



The University of British Columbia
BOARD OF GOVERNORS
MINUTES

Thursday, April 16, 2020
 9:45 a.m. to 12:00 p.m.
 ONLINE VIA ZOOM VIDEOCONFERENCE

<p>Chair Mr. Michael Korenberg</p> <p>Vice-Chair Ms. Sandra Cawley</p> <p>Governors Mr. Lindsay Gordon, Chancellor Dr. Santa Ono, President and Vice-Chancellor Ms. Alison Brewin Mr. Jessie Dusangh Ms. Chaslenn Gillanders Mr. Raghwa Gopal Mr. Max Holmes Dr. Anna Kindler Dr. John Klironomos Mr. Azim Lalani Professor Mark Mac Lean Ms. Jeanie Malone Ms. Nancy McKenzie Mr. Jassim Naqvi Ms. Andrea Reimer Mr. Joel Solomon Mr. Bill Sundhu Mr. Kavie Toor Ms. Nicole Udzenija</p>	<p>Administration</p> <p>Ms. Marcia Buchholz, Vice-President Human Resources</p> <p>Dr. Deborah Buszard Deputy Vice-Chancellor and Principal, UBC Okanagan</p> <p>Dr. Ainsley Carry, Vice-President Students</p> <p>Ms. Robin Ciceri, Vice-President External Relations</p> <p>Ms. Jennifer Kain, Chief Assurance & Risk Officer</p> <p>Dr. Dermot Kelleher, Vice-President Health</p> <p>Mr. Hubert Lai, Q.C., University Counsel (<i>Regrets</i>)</p> <p>Ms. Heather McCaw, Vice-President Development & Alumni Engagement</p> <p>Dr. Ananya Mukherjee Reed Provost and Vice-President Academic, UBC Okanagan</p> <p>Dr. Gail Murphy, Vice-President Research & Innovation</p> <p>Mr. Peter Smailes, Vice-President Finance & Operations</p> <p>Dr. Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver</p> <p>Board Secretary Ms. Karen Hakkarainen</p>
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Board Chair Michael Korenberg called the open session of the Board of Governors meeting to order. He thanked everyone for their flexibility in moving to the videoconference platform for the meeting and welcomed those participating through the livestream. The Board Secretary conducted a roll call and confirmed quorum for the meeting.

Mr. Korenberg respectfully acknowledged that the lands on which UBC campuses are located, and from which Governors and others were joining the meeting, include the ancestral and unceded territories of the Musqueam, the peoples of the Okanagan Nation, and other First Nations.

Mr. Korenberg began by acknowledging the unprecedented situation that COVID-19 posed to UBC and other post-secondary institutions. He noted that UBC is fortunate to be led by a strong and highly-engaged President and executive team who are taking steps to ensure that the University continues to operate and fulfill its academic mission in the midst of this crisis. He noted that on both campuses, faculty, students and staff are impacted by the pandemic and that the Board is committed to supporting the administration in its response effort. He

acknowledge the leadership of Health Minister Adrian Dix and Public Health Officer Dr. Bonnie Henry, who is a UBC faculty member, and thanked governors for agreeing to lighten the agendas for this meeting cycle to allow the administration to focus on the response to the pandemic.

Newly-elected faculty Governors Mark Mac Lean and Anna Kindler were welcomed and introduced. Mr. Korenberg congratulated the three student governors, Jeanie Malone, Jassim Naqvi and Max Holmes, and Okanagan faculty member John Klironomos on their re-elections and thanked them for their continued service. The Board Chair noted that the two staff elected members (Nicole Udzenija and Kavie Toor) were also re-elected and the Board is delighted to have them back.

On behalf of the Board, Mr. Korenberg congratulated UBC faculty members Catherine Dauvergne, Deborah Money, and Paul Cubbon on recent recognitions and awards for their accomplishments.

In his opening remarks, President Ono noted the impact that the COVID-19 pandemic has had on the university, the province and the world, and reported that the UBC community has been informed of the university's response to the issue by broadcast emails and newsletters. The executive, deans, faculty, staff and students have all responded admirably to the global challenge. He noted that the duration and magnitude of these impacts are not clear at this time, there is a need for enhanced testing, and social distancing strategies will need to remain in place for the foreseeable future.

The President noted that the University has moved to online instruction, all but COVID-related research has been curtailed and events on campus have been cancelled to ensure the safety of the community. President Ono noted that graduation celebrations for the class of 2020 have been interrupted and that the world these students are entering post-graduation will be very different than what they were expecting.

The President advised that the University will continue to play a leadership role in research into and possible treatments of COVID-19; UBC has been a top recipient of the CIHR funding and UBC's clinical faculty have been on the front-lines of the response.

A Crisis Management Team (CMT) and an Emergency Operations Centre (EOC) have been established and are meeting daily to triage immediate needs and recommend action to the President.

Working with the presidents of the largest universities of the U15 group and Universities Canada, there have been multiple contacts with federal and provincial government officials to

ensure that governments understand the impacts of COVID-19 on the post-secondary sector. Recently, a request for increased emergency supports and funding for students was submitted to the government and referenced by the Prime Minister in an address on this subject. Advocacy documents for research and innovation and international student supports are also in progress and will be submitted soon to governments.

The President reported that, with support from the province and donors, a student hardship fund has been established; some of this funding has been ring-fenced to support Indigenous students. Additional student bursaries and faculty emergency funding are in development.

The President noted that the university's finances will be impacted by the pandemic and that financial planning and scenario-modelling are underway to test possible responses. Both Senates and the Board will be involved in these decisions which will be guided by these core principles: 1) protecting the academic core mission; 2) looking after the progress and well-being of faculty, staff and students; and 3) being mindful of accessibility and affordability of a UBC education for current and prospective students. Measures being considered include reducing non-essential discretionary spending and delaying capital projects. Any financial supports provided by governments will impact this modelling; that information will be required for making data driven decisions that are not yet possible. Variables are being monitored carefully; May 1st will be an important date in projecting revenue shortfalls.

The President called for flexibility and empathy during these times and noted the commitment of the entire university community in responding to the pandemic.

The Board Chair thanked the President for his remarks and offered the sincere thanks of the Board to all who have been working to respond to the pandemic.

1.1 Approval of Minutes

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approve as circulated the Minutes of the February 14, 2020 meeting of the Board of Governors.

CARRIED

1.2 COVID-19 - UBC Response

Mr. Korenberg introduced Provosts Andrew Szeri and Ananya Mukherjee Reed to begin the presentation on the pandemic responses.

Summarizing the University's response, Provost Szeri noted that the CMT is meeting daily and working closely with the EOC. . Frequent meetings are taking place with Heads, Deans and Senates to answer questions. Working from home will likely continue past April 30, in alignment with advice from the province. Almost all buildings on campus are locked and security of both the physical plant and systems have been prioritized. Decisions will soon be announced about how Summer Term 2 will be delivered and a decision about Winter Term 1 will follow quickly to provide as much lead time as possible to students. There is no plan to change fundamentally the overall mix of program offerings; demand for in-person programs at UBC continues to grow year over year. Work is afoot to provide faculty with greater skills for online delivery and course design.

Thousands of students are still in residence and the Vice-President Students and his team have managed smoothly many changes in housing and dining services. The Registrar is leading work to provide the expanded student financial supports that the President had described. International programs have been curtailed and hundreds of faculty and students have been helped to return home from abroad. Graduate students have concerns about their academic progress and funding shortfalls.

It is unknown when physical distancing can be relaxed, and how much lead time there will be for decisions about returning to face-to-face instruction and research activities. Enrolment planning for Fall is a key concern. So far applications, offers, and acceptances are close to normal with a 6% increase in domestic applicants for the Vancouver campus. There are fewer 1st year international acceptances of offers at this time; however, May 1st is the deadline for acceptance of offers of admissions and more will be known at that time.

Faculty-hiring in progress has been hampered by travel restrictions and lock-downs. A cooling of near-term hiring, and a focus on student employment is being led by the Vice-President Human Resources. The Vice-President Finance and Operations is working to model financial impacts of different scenarios. A continuation of the 2019-2020 budget allocations has been brought forward at this time to the Board and a full 2020-2021 budget will be brought forward for consideration in July, once the financial impact of the pandemic can be better assessed. The Provost thanked the governors for this flexibility and for deferring non-urgent items to future meetings.

Until things return to normal, UBC can play a leadership role among Canadian universities, with COVID-related research, helping to reskill for the recovery and through offering high-quality remote learning.

In the Okanagan, the emergency response has had three parallel tracks. First, a DVC task force on infectious disease and pandemic planning has been created and is now working with the EOC on the Vancouver campus. A student emergency fund has been established with contributions from the province, donors, the student union and the University. An additional \$67K has been raised, with potential to further increase this funding. To date, approximately

900 applications for funding have been received and \$209K has been disbursed. Lastly, it was reported that the summer fee payment deadline has been extended.

Planning for decisions regarding fall enrolments are underway on the Okanagan campus. The Okanagan campus retained domestic enrolment targets and International students already in Canada are accepting offers at a higher rate than previously seen. Working with the provincial and federal governments is key, particularly with regard to immigration and study permits for international students.

The Board Chair thanked both of the Provosts and their teams for their student-centred and careful response. He opened the floor to questions and comments. In response to a question regarding student feedback on the quality of the quick transition to online teaching, it was noted that student evaluations of teaching will be a source of information as to how well the faculty have transitioned to online teaching. Systematic data will be available soon on student perceptions of the transition. It was noted that the Libraries are operational, but physical circulations are not occurring.

Provost Szeri noted that graduate student funding supports are a complex issue as funding packages vary from student to student and comprise funds from various sources. Research curtailment and remote working have significant impacts. Emergency bursary programs are being enhanced to provide resources on a need-based allocation through a rapid-response application. The Vice-President Research and Innovation is looking into potential issues for employees paid from research funds while those activities are curtailed. She noted that her working group is taking a deep look at graduate funding to understand better the need for research funding continuance for students and staff. M. Korenberg encouraged correspondence with the GSS about funding and summer tuition levels.

In response to a question from the Board, the Provosts reported that funding is sufficient to meet student needs.

A question arose as to the assessment solutions in the online learning environment and the extent to which the University was utilizing UBC solutions versus more expensive third-party solutions which may raise privacy concerns. A second question about how different time-zones are being handled with regard to these online assessments was raised. The administration reported that all solutions are subjected to a privacy and security audit to ensure compliance with BC privacy law. Specific advice on this issue is provided to faculty on the teaching.ubc.ca website. The University has purchased 300 laptops to make available for students who are unable to access online study solutions. Research as to the geographical distributions of students and any firewall issues is being undertaken.

A Governor noted concern for faculty and staff in the quick transitioning to working from home, with child care, elder care, financial and relationship stresses to deal with. In response the importance of personal contact was noted. Managers are checking in with their teams weekly, and there is significant daily contact. Zoom is being fully utilized to make sure that connections

among staff are maintained. The Vice-President of Human Resources noted that her office is providing guidance on how to work remotely, with a focus on well-being and mental health supports, not just for employees but also for their families.

It was noted that students needing financial assistance may be hesitant to ask for help, and that it may not be well understood what supports are available. Provost Mukherjee Reed noted that her teams have been working with the student union for guidance as to how to make these processes less stressful. The Vice-President Students report that, in an effort to facilitate access to current information and resources a website has been created as a single repository of information to which students can be directed.

Discussion ensued regarding online work and videoconferencing, noting the need to strike a balance and possible opportunities for utilization of online learning and work in the future. It was noted that resources will be needed to build a more resilient institution and that there is the possibility of positive change resulting from new approaches to work.

A governor noted concern for incoming students who are new to the university environment. The Vice-President Students noted that teams are working on developing online versions for all programs and services to keep students engaged and connected, including Jumpstart, orientation, early alert and academic advising. These will be useful tools no matter what the future holds.

President Ono noted that he is making contact with prospective students through Instagram to create connection and engagement. Further, a “UBC 101” course is being developed to assist students with the transition from Grade 12 into the university environment.

The Deputy Vice-Chancellor closed the conversation, noting the complexity of planning in the midst of so much uncertainty. A gradual return to the new normal and continuing to offer high quality experiences both online and in-person will require a significant investment intellectually and in terms of resources and infrastructure.

Mr. Korenberg thanked governors and the administration for the thoughtful discussion. It was noted that at a future date, a report providing a post-mortem on the University’s response to the pandemic should come forward to the Board.

1.3 Mandate Letter Province of British Columbia Ministry of Advanced Education, Skills and Training

The Board Chair noted that he had spoken to the province and confirmed that the mandate letter was written before the COVID pandemic; nevertheless, the Ministry required signed confirmation and acknowledgement from the Chair.

The Finance Chair noted that the letter mandates the delivery of a balanced budget, however, a complete budget for the 2020/21 fiscal year is not yet before the Board. The President advised

that the University is in communication with the province weekly and they are fully understanding of the need for a delayed budgetary process. The Board Chair noted that the response to the mandate letter will acknowledge the scenario in which we are operating.

It was noted that the letter calls for the adoption of a Gender Based Analysis plus (GBA+) framework in all UBC activities. The Board questioned how this will be addressed at the university. It was also suggested that GBA+ could form part of Equity, Diversity and Inclusion training for the Board so that governors could understand the framework and how to support the institution to implement it. President Ono noted that clarification can be sought in future conversations with the province and the Vice-President Human Resources was asked to follow up with a future report on implementing GBA+.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors authorize the Board Chair to sign, on behalf of the Board of Governors, the 2020-2021 Mandate Letter from the Province of British Columbia, Ministry of Advanced Education, Skills and Training.

CARRIED

2. FINANCE COMMITTEE

On April 6th, the Finance Committee approved three resolutions to recommend to the Board.

2.1 Budget Fiscal 2020-2021

At the April 6th meeting of the Finance Committee, the Administration presented a continuation of the base budget from the previous year. Included were some additional funding items for COVID-19 issues management and multi-year commitments. Funding will be released on an as-needed basis. A full budget for the 2020/21 fiscal year will be brought to the Board for approval in July.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approve:

- i.* continuation of the 2019-2020 base budget allocation;**
- ii.* release of incremental funding for necessary and urgent Category 1 priorities totaling \$36.1 million (UBCV) and \$9.2 million (UBCO) as identified in Appendix 4 of the Budget Summary presentation;**
- iii.* release of \$7.9 million for student initiatives sourced from the domestic student tuition increment;**

- iv. release of up to \$8 million to support priority initiatives to advance the Indigenous Strategic Plan (ISP) implementation (\$2m), Sustainability and Climate Action (\$1 million), and President's Academic Excellence Initiative (PAEI) (\$5 million);**
- v. release of an additional \$15 million (UBCV) and \$5 million (UBCO) as contingency to address unexpected costs that arise from COVID-19; and,**
- vi. deferral of the 2020-2021 budget to a future meeting once assessment of the financial impact of COVID-19 can be completed, with interim updates presented to the Finance Committee as additional information is available.**

CARRIED

The Board Chair thanked the Finance Committee Chair for her leadership.

2.2 Responsible Investment Update Divestment

It was reported that the administration is in agreement with UBC IMANT and satisfied that both the legal opinion presented in February and the financial analysis presented in April justify that the University can move forward with divestment in a manner consistent with the Board's fiduciary obligations.

The Divestment Plus Implementation plan will be presented at the June 2020 Finance Committee meeting. The first steps will be taken even as this plan is being developed. The Board Chair noted that this is a positive step towards the plan for divestment.

The following resolution was moved and seconded:

WHEREAS the Board of Governors has requested legal and financial justification for divestment from fossil fuel companies within its portfolios; and,

WHEREAS UBC, which has received reports from Mantle314, UBC IMANT and Deloitte which are based on research and data that are currently available, found that (i) climate change presents financial risks to long term investment assets; (ii) it is possible to construct a public equities portfolio that lowers emissions and the climate risk profile; (iii) the overall risk of constrained and unconstrained public equities portfolios remains similar although the drivers of risk differ; (iv) returns could be materially different in certain market environments, but should converge over a longer time horizon; and, (v) comparable peers are taking a comprehensive ESG approach to portfolio management,

IT IS HEREBY RESOLVED that the Board of Governors approve the following:

- i. that UBC is committed to assuming a role as a global leader in implementing a comprehensive response to the climate emergency, including the application of ESG investment practices as established by the UN Principles of Responsible Investing (UNPRI);**

- ii.* that the purpose of divestment is to reduce climate change-related financial risk to the endowment through the reduction of carbon emissions and holding of stranded fossil fuel assets;
- iii.* that divestment is only one of the tactics UBC is incorporating into its investment strategy to reduce climate change-related financial risk to the endowment and drive positive change;
- iv.* that in addition to divestment, UBC's strategic approach will include collaboration with like-minded investors and organizations, and leveraging influence to drive positive change - such as shareholder engagement and proxy voting; and,
- v.* that the Administration be directed to create a plan to mitigate these risks, including establishing clear parameters to move towards divestment in an expeditious and financially responsible manner. The plan will include targets for emission reduction, a proposed timeline for divestment, and quarterly updates to the Finance Committee.

CARRIED

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

The Committee unanimously recommended approval of the release of funds for the HR/Finance component of the IRP, and funds for the continuation of work on the Student component. The Committee was advised that continuing this plan for these system upgrades was the most cost-effective option for UBC and that sufficient contingency is in place for the HR/finance program completion. Ongoing monitoring continues to inform financial decision making in this area.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approve:

- i.* a funding release for fiscal year 2020-2021 (FY21) of \$89.1 million, including contingency, for implementation of the Human Resources-Finance (\$69.6 million) and Student (\$19.5 million) components of the Integrated Renewal Program; and,
- ii.* a funding release for fiscal year 2020-2021 (FY21) of \$42.1 million, including contingency, for the Application Ecosystem Program.

CARRIED

3. PROPERTY COMMITTEE

The Board Chair noted that the Committee had unanimously recommended two resolutions as well as other items for information as described on the agenda.

3.1 School of Biomedical Engineering (SBME) Building - Board 1 approval

The Committee was advised that this building is a strategic priority. The Vice-President Finance and Operations noted that the requested funds are a relatively small amount and that the University will be carefully considering how to proceed as finances are monitored in the future.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that, in accordance with the Capital Projects Policy, the Board of Governors grant BOARD 1 approval for the School of Biomedical Engineering Building as follows:

- i. approval of project in principle;***
- ii. approval of preliminary program and schedule;***
- iii. approval of location;***
- iv. approval of preliminary capital budget of \$135,953,000 and operating costs as set out in the Supplemental Materials of this submission;***
- v. approval of the preliminary funding strategy as outlined in the Funding & Financing section of the report;***
- vi. authorization to proceed to schematic design; and,***
- vii. approval of funding release of \$1,500,000 for the next stage of project development.***

CARRIED

3.2 Wesbrook Neighbourhood Plan Amendments

Proposed amendments will allow the University to meet its goals for 20% below-market rentals for faculty and staff as set out in the Housing Action Plan.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approve amendments to the map “Plan of Land Uses P-10” in the Wesbrook Place Neighbourhood Plan, affecting four (4) of nine (9) undeveloped sites in Wesbrook Place as follows:

- redesignating sites for three-storey stand-alone townhouses and two towers as sites for four-storey and six-storey buildings;**
- increasing street massing from five-storey to six-storeys to support more efficient building design; and,**
- consolidating BCR5 and BCR6 into one parcel.**

CARRIED

A governor asked if there is insight for opportunities that emerge for the housing-matching program and if the University is trying to leverage any stimulus with shovel-ready projects. The Vice-President External Relations noted that these conversations are ongoing with governments in this regard. The Board Chair noted that in this context the market reaction may cause the cost of building to drop and the University should be poised to move on such opportunities. He thanked the Property Committee Chair for her leadership.

The Board Chair noted the reports from the Executive Committee, Sustainability and Climate Action Committee, Learning and Research Committee and Indigenous Engagement Committee were listed on the agenda. He asked if there were any questions.

The Chair noted that the Consent Agenda included correspondence to the Board from the Graduate Student Society and two policy matters for Board approval: one amended policy and one new policy. These items were not discussed.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors:

- 1) approve amendments to At-Risk Behaviour Policy SC13 in the form set out in Supplemental Materials effective April 20, 2020; and,**
- 2) that the Board of Governors approve (i) Retaliation Policy SC18 in the form set out in Supplemental Materials effective April 20, 2020; and (ii) assign oversight responsibility for Retaliation Policy SC18 to the People, Community & International Committee.**

CARRIED

In reference to the letter from the Graduate Student Society, the President noted that many supports from the provincial and federal governments focus on domestic students and that the needs for international student support is being emphasized to governments and donors. The Board Chair encouraged the administration to reach out to the presidents of the student societies.

The open session terminated at 11:42 am. The Board Chair thanked those who joined via livestream and wished all health and safety through the COVID pandemic.