



Chair Ms. Nancy McKenzie

Vice-Chair Ms. Sandra Cawley

In Attendance Hon. Steven Point, 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
Mr. Jassim Naqvi
Ms. Andrea Reimer
Mr. Joel Solomon
Mr. Bill Sundhu
Mr. Kavie Toor
Ms. Nicole Udzenija

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., 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

A. Board of Governors

1.0 Opening Remarks

Board Chair Nancy McKenzie called the open session of the meeting to order at 8:40 a.m. and thanked those joining the meeting by video conference as well as those watching on the live stream. She respectfully acknowledged that the lands on which the UBC campuses are located and from which governors and others are attending today include the unceded ancestral territories of the Musqueam, the peoples of the Okanagan Nation and other nations.

The Board Secretary reviewed attendance and confirmed quorum before the meeting proceeded.

The Board Chair extended a very warm welcome back to returning students, faculty and staff, and a special welcome to those who are new to UBC this September. She acknowledged that the circumstances under which new students are welcomed to UBC this year are highly unique and noted how inspiring it has been to see how quickly and effectively the University has pivoted towards this new reality. Whether in the classroom, in orientations, in ceremonies, in all the work that supports the University, the community has come together to continue UBC's critical academic purpose in amazing new ways. The level of dedication and passion from all faculty, staff and students has been evident and profound. On behalf of the Board, she expressed deep gratitude, particularly to the faculty and staff who put in heroic efforts over the summer months to convert the curriculum to an online format.

She noted that the day's meeting would begin with presentations from the student executives of the Alma Mater Society (AMS), Graduate Student Society (GSS), and Okanagan Students Union (SUO) outlining their priorities for the upcoming year. The Board Chair expressed appreciation to the students for the time that they had taken at the start of the academic year to prepare these presentations.

The Board Chair noted that the Board taken steps to ensure that considerations of equity, diversity and inclusion are at the forefront as it carries out its business. The Board had recently received unconscious bias training and would soon be receiving equity, diversity, and inclusion (EDI) training from Dr. Malinda Smith, a nationally recognized leader in this area.

She acknowledged the official launch of the University's Indigenous Strategic Plan on September 14th wherein a ceremony took place at the Reconciliation Pole and virtually, with many dignitaries speaking and expressing their support for this plan. In attendance were Chiefs, Grand Chiefs, as well as high-level representatives from the United Nations, the Truth and Reconciliation Commission, the Missing and Murdered Indigenous Women and Girls Inquiry. Speakers also provided very sage advice about implementation. She expressed deep gratitude to Drs. Sheryl Lightfoot and Margaret Moss for their leadership and bringing this plan forward. This plan is the first of its kind in the world, and will be the framework through which UBC can provide leadership in moving towards real, lasting and meaningful reconciliation with Indigenous Peoples.

Each meeting, three scholars of notable distinction at UBC are recognized. This cycle, all three of our honorees are from the Okanagan Campus. In the research category Cigdem Eskicioglu is honoured. She is a Professor in the School of Engineering and a globally recognized researcher in Civil and Environmental Engineering. Her research focuses on biological processes that produce cleaner wastewater by products for pollution prevention, bio-energy maximization, and resource recovery from organic waste. She was named the 2020 UBC Okanagan researcher of the year, and Ensor awarded her with an insert Metro Vancouver Industrial Research Chair in resource recovery from wastewater.

In the teaching category, we recognize Sheila Epp, an Associate Director and Associate Professor of Teaching in the School of Nursing. The Association of Nurses and Nurse Practitioners of BC has awarded Ms Epp with the BC Honors in Excellence for Nursing and Excellence in Nursing Education. She led an innovative redesign of the Okanagan's four-year Bachelor of Science in Nursing curriculum. This curriculum innovation has been fully embraced by faculty, and has been highly commended by external reviewers at the provincial and national levels as innovative and transformative. This new undergraduate curriculum has also been recognized by many other schools of nursing in Canada.

In the service category, Professor Kasun Hewage from the School of Engineering is recognized, who which is the Fortis BC Smart Energy Chair, and was awarded the Walter Shanley Award from the Canadian Society of Civil Engineering. The Shanley award recognizes outstanding contributions by a civil engineer to the development and practice of construction engineering in Canada. He is directing the UBC Okanagan Lifecycle Management laboratory, which is the only such laboratory in Canada. His research team has been assisting many municipalities and neighborhoods to improve energy efficiency in the existing and plant buildings and neighborhoods identified by economically and environmentally feasible waste to energy options, smart technologies and optimal energy sources.

The Board Chair announced that nine UBC faculty members have been selected for induction into the Royal Society of Canada. These include the following seven who were selected for induction as fellows:

- Dr. Jinhua Chen, Professor in the Department of Asian Studies
- Dr. Ara Norenzayan, Professor of Psychology
- Dr. Mark Halpern, Professor in the Department of Physics & Astronomy
- Dr. Scott Hinch, Professor of Forest & Conservation Sciences
- Dr. Leonie Sandercock, a Professor in the School of Community and Regional Planning
- Dr. Alla Scheffer, Professor of Computer Science
- Dr. Amanda Vincent, a Professor with the Institute for the Oceans & Fisheries

There were also two UBC faculty members selected for induction as members of the College of the Royal Society of Canada. Dr. Abbas Milani of the School of Engineering at UBC Okanagan and Dr. Catherine Winstanley, Professor of Psychology. Members of the College are Canadians and permanent residents who at an early stage in their career have demonstrated a high level of achievement. To these distinguished faculty members, and the others who, whose academic contributions have been recognized recently, we offer our recognition and appreciation.

The Board Chair noted that she is working with the Secretariat to propose some readjustments in Committee membership for the upcoming cycle. These changes aim to re-balance workloads as well as to ensure that we have representation from both campuses, and from elected and appointed members at each of the committee tables going forward. On behalf of the Board, she congratulated President Ono on his well-deserved reappointment through to 2026. The Board Chair noted that UBC is extremely fortunate to have President Ono at the helm and we all look forward to working closely with him in the years ahead. The President thanked the Board Chair for her remarks, noting that he is also looking forward to working with all the Governors in the entire university community on both campuses moving forward.

The President provided an update with regard to commitments he had made earlier in the year to address systemic racism and bias not only on our campuses, but also in the province and around the world. The Equity and Inclusion Office has been working closely with the Vice-Presidents to prioritize a number of actions for implementation not only this year, but for the years to come. Over the past couple of months, the President has met with over 100 individuals, including faculty, staff and students from a number of different groups. Prominent among those groups are the Black Caucus, and the UBC Asian community, as well as the Indigenous Faculty Caucus. He thanked former Governor Charles Menzies for helping with these efforts. He noted that the two Provosts have set diversifying the professoriate as a key priority, and are working with their respective Deans to put appropriate resources and supports in place. Several Deans have come to the President with ideas that will be shared over the rest of this year. He thanked the Provosts, the Deans and the faculty, staff and students for their involvement in a myriad of different activities to support this institutional objective. There are a number of initiatives that that are now mobilized, involving all of the members of the community to move this initiative forward. In terms of students, the President noted he is committed to looking into about new scholarship opportunities and has been working with the Vice President for Development and Alumni Engagement on this.

The President explained that better data will be foundational to support these initiatives. Across the University community there are variable qualities of data on our faculty, staff, or students. The University has made a commitment to develop much better datasets so that we can measure progress. The President noted that he

had promised the Board Chair to articulate measurable targets so that progress can be tracked in terms of all of his priorities, and measuring the progress of our anti-racism efforts is of particular importance. The Equity and Inclusion Office is launching a new Employment Equity and Inclusion Survey in November of this year, and this will include additional demographic questions to help us to better understand the diversity of the community. The President will be asking all leaders across the institution to champion the completion of this survey by their colleagues. The Equity and Inclusion Office is also working with Enrolment Services and PAIR to better collect data on our students. The Board will be updated as these initiatives progress.

The President noted that a review of campus security will be launched shortly. Several months ago, had been incidents on campus that raised concerns in the community about campus security. As a consequence, there are now have three proposals that have been received for this review and the University will be announcing the selection of the review committee shortly. Additionally, the Office of the Vice President Finance and Operations is seeking proposals for a full training program for campus security. Conversations with the RCMP have raised the possibility of some shared training opportunities with an equity focus. A new webpage will be launched that will serve as a hub for tracking progress made toward fulfilling the President's commitments.

The President then spoke about COVID-19 and safety and the rising number of cases. He reiterated the steps taken to ensure that we remain safe. A new mandatory mask policy came into effect last week and the response has been generally positive. The President reported that he had observed an increase in the number of individuals wearing masks not only indoors but even outdoors. The President in his weekly updates had stressed the need for all members of the UBC community, faculty, staff, students and visitors to follow all Provincial guidelines including maintaining safe distance from people outside one's social circle or bubble, frequent and lengthy hand washing, and avoiding large gatherings. He emphasized staying at home when feeling sick, and contacting public health officials. The President noted that University's COVID-19 protocols include physical distancing protocols, updated signage across both campuses, orientations, heightened personal hygiene standards and messaging, heightened cleaning protocols, closure of many communal and common residence spaces, and bans on large in person community events and activities. Campus security and the RCMP will be monitoring adherence to bans on large in person community events. He thanked members of the Board who had provided valuable recommendations and suggestions for UBC's COVID-19 response, noted that his administration remains open to suggestions. The President concluded his remarks by thanking everyone for complying with UBC's COVID-19 guidelines.

The Board Chair noted a number of housekeeping items and protocols for the videoconference before moving to the adoption of the agenda.

1.1 Approval of the Agenda

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approves as circulated the Agenda for the open September 22, 2020 Board of Governors meeting.

CARRIED

1.2 Minutes of the Previous Meeting

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approves as circulated Minutes of the July 27, 2020 open Board of Governors meeting.

CARRIED

1.3 Student Society Presentations

Presenters: **Ali Poostizadeh, SUO President**
 Taylor Dotto, SUO Vice-President External
 Cole Evans, AMS President
 Georgia Yee, AMS Vice-President of Academic and University Affairs
 Kimani Kirangu, GSS President
 Nicolas Romladi, GSS Vice-President of University and Academic Affairs

The Board Chair welcomed the executives of UBC's three student societies, the Okanagan Student Union or SUO, and the AMS and GSS.

The SUO presentation focused on issues that the Okanagan student union would the Board to prioritize and the presenters committed to working with the Board on moving these issues forward. The three main priority areas outlined were 1) campus quality, which includes capital growth projects and accessible services; 2) sustainability, which is very deeply rooted in cross-campus collaboration; and, 3) affordability and the impact of the pandemic has had on students.

They highlighted survey results showing that 56% of students believe that there are adequate recreational opportunities on the Okanagan Campus, while only 27% believed that there are adequate study spaces. Only 19% of respondents felt that their tuition adequately reflected the study space at UBC Okanagan, and 63% of students said that lack of study space had negatively affected their academic performance. In addition, 62% of surveyed students at UBC Okanagan felt that UBC valued students on the Vancouver campus more than the Okanagan.

The growth of the Okanagan Campus and its population has not been matched adequately in the growth of spaces resulting in deficits in nearly every aspect, whether for recreation or academic activities. For the same tuition a student in Vancouver will be within walking distance of tennis courts, the aquatic center, significantly more study space as well as several gardens and museums; these non-academic facilities are essential to the student experience.

On the topic of sustainability, the SUO has banned the sale of single use plastic bottles and all of its businesses, is happy to work with the University towards sustainability goals, and fully supports the implementation of the Climate Emergency Task Force recommendations. These recommendations need to be fully-funded as students need to see immediate action to address the rapidly accelerating climate crisis. The presenters cautioned UBC not to underestimate the commitment of Okanagan students in these processes. In order to ensure quality across the campuses for sustainability initiatives, they requested funding to support the creation of a climate hub on the Okanagan Campus. As a leading institution in sustainability, UBC has an obligation to its students and their communities to act responsibly and quickly in order to effectively address climate change.

On the topic of affordability, presenters reported that 31% of survey respondents at UBCO reported that they would be at least \$20,000 in debt after graduating and 17% were not sure if their financial situation would permit them to return this September. Prior to the pandemic, 54% experienced hardship purely due to the cost of tuition and 39% stated that these financial hardships severely hinder their education. The pandemic has only exacerbated the hardship that students are facing and has put students out of work deeply affected their family finances, put international students through significant financial hardship as a result of travel restrictions and the fast pace of the pandemic and has left many of our students uncertain of their future. Presenters asked the Board of Governors to hear their request for tuition increases to be paired with a

demonstrated empathetic and effective approach to affordability in order to ensure that none of our students fall through the cracks, especially during this very challenging time. They thanked the Board for the opportunity to present and reiterated their commitment to working very closely with the board and collaboratively to build UBC Okanagan. The Board Chair thanked the presenters for their thoughtful presentation before welcoming the joint presentation from the AMS and GSS.

President Cole Evans began, noting the pride that the AMS takes toward its working relationship with the university. The AMS represents over 57,000 members and is the largest independent student society in both Canada and the United Kingdom with an annual budget of around \$30 million and 400 subsidiary student groups. The expansion of the Sexual Assault Support Center expansion is a key priority for the upcoming year, as is COVID-19 support. By the end of this year, the AMS will have, in coordination with UBC, created over \$5 million worth of student aid. The AMS has been ensuring they are able to continue to operate critical services like the Food Bank, SafeWalk and peer supports. The Nest is open and there are a lot of amenities for students there. In the realm of government advocacy, the AMS been effective in ensuring including significant support in the provincial budget for those from marginalized communities.

Kimani Karangu, President of the GSS, spoke about the Society's recently formed anti-racism taskforce. He spoke of the new GSS logo, a symbol of reconciliation between the GSS and the Musqueam Nation. GSS leadership calls for a university that has a zero-discrimination culture towards minority groups. This is not in any way going to be an easy task, but through a strong consistent and collective effort a positive impact will be made. On June 15, 2020 the GSS Executive released a statement making a clear stand against racism and discrimination on campus. Experiences that Black, Indigenous, and Students of Color (IBPOC) have related are worrisome; however, the campaign and engagement that are being put forward can assist toward defeating these issues.

Some of the areas that the Task Force is focusing on are housing, admission, funding, policies, curriculum, practices on campus, and police and security. The motivating question of the Task Force is 'what can be done to ensure that IBPOC students feel they belong to the University of their choice?' A list of recommendations will be brought forward that will potentially change the culture of the University for the better.

Cole Evans then described the six interwoven priorities of the AMS and GSS for the upcoming year: 1) student wellbeing; 2) accessibility; 3) equity and inclusion; 4) climate emergency; 5) affordability; and 6) capital prioritization. Work towards climate justice includes work towards racial and economic justice, and working towards affordable and accessible services prioritizes the well-being of UBC students. The unprecedented shift toward online learning during the pandemic is an opportunity to redefine accommodation and build inclusive learning spaces, and to rethink how educational systems can be made more accessible.

Taking a proactive and holistic approach to health and wellbeing is another priority. In response to a survey launched in June, students overwhelmingly responded that the pandemic has negatively affected their mental health. Additional mental health resources that can be accessed remotely and asynchronously are essential for students. The students commended the University leadership on implementing a mandatory masking policy and providing non-medical masks to the community. They noted the need to build compassion and understanding into learning environments and social spaces. An alarming 9% of students reported having experienced discrimination and this has intensified for some during the pandemic. The structures that uphold this kind of racism and discrimination need to be dismantled.

The AMS and GSS are working with the Provincial and Federal governments to provide better support and funding for students and post-secondary institutions. The presenters noted their appreciation of the work that

the Board has done around responsible investing and encouraged the Board to continue to work toward full divestment across all asset classes by 2025. The student executives noted that COVID-19 has presented opportunities for future planning around projects that are community based, and projects that advance racial, economic, environmental and social justice. Students need to be included in those conversations.

With regard to capital project planning, the presenters emphasized that student-focused infrastructure should be prioritized. The Stadium Road Neighborhood project is an area of significant interest; the student groups support this development being as high density as possible to allow for greater rental ability for students as well as for faculty. Student groups have been working closely with the Vice- President External Relations' office on how the AMS can support UBC in advocating for the extension of the Skytrain to campus.

The next topic discussed was affordability, including tackling food security, financial aid, housing, affordability and reimagining Career Development at UBC. AMS survey results show that 47% of students who face financial hardship and live and live farther away from campus say this is due to housing costs. At the same time, 44% of students surveyed state that they have worried about running out of food. It is important to sustain and continue increasing the amount of financial aid and reduce the barriers involved in accessing financial aid, particularly for international students. Student presenters advocated for a reimagining of work-integrated learning in the context of major economic recession and students facing an unstable workforce upon graduation.

Nicolas Romuladi spoke specifically about graduate student affordability, which is a high priority for the GSS. Affordability is tightly linked to food insecurity, to housing security and to student well-being. Making education affordable, lessening the financial pressure in students' lives allows them to have more time to dedicate to their studies. It hurts the University whenever a student is forced to dedicate their time to work outside of the University. He implored the Board to make a commitment to ensure that no graduate students live below the poverty line.

The AMS President concluded the presentation noting appreciation for the incredible and immersive, online Imagine UBC orientation experience that was held despite COVID at the beginning of the year. The main event drew over 10,000 unique visitors, over 75,000, unique booth visits, as well as over 12,000 video conference participants and almost 3500 chat messages. This would not be possible without the partnership between students and the University. The AMS and GSS are excited to continue their close working relationship with the Board of Governors and the Administration. The Board Chair expressed thanks to the student executives for their excellent presentations and for highlighting the collaborative relationship that the Board has developed with all of the student associations before opening the floor to questions.

The Board engaged in discussion related to the presentations, including:

- The Properties Committee addressing the shortage of study space in the Okanagan.
- Concern was expressed about the survey results revealing that Okanagan students feel that UBC values the Vancouver students more and the SUO representatives were asked for a possible explanation of those feelings. SUO representatives noted that the qualitative comments gathered in their survey revealed that factors include shortage of study space, amenities and recreation, and that the Vancouver Campus is significantly more developed with more academic opportunities with the same tuition charged across both campuses. Okanagan students do not think that they are having same level of a university experiences as they would in Vancouver.

- The Deputy Vice-Chancellor acknowledged these concerns noting that two new residences, which also include study space, are in progress. One of them nearing completion, the other will be finished later in the year. The new ICI building underway will be a significant increase, not only to teaching and research space, but also for study space. The Okanagan Campus grew very fast and is now catching up to itself. The Vice-President Students noted shared advocacy for student priorities between the two campuses. There are some inequities that can be fixed immediately, simply by removing the structural barriers around the geography of the two campuses. In the current highly virtual circumstances it is easy to share counselors and other resources across campuses in new ways.
- A desire for the Board to work harder on the affordability issue, which is also a priority in the Government's mandate letter. It was questioned how the GSS Anti-Racism Taskforce fits into the Inclusion Action Plan and the Employment Equity Plan so that it can work along with institutional processes that are underway. The President first responded to applaud the GSS on this outstanding work. He has met with the Task Force and will ensure that it receives the support of the University.
- Gratitude to the students for their excellent presentations, and a suggestion that the Board hear from the students more often to enable deeper consideration of their submissions. These are very important issues that go to the heart of why Governors are here.

1.4 Approaches to Remote Learning

The Board Chair introduced three video vignettes for the Board to watch in respect to the transition to online learning. The videos feature interviews between President Ono and [Governor Mark McLean](#), who is a Professor of Teaching in Mathematics; [Simon Bates](#), who is a Professor of Teaching in Physics & Astronomy, as well as the Vice-Provost Teaching & Learning; and, [Claudia Krebs](#), who is a Professor of Teaching in the Faculty of Medicine. The President noted that these are just a few examples of extraordinary faculty on both campuses who are making extraordinary teaching innovations during the pandemic.

Professor Mark McLean spoke about the technology of the lightboard in his video, noting it as a great interface between the analog world and the digital world. Through studios over the summer, he and colleagues had become technically proficient, while also engaging in pedagogical conversations.

Dr. Simon Bates spoke about the use the online tools to generate a sense of student engagement, student community, and involvement. In his first-year course he is exploring using digital tools to engage students face to face in synchronous sessions such as clicker questions that challenge students to understand the material and to engage with it deeply. The vast majority of courses were designed for the face-to-face experience and faculty are working tremendously hard to redesign them for the online environment. He is using a technique where students write their assessment questions themselves.

Dr Claudia Krebs is teaching Anatomy which it typically a dissection course. Without access to the dissection lab, an alternative was required. Dr. Krebs had already been working on creating a virtual anatomy lab to give students access to specimens into study opportunities. When COVID hit they scaled-up the project. The learning for medical students in the lab is transformative experience, in which they learn morphology, respect for humanity, respect for donors.

The Board Chair thanked the President and the three Professors of Teaching. She noted that there are several more similar videos that will be made available to everyone. She then turned to the Provost and Vice-President Academic of the Okanagan for comments, who also noted the care and passion that faculty have for students.

On the Okanagan Campus, two town halls were held bringing a number of faculty members and students together to talk about how they would organize things like assessment, small classes, large classes, science labs, and so on. Those videos ([1](#), [2](#)) will be shared along with the other links.

Governors discussed the videos and presentation, including:

- Discussion of how data can be collected in Term 1 about the transition to online to learn how affected students have been affected. Professors are doing amazing work to transition to online, but the time commitment required for students to complete the assignments and assessments needs to be considered. Some students are reporting having to work harder and professors are trying their best to create an online environment that is just as good as the in-person environment. Student experiences, workloads and stress-levels need to be better understood.

Simon Bates responded that they are working with the AMS to think about how to use mid-course student surveys. These informal check-ins halfway through a course allow student feedback at a time when it's still possible to make some tweaks and changes to the course in progress. Encouraging that practice is one strategy, as it is perhaps more valuable now than. There will be communications with faculty over the coming weeks to help prepare best for Term 2 with what has been learned.

- Governor Mark Mac Lean spoke about the depth of thinking going into teaching in a space that many faculty feel like novices within. He is observing rich conversations between faculty members, and students about the experience as it is developing, and how people are adapting. Understanding the amount of work is key, but also the anxiety for everyone involved. He noted appreciation of IT staff and the speed of their response. The work in the Emerging Media Lab to bring these augmentations to learning will have benefits far beyond the impact of COVID.
- Technology supports (for example wi-fi) and concerns about those who lack sufficient resources to support their studies. The pandemic will likely be with us for a while, so broadband access needs to be considered going forward. Registrar Kate Ross noted that based on admissions data, the demographics seemed quite similar for new students; this will be clearer when the Enrollment Report is completed and presented to the Board in February. She noted concerns about the coming academic year and attention will need to be paid to certain student populations, such as Indigenous students and former youth in care. Dr. Krebs noted that some current students also have trouble with the technology due to bandwidth or hardware considerations; providing three dimensional scans of donated body parts requires a lot of computing power. Students in rural areas often do not have the required infrastructure available. There is an opportunity to advocate for these infrastructure investments provincially and nationally. Financial support is another factor; four-year-old laptops might just not be able to handle this type of school work.
- Provost Szeri noted that non-attenders are surveyed to learn why admitted students might have chosen not to come to UBC. Enrollments are up, including Indigenous Students at UBC. Increased enrollments lead to increased monies available for student financial aid. The University has been working to increase virtual private network connections and has provided data cards to students in remote and rural regions, so that they can improve their connectivity. There is also a program to make newer laptops available to students who would not otherwise have the ability to have the right equipment. Provost Mukherjee Reed noted that on the Okanagan Campus there is a technology bursary program for students funded up to \$400,000.

- Discussion about whether other universities have engaged with governments around the connectivity issues, which are a concern for rural and Indigenous communities. The Vice-President External Relations noted that UBC has representation on two provincial committees and there have been quite robust discussions. During the election period, there is no opportunity to actually engage with government on these issues.

The Board Chair thanked the presenters and everyone for the discussion.

1.5 COVID-19 Response Update

Presenters: **Rae-Ann Aldridge, Executive Director of Safety and Risk Services**
 Ainsley Carry, Vice-President Students
 Kate Ross, Registrar and Associate Vice-President, Enrolment
 Ananya Mukherjee Reed, Provost and Vice-President Academic, Okanagan Campus
 Andrew Szeri, Provost and Vice-President Academic, Vancouver Campus

The Board Chair reconvened the meeting at 10:50 a.m. noting that at each meeting since the pandemic, the Board has asked the Executive to provide updates on the University's response as it evolves. Vancouver Provost Andrew Szeri introduced Rae-Ann Aldridge, Executive Director of Safety and Risk Services who spoke first on health and safety.

Throughout the pandemic response, UBC has used formal committees to provide guidance and oversight. UBC has published 18 different protocols for returned operations and different needs for retail, restaurants, sports and recreation facilities. All of those needed to be considered in the context of safety planning and in line with Provincial standards. Accreditation bodies also had requirements that needed to be considered. The Steering Committee developed a standardized template and resource materials to support these plans, which were created at three organizational levels: parent plans, intermediate plans, and child plans. All of the parent plans come through the Steering Committee for approval as well as the high-risk intermediate plans. In August, a COVID-19 Campus Leadership Advisory Committee was struck to identify and address any of the key campus wide COVID risks and challenges and develop a strategic and coordinated response (e.g., critical supplies stockpiling).

The Vice-President Students spoke about student services and supports. Many student services are open including dining, the bookstore, housing, recreation and athletic facilities, the Student Health Center, Counseling Services. Many of them are virtual, some of them are online, but all of them are within Provincial health guidelines. He highlighted three student services that have done a tremendous job in this transition. One is the new student programs: Jumpstart, Imagine Day and Collegia. More than 5000 students participated at both the Vancouver Campus and the Okanagan Campus in our virtual Jumpstart and Imagine Day programs. The new student experience in the orientation has been very successful in this virtual environment, both on Vancouver and the Okanagan Campus. A tremendous amount of work has gone into one-on-one working with students to resolve problems with their instruction with their learning and assessment.

The Vice-President Students then noted efforts undertaken in housing and dining services. Just over 5000 of 12,000 beds are occupied, and this enables maintenance of social distancing as well as quarantine and self-isolation. Self-isolation services, including free housing and food, were offered to 268 students in Vancouver and 25 students in the Okanagan 14 days.

The Registrar summarized the emergency and technology support that had been provided to students on both campuses up until August 31. A total of \$4.1 million has been spent on both campuses for food, housing,

childcare, technology and other items directly related to the complications with COVID. There was a strong uptake of the needs-based technology bursary and increases are anticipated in both the number of applications over the winter session. Staff have been helping students find available source of funding for which they are eligible. To improve access, an online queuing system was developed so students do not have to use email or phone in to be able to get an appointment. A virtual call center was set up and is handling 6000-8000 inquiries per week. As a pilot, a tuition payment plan has been implemented for international undergraduate students in third year or higher. Enrolment Services is also looking at different service times to support students in different time zones.

The Vice-President Human Resources talked about remote work arrangements. As a result of COVID impacting how and where work happens, the trend towards remote work is becoming more permanent. Working remotely will become the next normal, and it will become a critical component of people strategies for recruitment, engagement, well-being, and retention. Global trends surfacing as a result of COVID include access to broader talent pools beyond current borders and geography. When the physical location of work is no longer required, organizations are able to attract top candidates from outside of their region. This is important in a city like Vancouver where the cost of living is so high.

The pandemic has challenged decades of real estate and workplace design decisions by forcing a rethink of the need for a centralized workspace. There are also very positive environmental impacts. Telecommuting reduces the number of cars on the road thereby reducing overall greenhouse gas emissions, fossil fuel consumption and energy usage. There are environmental and health impacts as a result of decreased air pollution. Reduced business travel will cause leaders to rethink the need to travel. While virtual meetings may not have all the same benefits as being face to face, the benefits may outweigh the costs much of the time. Mental health issues emerging from social isolation mean that programming and supports become important when working from home includes taking care of children or ill family members alongside of everyday work responsibilities. Closed schools, reduced access to cultural and public spaces also present additional challenges.

There are also productivity and efficiency gains. Employees are able to benefit financially from reduced costs for transportation, as well as improved quality of life for reduced commutes. Remote work also helps address real estate costs and space constraints. Nevertheless, there is also some risk involved in preserving institutional culture. Where a strong performance management culture does not exist within an organization, managing by walking around will not be possible and an intentional focus on performance priorities will be critical.

UBC's traditional telecommuting guidelines were adjusted for the purposes of COVID, providing direction for all employees who were forced to work remotely. Over the summer, a survey was undertaken to understand how UBC staff may feel about working remotely on a much longer term and permanent basis. These findings will be posted on the HR website later this week. The Vice-President provided some high-level results:

- The participation rate was 41% with 4878 response responses.
- Overall, 843 were from the faculty with 510 of these being tenure-track, and 4035 respondents were staff.
- 97% of all respondents said that all or some of their work can be performed remotely.
- 93% of staff who responded to the survey would prefer to work remotely 54% all the time and 39% some of the time.
- 80% of faculty who responded to the survey, prefer to work remotely (40% all of the time and 40% some of the time).

- Tenure-track faculty reported 36% would work remotely all of the time and 43% some of the time.
- 87% of staff say they have adapted well to working remotely during COVID, more so than faculty at 68% and tenure track at 65%.
- The greatest barrier for all respondents was identified as physical workspace 63%.

Those whose positions are able to work remotely would be the target group for a pilot to understand how remote work would impact UBC, and how to best optimize the underutilized space for those who would mostly be working remotely. A working committee has been struck to address these questions and finalize a proposal.

The Okanagan Provost and Vice-President Academic spoke about planning for Winter Term 2. There is quite a bit of concern about faculty burnout arising from the workload of preparing online courses and anxiety about providing the best to students. Uncertainties are creating considerable stress. She admired the long-term view taken in the students' earlier presentations. Issues of sustainability, systemic racism, and equality between campuses are all long-term problems, which may become aggravated during COVID. Taking a strategic focus will help us to build back better and not recreate some of the problems we saw before COVID. One of the things that has become quite important on the Okanagan campus is the forum to validate the importance of the problem and to give voice to the experiences of students, faculty and staff.

Vancouver Provost Andrew Szeri reminded the Board of Governors of the July discussion about the decisions Winter Term 2. There is modest over enrollment and more than 3000 courses in Winter Term 1 are being delivered online. The July budget anticipated a deficit of \$225 million - fortunately, things are looking bit better than had been expected. Focus groups will be scheduled and Associate Deans Academic will be working together to see how their spending for teaching supports is tracking against the Winter Term 1 expectations.

President Ono thanked the Vice-President Human Resources for the quick work on the workplace preferences survey. The data seem to be high quality, the participation rate high, and there are some interesting and potentially impactful insights there about the campus of the future. This could have a tremendous impact on our space crunch on both campuses, and on the quality of life of our faculty and staff. When thinking about the preferences of faculty and staff, there is a need to consider the student-facing elements and the impact on that quality of that relationship. Here in British Columbia, across Canada around the world, the loud signal from students is that they much prefer a face-to-face situation. He asked that this be taken into consideration as remote work is being contemplated.

Governors engaged in discussion including:

- Whether the survey would be deployed again to understand trends, noting that the stress that people are experiencing from remote work seemed to be increasing. Staff are realizing savings in terms of parking and transportation, but they are also incurring expenses around internet connections and setting up home offices. There is a need to be cognizant of what this is costing people in terms of health, loss of connection, and in actual financial costs. Some are in a living situation where they can have a home office and many are not; this is an equity issue. The Vice-President Human Resources responded, noting that the next step would be a pilot to more deeply understand things that not yet known about the impacts of remote work. This would be voluntary; we would not force anybody to work remotely. The focus would be on roles who can do a significant amount of their work remotely. This will need to be tracked over time and there is no rush to push a program out. One question is whether the CRA might develop different guidelines for expensing home office equipment. Under the current rules, the employer must require people to work from home.

- Discussion about ergonomic issues and workplace injuries while working from home.
- Impacts on culture or organizational behavior and utilizing UBC researchers for a more comprehensive review of team and community building.
- Discussion of student financial aid, noting that it appeared that about 20% of our graduate student population have accessed emergency bursaries. An emergency bursary is intended to cover the gap for those who are in crisis; if one in five graduate students is in crisis in these circumstances it means they cannot withstand emergency. On the other hand, undergraduate student uptake of the emergency funding in Vancouver seems low. The Registrar undertook to look into the data further for an explanation of the low uptake. She also noted the comments about looking into graduate funding at a more systemic level. Graduate Studies will lead the way, but Enrolment Services will support them wherever possible.
- Adequacy of funding to support the transition to online teaching and whether the significant enrollment increases over the past 10 years have correlated with increased funding for student services. Another area of concern is adequacy of international student advisors across both campuses. The Vice-President Students responded, noting that these critical services are being delivered in a different way where interaction is even more important. Student Services is working with the Center for Teaching and Learning Technology to think about the entirety of student services including academic advising. As some staff are not able to do their usual jobs in the remote setting, team members have been redeployed to support other areas. It is important to ensure full use of the existing capacity. The VPS portfolio has about 2500 employees and approximately 20% of them are not at full capacity, because of working remotely.
- Engagement with the University Neighbourhood Association, to encourage consistent COVID responses by businesses and the service providers within the community.

The Board Chair thanked the presenters for their updates. She appreciated the Board continuing to be apprised of all the work that's going on and the various aspects of the continuing response.

1.6 President's Academic Excellence Initiative Update

The President provided a brief update, noting that at the upcoming December meeting a more definitive plan for moving forward will be provided. The accelerate phase was approved by the Board in February but soon afterwards, COVID hit and the landscape changed. At that time, the President and the former Board Chair agreed that they needed assess the impact of COVID on resources, to determine with what level of the accelerate phase could move forward. Finer clarity on the financial impact of COVID 19 is now coming to light and things are better than had been expected. This would suggest that the accelerate phase of academic renewal can move ahead.

Faculty recruitment is labor intensive and there is a need to be sensitive to the burdens on Departments and Deans. Faculty members and the Faculties themselves are heavily burdened with the transition to remote teaching, with resuming research also underway and this needs to be taken into account. In addition, the search processes are different in the COVID context. It's important to be cautious in terms of the pace at which academic renewal proceeds. The second aspect of the renewal is the campaign phase, and there is some good news to report there. That function is a centerpiece of our upcoming capital campaign. In February of 2020, the Board authorized a pilot matching program for academic renewal and it was very successful. This indicates that we can still raise money in this environment, and large gifts are still coming in. The numbers of small gifts have been impacted, nevertheless the President noted optimism about the ability to move forward with academic renewal.

B. Committee Reports

2. Finance Committee

Nancy McKenzie, who also Chairs the Finance Committee, reported that the Committee had met on September 9, 2020 and had unanimously approved the following items:

- Tuition - Graduate Certificate in Forest Management and Conservation
- Tuition - MA Engineering Leadership and MA Health Leadership & Policy - Part-Time Study Options
- Endowment Variations (2)
- Staff Pension Plan (SPP) Funding Policy

The Committee deferred one item on tuition which was the tuition for the Bachelor of Indigenous Land Stewardship and consideration of this approval will be reconsidered at a future time after we have allowed for further discussion between the Deputy Vice Chancellor Leslie Cormack and the Faculty of Forestry on this particular program.

The Committee also received information items, including:

- COVID-19 Financial Impact
- UBC IMANT Q2 Investment Portfolios Review
- Integrated Renewal Program (IRP) and Application Ecosystems Program (AEP) Update
- Staff Pension Plan (SPP) Report
- Capital Projects Update | Vancouver and Okanagan
- UBC Annual Debt Report
- Endowment Status Report
- Staff Pension Plan (SPP) Audited Financial Statements 2019
- Policy Priorities
- Allocation of Incremental Tuition Revenue (UBC Vancouver)

The update regarding the IRP and AEP was of considerable interest to the Committee, who were advised that the testing and other critical steps to get to go-live are proceeding as expected.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Vice-President Finance & Operations notify the Board Chair of the final go-live decision later in October, and that the Board Chair communicate the decision to the full Board of Governors.

CARRIED

3. Property Committee

Property Committee Chair Sandra Cawley reported that the Committee had met on September 9, 2020 and unanimously approved the following:

- 1540 Innovation Drive Renovation Project, Kelowna, BC
- Dissolution of Housing Action Plan Working Group

The Housing Action Plan will be looked at again in about three years' time, as was the commitment made in 2012. The Committee also we see for information the following:

- o Stadium Neighbourhood Development Scenario Analysis
- o Capital Projects Update | Vancouver and Okanagan
- o Lifecycle of UBC Workforce Housing Preferences
- o Policy Priorities
- o Chair Report from UBC Neighbourhoods Liaison Committee:
 - UBC-UNA *Neighbours' Agreement* Implementation Update

There were no questions or discussion.

3.1 Routine Capital Major Projects

The Property Committee Chair advised that the routine capital program is jointly funded by the Ministry of Advanced Education Skills and Training and UBC (75% and 25% respectively). The program addresses cyclical facilities maintenance and renewal requirements. It has been included in the UBC budget since 2017.

At that time, an exemption was granted to facilitate Board approval for routine capital major projects in the annual budget process. For the Museum of Anthropology (MoA) and McLeod renewal projects, it became clear that budgets would be of sufficient size to trigger UBC's requirements for delegation of signing authority. It was subsequently determined that in the interest of increased transparency, these projects would follow the standard Board approval process for these two projects and future projects of this size and nature. As a result of that decision to approval requests are coming forward to the Board of Governors today.

John Metras, Associate Vice-President Facilities presented these two projects and explained that the MoA project involves a significant seismic upgrade and roofing envelope replacement for the Great Hall. This particular facility has been identified as one of the highest seismic risks. The renewal is a multi-year project funded over three years; the design work is almost completed. There is also a contribution on this project from Canadian Heritage of \$2.6 million. The primary risk here is the multi-year nature of the project and ongoing funding from the Ministry. The Ministry has committed support for the project's duration.

The McLeod renewal is a whole building renewal project. The building houses teaching labs and support spaces for the Electrical and Computer Engineering program. It is a seismic upgrade in addition to addressing deferred maintenance, and updating teaching spaces to address modern pedagogical requirements. 75% of the cost being supported by government, with the remaining from UBC and the contribution from Applied Science.

The following resolutions were moved and seconded together:

- a. **WHEREAS the Museum of Anthropology presents a significant seismic risk to the University; and, WHEREAS through the annual Routine Capital program, the Ministry of Advanced Education, Skills and Training is projected to provide 75% of the project cost; and, WHEREAS the funds will be expended over three fiscal years (2020-2021, 2021-2022 and 2022-2023), IT IS HEREBY RESOLVED that the Board of Governors grants BOARD 1, BOARD 2 and BOARD 3 approval for the Museum of Anthropology Great Hall Renewal Project (Routine Capital), including the following:**
 1. approval of final capital and operating budgets;

2. approval of final funding sources and financing, if applicable;
3. authorization to proceed to award construction contracts;
4. approval of final funding release of \$30,355,700; and,

IT IS HEREBY FURTHER RESOLVED that the Board of Governors approves delegation of joint signing authority for execution of the Construction Manager Contract, a CCDC-2 Stipulated Price Construction Contract, and any other contracts necessary for the completion of the Museum of Anthropology Great Hall Renewal Project by the Vice-President Finance & Operations and the Provost and Vice-President Academic, UBC Vancouver or such person who they appointed to act in their stead.

- b. WHEREAS the MacLeod Building presents a significant seismic risk to the University;

WHEREAS through the annual Routine Capital program, the Ministry of Advanced Education, Skills and Training is projected to provide 75% of the project cost; and,

WHEREAS the funds will be expended over four fiscal years (2020-2021, 2021-2022, 2022-2023 and 2023-2024),

IT IS HEREBY RESOLVED that the Board of Governors grants BOARD 1, BOARD 2, BOARD 3 approval for the MacLeod Renew Project (Routine Capital), including the following:

1. approval of final capital and operating budgets;
2. approval of final funding sources and financing, if applicable;
3. authorization to proceed to award construction contracts;
4. approval of final funding release of \$51,114,100; and,

IT IS HEREBY FURTHER RESOLVED that the Board of Governors approves delegation of joint signing authority for execution a CCDC-2 Stipulated Price Construction Contract, and any other contracts necessary for the completion of the MacLeod Renew Project by the Vice-President Finance & Operations and the Provost and Vice-President Academic, UBC Vancouver or such person who they appointed to act in their stead.

CARRIED

4. Audit Committee

Audit Committee Chair Azim Lalani reported that the Committee had met on September 17, 2020 and received for information its 2021 proposed meeting dates. The Committee also received a list of board policies setting out those prioritized for review in the upcoming year for information under the consent agenda.

5. Employee Relations Committee

Chair Bill Sundhu reported that the Employee Relations Committee met on September 10, 2020 and received for information the following items:

- Proposed New Policy – Administrative Associate Vice-Presidents Appointment and Review Policy AP15
- Proposed Policy Amendments for Appointment Policies
- Revisions by the President to Procedures of the Academic Administrators Extension Policy (AP6)
- Policy Priorities

With regard to the new policy AP15, the University Counsel advised that administrative AVPs have served five-year employment terms. However, comparator institutions usually hire administrative AVP positions are hired on an ongoing basis and the new policy draft reflects this practice.

6. Executive Committee

Chair Nancy McKenzie reported that the Executive Committee met on September the 10, 2020 and received for information a report on policy priorities. This concluded the recent bi-annual review of Board policies. Options for incorporating the practice of regular Board review and ratification of Board policies will be considered going forward.

7. Governance Committee

Alison Brewin, Committee Chair, noted that the Governance Committee had met on September 10, 2020 and approved unanimously the recommendation for the Property Committee to dissolve the Housing Action Plan Working Group and received for information a report on policy priorities.

8. Indigenous Engagement Committee

Committee Chair Andrea Reimer noted that the Committee had met on September 9, 2020 and received a presentation for information by Dr. Ian Foulds, Associate Professor of Engineering about Indigenization at the School of Engineering at UBC Okanagan. The Committee also received a comprehensive report about the Indigenous initiatives underway within the School of Engineering at the Okanagan campus in support of their Truth and Reconciliation Commission commitments and the UBC Indigenous Strategic Plan. The presentation highlighted how Engineering as a discipline is awakening to the need for Indigenous inclusion and addressed specific actions such as student support, outreach, curricular interventions, and professional development for staff and faculty.

The Committee also received an update on the Indigenous Strategic Plan, which was officially commenced with an event held earlier in September. The Chair thanked and congratulate all those who worked so hard to get UBC to that milestone.

9. Learning and Research Committee

Mark Mac Lean, Chair of the Learning and Research Committee reported that the Committee met on September 10, 2020, and unanimously approved two items under the consent agenda, which were recommendations from the May and July meetings of the Vancouver and the Okanagan Senates and also recommendations from the Council of Senates. The Committee received the following three presentations for information:

- Tenure Track Faculty COVID-19 Survey
- Expenditures and Programming for High-Quality Remote Teaching
- Academic Presentation: Local Approaches to Indigenous Wellbeing and Governance

Chair Mac Lean noted that the academic presentation on local approaches to Indigenous well-being in governance by Dr. Braden Te Hiwi, Assistant Professor in the Okanagan Faculty of Arts and Social Sciences had presented on his partnership with local Indigenous communities to explore the need for improved decision making and administration of well-being. The presentation stressed the importance of local approaches to health research, knowledge and community engagement with Indigenous communities.

The Chair reported that the Committee also received items under the consent agenda as follows:

- Establishment of New Endowments
- Report on Revisions by the President to Procedures of the Scholarly Integrity Policy (SC6)
- Policy Priorities

There were no questions in response to the Chair's report.

10. People, Community and International Committee

Committee Chair Jeanie Malone reported that the Committee had met on September 9, 2020, and unanimously approved recommendations from the Naming Committee. The Committee also received a number of items for information, including the following presentations:

- Annual Alumni UBC Update
- Policy SC17 Sexual Misconduct Implementation Update and Annual Reports
- Inclusion Action Plan Implementation Update
- Focus on People 2025 Update

A number of items were received under the consent agenda, including:

- Notable Distinctions: Teaching, Research, Service
- *alumni UBC* Activity Report
- Policy Priorities
- Correspondence

10.1 Employment Equity Plan 2019

The People, Community and International Committee Chair noted that the Committee had reviewed at their meeting the Employment Equity Plan, but had not approved the accompanying resolution at their September meeting. The Vice-President Human Resources explained that this work is undertaken on a regular basis to fulfill UBC's requirements for the federal contractors' program.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approves the Employment Equity Plan for adoption and implementation as circulated.

CARRIED

11. Sustainability and Climate Action Committee

The Sustainability and Climate Action Committee met on September 10, 2020. Chair John Klironomos noted it did not consider any motions, but received some presentations. The first was by Sophia Brooke, relationships manager at the organization called principles for responsible investment, who presented to the Committee on developing a comprehensive climate change strategy. Following that Dawn Jia, CEO UBC IMANT provided an update on the status of the responsible investing strategy, including the principles goals and outcomes and the risks and costs of executing that strategy. Another presentation was on UBC system ability Scholars Program, and this presentation focused on the program and included presenters from the UBC system. Ability initiative that highlighted a number of projects that are ongoing.

C. Consent Agenda

The Board Chair noted that under the consent agenda, the Board received correspondence from the GSS for information and a letter to the Senates confirming the Board's endorsement of the Indigenous Strategic Plan. Also, we are asked to approve three items which are circulated on the consent agenda to endowment variations and endorsement of the Inclusion Action Plan.

A resolution to approve the following motions on the consent agenda was moved and seconded:

Ratification and Variation: Legal Studies Endowment Fund

IT IS HEREBY RESOLVED that, as recommended by the President and University Counsel, the Board of Governors:

- i. ratifies the establishment of the Petraroia Langford LLP Award in Legal Studies Endowment Fund in accordance with the Petraroia Langford LLP Award in Legal Studies Endowment Fund Terms of Reference attached to the briefing as Appendix 1; and,*

approves amendments to the ratified Terms of Reference to change the name as requested by the donor, and to update the purpose of the Fund to address the restructuring of the Irving K Barber School of Arts & Sciences into two faculties, as set out in the amended Farris, Vaughan, Wills & Murphy LLP Award in Legal Studies Endowment Fund Terms of Reference attached to the briefing as Appendix 2.

Ratification and Variation: Lashley and Mary Haggman Memory Research Award Endowment Fund

IT IS HEREBY RESOLVED that, as recommended by the President and University Counsel, the Board of Governors:

- i. ratifies the establishment of the Lashley and Mary Haggman Memory Research Award Endowment Fund; and,*

approves variation of the Lashley and Mary Haggman Memory Research Award Endowment Fund in accordance with the Lashley and Mary Haggman Memory Research Award Endowment Fund Testamentary Trust Summary attached to the briefing as Appendix 1.

CARRIED

The Board Chair thanked all participants in the open session and adjourned at 12:30 p.m.