



The University of British Columbia
BOARD OF GOVERNORS
MINUTES

Monday, April 19, 2021
9:20 a.m. to 12:45 p.m.
VIDEOCONFERENCE

Chair Ms. Nancy McKenzie

Vice-Chair Ms. Sandra Cawley

- Members** Hon. Steven Point, Chancellor
 Dr. Santa Ono, President and Vice-Chancellor
 Ms. Alison Brewin
 Mr. Jessie Dusangh
 Ms. Shola Fashanu
 Ms. Chaslenn Gillanders
 Mr. Raghwa Gopal
 Mr. Max Holmes
 Dr. Anna Kindler
 Dr. John Klironomos
 Mr. Azim Lalani
 Professor Mark Mac Lean
 Mr. Joel Solomon
 Mr. Bill Sundhu
 Mr. Kavie Toor
 Ms. Nicole Udzenija
 Ms. Georgia Yee

Administration

- Ms. Marcia Buchholz, Vice-President Human Resources
 Dr. Ainsley Carry, Vice-President Students
 Ms. Robin Ciceri, Vice-President External Relations
 Dr. Lesley Cormack
 Deputy Vice-Chancellor and Principal, UBC Okanagan
 Ms. Jennifer Kain, Chief Assurance & Risk Officer
 Dr. Dermot Kelleher, Vice-President Health
 Mr. Hubert Lai, Q.C., AVP Office of University Counsel
 Ms. Heather McCaw
 Vice-President Development & Alumni Engagement
 Dr. Ananya Mukherjee Reed
 Provost and Vice-President Academic, UBC Okanagan
 Dr. Gail Murphy, Vice-President Research & Innovation
 Mr. Peter Smailes, Vice-President Finance & Operations
 Dr. Andrew Szeri
 Provost and Vice-President Academic, UBC Vancouver

Board Secretary Ms. Karen Hakkarainen

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 9:20 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 extended congratulations and welcome to the newly elected student Governors Georgia Yee and Shola Fashanu. She also congratulated Max Holmes on his re-election as a student Governor. She noted the Board’s continued gratitude to the UBC community for all the hard work during the pandemic to ensure that UBC continued to deliver on its purpose of pursuing excellence in research, learning and engagement to foster global citizenship and advance a sustainable and just society across British Columbia, Canada and the world. UBC has managed the pandemic with the prudence and care necessary to ensure financial stability for the current fiscal year and beyond. She noted that the budget that would be presented for approval at the meeting reflects the associated uncertainties that come along with the pandemic and ensures continued investments into UBC’s long-term strategic priorities, including anti-racism, diversity and inclusivity, academic renewal, operational excellence and climate action.

The Board Chair noted three faculty members of notable distinction at UBC, noting that all three were from the Okanagan Campus:

- Recognized in the **research category** is **Katrina Plamondon**, Assistant Professor in the School of Nursing who was awarded the 2020 Nursing Award of Excellence, which recognizes individuals who have demonstrated excellence in nursing practice. Dr. Plamondon was distinguished for excellence in advancing nursing knowledge and research. She has received three prestigious awards from Canadian Institutes of Health Research (CIHR), the Michael Smith Foundation for Health Research Scholar (2020) and the Frederick Banting and Charles Best Canada Graduate Scholar award.
- In the **service category**, **Kathleen Martin Ginis**, Professor in the Faculty of Medicine's Southern Medical Program and Faculty of Health and Social Development received the Canadian Society for Psychomotor Learning and Sport Psychology (SCAPPS) Brawley & Elliott Award for Excellence in Supervision & Mentorship. She is the founding director of SCI Action Canada, working to advance physical activity participation in people living with spinal cord injury and also the Principal Investigator of the Canadian Disability Participation Project.
- In the **teaching category**, **Isaac Li**, Assistant Professor in the Department of Chemistry received the Michael Smith Foundation for Health Research Scholar Award. Dr. Li was also recognized for the Curricular Innovation Award which supports faculty members developing innovative approaches to teaching and learning. Li studies biophysics at the single-molecule and single-cell levels and is particularly interested in developing tools to understand how cells physically interact with each other and the environment.

The Board Chair acknowledged the accomplishments of the students who will be completing their degrees and programs this year, noting that they have done so under extraordinary circumstances. She offered congratulations on behalf of the Board to those who would be graduating in June.

President Santa Ono noted that UBC has confirmed a plan to return to on-campus instruction and research activity in the 2021 Winter Session with guidance from the Provincial Health Officer. Faculties are planning for as much on campus activity as possible subject to ongoing public health guidance, with some courses remaining online as yet to be determined. The President noted that he had recently participated at a presidents' roundtable as part of an Innovation Leadership Forum where leaders of peer universities shared best practices toward supporting students, faculty and staff throughout the pandemic and as plans to return to campus are developed.

President Ono informed the Board that the University had exceeded its fundraising targets over the preceding year, having raised \$210.3 million. This represents the third highest fundraising year in UBC's history. He added that it is very likely that by early next year the University will reach its goal of \$200 million raised in new scholarships for students. The President reported that on April 7, the University had hosted its first giving day and raised \$546,000 in a single day. In terms of alumni engagement, the University exceeded its target of 81,000 engagements, even during the pandemic. He noted that these results are thanks to the generosity of donors, both within and outside of UBC, and the growing engagement of alumni. He thanked Vice-President Development and Alumni Engagement, Heather McCaw and her team, as well as alumni UBC for these outstanding results.

The President reminded the Board that UBC has committed to focus on six priorities this year: academic excellence, equity, diversity and inclusion, Indigenous engagement and reconciliation, climate change, our COVID response, and operational efficiency. He noted that a web dashboard is in development to help to track UBC's progress in each of these areas. This dashboard will be updated twice a year, and shared formally with the Board and University community. The Board Chair thanked the President for his remarks.



1.2 Approval of Agenda

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

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 April 19, 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 the minutes of the February 16, 2021 open session of the Board of Governors meeting.

CARRIED

1.4 Okanagan Campus 2040 Progress Report

**Presenters: Lesley Cormack, Deputy Vice-Chancellor, UBC Okanagan
Ananya Mukherjee Reed, Provost and Vice-President Academic, UBC Okanagan**

The Board received a presentation on progress achieved toward the UBC Okanagan 2040 plan, which had been endorsed by the Board of Governors in April, 2019.

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

- the extraordinary growth that the Okanagan campus has achieved over its 16 -year history. The sustainability of this continued rate of growth was discussed, with particular focus on the ability of student services and spaces to keep pace with enrolment. It was noted that based on the responses received through student surveys, the administration is targeting resources to improve the student experience and student supports where it is most needed. Curricular, co-curricular and extra-curricular aspects of the University should progress in tandem.
- Taking up opportunities for closer collaboration between the Okanagan and Vancouver campuses to better leverage the experience and expertise of both campuses for the benefit of the whole University was suggested.
- the student academic experience and how to better track their experiences and outcomes. It was noted that 35% of Okanagan students stay in the region after graduation and that the Okanagan campus is a net contributor to the region of highly educated and diverse young people.
- The need for more space on the Okanagan Campus, particularly with regard to research space and the campus' ability to attract highly qualified faculty, graduate students and post-doctoral fellows. In response, it was noted that new buildings in development will provide some opportunities in this regard as current spaces have are fully utilized

1.5 Movement Break with Move U Crew

Governor Kavie Toor and members of the UBC Move U Crew led participants through a brief movement break.



1.6 Student Presentation by SUO

Presenters: Ali Poostizadeh, Taylor Dotto

The outgoing President and Vice-President External of the Students' Union Okanagan of UBC (UBCSUO) led the Board through a presentation of their annual report for 2020-2021. The presentation focused on progress made since the presentation given at the Board's September 2020 meeting. The presentation highlighted key achievements, including the implementation of a water bottle share program to reduce single-use plastic waste; collaboration between the SUO and the University on the establishment of the COVID-19 emergency bursary fund and addressing student study space needs; and, SUO contributions toward student financial support and awards.

Governors thanked the students for their leadership and noted their appreciation for the partnerships that the SUO has forged with the Administration to improve the student experience on the Okanagan campus.

COMMITTEE REPORTS

2. FINANCE COMMITTEE

Finance Committee Chair Azim Lalani reported that at its April 7 meeting, the Committee had received for information a summary of Q4 investment results from UBC IMANT.

The Committee received the Administration's recommendation that the Sustainable Future Pool be combined into the Main Endowment Pool. In response to concerns raised by Governors, the Committee agreed to defer consideration of the resolution on this matter and asked the administration to return later in the year with the proposal. A briefing from the Integrated Service Centre on activities and service-request levels five months after the implementation of the Integrated Renewal Program was also provided.

Under the Consent Agenda, the Finance Committee received for information a Capital Projects Update and correspondence from the AMS and approved the following fees:

- Students' Union of UBC Okanagan fees for 2021-2022
- UBC Alma Mater Society fees for 2021-2022, and
- a new Graduate Student Society Financial Aid Fee,

The Chair noted that the Finance Committee discussed the 2021-2022 tuition proposal in full at its April 7 meeting and held a special meeting on April 14 to provide additional time for full discussion of the 2021-2022 budget proposal.

2.1 Tuition and Non-Instructional Fees 2021-2022

Presenters: Andrew Szeri, Ananya Mukherjee Reed, Peter Smailes, Lesley Cormack, Ainsley Carry

Provost and Vice-President Academic of the Vancouver Campus opened the discussion of tuition and non-instructional fees for the upcoming academic year. He reported that the administration was proposing a 2% increase for new and continuing domestic undergraduate students, a 4% increase for new undergraduate international students, and a 2% increase for continuing international students. The proposed increases would generate \$18 million in incremental tuition revenue, which, on a one-time basis, the administration proposed allocating to COVID-related expenses that impact students.



Following a presentation by the Vice-President Students on responses to the tuition consultation survey, discussion took place on the following subjects:

- Student opposition to tuition increases highlighted in the survey responses, and expressed by student leaders and current and former student Governors. Questions were raised as to the approach to the tuition consultation survey and the impact of survey responses on tuition decisions.
- Clarity on how the \$18 million in incremental tuition revenue increases would be allocated, and whether resulting student financial support would be needs-based. The administration reported that some initiatives supported by this funding are not solely needs based, such as the proposed textbook discount. It was further noted that this funding would not go toward recurring expenses but is focussed on COVID-19 related expenses. Student financial support on an ongoing basis beyond needs arising from the pandemic will be addressed through the affordability plan in development. It was noted that areas of greatest need will be difficult to predict. Consequently, flexibility in the administration of the fund is needed. The administration will report on the allocation of the incremental tuition revenue to the Board. Further, the administration was noted that this funding is separate from and in addition to the COVID contingency fund.
- Discussion took place about the merits of applying different rates of increase to domestic and international students. It was noted that only increasing tuition for international students would send a negative message to that part of the student community.
- It was noted that the impact of the pandemic has changed the student experience and that tuition increases should be considered within this context. Compassion towards students during this unprecedented time was encouraged. It was noted that each student's circumstances are different and some have been affected by the pandemic with greater magnitude than others.
- The administration highlighted the long-term cumulative impact of a decision not to increase tuition., Particular attention was drawn to the potential detrimental impact on the Okanagan campus, which has fewer sources of revenue than the Vancouver campus to supplement tuition. It was noted that UBC's tuition rates are reasonable when measured against those of comparator institutions and it was noted that the University is currently in an operating deficit because of the impacts of the pandemic and has recently implemented budget cuts across the University in an effort to address the operating deficit.
- The impact of inflation and the ability for the University to deliver the academic quality that students expect without a tuition increase. It was noted that a proportion of tuition goes toward student financial support and suggested that a closer look should be taken at the redistributive model to ensure that struggling students are not subsidizing other struggling students.
- Concern was expressed with the level of detail in the materials and suggested that a stronger case for the proposed tuition increase would have been more compelling.
- The impact of tuition increases on graduate students and graduate students in different types of programs was discussed.
- The need for a student affordability plan was emphasized.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approves a 2% increase in tuition for new and continuing domestic undergraduate and graduate students for the programs specified in Schedule A and attached to the briefing, applicable to students on the Vancouver and Okanagan campuses effective May 1, 2021.

CARRIED

Among those who objected, M. Holmes asked to be noted in the minutes as having objected.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approves tuition increases for international students, applicable to students on the Vancouver and Okanagan campuses effective May 1, 2021, as follows:

- i.* **2% increase in tuition for new and continuing international graduate students in programs with standard rates;**
- ii.* **4% increase in tuition for new incoming international undergraduate students and graduate students in programs with specialized rates, as set out in Schedule A and attached to the briefing;**
- iii.* **2% increase in tuition for continuing international undergraduate students and graduate students in programs with specialized rates, who entered their degree programs prior to May 1, 2021, as set out in Schedule A and attached to the briefing;**
- iv.* **4% increase in international per credit tuition for unclassified, qualifying, visiting, access studies, and auditing students; and,**
- v.* **Allocation of incremental tuition related to the proposed rate increases for FY2201-2022 towards COVID-19-impacted key student priorities not allocated to the Faculties, Academic Excellence Funds, or central contingencies, maintaining the percentage share for student financial aid.**

CARRIED

Among those who objected, M. Holmes asked to be noted in the minutes as having objected.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approves the following fee increases according to the schedule attached to the briefing and marked "Schedule B":

- i.* **Tuition-related fees effective May 1, 2021**
- ii.* **Mandatory fees effective September 1, 2021**

CARRIED

Among those who objected, M. Holmes asked to be noted in the minutes as having objected.

2.2 UBC Budget 2021-2022

Presenters: Peter Smailes, Andrew Szeri, Lesley Cormack, Ananya Mukherjee Reed

At the outset of the Budget conversation, the President noted the University's commitment to the Indigenous Strategic Plan (ISP). The President, Executive, as well as the Deans and Senior Management are working together to rollout the ISP implementation governance structure, across two new cross campus committees and a new office of Indigenous Strategic Initiatives. He noted that going forward, the budget process will include consultations with



thee groups to help resource the priorities and commitments of the ISP. He noted his commitment to work with the Board's Indigenous Engagement Committee for critical feedback in the formation of future budgets. These committees must have an opportunity to assess the investments made through the ISP to ensure Indigenous needs and priorities are met.

The Vice-President Finance and Operations presented the 2021-2022 budget, noting that it continues to be impacted by the pandemic and it is yet unclear how the pandemic will develop over the next six months. He noted that the budget continues to invest in UBC's strategic priorities.

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

- Questions were raised about how the \$18 million in incremental tuition revenue will be allocated and how this will be communicated to the Board. Further detail, as well as further consultation with the Board about how the money would be allocated before it is spent, was requested.
- A question was raised about the amount of funds set aside for faculties for hires of Black, Indigenous and People of Color (BIPOC) and how those hires would be implemented. It was noted that there is a new central investment of \$17 million that can be used very flexibly for cluster hiring or in conjunction with the President's Academic Excellence Initiative.
- The proportion of student aid that is federal, provincial and UBC's sources was discussed. It was noted that of the \$380 million in total student aid about \$106 million is funded by UBC with a small proportion being sourced by donor funding. Government funding also includes loans provided through the United States Federal loan program.
- Additional detail was requested about the \$11 million dedicated to safe return to campus activities with a particular question about investments in lecture capture.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approves the 2021-2022 UBC Budget, circulated as Appendix 1 to the briefing.

CARRIED

3. PROPERTY COMMITTEE

Committee Chair Sandra Cawley noted that at its April 7, 2021 meeting Property Committee, on the consent agenda the Committee approved the granting of statutory rights of way to FortisBC for the Geological Field School in Oliver, and 1540 Innovation Drive in Kelowna. The Committee also received for information:

- Land Use, Transportation and Engagement Annual Monitoring Reports;
- the 2020 Housing Action Plan Annual Report;
- the Capital Projects Update; and,
- Correspondence from the UBC Alma Mater Society.

3.1 Gateway Health Building, UBC Vancouver (Nursing, Kinesiology, UBC Health, Integrated Health Services)

Presenters: Peter Smailes, Andrew Szeri, Ainsley Carry, Dermot Kelleher

The Vice-President Finance and Operations noted that this project is a top priority project for the University supporting the Schools of Nursing, Kinesiology and UBC Health in the integrated Student Health Services Facility to be housed in the building.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors grants BOARD 2 approval for the Gateway Health Building project at UBC Vancouver as follows:

- i. capital and operating budgets;*
- ii. authorization to issue the development permit;*
- iii. authorization to proceed to working drawings and tender; and,*
- iv. a funding release of \$5,350,000 for the next stage of project development*

CARRIED

3.2 School of Biomedical Engineering (SBME) Building, UBC Vancouver

Presenters: Peter Smailes, Andrew Szeri, Gail Murphy, Dermot Kelleher

The Vice-President Finance and Operations noted that this project is another top priority for the University. The School of Biomedical Engineering is a partnership between the Faculties of Applied Sciences and Medicine.

It was requested that for the Board Three approvals, submitted materials handle climate-related design in a standardized format so that the resources being put into climate mitigation in capital projects can be clearly shown.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors grants BOARD 2 approval for the School of Biomedical Engineering Building project at UBC Vancouver as follows:

- i. capital and operating budgets;*
- ii. authorization to issue the development permit;*
- iii. authorization to proceed to working drawings and tender; and,*
- iv. a funding release of \$4,500,000 for the next stage of project development.*

CARRIED

3.3 Beaty Biodiversity Centre Addition, UBC Vancouver

Presenters Peter Smailes, Andrew Szeri

The Vice-President Finance and Operations noted that this new project provides needed office and lab space for the growing Biodiversity research group.



The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors grants BOARD 1 approval for the Beaty Biodiversity Centre Addition as follows:

- i.* **project in principle;**
- ii.* **preliminary program and schedule;**
- iii.* **location;**
- iv.* **preliminary capital budget of \$40,000,000 and operating costs as set out in the Appendices to the briefing;**
- v.* **preliminary funding strategy as outlined in the section Funding & Financing;**
- vi.* **authorization to proceed to schematic design; and,**
- vii.* **a funding release of \$1,000,000 for the next stage of project development.**

CARRIED

4. EMPLOYEE RELATIONS COMMITTEE

Committee Chair Bill Sundhu noted that at its April 8 meeting, the Employee Relations Committee received for information a briefing setting out revisions approved by the President to the procedures of two policies: the Academic Administrators Appointment Policy (AP12) and the Academic Administrators Extension Policy (AP6).

5. GOVERNANCE COMMITTEE

Committee Chair Alison Brewin reported that the Governance Committee had met on April 8 and received for information updated committee membership assignments incorporating the two newly elected student Governors.

6. INDIGENOUS ENGAGEMENT COMMITTEE

Committee Vice-Chair Chaslynn Gillanders noted that the Indigenous Engagement Committee had met on April 7 where it received for information the following:

- the 2020 Annual Progress Report with regard to UBC Okanagan's Declaration of Truth & Reconciliation Commitments;
- an update on the expansion and remodelling of the First Nations Longhouse; and,
- a presentation outlining Indigenous Initiatives engagement and professional development support strategies offered through the Centre for Teaching, Learning and Technology

7. LEARNING & RESEARCH COMMITTEE

Committee Chair Mark Mac Lean noted that at the April 8 Learning & Research Committee meeting, the Committee had received three presentations:

- an assessment of a subset of results from the UBC-Vancouver Tenure Track Faculty Survey on The Effects of COVID-19, the Tenure Track Faculty Race Analysis;
- an update on progress toward learning and research aspects of the UBC Okanagan 2040 plan; and,
- a presentation from Dr. Tina Loo, a University Killam professor in the Department of History.



Under the consent agenda, the Committee approved items recommended by the Senates and by the Council of Senates and received for information a briefing on the Establishment of New Endowments.

8. PEOPLE, COMMUNITY & INTERNATIONAL COMMITTEE

Committee Vice-Chair Kavie Toor noted that the People, Community & International Committee had met on April 8, and received five items for information:

- the Equity and Inclusion Office (EIO) Annual Report for 2020/2021;
- the Employment Equity Report 2020;
- A presentation on the Career Strategy for the Okanagan and Vancouver Campuses;
- a presentation on Student Health & Wellbeing at Okanagan & Vancouver Campuses; and,
- an update on the process for revising the Naming Policy (GA6).

9. SUSTAINABILITY & CLIMATE ACTION COMMITTEE

Committee Chair John Klironomos reported that at the April 8 Sustainability & Climate Action Committee meeting, the Committee received two presentations:

- the Responsible Investing Update, and,
- an update on activities underway in response to UBC's Declaration of Climate Emergency.

CONSENT/INFORMATION AGENDA

The Board Chair noted three pieces of correspondence from the Alma Mater Society and one piece of correspondence from the Graduate Student Society on the consent agenda.

There being no other business, the open session of the meeting adjourned at 1:35 p.m.