



The University of British Columbia  
**BOARD OF GOVERNORS**  
**MINUTES**

**Monday, July 27, 2020**  
**8:31 a.m. to 9:46 a.m.**  
**10:41 a.m. to 11:49 a.m.**  
**VIDEOCONFERENCE**

**In Attendance** Ms. Nancy McKenzie, Board Chair  
Ms. Sandra Cawley  
Mr. Jessie Dusingh  
Ms. Chaslynn Gillanders  
Mr. Raghwa Gopal  
Mr. Max Holmes  
Dr. Anna Kindler  
Dr. John Klironomos  
Mr. Azim Lalani (absent 9:30 to 10:00)  
Professor Mark Mac Lean  
Ms. Jeanie Malone  
Mr. Jassim Naqvi  
President Santa Ono  
Ms. Andrea Reimer (absent from 8:58 a.m.)  
Mr. Joel Solomon  
Mr. Bill Sundhu  
Mr. Kavie Toor  
Ms. Nicole Udzenija

**Regrets** Ms. Alison Brewin  
Hon. Steven Point, Chancellor

**Administration**  
Ms. Marcia Buchholz, Vice-President Human Resources  
Dr. Ainsley Carry, Vice-President Students  
Ms. Robin Ciceri, Vice-President External Relations  
Dr. Lesley Cormack  
Deputy Vice-Chancellor and Principal, UBC Okanagan  
Ms. Jennifer Kain, Chief Assurance & Risk Officer  
Dr. Dermot Kelleher, Vice-President Health  
Mr. Hubert Lai, Q.C., AVP Office of University Counsel  
Ms. Heather McCaw  
Vice-President Development & Alumni Engagement  
Dr. Ananya Mukherjee Reed  
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 Nancy McKenzie called the July 27, 2020 meeting of the Board of Governors to order at 8:31 a.m. She acknowledged that UBC's campuses and the locations from which Governors and others are joining the meeting are located on the traditional, ancestral and unceded territories of the Musqueam people, the Okanagan Nation and other First Nations.

The Board Secretary noted attendance and confirmed that quorum for the meeting was in place.

Ms. McKenzie said that she is honoured to have been selected as Chair of the Board of Governors and is looking forward to working with her colleagues on the Board, the President, and the Administration in their ongoing stewardship of the outstanding and globally recognized university that is UBC. She thanked Governors for their confidence, and expressed appreciation to Vice-Chair Sandra Cawley for her service as Interim Chair through the transition period. Ms. McKenzie thanked former Chair Michael Korenberg for his commitment and contributions to a wide range of initiatives under UBC's strategic plan. President Ono added to her comments, noting that UBC continues to benefit from Mr. Korenberg's tireless work on behalf of the University.

Ms. McKenzie stated her commitment to the key priorities articulated by the Board and UBC Administration including academic and research excellence; Indigenous reconciliation and engagement; equity, diversity and inclusion; sustainability and climate action; and, student, staff and faculty health and wellbeing. She emphasized her support for the values set out in *Shaping UBC's Next Century* (i.e., excellence, accountability, respect, integrity and academic freedom). In addition, she emphasized the Board's commitment to achieving best practices in the areas of transparency, accountability, and governance.

The Chair acknowledged that it is the responsibility of the Board to actively reflect the values of the University in their actions, both individually and collectively. She noted her personal commitment toward ensuring that meaningful action is taken to identify and remove systemic barriers, and noted that the Board and the Administration will complete Equity, Diversity and Inclusion (EDI) and anti-racism training in the coming months.

Ms. McKenzie acknowledged the challenges and uncertainty faced by students, faculty and staff in the current pandemic context, and thanked the faculty and the Administration for the extensive planning conducted over the summer months in preparation for September. She expressed confidence in UBC as a highly resilient and robust institution, and reiterated the Board's commitment to upholding the long-term strategies and potential of UBC while acting prudently in the near-term. The Chair then invited the President to make remarks.

President Ono welcomed Ms. McKenzie to the role of Board Chair. He expressed appreciation for the many contributions of outgoing Chancellor Lindsay Gordon and welcomed incoming Chancellor Steven Point. The Chair echoed this welcome. Implementation of the Indigenous Strategic Plan was noted as a priority for the President and the Chancellor, as well as for the Board of Governors.

The President spoke of planning by the Administration and Faculties to establish detailed safety plans and robust processes for the resumption of academic, research, administrative and ancillary services at the University's facilities, noting that additional details are available in his [weekly updates to the UBC community](#). This planning is informed by direction from Provincial and Regional Public Health Officers, and is focused on the health, safety and wellbeing of students, faculty, staff and the public. The President advised that two UBC representatives sat on the committee that authored the opening plan for the post-secondary education sector.

President Ono expressed appreciation to UBC Administration and staff for their contributions to preparation of the 2020-2021 Budget (to be presented at this meeting), and thanked Governors for granting the additional time required to incorporate COVID-19 financial impacts. He said that the rigorous financial analysis undertaken resulted in a projected deficit of \$225 million for 2020-2021, cautioning that underlying estimates remain subject to considerable variance in areas such as enrolment, residency in student housing, and loss of conference and other revenues. Projections will be adjusted in response to actual results in September and October 2020. Alongside this uncertainty, additional expenditures are required to provide emergency support to students, prepare for online learning and delivery of courses, and implement additional safety measures across both campuses. Discretionary spending is directed toward activities that support the University's core academic mission: learning, teaching, and research.

In response to a request for additional details with regard to the balance of on-campus/online delivery of courses anticipated for Winter Term 2, the President noted that dialogue with Provincial leadership and Public Health Officials is ongoing on that matter and as such he was not yet able to provide those details. The Chair acknowledged the validity of the question, and expressed her confidence that the Administration is endeavouring to provide the requested information as soon as possible.

The President explained that over the previous few weeks, he had met with over 100 individual members of the faculty, staff and students on both campuses who identify as Black, Indigenous or Persons of Colour (BIPOC). An advisory committee will be established to consult further with the goal of recommending strategies by which the University can address systemic racism and provide appropriate resources to elevate those who have been marginalized.

The Chair thanked the President for his comments.

The Chair and the President welcomed Professor Lesley Cormack, who joined UBC as Deputy Vice-Chancellor and Principal of the Okanagan campus earlier in the month. The Chair provided a brief summary of Dr. Cormack's background, including achievements during her previous role as Dean of the Faculty of Arts at the University of Alberta (2010 to 2020). The President added that he looks forward to working with Dr. Cormack to advance UBC Okanagan's strategic plan, which is pivotal to UBC.

The Chair invited Dr. Cormack to make remarks.

Professor Cormack thanked the President and the Chair for their welcome, noting that it is both a privilege and a delight to be joining UBC and to have the opportunity to guide the development of UBC Okanagan over the coming years, in collaboration with the President and the Board. Dr. Cormack noted her interest in the University's commitment to Indigeneity and equity, diversity and inclusion initiatives.. She added that she has been impressed by UBC's response to COVID-19, particularly the emphasis on students and the academic mission.

## **1. BOARD OF GOVERNORS**

### **1.1 Approval of Agenda**

The following resolution was moved and seconded:

**IT IS HEREBY RESOLVED that the Board of Governors approves as circulated the Agenda for the July 27, 2020 meeting of the Board of Governors (open session).**

**CARRIED**

The Chair asked Governors to declare any real or perceived conflicts of interest in relation to items on the open Agenda; none were declared.

### **1.2 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 June 16, 2020 meeting of the Board of Governors (open session).**

**CARRIED**

### **1.3 UBC-UNA Neighbours' Agreement 2020 Amendments & UNA Bylaw Review Update**

**Guests: Richard Watson, UNA Board Chair**

**Bill Holmes, UNA Director and UNA Board Secretary**

The Vice-President External Relations and the Associate Vice-President Campus & Community Planning presented the request to the Board, including a brief overview of the background and process of negotiations, coordinated by the Office of the University Counsel and receiving input from Treasury, Campus & Community Planning and the University Neighbourhoods Association (UNA).

They advised that as a result of those negotiations, UNA bylaws will provide for transition to a fully-elected UNA Board, amending the status of members designated by UBC and the AMS from 'voting' to 'observer'. UBC's oversight of UNA finances is enhanced through requirements for the annual approval of the UNA operating budget, related reserve policies and other financial considerations, including issues related to the UNA's allocation of budget surpluses and deficits.

The role of the current UBC Neighbourhoods Liaison Committee will be formalized through establishment of a UNA-UBC Liaison Committee.

An outcome of recent negotiations between the UNA and the UBC Alma Mater Society was the July 2020 Memorandum of Agreement between the UNA and the AMS. The Agreement sets out steps to be taken to provide alternate channels for student representation. These include adding to the proposed 2020 Constitution of the UNA the following wording: "recognizing the interests of students as an integral part of the University community", and providing a mechanism to allow UBC's appointment of a replacement should a student elected to the UNA Board be unable to complete their term (with at least seven months remaining). AMS-designated members of UNA Board subcommittees and working groups will have voting privileges at those tables, and a joint UNA-AMS advisory committee will be established to advise on issues related to student and community matters.

Governor Holmes noted that he would not support the resolution, citing among his reasons lack of student participation in negotiations between UBC and the UNA, and a perceived lack of support from the University for the value of student participation. The Associate Vice-President Campus & Community Planning pointed out that UBC did not participate in negotiations/mediation between the UNA and the AMS, through which the Memorandum of Agreement was drafted and unanimously supported by both parties.

The following resolution was moved and seconded:

**IT IS HEREBY RESOLVED that the Board of Governors approves the UBC-UNA 2020 Neighbours' Agreement as circulated.**

Abstained: A. Kindler, M. Mac Lean, J. Solomon, B. Sundhu; Opposed: M. Holmes, J. Malone, J. Naqvi

**CARRIED**

At the request of the Chair, the Board Secretary confirmed that as 10 Governors were in favour, the resolution was approved.

#### **1.4 Indigenous Strategic Plan**

The Provost and Vice-President Academic, UBC Vancouver briefly introduced presenters Sheryl Lightfoot, the Senior Advisor to the President on Indigenous Affairs and Margaret Moss, the Director of the First Nations House of Learning presented the Indigenous Strategic Plan (ISP). They expressed appreciation to all who participated in the extensive consultation process.

The presentation referred to the Board of Governors' June 2019 endorsement-in-principle of the vision and the mission of the ISP as an important step toward completion of the University's wider strategic plan, *Shaping UBC's Next Century*. UBC's Indigenous Strategic Plan is the first post-secondary Indigenous strategic framework to address implementation of the *Calls to Action of the Truth & Reconciliation Commission of Canada* (including Call 43 which specifies the *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP) as the framework for reconciliation in Canada), the Calls for Justice delivered in the final report of the National Inquiry into Missing and Murdered Indigenous Women and Girls, as well as BC's *UN Declaration on the Rights of Indigenous Peoples Act*.

A summary of the extensive community consultations undertaken to gather feedback to the Indigenous Strategic Plan was provided. One key engagement with the Okanagan Nation Alliance was delayed by the COVID-19 pandemic and is now underway. Any amendments to the draft Indigenous Strategic Plan that may result will be presented for the Board of Governors ratification.

The results of action prioritization exercises conducted on both campuses were reviewed. It was explained that committee structures will be established to support implementation of the ISP. A sample Performance Measurement Framework was presented to illustrate the guidance that had been provided to Faculties and operational units with regard to measuring progress toward ISP goals. Final definitions of outputs, outcomes and performance measures will be established by Faculties and units as part of the plan's implementation.

In detailing the consultation process, Dr. Lightfoot noted that the ISP was subjected to an unprecedented level of rigour and scrutiny in comparison to other UBC strategic plans (details are available via Indigenous Portal website <https://indigenous.ubc.ca/indigenous-engagement/indigenous-strategic-plan/>). Dr. Lightfoot noted that there is widespread community expectation that the ISP will be endorsed in a reasonable time, with implementation beginning formally on September 1, 2020. Indigenous Engagement Committee Chair, Andrea Reimer, acknowledged that implementation delays have been discouraging. She thanked everyone involved for striving to move forward in a way that honours the contribution of all participants, and encouraged the Board to endorse the Indigenous Strategic Plan at this meeting, pointing to the University's responsibility to contribute to reconciliation and the opportunity for significant progress through implementation of the Indigenous Strategic Plan.

Governors expressed appreciation for the hard work of everyone involved in developing the Indigenous Strategic Plan, and for the collaborative and consultative process through which the Plan was developed.

Governors asked about the involvement of Indigenous students in the ISP's proposed and existing governance structures (such as for the First Nations Longhouse, which is currently revising its Terms of Reference), and were advised that as engagement with student government and other representative groups continues, it is anticipated that additional access points for student engagement will be identified.

The contribution of UBC's host Indigenous communities was acknowledged; consultation with those First Nations will continue as the Plan is implemented. The Administration was encouraged to include non-Indigenous faculty, students and staff in implementation as well, with the goal of fostering a broad sense of responsibility for ISP implementation.

Dr. Lightfoot advised that any revisions to the Indigenous Strategic Plan arising from ongoing engagement and consultation will be presented to the Board of Governors (through the Indigenous Engagement Committee) for discussion and ratification; the first of these amendment approval requests is anticipated to be brought forward in September 2020.

The following resolution was moved and seconded:

Whereas the Indigenous Strategic Plan is an important high-level plan for UBC and critical to UBC's aspirations to align with the TRC's Calls to Action and the BC government's *Declaration Act*;

Whereas valuing and prioritizing the quality of relationships is an integral value for both UBC and the Indigenous Strategic Plan;

Whereas the Board of Governors recognizes that respectful community consultation and meaningful involvement in decision making by UBC Senates on the Indigenous Strategic Plan Draft 2.0 is an important part of building quality relationships;

Whereas the current pandemic situation has delayed consultation on the Plan with key constituencies and subsequent opportunity for full consideration by the Senates; and,

Whereas the Board of Governors recognizes that consultation on the Plan must be completed prior to endorsement and implementation of the Plan by the Board and the Senates,

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

- 1. endorses in principle Indigenous Strategic Plan 2.0;**
- 2. commits to write a letter to the Senates outlining the nature of pandemic-related challenges and the reasons why the Board has taken this extraordinary approach to endorsement of the Plan prior to full consideration by the Senates; and,**
- 3. commits to bring back for ratification subsequent revisions to the Indigenous Strategic Plan that may be an outcome of final community consultations and consideration of the Plan by the Senates.**

**CARRIED**

### **1.5 UBC Alma Mater Society (AMS) Student Fees**

There was no discussion of this item.

The following resolution was moved and seconded:

**IT IS HEREBY RESOLVED that the Board of Governors approves a reduction in the Commerce Undergraduate Society student fee for the 2020-2021 academic year, as requested by the UBC Alma Mater Society.**

**CARRIED**

### **1.6 UBC Emergency & General Bursary Update**

The briefing was received for information and was not discussed.

### **1.7 Preparations/Support for Transitioning Online Learning and General Campus Safety**

The briefing was received for information and was not discussed.

### **1.8 Correspondence**

Correspondence was received for information and was not discussed.

## **2. FINANCE COMMITTEE**

Finance Committee Chair Nancy McKenzie advised that the Finance Committee met on July 20, 2020 to receive the Administration's 2020-2021 Budget recommendation.

At that meeting, the Finance Committee approved a number of resolutions:

- Request to Waive Tuition Collected as a Continuing Fee in Extenuating Circumstances for Programs with Tuition Instalments
- Tuition Instalment Schedule Revision for the Master of Architecture (M.ARCH.) and the Master of Landscape Architecture (M.L.A.)
- UBC AMS Athletics & Intramural Fee for 2020-2021 Academic Year

Also on July 20, 2020, the Finance Committee received for information:

- a briefing on the Exemption of Distance Courses from Student Fees
- Correspondence from the GSS and AMS with regard to the Request to Waive Tuition

The Chair invited Governors to ask questions about these items; no questions were raised and there was no further discussion.

The Board moved into closed session at 9:46 a.m. Upon returning to open session, the Board resumed its discussion at 10:41 a.m. with Agenda Item 2.1, the 2020-2021 Budget approval request.

## 2.1 2020-2021 Budget

Board and Finance Committee Chair Nancy McKenzie acknowledged the significant financial impact of the COVID-19 pandemic on UBC, the challenges associated with planning and with the development of an accurate budget at this time, and the significance of the projected \$225 million deficit. She advised that the Administration will refine enrolment and student housing occupancy estimates as actual results become known through September and into October 2020. The Chair noted the importance of taking a long-term view of fiscal management through the current crisis to ensure that UBC maintains its position as a global leader in learning, teaching and research.

Ms. McKenzie advised that the Finance Committee forwarded the resolution with a recommendation for approval; two Finance Committee members voted against supporting the budget on July 20, 2020, pending provision of additional information requested at that time.

At the invitation of the Chair, the Vice-President Finance & Operations presented the approval request to the Board. He reviewed the guiding principles to which the Administration has committed. His presentation provided a high-level review of February 2020 and July 2020 financial projection comparisons, scenario analysis results, areas of ongoing uncertainty (such as ancillary revenues), and of the budget planning process including identification of risks and mitigation strategies. The Administration has implemented some mitigations such as curbing of discretionary spending, and additional mitigations will be implemented as forecasting certainty increases.

He explained that while UBC is able to manage the impact of the pandemic on the University, it will not be possible to fund all initiatives planned in March 2020. Some centrally-funded initiatives will most likely be postponed. Incremental strategic allocations were made following Board approval in April 2020 and the Administration is otherwise redirecting resources to the University's COVID-19 response. No further allocation of incremental operating funds is planned pending a long-term assessment of actual COVID-19 budget impacts. In response to a question regarding the \$2.8 million doctoral tuition award, the Provost and Vice-President Academic, UBC Vancouver confirmed that the initiative will continue post-COVID.

The Vice-President Finance & Operations thanked UBC Finance staff on both campuses for their contributions to budget planning during this challenging time.

The Provost and Vice-President Academic, UBC Vancouver advised the Board that an additional \$36.2 million is available for student financial aid in comparison to the 2019-2020 budget (approximately 37% more than the previous year), including additional emergency bursaries and scholarships for international students. Additional resources to support online teaching and learning include repurposed central funding, net new central investments, and repurposed and net new investments by the Faculties. Should there be a need for additional resources in respect of Winter Term 2, the Administration will return to the Board of Governors with a proposal for discussion.

The September 2020 financial update will reflect enrolment, student housing and other data as additional information becomes available in the coming months.

The Board's 2019 decision to allocate \$7.9M incremental tuition revenue to student-facing priorities was raised, along with the question of reconsidering whether those funds (\$6.8 million to UBC Vancouver, \$1.1

million to UBC Okanagan; allocation decisions guided by the AMS, the GSS and the UBCSUO) would better serve students and the University if redirected to urgent priorities triggered by the pandemic. The Vice-President Students provided a brief summary of recommendations brought forward by student groups, noting that the first proposal from UBC Vancouver students, which involved the creation of an endowment to address affordability issues, was not accepted by the Board of Governors, who had asked students to consider options for more immediate use of the funds. The current proposal for use of funds on the UBC Vancouver campus comprises a contribution of \$1.7 million toward a \$5 million immediate and emergency student aid fund, \$1.3 million to the UPass program, and \$3 million toward capital projects. The remaining \$1.3 million will be targeted toward emerging student needs. Work-learn programs were raised as a potential area for immediate support, and the Vice-President Students pointed out that opportunities for student employment will be created by planned capital projects. He added that \$3 out of every \$5 has been directed to immediate COVID-19-related needs.

Responding further to the issue of lost student employment opportunities (and in some cases, an associated loss of housing), the Vice-President Students said that the Administration has been proceeding from the perspective that student financial aid is the most effective way to assess and address student need. He added that funds remain available for current and future work-learn opportunities; work-learn employers have been encouraged to modify positions for remote work where possible and many have done so. The Provost and Vice-President Academic, UBC Okanagan noted that on that campus, all Faculties have expanded Teaching Assistant numbers and considerations of ways to create student employment opportunities were front and centre as programs were designed.

The Board Chair asked the Vice-President Students to explore with the student societies whether the anticipated benefits of planned capital projects are sufficient in the COVID-19 context to offset the potential to address immediate student financial needs, and to consider how best to allocate the remaining funds to further mitigate student-related COVID impacts. A written summary of final allocation decisions will be provided for the September 2020 meeting of the Finance Committee.

In response to a question regarding funding for the commitments set out by the President in his June 1, 2020 *Together against Racism and Injustice* letter to the UBC Community, the Provost and Vice-President Academic, UBC Vancouver advised that the budget includes dedicated funding for implementation of the Inclusion Action Plan and additional funding will be provided if required. An advisory group will be established to quantify expenditures related to initiatives announced by the President; those will be accommodated in the budget as information becomes available. The Vice-President Finance & Operations added that distributed funding held by Faculties and Administrative portfolios will also contribute to in-unit education and training.

Concerns about the sufficiency of funds budgeted for student financial aid were raised, along with the potential for additional application barriers should the process become more competitive due to the restricted availability of funds. The Board was advised that current budget projections are based on feedback from UBC Enrolment Services Advisors, through which student concerns and questions have largely been directed. A contingency fund of \$15 million was established to respond to COVID-19-related concerns over the summer months, and additional funds will be made available over the 2020-2021

academic year if required to address reduced contributions from tuition revenues. The Chair confirmed the Board's commitment to the first of the principles guiding the Administration during budget planning, to "[s]upport the long-term health and wellbeing of students, faculty, and staff above all other considerations", and asked the Administration to ensure that sufficient funding is provided for student aid.

The Board was advised that the entire UBC budget has been reframed to reflect the framework of *Shaping UBC's Next Century*, with the result that all budgetary investments are directed to strategic priorities of the University, with the exception of some amounts directed to specific line items like pilot projects and support for implementation of other UBC strategic plans.

Additional information about support for remote instruction and the creation of supportive learning environments was requested. The Board was advised that the summary slide provided at this meeting is intended to provide a preview in preparation for additional discussion in September 2020, at which time further details will be available, along with details of current and planned infrastructure investments arising from the University's response to the pandemic. Work is ongoing to engage international students in planning for redesigned courses that will attract and appropriately support distance participation. Governor Holmes said that information provided at this meeting did not sufficiently address his ongoing concerns about financial and academic supports for students.

Governor Mac Lean asked the Administration to consider financial impacts of self-isolation requirements on international students and subsequent impacts on research grants, as well as on availability of TAs, many of whom are international graduate students. Provost Szeri undertook to do so. He advised that 400 self-isolation units have been set aside for isolating international students, and off-campus options at favourable rates are also available. Costs associated with food delivery and other support services will be borne by users.

The Chair acknowledged the anxiety associated with approving a deficit budget in a context of ongoing uncertainty, noting that the Administration will provide regular updates to the Board as these uncertainties are resolved. She expressed confidence that the principles upon which budget decisions are based will guide the Administration and the Board in the right direction to support UBC's ongoing success.

The following resolution was moved and seconded:

**IT IS HEREBY RESOLVED that the Board of Governors approves the 2020-2021 UBC Budget.**

Opposed: M. Holmes, J. Malone, J. Naqvi **CARRIED**

### **Adjournment**

There being no further business, the Chair adjourned the open session at 11:49 a.m.