



The University of British Columbia
BOARD OF GOVERNORS
MINUTES

Tuesday, February, 16, 2021
9:05 a.m. to 12:45 p.m.
VIDEOCONFERENCE

<p>Chair Ms. Nancy McKenzie</p> <p>Vice-Chair Ms. Sandra Cawley</p> <p>Members Dr. Santa Ono, President and Vice-Chancellor</p> <p>Ms. Alison Brewin</p> <p>Mr. Jessie Dusangh</p> <p>Ms. Chaslenn Gillanders</p> <p>Mr. Raghwa Gopal</p> <p>Mr. Max Holmes</p> <p>Dr. Anna Kindler</p> <p>Dr. John Klironomos – joined at 10:10 a.m.</p> <p>Mr. Azim Lalani</p> <p>Professor Mark Mac Lean</p> <p>Ms. Jeanie Malone</p> <p>Mr. Jassim Naqvi</p> <p>Mr. Joel Solomon</p> <p>Mr. Bill Sundhu</p> <p>Mr. Kavie Toor</p> <p>Ms. Nicole Udzenija</p> <p>Regrets Hon. Steven Point, Chancellor</p>	<p>Administration</p> <p>Ms. Marcia Buchholz, Vice-President Human Resources</p> <p>Dr. Ainsley Carry, Vice-President Students</p> <p>Ms. Robin Ciceri, Vice-President External Relations</p> <p>Dr. Lesley Cormack Deputy Vice-Chancellor and Principal, UBC Okanagan</p> <p>Ms. Jennifer Kain, Chief Assurance & Risk Officer</p> <p>Dr. Dermot Kelleher, Vice-President Health</p> <p>Mr. Hubert Lai, Q.C., AVP Office of University Counsel</p> <p>Ms. Heather McCaw Vice-President Development & Alumni Engagement</p> <p>Dr. Ananya Mukherjee Reed Provost and Vice-President Academic, UBC Okanagan</p> <p>Dr. Gail Murphy, Vice-President Research & Innovation</p> <p>Mr. Peter Smailes, Vice-President Finance & Operations</p> <p>Dr. Andrew Szeri Provost and Vice-President Academic, UBC Vancouver</p> <p>Board Secretary Ms. Karen Hakkarainen</p>
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1. BOARD OF GOVERNORS

1.1 Opening Remarks

Board Chair Nancy McKenzie called the open session of the February 16, 2021 meeting of the Board of Governors to order at 9:05 a.m. She respectfully acknowledged the ancestral and unceded territories of the Musqueam, the Syilx people of the Okanagan Nation and the lands of other Indigenous peoples throughout British Columbia and beyond upon which UBC activities are carried out.

The Board Chair congratulated the new Minister of Advanced Education, the Honourable Anne Kang on her appointment. She and the President had met with Minister Kang to share UBC’s vision and priorities and discuss the University’s response to COVID-19. The Minister conveyed her thanks to the UBC community for coming together throughout the pandemic.

The Board Chair noted the opportunity that the day’s meeting offered to reflect upon the advancement of UBC’s goals over the previous year as well as to consider plans for the upcoming year. In addition to managing through the pandemic, strategic goals for the upcoming year focus on five areas, each of which are multi-year goals with annual objectives and milestones.

- Excellence in Teaching, Learning and Research through academic renewal
- Inclusive Excellence and Anti-racism
- Implementation of the Indigenous Strategic Plan and Reconciliation
- Climate Action and Sustainability
- Operational Excellence

Committee meetings in the February 2021 cycle focused on these strategic topics. The Learning & Research Committee, for example, received a presentation by student members of the Black Caucus, who shared their experiences as Black students at UBC along with their recommendations for action. The Indigenous Engagement Committee heard from Dr. Mary Ellen Turpel-Lafond on her report *In Plain Sight* that investigated Indigenous peoples' experiences of stereotyping, racism, and bias in the BC Health System, and the areas of action that the Faculty of Medicine is taking to address the findings of that report. The Sustainability and Climate Action Committee received the Climate Emergency Task Force's report which set out a clear and actionable set of recommendations to advance UBC's response to the climate emergency. She noted that the Board meeting to follow would continue the theme of strategic advancement.

The Board Chair noted three faculty members of notable distinction at UBC:

- In the **RESEARCH** category, **Professor Claire Kremen** from the Institute for Resources, Environment and Sustainability was honoured with the Volvo Environment Prize by the Volvo Environment Prize Foundation, which is one of the scientific world's most respected environmental award. Kremen was recognized for her world-class research on how humanity can feed itself while also protecting biodiversity.
- In the **TEACHING** category, **Professor Karthik Pattabiraman** from Electrical and Computer Engineering received the UBC Killam Award for Excellence in Mentoring. Dr. Pattabiraman teaches undergraduate and graduate course in topics that include web applications, software engineering and the Internet of Things. His research specialties lie in fault-tolerant and secure systems, software engineering, and compilers.
- In the **SERVICE** category, **Professor Elizabeth Saewyc**, Director of the School of Nursing on the Vancouver Campus and Executive Director of the Stigma and Resilience among Vulnerable Youth Centre at UBC, received the Sexual Health Champion award for her research, education and advocacy around young people's sexual health.

The Board Chair acknowledged outgoing student-elected Governors Jassim Naqvi and Jeanie Malone whose terms on the Board would end on March 31. During his two terms as the Okanagan student-elected member on the Board, Governor Naqvi was a strong advocate for Okanagan students and cross-campus synergies, and served as Vice-Chair of the Learning and Research Committee. Jassim will graduate in the spring with a Bachelor of Science in Biochemistry.

The Board Chair noted that Governor Jeanie Malone served four terms on the Board and served as chair of the People, Community and International Committee. She provided a strong voice for UBC's equity, diversity and inclusion initiatives, as well as serving as a leader on the Board in the University's implementation of Policy 131 Sexual Misconduct Policy (renumbered Policy SC17). Governor Malone is a graduate from UBC's Electrical Engineering program and a PhD candidate in the School of Biomedical Engineering with a research focus on developing and validating optical tools for the early detection and management of cancer.

On behalf of the Board, the Chair extended her gratitude to Governors Malone and Naqvi for their service to the University and wished them both well in their future endeavors.

The Board Chair invited the President's remarks.

The President also thanked the student Governors for their service and wished them the best in their future endeavours. He reported on recent meetings with Federal Infrastructure Minister Catherine McKenna, Vancouver Mayor Kennedy Stewart, and Chief Wayne Sparrow, and Chief Leah George Wilson about the potential benefits that a UBC SkyTrain extension would bring to the region.

The President commented on the Climate Emergency Task Force Report. Despite the exceptional circumstances caused by the pandemic, the Task Force had consulted widely and produced a comprehensive, innovative report. He thanked the Task Force Co-Chairs Walter Merida and Michelle Marcus, the members of the Task Force and the many individuals who provided input and noted that every recommendation of the report would be considered. He also reported that UBC will continue its leadership role in emissions reductions with an updated Climate Action Plan that defines new emissions reductions targets and implementation strategies. He noted the importance of engaging with Indigenous, Black and People of Color (IBPOC) and their communities, recognizing that these groups are disproportionately affected by climate change, and the need for a wide range of voices to inform UBC's role as a climate leader. Details about the University's response to climate emergency are regularly updated on the climate.emergency.ubc.ca website.

The President reported that the Vancouver Senate had, at its most recent meeting, voiced strong support for IBPOC initiatives through several motions that had been framed as recommendations to the Board of Governors:

- that the University provides funding to hire at least 10 to 15 black academics to be spread across all faculties, and that this hiring should be coordinated by the Provosts' Offices;
- that, in addition to the expansion of awards to be made available to Black Canadian students, the University develop annual awards, fully covering tuition and accommodation for 10 to 15 students, specifically targeting Black international students; and,
- that the Senate work with the Faculty of Arts and encourage the Faculty to consult with the Taskforce on Anti-racism and Inclusive Excellence to report back to Senate by May 2021 with its views on an expansion of the African Studies program to include a multidisciplinary West Coast Black Studies initiative across UBC Vancouver and the UBC Okanagan campuses.

The President noted that a proposal for IBPOC hiring will be included in the 2021-22 budget to be presented to the Board of Governors in April.

The Board Chair thanked the President for his report.

The Board Chair asked Governors to declare any real or perceived conflicts of interest regarding any items on the agenda. None were declared.

1.2 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 open session of the February 16, 2021 Board of Governors meeting.

CARRIED

1.3 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 December 3, 2020 open session of the Board of Governors meeting.

CARRIED

1.4 Strategic Plan Implementation Presentation

President Ono presented on the implementation of the University's [Shaping the Next Century](#) Strategic Plan, noting that despite the disruptions of the pandemic the University continues to make progress. Priorities for 2021 and 2022 include the pandemic response, IBPOC hiring, implementation of the Indigenous Strategic Plan, and information system transformation.

The President's presentation highlighted key initiatives such as the Indigenous Strategic Plan, anti-racism activities and actions, the University's role in the treatment of individuals with COVID-19 and research toward vaccine development, the President's Academic Initiative, the Climate Emergency Task Force Report and the Climate Action Plan, and graduate student support.

Following the President's presentation, the Board engaged with management in discussion on the following subjects:

- Resources available to support the strategic priorities. It was noted that the Strategic Plan and related plans have implementation plans with budgets. The pandemic has presented budgetary challenges and the administration has devoted significant time and energy to resource allocation to ensure priority initiatives are supported. The Board requested that resource allocation to strategic priorities is clearly outlined in the upcoming budget.
- Strategies to communicate and continue broad support across the community towards addressing the climate emergency. The President noted continuing support for the largely student-run Climate Hub for the upcoming year and reported on his work with the University Climate Coalition (UC3), a network of over two dozen institutions.
- It was noted that one of the functions of a strategic plan should be to guide an organization in times of crisis, and that UBC's plan has been serving it well during the pandemic.
- The President's Academic Excellence Initiative and operational excellence. It was noted that increased workload for faculty and staff during the pandemic affects the student experience. The need for the faculty complement to grow with the expansion of teaching and learning was underscored. The President noted that replacement hiring and net new hiring are underway and that this will continue to move in the right direction in the future with support of the Board.
- The President noted that UBC is in a fortunate position compared to some of its peer institutions, and that the most challenging aspect of implementing ambitious strategic priorities is fostering change in the culture. For example, addressing systemic racism is not just about the University, but also in how the University interacts with different parts of society.

1.5 Movement Break with Move U Crew

Presenters: Kavie Toor, Diane Obra, Miranda Bahng

Governor Kavie Toor noted that February is Move UBC month in recognition that pandemic conditions worsen sedentary behaviour. Presenters led meeting participants through a brief health break with some movements led by UBC Recreation's Move U Crew.

1.6 Report from the Cross-Campus Collaboration Task Force

Presenters: Lesley Cormack, Andrew Szeri, Ananya Mukherjee Reed, Ainsley Carry, Blye Frank

Provost and Vice-President Academic of the Vancouver campus, Andrew Szeri, introduced Dean Frank noting that the Faculty of Education spans both campuses. Dean Blye Frank led the Board through a high-level presentation on the work of the Cross Campus Collaboration Task Force, which he had chaired. The Task Force convened in 2019 with the mandate of devising strategies to advance closer and more collaborative relationships between UBC Okanagan and UBC Vancouver. The Task Force was made up of representatives from faculty and staff from both campuses and undertook wide consultation in developing its report.

Dean Frank explained that the aim of the Task Force was to suggest strategies that will guide future decision-making processes and operations aimed at building and enhancing linkages between the two campuses. The Task Force report lists 32 strategies to move forward on cross-campus collaboration, but these are strategies not recommendations and intended to be helpful in creating space for further dialogue. The report highlights some of the structural challenges toward greater collaboration but also presents opportunities for future collaborations. Key to each of the strategies are communication, relationship building and transparency. The strategies span areas of finance, governance, teaching and learning, research, mobility for faculty and staff, development and alumni engagement, the Libraries, technology and information systems, and space and facilities.

Following the presentation discussion took place on the following topics:

- The possibility of a discussion of endowment revenue sharing between the campuses at a future meeting.
- Leveraging the Council of Senates more in governance for cross-campus collaboration was raised.
- The need to move beyond the ideas of "ringfences" and "firewalls" between the campuses and think about UBC as a system with two different but complementary campuses was noted.
- The need for a greater focus on students, who also face challenges with mobility across the campuses. The importance of student consultation was emphasized.
- It was noted that the report does not focus on student services but that there have been active discussions over the past two years about the Student Services complements on both campuses and opportunities to enhance and advanced the student service experience through collaboration.

- A question was raised as to why an independent review of the central operative budget vis-à-vis future commitments on both campuses was recommended versus an in-house review. In response it was noted that independent reviews are viewed as more transparent and can lend greater comfort with findings.
- Future reports with benchmarks to measure tangible progress toward greater collaboration were suggested.
- The dynamics between the differences in size and scale of the two campuses were discussed.
- The interrelation of the strategies among the various responsibilities of the Senates, the Board and the various Executive portfolios was discussed. It was requested that future reports set out more clearly the lines of responsibility for moving various strategies forward.

The Board Chair thanked the Presenters and noted that she would speak with the President about the possibility for an Advisory Committee with Board representation to support future steps toward greater collaboration across the campuses.

1.7 Faculty of Science Presentation

Presenters: Santa Ono, Andrew Szeri, Meigan Aronson

President Ono noted appreciation for the leadership and vision of Dean Meigan Aronson of the Faculty of Science, who was in turn introduced by the Provost and Vice-President Academic of the Vancouver Campus. Dean Aronson's presentation highlighted key elements of a renewed strategic plan for the Faculty that would be launched in April and its alignment with *Shaping UBC's Next Century* and related plans. She noted the strong disciplinary basis associated with its nine academic departments, as well as several institutes and other academic units that foster interdisciplinarity that allow Science that allow faculty and students to go in all manner of directions with their scholarship. The presentation highlighted faculty hiring over recent years that has increased gender diversity, funded research and graduate student involvement, admissions and enrolment in the Faculty, and the service teaching relationship that the Faculty has with the rest of the campus. The budget of the faculty and the sources of its revenue were also discussed as were the impacts of COVID-19 on the Faculty.

Following the presentation, discussion took place on the following topics:

- The risk of the reliance on enrolment growth for all faculties was discussed. The possibility of diversification of revenue for the Faculty of Science was posited as a mitigating strategy.
- Accessibility for students in renewed buildings was discussed and it was requested that this issue be highlighted in materials submitted to the Board for these projects.
- Strategies for increasing IBPOC diversity in the Faculty and across the University were discussed, and it was noted that student data in regard to these identities is not currently collected.
- A question was raised as to why the Faculty is seeking to increase PhD production. The Dean noted that UBC Science has impact around the world through graduating PhDs who go on to do amazing things. Increasing the number of PhD students also expands research capabilities. The capacity of physical space to support this increase was also discussed.

- Possibilities for collaboration with the Okanagan Faculty of Science were discussed including co-teaching and the possibility of the Michael Smith Lab opening a branch on the Okanagan Campus.
- It was noted that the difficulty of bringing people to campus and new hires during the pandemic has led to an operating surplus over the pandemic year.

The Board Chair thanked the Dean for her presentation and moved on to committee reports.

2. COMMITTEE REPORTS

2. FINANCE COMMITTEE

Committee Chair Azim Lalani reported that the Finance Committee had met on February 3, 2021 and had received a verbal update from UBC IMANT President and CEO Dawn Jia. She advised that the first transition to a fossil fuel free manager was achieved before the end of 2020 and that a baseline for measurement against the 2030 divestment goal had been established. The Committee also received a financial update where it was noted that the University is in a better financial position than had been expected although ancillary services continue to be a challenge.

The Committee received a post-implementation update on the Integrated Renewal Program that included a review of recent statistics in areas requiring ongoing mitigation and a review of the steps taken to address identified issues. The Committee was advised that system performance is being tracked through an ongoing benefits realization process. Issues appear to be manageable and solvable as personnel learn the new system. Redistribution of tasks from central units to faculty units and departments was discussed.

The Committee discussed student consultation on 2021-2022 tuition and non-instructional fees following a presentation that included a review of survey questions, the consultation schedule, and the types of information the institutional research team will draw from the survey data.

Under the consent agenda, the Finance Committee approved tuition for the following programs:

- Master of Nutrition and Dietetics
- Veterans Transition Certification in International Development and Human Security
- World Literatures and intercultural Communication.

Also, under the consent agenda, the Committee received for information the Endowment Status Report as of November 30 2020, and a briefing on the temporarily suspension of Board-approved program fees.

3. PROPERTY COMMITTEE

Committee Chair Sandra Cawley reported that the Property Committee had met on February 3, 2021 where it had approved the 2021-2022 Infrastructure Impact Charges and the Community Amenity Charges for the Vancouver campus. The Committee also received for information an update on the UBC Downtown Kelowna project and were advised that any dividends from the project will flow to the University. The Committee asked the administration to clarify allocation of those funds during the budget revision in April.



4. GOVERNANCE COMMITTEE

4.1 Board Annual Calendar Framework and Meeting Dates for 2022

Committee Chair Alison Brewin noted that the Governance Committee had met on February 4, 2021 and received for approval an annual calendar framework for Board meetings. The Board Secretary noted some amendments to the material provided as follows:

- November 2022 Committee days to change from November 21 and to November 17 and 18.
- Audit Committee meeting date for November 2022 to change from November 28 to November 21.
- May 2022 Board Meeting to be changed from May 12 to May 11

With those amendments noted, the following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approves as circulated the annual calendar framework and the 2022 meeting calendar presented in Appendix 1 as amended.

CARRIED

5. INDIGENOUS ENGAGEMENT COMMITTEE

Vice-Chair Chaslenn Gillanders noted that the Indigenous Engagement Committee had met on February 3, 2021 where it received three presentations for information. The first was a verbal update on the implementation of the Indigenous Strategic Plan from Sheryl Lightfoot, Senior Advisor to the President on Indigenous Affairs. It was noted that the implementation of the Plan would be a community-based, amplifying Indigenous voices with accountabilities spread throughout the University.

The second presentation concerned the *In Plain Sight* report recently completed by Dr. Mary Ellen Turpel Lafond after a review of the Provincial health care system. The report makes recommendations to improve the quality in health care system, and to remedy built long lasting consequences of colonialism, improve cultural safety and health care and increase Indigenous leadership within health services. The presentation also included a response from the Faculty of Medicine to the report, as UBC is one of the largest trainers of the Provincial health workforce and has a role to play in addressing the issues revealed in the report.

Finally, there was a discussion of memorandum that the Provost and Vice-President Academic of the Vancouver campus shared with the Deans and Directors about tools that can be used to increase representation among marginal marginalized groups among faculty, staff and students that had been discussed with the Human Rights Commission. This memorandum was also shared with the People, Community and International Committee under their consent agenda.

6. LEARNING & RESEARCH COMMITTEE

Committee Chair Mark Mac Lean noted that the Learning and Research Committee had met on February 4, 2021 and unanimously approved the recommendations from the Senates under the consent agenda. The Committee also received one item for information under the consent agenda on the establishment of new endowments.

The Committee also received for information a presentation from student members of the Black Caucus as to their lived experiences as Black students at UBC. These students asked UBC to create new and to reform existing

academic and social spaces for Black students; to increase the number of Black students and Black faculty; to work towards an inclusive anti-racist future for Black lives at UBC; and, to strengthen and deepen the support for the Black community on both campuses. The presentation highlighted ways for UBC to strengthen accountability for its anti-racism commitments. The Chair thanked the student presenters Binta Sesay, Adeerya Johnson, Rebecca Barclay Nguinambaye and Dinah Holiday for their time and courage in preparing and delivering this presentation.

The Committee also received a presentation on the Cloud Innovation Center and its partnership with Amazon Web Services which included stories from students who participated in projects with the Center. The CIC is unique in Canada; there are a small number of similar centers existing in the USA, France and Australia. The Committee discussed the partnership with Amazon and the vetting process around such agreements to ensure alignment with the University's values and goals.

7. PEOPLE, COMMUNITY & INTERNATIONAL COMMITTEE

Committee Chair Jeanie Malone noted that the People, Community and International Committee had met on February 3, 2021 where it received two items for information. First was the Enrolment Report for 2020-2021 which was an unusual year because of the pandemic. The Committee had a thorough discussion about the Report, which provides a retrospective look at enrolment in the past year. Enrolment continues to be strong at both campuses.

The Committee also received a presentation on student financial assistance and bursary support explained the number of variables that go into the calculation of need for student financial assistance in general bursary eligibility, and how changes in these variables during the pandemic affected the aggregate amount of funding disbursed in these programs. Governor Malone thanked the administration for the time and effort put into this briefing.

The Committee also received three items for information under the consent agenda: 1) notable distinctions; 2) the alumniUBC Activity Report; and 3) a memo regarding the BC Human Rights Commission's special program to diversify further UBC students, staff and faculty.

8. SUSTAINABILITY & CLIMATE ACTION COMMITTEE

Committee Chair John Klironomos noted that the Sustainability and Climate Action Committee had met on February 4, 2021 and received several presentations for information. First, was an update from the President and CEO of IMANT on the status of the implementation of the Responsible Investing Strategy.

The Committee also received a presentation on the Report and Recommendations from the Climate Emergency Task Force, which sets out nine strategic priorities and 28 recommendations that span the community, academic, and operational dimensions of the University. The Task Force report presentation was followed by a presentation reviewing actions already underway, and next steps towards addressing the climate emergency and the recommendations of the Task Force.

The Committee also heard a presentation on the University's 2030 Climate Action Plan for both campuses. The seriousness of the climate situation and the need for the University to make measured and accelerated progress

in response was emphasized through each of the presentations, as well as the importance of taking climate justice into account.

8.1 Climate Emergency Task Force Report and Recommendations

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Sustainability and Climate Action Committee recommends that the Board of Governors endorse in principle the Report and Recommendations of the Climate Emergency Task Force.

CARRIED

CONSENT AGENDA

9. BOARD OF GOVERNORS

The Board Chair noted one item for information under the consent agenda, regarding amendments made by the President to the procedures of policy AP15 under delegated authority.

There being no other business for the open session, the meeting adjourned at 12:43 p.m.