



The University of British Columbia
Board of Governors
MINUTES

Friday, February 14, 2020
8:54 a.m. to 12:05 p.m.
UBC Vancouver
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 (*by telephone*)
Mr. Jessie Dusangh
Dr. Nassif Ghoussoub, O.C.
Ms. Chaslynn Gillanders
Chancellor Lindsay Gordon
Mr. Max Holmes
Dr. John Klironomos (*by telephone*)
Mr. Azim Lalani
Ms. Jeanie Malone
Ms. Nancy McKenzie
Dr. Charles Menzies
President Santa Ono
Ms. Andrea Reimer
Mr. Joel Solomon
Mr. Bill Sundhu
Mr. Kavie Toor

Regrets Ms. Alison Brewin
Mr. Raghwa Gopal
Mr. Jassim Naqvi
Ms. Nicole Udzenija

Administration

Ms. Marcia Buchholz
Interim Vice-President Human Resources
Dr. Deborah Buszard
Deputy Vice-Chancellor and Principal, UBC Okanagan
Dr. Ainsley Carry, Vice-President Students
Ms. Robin Ciceri, Vice-President External Relations
Ms. Jennifer Kain, Chief Audit & Risk Officer
Dr. Dermot Kelleher, Vice-President Health
Ms. Heather McCaw
Vice-President Development & Alumni Engagement
Dr. Ananya Mukherjee Reed (*by telephone*)
Provost and Vice-President Academic, UBC Okanagan
Dr. Gail Murphy, Vice-President Research & Innovation
Mr. Peter Smailes, Vice-President Finance & Operations
Dr. Andrew Szeri
Provost and Vice-President Academic, UBC Vancouver

Board Secretary

Ms. Karen Hakkarainen

Board Chair Michael Korenberg called the February 14, 2020 Board of Governors meeting to order.

Mr. Korenberg began his formal remarks by respectfully acknowledging that UBC Vancouver is located on the traditional, ancestral and unceded territory of the Musqueam. He spoke of the 29th Annual Women's Memorial March (taking place at the same time as this meeting), which started in 1992 as a call for justice for missing and murdered Indigenous women and girls; a moment of silence followed his remarks.

Mr. Korenberg expressed the Board's gratitude for the contributions of outgoing faculty-elected Governors Dr. Nassif Ghoussoub and Dr. Charles Menzies, both ending their terms at the end of February 2020. In response, Dr. Menzies spoke of the motivation behind his stand for election three years ago; he identified action in response to climate change and increasing diversity in Board membership as imperatives for the Board going forward. Dr. Ghoussoub expressed appreciation to the Board Chair and the President for their work, and for progress that has been made in areas such as academic renewal.

Incoming appointed Governors Azim Lalani and Andrea Reimer were welcomed and introduced.

On behalf of the Board, Mr. Korenberg congratulated UBC faculty members Dr. Ian Williams, Dr. Rita Irwin and Dr. Leonard Foster on recent recognitions and awards for their accomplishments.

President Ono provided an update of events that followed the December 2019 [UBC Declaration on the Climate Emergency](#), including the establishment of a broadly representative task force which has begun the work of overseeing UBC's climate emergency engagement process. He thanked task force members and co-Chairs Michelle Marcus (AMS Councillor and UBCC350 Coordinator) and Dr. Walter Merida (Professor, Faculty of Applied Science), and advised that the task force will provide ongoing updates to the Senates and to the Board.

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 September 24, 2019 meeting of the Board of Governors.

CARRIED

1.2 *Shaping UBC's Next Century: Strategic Plan in Action – Implementation Update*

The President presented the strategic plan implementation update to the Board, providing a high-level overview of the strategic plan as an organizing force across the institution. He acknowledged the leadership demonstrated across the institution, evident in the numbers of faculty and portfolio strategic plans that are in final stages of development or have been completed.

Governors were encouraged to review and provide feedback with regard to the following frameworks and plans:

- [Focus on People 2025 Framework](#)
- [Inclusion Action Plan](#)
- [Indigenous Strategic Plan](#)
- [International Strategy: Draft Framework and Consultation Process](#)
- [Shaping UBC Okanagan's Future](#)
- [Plans and Frameworks Across UBC](#)

The President reviewed the priority strategies identified for the previous and current fiscal years – Indigenous Engagement, Great People, Thriving Communities, Research Support, Education Renewal, and Interdisciplinary Education – and advised that to date, a total of \$4.5 million has been allocated to programs arising from these six focus areas. Additional funding will be allocated to programs arising from ongoing calls for proposals in the areas of Education Renewal, Great People, Indigenous Engagement, and Interdisciplinary Education.

The President provided examples of accomplishments and highlights of key initiatives in the four core areas of *Shaping UBC's Next Century*: People & Places, Research Excellence, Transformative Learning, and Local & Global Engagement. He encouraged Governors and community members to visit the [Our Plan in Action](#) section of the strategic plan website, which features metrics, stories and updates of activities across both campuses.

Presenters: Dr. Rachel Pottinger, Associate Professor & Associate Head of Undergraduate Program, Computer Science; Nicole Ketter, BSc student

The presentation illustrated the ways in which funding allocated under *Shaping UBC's Next Century* initiatives has advanced the work of individual faculty members and the University's overall academic mission.

Dr. Pottinger presented on the evaluation and renewal of the Computer Science Undergraduate Program. The intent of the undertaking was to enhance faculty understanding of current course and program learning outcomes, and achieve desired overall program learning outcomes. The presentation provided an overview of the top-down and bottom-up evaluation processes and their outcomes, including development of an interactive curriculum visualization tool. Benefits of the program to date include enhanced communication across streams and with students, and identification of opportunities for improved curriculum and learning outcomes.

BSc student Nicole Ketter reported on an applied health research project under the Multidisciplinary Undergraduate Research Projects in Health (MURPH) program. This program provides a unique cross-disciplinary platform to undergraduate students, allowing them to engage in applied health research projects and receive professional training through three workshops. Ms. Ketter's project explored the potential benefits to stroke survivors of incorporating virtual reality in their treatment.

The Provost advised that results of these and other strategic plan initiatives will be evaluated, with the intention of expanding more broadly those judged to be successful.

1.3 *Shaping UBC's Next Century: Implementation Progress Update - Faculty of Arts*

Presenter: Dr. Gage Averill, Dean, Faculty of Arts

Dr. Gage Averill provided an overview of the Faculty of Arts, which is UBC's largest faculty. Information covered included 10-year enrolment and faculty hiring trends, unit and organizational structure, and a review of funding sources, reserves and planned capital expenditures (funds to be held as part of the Designated Faculty Reserve Initiative). Also presented were Faculty highlights and initiatives in areas such as the UBC School of Public Policy and Global Affairs, UBC Migration, First Nations and Indigenous Engagement, creation of the Public Humanities Hub and establishment of a new narrative focused on the ways in which Arts learning outcomes contribute to student career development.

The Board was advised that the Faculty has been investing in staffing and aligning services with the anticipated structure of the Integrated Renewal Program, enhancing support for faculty and students. In addition, the Faculty has achieved a significant reduction in sessional instructors, converting those positions to lectureships and achieving below 25% sessional dependence in most departments.

The Board was advised that the Faculty works closely with student leadership to identify opportunities to enhance student supports; future initiatives in partnership with the Vice-President Students are also anticipated. Along with effective use of existing academic space, planned capital projects are expected to accommodate existing faculty requirements and anticipated 10-year growth.

1.4 Indigenous Strategic Plan Draft Action Plan

Presenters: Dr. Sheryl Lightfoot, Senior Advisor to the President on Indigenous Affairs
CRC Global Indigenous Rights and Politics, Associate Professor, First Nations & Indigenous Studies and Political Science

Dr. Margaret Moss, Director, First Nations House of Learning, Associate Professor, Faculty of Applied Science

The presentation reviewed the in-person and online consultation and data analysis processes undertaken since late 2019. The Board was advised that 1,805 total engagements (including 7% from Indigenous faculty, students and staff) yielded the 15,000 data points incorporated into the Indigenous Strategic Plan Draft Action Plan. Comprehensive analysis of national and international post-secondary institute Indigenous Engagement plans and of high-level UBC strategic plans also contributed to the development of the draft Plan.

A second round of consultation has begun, with an April 1, 2020 target for presenting a final draft Indigenous Strategic Plan Action Plan, including prioritization of actions and a performance measurement framework. *[Secretary's Note: launch deferred to September 14, 2020.]*

Governors expressed their appreciation for the significant work undertaken, and for the incorporation of Indigenous practices into the process of developing the Indigenous Strategic Plan Draft Action Plan.

The Board Chair advised of a special Board meeting scheduled for February 28, 2020 to provide additional time for in-depth discussion of the draft Plan. *[Secretary's Note: meeting was rescheduled to follow conclusion of the second stage of public consultation on the draft Indigenous Strategic Plan.]*

Dr. Lightfoot advised that plans are underway for formal consultation with the UBC Okanagan community and with the Education Committee of the Okanagan Nation Alliance in early March, in addition to online and individual feedback opportunities.

Dr. Lightfoot spoke of the many communities to which the Indigenous Engagement Plan is responsible, including all BC First Nations and Indigenous and non-Indigenous faculty, students and staff on both UBC campuses. She said that one purpose of the current round of consultation is to seek confirmation from stakeholders that UBC is attending appropriately to these responsibilities. Formal meetings with both Senates are also included on the consultation work plan.

Governors emphasized the importance of identifying funding and resources to appropriately support the Plan's launch and implementation, and were advised that the Provosts and the President's Office are engaged in discussion on those topics with Drs. Lightfoot and Moss. It was suggested that both advocacy and management roles at the Executive level be established, and the importance to Indigenous people of dedicated on-campus spaces was noted.

1.5 Advancing UBC Climate Emergency Commitments and Sustainability Priorities

The presentation provided an update on implementation of the UBC Declaration of Climate Emergency, and of next steps to be taken to advance UBC's sustainability priorities.

Included in the presentation was information about community consultations currently underway and guided by a student-led task force. Feedback will be gathered through in-person events and an online survey; a dedicated website also hosts updates and resources to guide department and unit conversations. The data arising from this consultation will form the basis of recommendations to be presented to the Board.

The Board was reminded of past and current UBC climate action initiatives and resulting reductions in greenhouse gas emissions (GHGs) and energy use, and preliminary information about additional operational projects and strategies to be undertaken in response to the climate emergency declaration was provided. The Board was advised that, building on the community consultation described, targeted conversations around these additional opportunities to reduce GHGs and energy use will take place over the next several months. The Administration is working with UBC colleagues and outside advisors to ensure that financial implications of technical decisions are fully understood. Anticipated dates of updates and reports were provided.

The structure under which current and future UBC climate action initiatives will be governed was reviewed. The Board's new Sustainability & Climate Action Committee and the Sustainability Strategy Steering Committee, which is advisory to the Executive, will assist UBC Administration and the Board in the process of identifying gaps, prioritizing action to high-impact areas, and allocating resources.

The Board was advised of immediate priorities identified at the first meeting of the Sustainability Strategy Steering Committee: climate action; sustainable cities and communities; responsible consumption and production; and, good health and wellbeing. Through the 2020-2021 budget process, the Administration is identifying reallocations and/or new resources required to support work in these priority areas, with a particular focus on activities that will engage students in research and learning opportunities. Additional details of implementation actions in these priority areas will be provided at future meetings.

The Board was advised that the Sustainability Strategy Steering Committee will coordinate and align with a range of other UBC initiatives (such as the Indigenous Strategic Plan, the Wellbeing Strategic Framework, Responsible Investment Strategy, Inclusion Action Plan and others) to ensure that UBC is leveraging the many parallel and complementary initiatives already underway.

With regard to responsible investment, the Board was advised that in response to the resolution approved in December 2019 in support of divestment from fossil fuels, the Administration and UBC IMANT established a working group focused on the development of a divestment strategy and proposed timeline. Following receipt of a legal opinion stating that UBC can and should divest its investments of fossil fuels if it is financially prudent to do so, a detailed financial analysis is being undertaken, the results of which will be presented at a future meeting.

A summary of steps to be taken toward establishing medium and long-term reduction targets was provided. The Board will be provided with an update on these objectives and the development of a comprehensive responsible investing framework at a future meeting.

An overview of current and future sustainability-related communications was provided, including plans to establish an overarching Sustainability Communications, Engagement & Outreach Plan, next steps and anticipated reporting dates.

Governors expressed appreciation for the presentation and inclusion of action items and timelines. It was suggested that increased awareness of initiatives in addition to responsible investing and engagement with *alumni UBC* would be beneficial. Also noted were challenges associated with finding the appropriate balance between reducing UBC's carbon footprint and continued expansion of the university, and between academic freedom and the pursuit of UBC's sustainability objectives. Governors further suggested the inclusion of faculty members with relevant expertise on the various steering committees, and noted the importance of engagement with and leadership from the Board's Sustainability Committee. The President advised that faculty members will be encouraged to consider the climate impact of behaviours such as business travel through sharing of best practices and ongoing conversation within units and departments.

The Board was advised that interim targets will be articulated in the fall 2020 report; targets will be refined as additional information and technologies become available in the next few years. Referring to the aspirational targets included in the first iteration of UBC's Climate Action Plan, the Board encouraged the Administration to take a similar approach in the current planning process.

2. FINANCE COMMITTEE

Committee Chair Nancy McKenzie advised that at their February 6, 2020 meeting, the Finance Committee received and approved the Infrastructure Impact Charges and Community Amenity Charges Plan for 2020-2021. In addition, information was provided about new development cost charges to be levied by TransLink and Metro Vancouver.

Ms. McKenzie advised that the Finance Committee was updated on the allocation of \$7.9 million of 2020-2021 incremental tuition revenue. Through consultation with student leadership, priorities were identified for both UBC Vancouver and UBC Okanagan. The Committee supported the proposal for UBC Okanagan but asked the Vice-President Students to consider options that would achieve more immediate impact for the Vancouver campus. The Finance Committee will receive an update as part of the budget process.

Ms. McKenzie advised that the Finance Committee also considered next steps for responsible investment of the University's Endowment, following receipt of a legal opinion that provides avenues to address both the Trek Endowment assets and assets held in trust in the Main Endowment. UBC Administration and UBC IMANT will continue to conduct the financial analysis required to fulfill the fiduciary responsibility of the Board; a divestment transition strategy update, including results of the financial analysis and concrete recommendations, is anticipated for the April 2020 meeting cycle.

2.1 Integrated Renewal Program (IRP) and Application Ecosystems Program (AEP)

Committee Chair Nancy McKenzie advised that the Finance Committee received the Administration's recommendation to defer the Release 1 go-live date for the Integrated Renewal Program and the

Application Ecosystems Program. The Committee considered associated costs, as well as other risks and benefits associated with the new target date.

Governors discussed the resolution, emphasizing the importance of staying within the allocated funding envelope and of communicating the Board's stance on this issue to the vendor.

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:

- i.* **the recommendation to revise the Release 1 implementation date for the Integrated Renewal Program and the Application Ecosystem Program from April 2020 to November 2020; and,**
- ii.* **new funding of \$23 million for a revised combined total budget of \$362 million (including 15% contingency).**

Opposed: N. Ghossoub, C. Menzies **CARRIED**

2.2 Allocation of \$7.9M Incremental Tuition Revenue

Item circulated under the Consent Agenda and was not discussed.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors receives for information: Allocation of \$7.9M Incremental Tuition Revenue.

CARRIED

2.3 Infrastructure Impact Charges (IICs) and Community Amenity Charges (CACs) 2020-2021 Plan (UBC Vancouver)

Item circulated under the Consent Agenda and was not discussed.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors receives for information, as approved by the Finance Committee on February 6, 2020: Infrastructure Impact Charges (IICs) and Community Amenity Charges (CACs) 2020-2021 Plan (UBC Vancouver).

CARRIED

3. PROPERTY COMMITTEE

Property Committee Vice-Chair Max Holmes advised that the Committee received an update on progress toward a Board 1 approval request for the Interdisciplinary Collaboration & Innovation Building at UBC Okanagan, anticipated to come forward in June 2020, and was advised of steps being taken to reduce the project's budget, including identification of space-sharing opportunities arising from the interdisciplinary nature of the building.

Mr. Holmes advised that the Property Committee received a presentation outlining UBC's capital planning and prioritization process and underlying criteria. The Committee asked the Administration to consider identifying climate mitigation explicitly within the criteria, in light of the recent UBC Declaration of Climate Emergency.

Mr. Holmes advised that the Committee was provided with a UBC Vancouver Transportation Plan update which included assessment of progress toward sustainable travel and other targets, and a review of new and emerging transportation technology trends.

3.1 Technology Enterprise Facility Expansion (TEF 4) | Form of Development

Item circulated under the Consent Agenda and was not discussed.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors receives for information: Technology Enterprise Facility Expansion (TEF 4) | Form of Development.

CARRIED

3.2 Capital Planning and Prioritization Process

Item circulated under the Consent Agenda and was not discussed.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors receives for information: Capital Planning and Prioritization Process.

CARRIED

3.3 UBC Vancouver Transportation Plan Implementation Progress Update: Emerging Trends and Opportunities

Item circulated under the Consent Agenda and was not discussed.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors receives for information: UBC Vancouver Transportation Plan Implementation Progress Update: Emerging Trends and Opportunities.

CARRIED

4. EMPLOYEE RELATIONS COMMITTEE

On behalf of Employee Relations Committee Chair Bill Sundhu, the Board Chair advised that the Committee agreed that public consultation around proposed amendments to the joint Board-Senate Deans-Principals Appointment Policy (Policy AP5) would be deferred pending a meeting of Board and Senate committee chairs. Proposed amendments to several Board Appointment and Extension policies were accepted by the Committee and will proceed to public consultation as per the University's usual process.

4.1 BoG Appointment and Extension Policies – Proposed Amendments

Item circulated under the Consent Agenda and was not discussed.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors receives for information: BoG Appointment and Extension Policies – Proposed Amendments.

CARRIED

5. GOVERNANCE COMMITTEE

Governance Committee Vice-Chair Michael Korenberg advised that the Committee approved Terms of Reference for the Board's new Sustainability & Climate Action Committee and adopted amended Board and Committee *Meeting Rules & Practices*, with the exception of rules addressing social media use.

5.1 Sustainability & Climate Action Committee Terms of Reference

Item circulated under the Consent Agenda and was not discussed.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors receives for information: Sustainability & Climate Action Committee Terms of Reference.

CARRIED

5.2 Board and Committee *Meeting Rules and Practices*

Item circulated under the Consent Agenda and was not discussed.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors receives for information: Board and Committee *Meeting Rules and Practices*.

CARRIED

5.3 Revisions to Board Policies and Procedures

Item circulated under the Consent Agenda and was not discussed.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors receives for information: Revisions to Board Policies and Procedures.

CARRIED

6. INDIGENOUS ENGAGEMENT COMMITTEE

Indigenous Engagement Committee Vice-Chair Dr. Charles Menzies advised that the Committee received a presentation from Professor and Canada Research Chair in Okanagan Indigenous Knowledge & Philosophy Dr. Jeanette Armstrong, who spoke about the importance of language revitalization to all BC First Nations, and about the process of developing a province-wide, First Nations language proficiency / fluency degree program. The Committee also received for information an update on Former Youth in Care Tuition Waiver programs.

6.1 Academic Presentation: Indigenous Studies Program, UBC Okanagan

Item circulated under the Consent Agenda and was not discussed.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors receives for information: Academic Presentation Indigenous Studies Program, UBC Okanagan.

CARRIED

6.2 Former Youth in Care Tuition Waiver Programs Update

Item circulated under the Consent Agenda and was not discussed.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors receives for information: Former Youth in Care Tuition Waiver Programs Update.

CARRIED

7. LEARNING & RESEARCH COMMITTEE

Learning & Research Committee Vice-Chair Dr. Charles Menzies advised that the Committee received a presentation from Dr. Sarah Hunt, whose research focuses on Indigenous ways on knowing in the realm of justice.

7.1 Faculty Member Presentation Dr. Sarah Hunt, Institute for Critical Indigenous Studies, First Nations and Indigenous Studies & Department of Geography, UBC Vancouver

Item circulated under the Consent Agenda and was not discussed.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors receives for information: Faculty Member Presentation from Dr. Sarah Hunt, Institute for Critical Indigenous Studies, First Nations and Indigenous Studies & Department of Geography, UBC Vancouver.

CARRIED

8. PEOPLE, COMMUNITY & INTERNATIONAL COMMITTEE

People, Community & International Committee Chair Jeanie Malone advised that she provided the Committee with an update on progress toward review and amendment of the Board's Space Rental Policy including the creation of a joint Senate-Board policy or statement of values with regard to equity, diversity and inclusion (EDI) at UBC: the proposed joint policy or statement will be taken up by a joint Board-Senate working group (draft Terms of Reference to be circulated in April 2020) following conclusion of deliberations of the Senate's academic freedom working group and of an ad hoc diversity and inclusion committee.

Ms. Malone advised that the Vice-President Students presented the vision for Integrated Student Health and Wellbeing (UBC Vancouver) to the Committee, which discussed opportunities for building stronger connections between UBC student health services and provincial healthcare services, and for ensuring that the resources of the VPS portfolio are deployed as effectively as possible. A similar UBC Okanagan-focused student health and wellbeing update will be provided in fall 2020.

8.1 Integrated Student Health and Wellbeing

Item circulated under the Consent Agenda and was not discussed.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors receives for information: Integrated Student Health and Wellbeing report.

CARRIED

8.2 Student Diversity Initiative Annual Report 2018-2019

Item circulated under the Consent Agenda and was not discussed.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors receives for information: Student Diversity Initiative Annual Report 2018-2019.

CARRIED

8.3 Enrolment Annual Report 2019-2020

Item circulated under the Consent Agenda and was not discussed.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors receives for information: Enrolment Annual Report 2019-2020.

CARRIED

9. EXECUTIVE COMMITTEE

9.1 Streamlining Submissions and Presentations to the Board

Item circulated under the Consent Agenda and was not discussed.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors receives for information: Streamlining Submissions and Presentations to the Board.

CARRIED

TERMINATION

Mr. Korenberg expressed the appreciation of the Board for the work of the Administration and for the strategic discussion undertaken at this meeting.

At various points in the meeting, Mr. Korenberg noted that as Governors review material prior to meetings, time allotted to presentations could be shorted to allow additional time for Governors to discuss the information provided and provide feedback. He also asked Committee Chairs to limit their reports to reporting action items.

The following resolution was moved:

IT IS HEREBY RESOLVED that the February 14, 2020 meeting of the Board of Governors is terminated.

CARRIED