that the Committee considered this approval request and forwarded the item with a recommendation for approval.

Senior Advisor to the President on Indigenous Affairs Dr. Sheryl Lightfoot addressed the Board and provided a brief summary of the information shared with the Indigenous Engagement Committee on May 31, 2019.

Mr. Korenberg added that the Board supports, and the Administration is committed to providing, sufficient resources to complete the Indigenous Strategic Plan before the end of 2019.

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

**IT IS HEREBY RESOLVED that *the Board of Governors endorses in principle the vision and mission articulated in the Indigenous Strategic Plan Summary Document appended to the report.***

**CARRIED**

### 6.2 UBC OKANAGAN COMMITMENTS TO TRUTH AND RECONCILIATION COMMISSION (TRC) CALLS TO ACTION

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

**IT IS HEREBY RESOLVED that *the Board of Governors receives for information the UBC Okanagan Commitments to Truth and Reconciliation Commission (TRC) Calls to Action report.***

**CARRIED**



## 7.1 Governance Committee

### 7.1 BOARD OF GOVERNORS POLICIES | PROPOSED SYSTEM FOR POLICY IDENTIFICATION

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

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

- i. approves implementation of a new system for naming and numbering policies approved by the UBC Board of Governors (the “Policies”) as described in this Report (the “Proposed System”); and,*
- ii. authorizes the University Counsel or delegate(s) to: (1) update the number and short title of each existing Policy to reflect the Proposed System; (2) re-format all existing Policies in the form set out in Attachment B to the report; and (3) update all applicable Policies that require consequential amendments to change cross-references to reflect the Proposed System.*

**CARRIED**

## 9. People, Community & International Committee

### 9.1 DEVELOPMENT & ALUMNI ENGAGEMENT YEAR-END PROGRESS REPORT FY2018-2019

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 receives for information the Development & Alumni Engagement Year-End Progress Report FY2018-2019 report.***

**CARRIED**

### 9.2 WELLBEING STRATEGIC FRAMEWORK

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 receives for information the Wellbeing Strategic Framework report.***

**CARRIED**

## Committee Reports

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

- May 31, 2019 Indigenous Engagement Committee
- June 3, 2019 Governance Committee
- June 5, 2019 Finance Committee
- June 5, 2019 Finance Committee and Learning & Research Committee
- June 5, 2019 Learning & Research Committee
- June 5, 2019 People, Community & International Committee
- June 5, 2019 People, Community & International Committee and Finance Committee
- June 5, 2019 Property Committee
- June 5, 2019 Property Committee and Finance Committee

## TERMINATION

The following resolution was moved:

**IT IS HEREBY RESOLVED that *the June 13, 2019 meeting of the Board of Governors is terminated.***

**CARRIED**