



The University of British Columbia
BOARD OF GOVERNORS
MINUTES

Tuesday, September 21, 2021

9:10 a.m. to 2:00 p.m.

VANCOUVER CAMPUS

Robert H. Lee Alumni Centre Family Boardroom

6163 University Boulevard, 3rd Floor

Chair Ms. Nancy McKenzie
Co-Vice-Chairs Ms. Alison Brewin
 Mr. Raghwa Gopal
Members Hon. Steven Point, Chancellor
 Dr. Santa Ono, President and Vice-Chancellor
 Ms. Sandra Cawley
 Dr. Natalie Chan
 Mr. Jessie Dusangh
 Ms. Shola Fashanu
 Ms. Chaslynn Gillanders
 Mr. Max Holmes
 Dr. Anna Kindler
 Dr. John Klironomos
 Mr. Azim Lalani
 Professor Mark Mac Lean
 Ms. Anthonia Ogundele
 Mr. Joel Solomon
 Mr. Kavie Toor
 Ms. Nicole Udzenija
 Ms. Georgia Yee
Regrets. Mr. Bill Sundhu

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 (regrets)
 Provost and Vice-President Academic, UBC Okanagan
 Dr. Gail Murphy, Vice-President Research & Innovation
 Mr. Peter Smailes, Vice-President Finance & Operations
 Dr. Andrew Szeri
 Provost and Vice-President Academic, UBC Vancouver
Board Secretary Ms. Karen Hakkarainen

Board Chair Nancy McKenzie called the open session of the meeting of the Board of Governors to order at 9:10 a.m. She acknowledged that UBC’s Vancouver campus is situated on the traditional, ancestral, unceded territory of the Musqueam people, and that UBC’s Okanagan campus is situated on the traditional, ancestral, unceded territory of the Syilx Okanagan Nation.

1. BOARD OF GOVERNORS

1.1 Opening Remarks

The Board Chair highlighted that this was the first in-person Board of Governors meeting in over a year and a half and expressed gratitude to everyone who had worked to make the return to campus possible. She acknowledged the Board’s two new Vice-Chairs, Raghwa Gopal and Alison Brewin, noting that their complementary skill sets will ensure diverse perspectives are incorporated into planning Board agendas and providing counsel to both herself and President Ono.

The Board Chair expressed thanks to Governors for having reappointed her to a further term as Chair. She noted that she looks forward to continuing to work closely with President Ono and the Board to advance UBC’s vision – to inspire people, ideas and actions for a better world – through implementation of the UBC Strategic Plan. Additionally, she noted her commitment toward continuing to ensure governance transparency and creating an inclusive culture where every student, faculty member, staff member and visitor feels welcome and part of the UBC community.

The Board Chair noted that both the Federal and Provincial governments had passed legislation to mark September 30, 2021 as a National Day for Truth and Reconciliation. This date has been observed since 2013 as Orange Shirt Day, which recalls the experience of residential school Survivor Phyllis Webstad, who at the age of six was stripped of her new orange shirt on her first day attending the St. Joseph Mission Residential School near Williams Lake, BC.

The Board Chair noted that Truth and Reconciliation Day responds to one of the Truth and Reconciliation Commission's Calls to Action, which calls "upon the federal government, in collaboration with Aboriginal peoples, to establish, as a statutory holiday, a National Day for Truth and Reconciliation to honour Survivors, their families, and communities, and ensure that public commemoration of the history and legacy of residential schools remains a vital component of the reconciliation process." She encouraged all to pass the day, for which classes have been cancelled, to spend some time in personal reflection, education and awareness activities, or participating in Orange Shirt Day or other events.

The Board Chair acknowledged three faculty members of notable distinction:

- In the research category: Julian Cheng, Professor in the School of Engineering of the Okanagan Campus who was honoured as UBCO's Natural Sciences and Engineering Researcher of the Year. As an expert in digital communications and signal processing, Professor Cheng was selected for his significant contributions to research during his time at UBC Okanagan. Professor Cheng is a global leader in optical and radio frequency wireless communication and optical technology research and he recently invented an indoor optical wireless location technique that improves receiver accuracy and will allow precise control of robot movement.
- In the service category: Jacquelyn Cragg, Assistant Professor in the Faculty of Pharmaceutical Sciences. Dr. Cragg is principal investigator at the International Collaboration on Repair Discoveries (ICORD). As an emerging leader in the fields of data science, drug safety, and neuro-epidemiology, Dr. Cragg's research is improving our understanding of devastating spinal cord injuries and neurological diseases. Her current research aims to identify causes, risk factors, and biomarkers of neurological disease progression, including Parkinson's disease, ALS, multiple sclerosis, spinal cord injury, and stroke. She has formed promising research collaborations across the globe.
- In the teaching category: Dr. Terri Aldred, Clinical Instructor in the Faculty of Medicine's Department of Family Practice for receiving the 2020-21 Mikhael Award for Medical Education, which honors individuals who have contributed to improving medical education in Canada. Through Dr. Aldred's contributions to residency education and healthcare, she has supported learners, faculty and patients in her roles as a physician, educator and leader of the Indigenous Family Medicine Program Site.

The Board Chair also acknowledged ten UBC faculty members that has been inducted by the Royal Society of Canada (RSC) – nine as new fellows, and one as a new member of the College of New Scholars, Artists and Scientists.

The 2021 Fellows and Members will be welcomed into the Society in November. UBC's new fellows this year are:

- Dr. Alejandro Adem (Mathematics, UBCV)
- Dr. Jeannette Armstrong (Community, Culture and Global Studies, UBCO)
- Dr. Curtis Berlinguette (Chemistry, UBCV)
- Professor Isabel Grant (Peter A. Allard School of Law, UBCV)
- Dr. Stephen Guy-Bray (English Language and Literatures, UBCV)
- Dr. Toph Marshall (Classical, Near Eastern, and Religious Studies, UBCV)
- Dr. Raymond Ng (Computer Science, UBCV)
- Dr. Roger Wilson (Classical, Near Eastern, and Religious Studies, UBCV);
- Dr. Alison Wylie (Philosophy, UBCV)

In addition, the College of New Scholars, Artists and Scientists, Canada's first national system of multidisciplinary recognition for the emerging generation of Canadian intellectual leadership honoured Dr. Sheryl Lightfoot as a new member of the College. To these distinguished faculty members, and the others whose research, scholarship, teaching and other academic contributions have recently been recognized, the Board Chair offered recognition and appreciation on behalf of the Board.

The Board Chair then informed Governors that the Crown Agencies Board Resourcing Office (CABRO) had launched a new certificate program for Governing in the Public Interest. This online program provides B.C. public appointees with the foundational knowledge needed for governors to fulfill governance responsibilities. She encouraged all Board members to complete this program.

The Board Chair then turned to President Santa Ono for his opening remarks. President Ono reported that the return to campus had gone smoothly. He noted that as of the day prior to the meeting, more than 56,000 students, faculty and staff had completed the online, confidential declaration of vaccination status, with 98.8% of respondents disclosing their status, and 94.1% having disclosed that they are already fully vaccinated. The President thanked every member of the UBC community for their commitment to a healthy and safety campus.

The President noted that in the context of the meeting, he would report on his priorities and goals for the 2021-22 year, which fall into the following categories: 1) equity, diversity and inclusion; 2) Indigenous engagement and reconciliation; 3) climate change; 4) COVID-19 response; operational efficiency; and, 5) the President's Academic Excellence Initiative.

The President outlined his goals in the area of Equity Diversity and Inclusion as follows:

- Work with the UBC community to complete the Taskforce Report of Anti-Racism and Inclusive Excellence;
- Identify priorities for implementation from the Taskforce Report;
- Support the implementation of top annual priorities from the Inclusion Action Plan;
- Release the Report from the National Dialogues on Anti-Asian Racism; and,
- Ensure that the "Beyond Tomorrow Scholars Program" is successfully launched.

In the area of Indigenous Engagement and Reconciliation, the President noted his goals for the upcoming year to:

- Work with the entire UBC community and indigenous partners to implement the Indigenous Strategic Plan;
- Continue to foster strong relationships with Musqueam;
- Work with Executive, Provosts, Deans and ISP Coordinating Committee to plan Indigenous Faculty, Staff and Student Recruitment; and,
- Work with Professor Sheryl Lightfoot and the Deans to develop a synergistic partnership between the Faculties of Applied Science and Science with three First Nations.

In the area of Climate Change, the President noted that his goals were to:

- Continue to lead climate action in my second year as the President of the University Climate Change Coalition;
- Represent UBC and Canada at the 2021 United Nations Climate Change Conference in Glasgow;
- Continue to lead as Chair of Committee of Presidents of the U7+ Alliance of 45 universities to address pressing global challenges such as climate change; and,
- Prepare to host global Climate Change Summit at UBC in summer 2022.

Pertaining to the ongoing COVID-19 response, the President noted his objectives to:

- Continue to lead UBC's strategy to support a healthy and safe community during this year of Return to Campus; working with provincial leaders and health authorities;
- Support the implementation of a remote work program that fosters employee engagement, attraction and retention, and considerations around environmental impacts;
- Work with the Executive and others to enhance programming for students as their return to campus after 18 months away; and,
- Evaluate and apply lessons learned from the pandemic into future planning to mitigate risk and leverage opportunities.

In the area of Operational Efficiency, the President noted his priorities to:

- Work with Executive and experts in institutional finance to establish a UBCV/O operating model that optimizes the distribution of resources across UBCV and UBCO;
- Focus on UBCV and UBCO budgets with a clear delineation of administrative structures and an alignment of budget frameworks between both campuses;
- Support the implementation of a Thrive-based platform for monitoring testing of unvaccinated individuals at UBC; and,
- Provide clear and visible leadership in the refinement of Workday HR and Finance and the implementation of Student within the Integrated Renewal Program.

The President also noted his goals with respect to the President's Academic Excellence Initiative (PAEI) to:

- Oversee the accelerate phase of the PAEI and support the development of the campaign-phase for both campuses;
- Engage with the Provosts and Deans to leverage PAEI to support the EDI priorities of the university; and,
- Work with the Provosts, VP Research and Deans to support infrastructure investments to support new faculty members recruited by PAEI.

The President noted that the annual fall UBC campaign was being prepared for launch. He highlighted the successes of the 2020 Campaign which raised over \$609,000, an increase of 5% over the previous year. He noted that this was a remarkable achievement given the challenges of 2020 and thanked the donors and volunteers who had made this possible.

The President noted that this would be UBC's 45th year supporting the United Way. He noted his hopes that members of the UBC Community would continue to support this effort to show commitment and support to the broader community and those in need.

Following the President's remarks, the Board Secretary confirmed that quorum was in place.

1.2 Approval of Agenda

The Board Chair asked if any Governors wished to have an agenda item moved from the consent agenda for discussion and no such requests were made.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approves as circulated the Agenda for September 21, 2021 open meeting of the Board of Governors.

CARRIED

The Board Chair asked if any Governors had any real or perceived conflicts of interest with any items on the agenda. None were declared.

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 June 24, 2021 open meeting of the Board of Governors.

CARRIED

COMMITTEE REPORTS

2. FINANCE COMMITTEE

Finance Committee Chair Azim Lalani reported that at its September 8 meeting, the Finance Committee had received a presentation from UBC IMANT that provided a summary of Q2 investment results as of June 30, 2021, as well as a progress update on the Responsible Investing Strategy. The Committee was advised that the 2021 asset mix review incorporated climate risk modelling and analysis.

The Committee Chair noted that at its June 2021 meeting, the Board had granted Board 3 approval for implementation of the student component of the Integrated Renewal Program. In September, the Finance Committee was updated about key program milestones and the anticipated timeline for implementation. The Committee discussed resource challenges and mitigation strategies, and reiterated the Board's strong support for ensuring that sufficient resources are in place to facilitate a successful transition.

The Committee Chair further reported that the Committee had received an update on allocation of incremental tuition 2021-2022 revenue toward key student priorities impacted by the pandemic. Spending will ramp up through the first term and will be closely monitored through regular updates to the Finance Committee. The Committee also discussed the Administration's approach to engagement with students around tuition for 2022-2023, including the timeline for that process.

As part of the Annual Debt Report, the Administration had provided the Committee with a summary of the University's internal loan processes as well as an update on overall debt ratios. The Committee discussed internal interest rate charges and the role of the Vancouver operating fund in offsetting debt charges. The Finance Committee had also approved a new tuition assessment rule applicable to domestic and international tuition rates for laddering arrangements between Graduate Certificate programs and affiliated Master's Degree programs.

The Committee Chair reported that under the consent agenda, the Finance Committee had approved tuition for the Master of Design (MDes) program at the Okanagan campus, and closure of the Operations Excellence Endowment Fund. He further noted that under the Consent Agenda, the Committee had received for information:

- the biennial Capital Projects Update;
- UBC Staff Pension Plan Audited Financial Statements for 2020;
- an update from the Integrated Service Centre;
- a notice of increase to the Non-Refundable Acceptance Deposit for the Master of Physical Therapy;
- amendments to the Finance Committee Terms of Reference as approved by the Governance Committee; and,
- Board 4 Post-Completion Reports for:
 - Inter-Related Graduate Research Commons and Koerner Library Projects,
 - and the Djavad Mowafaghian Centre for Brain Health (DMCBH).

2.1 Recombining Sustainable Future Pool into Main Endowment Pool

PRESENTERS: Peter Smailes, Heather McCaw

The Committee discussed potential ramifications for the University's responsible investment goals of disbursing divested Sustainable Future Pool (SFP) assets into the Main Endowment Pool (MEP). We were advised that SFP and MEP assets will continue to be managed in accordance with UBC's Responsible Investment Framework

A Governor raised concerns as to whether a divested option would remain available to donors. In response it was noted that the Sustainable Future Pool is a small endowment pool and has a reduced ability to earn returns that support spending rates that attract donors as a result. The Vice-President Finance and Operations noted the Main Endowment Pool was at 1.4 % of fossil fuel investment and that this is reducing over time.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors:

- i. approves the transfer of the Sustainable Future Pool assets, both invested capital and stabilization account, into the Main Endowment Pool; and,***

- ii. directs the Administration to update UBC Endowment policies, terms of reference, and accounting practices and processes as required to reflect this change.*

Governors Holmes and Yee objected. **CARRIED**

2.2 Workday Release 1 Completion Update

PRESENTER: Peter Smailes

The Chair noted that the Committee had received a presentation reviewing the scope, costs and anticipated timeline for the Workday Release 1 Completion Project. Governors raised questions about budget planning undertaken in preparation for future renewal costs, and about the capacity of the Integrated Renewal Program (IRP) to fully accommodate UBC system requirements. The Vice-President Finance and Operations noted that this project ensure completion of areas of IRP Human Resources/Finance that were delayed or not fully implemented. He further noted that the project is funded by left over contingency and unspent project funds.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approves:

- i. release of \$13.3 million from unused, previously approved HR/Fin contingency for the R-1 Completion project (total project cost \$29.5 million); and,*
- ii. an internal loan of \$32.8 million to fully finance HR/Fin costs of \$192.6 million and an internal loan of up to \$29.5 million for the Release 1 Completion project for a total internal loan of up to \$62.3 million for a 12-year term at an interest rate of 5.75%.*

CARRIED

3. PROPERTY COMMITTEE

Committee Chair Sandra Cawley noted that the Property Committee had met on September 8th and had approved a combined Board 1 and Board 2 request for The Gallery at UBC Vancouver. The Gallery will house two prestigious collections: the Wallace B. Chung and Madeline H. Chung Collection and the Phil Lind Klondike Gold Rush Collection. Development of the Gallery will also provide opportunities to work with the UBC Xwi7Xwa Library to highlight the important role of Indigenous peoples in the gold rush. The Committee also approved Board 1 for the Food & Beverage Innovation Centre at the Vancouver campus, following discussion of factors contributing to project costs, risk-mitigation strategies, and research and partnership opportunities.

The Committee Chair reported that under the consent agenda at its September 8 meeting, the Property Committee had received for information the following:

- the biennial Capital Projects Update;
- amendments to the Property Committee Terms of Reference as approved by the Governance Committee; and,
- Board 4 Post-Completion Reports for
 - Inter-Related Graduate Research Commons and Koerner Library Projects, and,
 - the Djavad Mowafaghian Centre for Brain Health (DMCBH).

3.1 Brock Commons Phase 2 North Building, UBC Vancouver – Board 3 Approval

PRESENTERS: Peter Smailes, Ainsley Carry, Andrew Szeri

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors grant BOARD 3 approval for the Brock Commons Phase 2 Mixed-Use Housing Development North Building at UBC Vancouver as follows:

- i. approval of final capital and operating budgets;*
- ii. approval of final funding sources and financing of up to \$54 million at 5.75% annual interest with an amortization of 30 years, repaid by SHCS and UBC Central;*
- iii. authorization to proceed to award construction contracts; and,*
- iv. approval of final funding release of \$53,264,000.*

CARRIED

4. GOVERNANCE COMMITTEE

Committee Chair Alison Brewin noted that at the September 9 meeting of the Governance Committee meeting, the Committee had approved the dissolution of the UBC Neighbourhoods Liaison Committee which was replaced by the UBC-UNA Liaison Committee created under the new reporting framework from the UNA-UBC 2020 Neighbours' Agreement. She noted that the Committee had also approved changes to the Terms of Reference of the Finance Committee to add an additional elected Governor to its composition and specifying that the three elected Governors serving on the Committee comprise one faculty member, one staff member, and one student. The Governance Committee also approved amendments to Property Committee Terms of Reference to remove reference to the University Neighbourhoods Association Budget, which would be moved to the ambit of the Finance Committee. Under the consent agenda, the Committee approved amendments to the Code of Conduct and Conflict of Interest Guidelines for the Board of Governors clarifying attendance at meetings.

The Committee Chair noted that the Committee had also discussed the establishment of an annual budget for individual Board Members to undertake professional development opportunities, as well as the membership of a subcommittee being established to review the structure of the Board's Committees. She noted that a small group would soon be meeting to ensure the correct representation on that group.

4.1 Terms of Reference Amendments - Finance Committee

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approves the delegation of authority to the Finance Committee to approve the annual budget of the University Neighbourhoods Association (UNA), as set out in the amended Terms of Reference attached.

CARRIED

4.2 Terms of Reference Amendments - Governance Committee

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that Board of Governors approves of amendments to the Governance Committee Terms of Reference to:

- i.* include delegation of authority to approve amendments to the UBC-UNA Liaison Committee Terms of Reference;
- ii.* to remove reference to the Neighbourhood Liaison Council from the list of working groups in Appendix B;
- iii.* to enable the Committee to appoint and reappoint certain members to the Staff Pension Plan Board; and,
- iv.* to rescind the ability of the Committee to appoint and reappoint members of the Western Canadian Universities Marine Sciences Society.

CARRIED

4.3 Committee Assignments

The Committee Chair noted that the Governance Committee had considered the following motion at its in camera session but for transparency the motion would be considered by the Board in open session. She added that there have been many updates to committee assignments over recent years which were largely ad hoc. The newly established Subcommittee to Review the Board Committee Structure will review the committees' structure, Terms of Reference, and composition to ensure continued good governance. Until such time as the Subcommittee completes its task the proposed motion is intended to enable the Board Chair to adjust committee composition to ensure equitable representation.

A Governor noted that the resolution grants the Board Chair considerable discretion in this area, and that nonetheless, there is a need to ensure equitable and efficient committee composition. The collaborative leadership of the Board Chair was noted as well as the support of the Board for the Chair's decisions to be made under the powers granted by the resolution.

In response to a question from a Governor it was confirmed that committee members appointed under the resolution would be full voting members.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approves that the Chair of the Board may appoint additional Board members to any standing committee of the Board to ensure equitable representation until the subcommittee on committees has completed its work, but that generally Governors should not be appointed to more than 4 standing committees (excluding ex officio members).

CARRIED

[N. McKenzie abstained]

5. INDIGENOUS ENGAGEMENT COMMITTEE

Committee Chair Chancellor Steven Point noted that the Indigenous Engagement Committee had met on September 8 and had received for information an academic presentation from Dr. Andrea Reid from the Institute for the Oceans and Fisheries on using indigenous knowledge to enhance sustainable fisheries practices and her research looking into the complex interrelationships between fish, people and place. The Committee also received an update on the Indigenous Strategic Plan implementation, including the launch of the Office of Indigenous Strategic Initiatives which coordinates the implementation of the ISP across both Vancouver and Okanagan campuses. The update also highlighted launch of a new Indigenous Strategic Initiatives fund of up to \$4 million to be allocated across UBC Vancouver and Okanagan in 2022 to support projects that advance ISP priority actions.

The Chancellor added that he had been meeting informally with other Indigenous Chancellors of universities across Canada. At these meetings, discussions had taken place on such matters as the role of the Chancellor, and what indigenization, decolonialization and reconciliation mean in the context of post-secondary education.

6. LEARNING & RESEARCH COMMITTEE

Committee Chair Mark Mac Lean noted that the Learning & Research Committee had met on September 8 and had received for information a briefing on the changes to teaching and learning activities since March 2020, and emerging ideas from the work of the 'Beyond COVID' project. Funding initiatives to support teaching, international students abroad, and increase lecture capture in classrooms and technical support resources was highlighted.

The Chair noted that the Committee had also received a presentation from Dr. Suzie Lavallee on a Teaching and Learning Enhancement Fund project looking at ways in which 3D virtual models can be enhanced in simple but effective ways for teaching and learning; how they can enhance classroom and lab design; and, accommodate distance education. He also added that under its consent agenda, the Committee had received for information a briefing on the Establishment of New Endowments.

7. PEOPLE, COMMUNITY & INTERNATIONAL COMMITTEE

Committee Chair Kavie Toor noted that the People, Community & International Committee had met on September 9. At that meeting the Committee received for information the Campus Security Annual Reports for UBC Okanagan and UBC Vancouver, including a presentation with updates on Campus Security including policy enhancements, building UBC's relationship with the RCMP, and increasing equity, diversity and inclusion training. The Focus on People 2025 report was also discussed.

The Chair noted that under the consent agenda, the Committee had approved a recommendation from the Naming Committee and received for information proposed amendments to Naming Policy (GA6) and a report on faculty members who had received notable distinctions.

8. EXECUTIVE COMMITTEE

Committee Chair Nancy McKenzie noted that at the Executive Committee meeting on September 9, the Vice-President Research & Innovation had provided an enlightening overview of her portfolio, its role and its many contributions to UBC. The Executive Committee discussed some of the issues raised in Dr. Murphy's presentation, such as the IT requirements of the RISE program, and the value to UBC and to society in general of ensuring equitable support for all areas of research represented at UBC.

1.4 Student Society Presentations

The President welcomed the student presenters who included:

- Tashia Kootenayoo, President, Students' Union Okanagan (SUO)
- Kai Rogers, Director-at-Large (SUO)
- Kimani Karangu, President, Graduate Student Society (GSS)
- Ashni Gill, Vice-President External Relations (GSS)
- Cole Evans, President, Alma Mater Society (AMS)
- Eshana Bhangu, Vice-President Academic and University Affairs (AMS)

Student presentations from the SUO, GSS and AMS focused on issues of accessibility and accommodation for students with disabilities, trust and engagement, supervisory support for graduate students, anti-racism initiatives, food security and affordability, experiential education and career development opportunities, and dealing with incidences of sexual misconduct. Student presenters also advocated for the full implementation of the Indigenous Strategic Plan and, for the Vancouver campus, for the consent of the Musqueam Nation to be sought for new projects that are undertaken.

The Board Chair thanked the presenters for highlighting their priorities, and noted that the high level of alignment between the institutional and student priorities provides a solid foundation for continuing to work together for the University. She noted that the Board will continue to strive for transparency and meet in open session as much as possible, and that there will also be matters that require closed or in camera sessions such as those that concern privacy, competitive, or legal issues. It was noted that transparency cultivates trust among students, which is critical to the University, the Board and the students working together.

The President also thanked the student presenters for their clear recommendations and the Vice-President Students noted the long history of student governance bodies at UBC offering advice to the administration, adding that many of the University's strategic plans have been influenced by student leadership.

Governors voiced support for the students' suggestion of a disability task force. It was suggested that it be a dual campus task force, as this model had worked well for other initiatives. The importance of faculty involvement in disability accommodations was emphasized and it was noted that there are models for faculty partnerships in this area at other institutions. The need for a systemic review of disability resources and whether there are gaps in the implementation of policies in this area was noted.

A Governor noted the interrelatedness of the students' priorities, many of which are systems issues. For example, racialized students can face difficulty accessing housing, and racialized communities face greater impacts from climate change as dashboards do not always capture these nuances. Taking a systems approach to these issues was recommended.

A Governor asked students for their input on how the University should balance reductions in revenue with the increased investments that the students' priorities as outlined would require. In response it was noted that students understand that costs are always increasing, and they want to know that when they are paying tuition and fees the value is there, and that the University cares about affordability. They noted student-friendly approaches such as increasing use of open resources as opposed to expensive textbooks. It was noted that international students can be challenged to budget for the duration of their program given cumulative tuition increases. The need for the academic experience to meet the expectations of students was noted and more on the students' impressions of their academic experience was suggested as a topic for future discussions with students.

Regarding the affordability of food on campus, it was suggested that students could benefit from needs-based bursaries for food. In response it was noted that students may not recognize that they are food insecure until it is too late. It was noted that meal plan programs are informed by consultations with student unions. Needs-based bursaries were also suggested for technology for those with disabilities. It was noted that resources and supports for students with disabilities come from various sources, including government, and that better communication could highlight these. It was noted that accessibility supports are only effective when students are aware of them. On the topic of communications, the presenters suggested direct, plain language communications and noted that mass broadcast emails are not always effective in communicating with students.

The Chancellor voiced appreciation for their support for the ISP, and embedding this throughout the University in a balanced way. He noted that there is no single solution for indigenization, and that institutions across Canada face this issue. He thanked the students for their presentations and their support for the University, noting that the institution will move forward with their help.

1.5 President's 2021-2022 Priorities, Goals and Objectives

The President noted that in addition to the priorities set out in his opening remarks, one of his goals is to focus on student experience broadly and changes to the student experience resulting from the pandemic. He noted the need for alignment between the student experience and their career aspirations. He indicated that he would report on these efforts in 2022. The President added that his priorities for the upcoming year are guided by the University's Strategic Plan, through which several levers are underway that will enhance student experience. These include the implementation of the ISP, Inclusion Action Plan, and Equity, Diversity and Inclusion initiatives are underway. He noted that academic renewal is at the core of each of these initiatives, and that UBC is making a clear statement to the world that academic excellence includes diversity. It was noted by Governors that the Strategic Plan and the President's priorities as stated should drive the agendas of the Board and its committees for the upcoming year. It was further noted that the President's goals represent the University's direction and should guide plans across faculties and portfolios.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approves the President's 2021-22 with forthcoming amendments as discussed.

CARRIED

1.6 Movement Break with UBC Move U Crew

As the meeting was behind schedule, no movement break was taken.

The meeting adjourned for a lunch break at 12:05 p.m. and reconvened at 12:58 p.m.

1.7 Return to Campus – Status Update

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

Members of the Administration provided updates on the status of returning to campus. The Vice-President Students noted that incremental tuition revenues had subsidized where students needed to self-isolate upon coming to the area, and reported that there has been solid mask-wearing compliance in student housing. He noted that vaccines are required in student housing and that a program for vaccine verification in student housing was being developed. All Athletics and Recreation facilities were open, and varsity athletes are required to provide proof of vaccination to compete. He added that for events on campus, there were now rules for private events and that fraternities and sororities are asked to limit attendance at their parties and events to their members and prospects only, and a relationship statement is being co-developed with the fraternities and sororities.

The Vice-President then noted several methods of communications with students including new student orientation videos that include information about mask and vaccine mandates. He noted that there were 150 student ambassadors employed to help students get oriented as this is the first year of on-campus learning for both this year's incoming class and last year's. Welcome letters for students on both campuses indicated that rapid testing would be available for those who cannot be vaccinated.

The Provost and Vice-President Academic of the Vancouver Campus noted that enrolment is full and steady with increases in graduate student numbers and growth in the number of inbound exchange students. He noted that 94% of Vancouver Campus courses are to be completed in person and 14% of the courses can be completed online. Some courses have sections that can be done through either method of delivery. He referred to a survey in August that had an 86% response rate where students informed the University if they anticipated having trouble coming to campus. Approximately 50 % of those students who expected to have difficulty have since arrived on campus. Those students who had not yet arrived were being provided supports including lecture recordings, extra teaching assistants, running online discussion sections, Students who elect to miss a term are electing to use the Senates' Academic Leave Policies.

The Deputy Vice-Chancellor then spoke about the Okanagan Campus, where enrolment was also full and steady. She noted that the Okanagan Campus had planned since earlier in the year to have a certain proportion of courses offered online, partially due to space constraints as well as the anticipated difficulty for international students to

obtain travel visas. She noted that almost 23% of Okanagan courses were being offered online with no in person requirements, and 71% were being offered in person.

The Vice-President Finance and Operations spoke to the level of declaration of vaccine status that had been reported through the survey for faculty, staff and students. He noted that there had been approximately 61,000 declarations completed to date and that 97.7 % of those who had declared, were partially or fully vaccinated. He further noted that the response rate of 63 % was difficult to parse as a number of people who are not on campus were included in the denominator. The response rate should go up significantly as the denominator is clarified. He noted that verification of vaccine status would likely be based on the BC vaccine card or an upload of the proof of vaccination that was required to enter Canada. The budget for the rapid testing program has been approved and the program would start on September 27th.

The Vice-President Human Resources noted an increase in number of requests for accommodation for religious and health reasons. Over the course of the pandemic there were lower than usual incidences of sick leave, as people were working remotely. This could increase as people return to campus.

In response to a question from a Governor, the Deputy Vice-Chancellor noted that on the Okanagan Campus, rapid testing had been available throughout summer and would continue through a partnership with Interior Health. She further noted that the decision to make the Bachelor of Management program fully online this year was because many international students in the program would not have been in Canada by the time classes started. Students were consulted on the delivery mode of the program, which was chosen to provide accessibility for all students.

In response to a question about how many cases of COVID had been reported on either campus, it was noted that the Health Authorities do contact tracing and do not share this data with the University. It was further noted that if there was to be an outbreak in student housing or the classroom setting the University would likely be alerted, but no such outbreaks had been reported.

Regarding fraternities and sororities, it was noted that these groups are independent of the University, and a question was raised as to the attention and resources spent on these organizations was in parity with other independent organizations on campus. The possibility of discussing this matter at one of the Board's committees was raised.

A Governor inquired as to whether it is the case that rapid testing would be mandated for people that have not submitted proof of vaccination. It was noted in response that a regular schedule for this is being developed, and the frequency of testing is under discussion. Conversations are underway with the Provincial Health Office as to what the conditions would need to be to wind-down a rapid testing program.

A question was raised as to what advice are faculty members are being given about managing concessions for sick students and whether this advice was being applied consistently. In response, it was noted that there is an extensive document with detailed instructions for faculty members.

1.8 Consideration of Senate Motions

The Board Chair noted that the Board had received motions for consideration from the Okanagan and Vancouver Senates urging the Board of Governors to implement rules requiring that students, staff and faculty who are attending, supporting or delivering in person classes, tutorials or libre laboratories, to be fully vaccinated. President Ono added that he does not have the authority to institute such a requirement, and that it would require the full discussion of the Board. The Board Chair emphasized that the safety of students, faculty, staff are of paramount importance to the Board of Governors. She added that when members of the University community express concerns, the Board must listen and respond.

The Board Chair noted that the Board had been prioritizing supporting the President and the Executive Team in their response throughout the pandemic. The Board also recognizes the importance of students safely returning to in-person learning to support not only their academic goals, but also their mental health and wellbeing. For these reasons, in August the Board passed a resolution supporting the President to implement a requirement for mandatory COVID-19 testing for students, faculty and staff attending campus, with exemption for those who provide certification of vaccination.

The Board Chair noted that three experts had been invited to the meeting to provide information to support the discussion of the Senate motions and she welcomed the following presenters:

- Dr. Alexandra Choi, Medical Health Officer, Vancouver Coastal Health
- Dr. Dan Coombs, Professor, Department of Mathematics – member of BC-COVID Modeling Group
- Dr. David Patrick, UBC School of Population and Public Health

Dr. Choi first presented on vaccination rates in the Vancouver Coastal Health region, noting that vaccine coverage in the area was very high. British Columbia has among the highest vaccination rates in the country and in the Vancouver Coastal Health region, over 90 % have received at least one dose. She added that universities typically have even higher coverage. In August, a survey of UBC students in the region indicated about 90.5 % vaccination coverage at a time where in the rest of the population was at around 81 %. It is important to look at vaccine coverage on-campus and in the surrounding community as opposed to the entire province as risks associated with a pandemic are no longer uniform based on vaccine coverage. She noted that even with high vaccination rates, there is an expectation that COVID-19 will become endemic and cases will arise for years to come. She explained that transmission rates are highest in households and social networks, and that data based on the K-12 setting show low transmission rates in the classroom. Dr. Choi noted that the goals of pandemic management are to minimize morbidity and mortality. In people aged 18 and 29, the pandemic response has had impacts on mental health and greater proportions in this age group were not working so experienced increased financial stress. A corresponding increase in illicit drug toxicity deaths has also been observed. Regarding a vaccine mandate, Dr. Choi noted that the marginal benefits of such a step are likely low given high vaccination rates, and not necessary to achieve public health objectives. She added that here are concerns that a mandate could have disproportionate impacts for groups who face barriers to education and health care.

Dr. Coombs presented modelling on transmission of the virus. He noted in his presentation that the issue of vaccine mandates is one of risk tolerance, and that compassion is needed understanding that personal risk tolerance varies from individual to individual. He noted that the mitigations of mask mandates, vaccine passports, and behaviours such as social distancing have flattened the curve and allowed more time for people to get vaccinated. The UBC vaccination rate is extremely high but the University is not an island and infection rates cannot be decoupled from the broader region. He explained that completely keeping the virus off-campus is not likely possible, and noted that the goal is to keep any clusters contained and ensure the UBC does not contribute to transmission in the Lower Mainland. His models indicate an effective local reproductive number of less than one where UBC has a vaccination rate of 95 %. This means that UBC is not an incubator for the virus but does not mean there will be no transmission at UBC. He concluded that through these models the benefit of a vaccine mandate is hard to discern.

Dr. Patrick then spoke, noting measurable harms for those who missed a year on campus over the previous academic year, including negative mental health and socialization impacts. Transmission continues but not at exponential rates. For the unvaccinated there is 17% greater risk of transmission, and 30-40% greater risk of hospitalization. He also noted that herd immunity might not be achieved even when children are fully immunized. He added that with the return to a province-wide mask mandate has made difference and that the vaccine passport had provided an added nudge toward increasing vaccination rates. He explained that in public health the best practice is to adopt the least intrusive and most effective measures and that vaccine mandates have drawbacks such as protests and legal cases. Mandates should be considered only to achieve a particular public health goal, and with high immunization rates it may not be necessary. Fears that there may have been huge swaths of non-immunized faculty, staff and students are considerably assuaged by recent data. In addition to masks, there have been improvements to ventilation, and behavioural norms have changed about staying home when sick.

Following the presentations, the floor was opened to Governors for questions.

A question was raised as to whether Interior Health was asked to present about the Okanagan Campus and surrounding community. In response it was noted that Interior Health Officials had been invited to the meeting and that they had provided a written submission that was in the agenda package where it was noted that 85% in the region have received one dose of the vaccine and 74% had received two doses. It was raised that a vaccine mandate might help to quell fears arising from a lack of compliance with mask wearing on the Okanagan Campus, which was observed not to be as high as that on the Vancouver Campus. It was also noted that the rate of community transmission in the Okanagan region was comparatively higher than that in the Lower Mainland. In response it was noted that where community transmission is high, mask-wearing and immunization become more important.

A question was raised about those who are unable to be vaccinated for health reasons. In response that this is rare and there are very few people in that category. For those individual cases, those people are asked to have conversations with their physicians as to how to further decrease their risk, through things like wearing a mask, modifying activities, and ensuring that those around them are vaccinated.

A question was raised as to what can be concluded about those who have not responded to surveys. It was noted in response that there is both survey data and data from the immunization registry. There are no perfect data sources there are very consistent results from both surveys and data that is not derived from surveys, showing extremely high vaccination rates.

The existence of a website where people in the University community are self-reporting infections and transmissions was discussed and questions were raised contact-tracing. In response it was noted that contact-tracing is done on every case by one of the contact-tracers in the appropriate Health Authority, who reaches out to the person to obtain their history to ensure that they are isolating and to determine who they have come into close contact with within their infectious period. Those who have been in close contacts, typically are vaccinated, those who have had less close contact are then asked to self-monitor because their risk of contracting COVID is very low. Cases are not disclosed to the wider University population. This has not been found to be necessary for control and there are privacy concerns with doing so. If sharing information was necessary ensure epidemic control, it would be shared. If those in the University community wish to share their personal information on the tracking website, that is their prerogative. There is rigorous surveillance, including a dashboard that is shared with the post-secondary sector, but this is not made publicly available for privacy reasons. Governors asked if the dashboard of COVID data or aggregate data of cases could be made available, noting that transparency of data builds public confidence. In response it was noted that the Public Health Office was not making such data available because of privacy concerns. There have been significant harms when people's private information has been released accidentally, it can increase anxiety, and there can be negative repercussions on individuals, as well as communities, who have already been marginalized because of releases of this type of information. The Board Chair noted that further conversation about what information can be released and what peer institutions are doing in this regard would be useful.

A question was raised about long-COVID and the of the virus impacts beyond infection. In response it was noted that this would require further study, but that those who have more severe infections and reactions to the virus tend to suffer more from long-term effects. Immunization is the best way to prevent these long-term impacts.

A question was raised about rapid testing and whether it is enforceable. It was noted that testing picks up people once they have already been infected, but has a role where there are gaps in immunizations. Modelling shows that rapid testing over a term or semester at a rate of twice weekly could avert 3 cases in a population of 50,000 with a 90% vaccination rate and testing once a week would avert two cases per term. It was noted that some institutions doing rapid testing may be doing this to alleviate anxiety in their populations.

A Governor asked whether the data in Dr. Choi's presentation included those students coming from out-of-province and internationally. In response it was noted that the population is dynamic and represents BC's Medical Services Plan clients, this data is updated when people move into or from the province and update their place of residence. She also noted that there are similar vaccination rates between international and domestic students.

The President asked about the best frequency of rapid testing and whether this is a prudent use of resources. He noted that peer universities are testing twice a week. In response it was noted that it is difficult to compare other models and approaches as they are situated in different contexts.

A Governor noted the need for the three branches of the University's governance to work together and advocated for a process to engage with the Senates to gain consensus on the University's approach.

It was noted that the issue of illicit drugs and drug toxicity should be discussed by the Board or one of its committees at a future date.

The Board Chair thanked the presenters for their time and moved on to the consent agenda.

Under the consent agenda, the Board of Governors received the following for information:

9.1 Correspondence received from the Alma Mater Society

9.2 Updates to Membership of Standing Committees effective September 9, 2021

There being no other business the open session of the Board of Governors meeting adjourned at 2:55 p.m.