



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

Thursday, March 31, 2022

8:15 AM to 12:00 AM

VANCOUVER CAMPUS

Robert H. Lee Alumni Centre Family Boardroom

6163 University Boulevard, 3<sup>rd</sup> Floor

Approved: June 29, 2022

**Chair** Ms. Nancy McKenzie

**Vice-Chair** Mr. Raghwa Gopal

**Members** Hon. Steven Point, Chancellor  
Dr. Santa Ono, President and Vice-Chancellor  
Dr. Natalie Chan  
Mr. Jessie Dusangh  
Ms. Shola Fashanu  
Ms. Chaslenn Gillanders  
Mr. Max Holmes  
Dr. John Klironomos  
Mr. Azim Lalani  
Ms. Miranda Lam  
Professor Mark Mac Lean  
Ms. Anthonia Ogundele  
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. Rehan Sadiq, Provost and Vice-President Academic *pro tem*, 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

**Regrets** Ms. Alison Brewin  
Professor Anna Kindler

Board Chair Nancy McKenzie called the open session of the March 31, 2022 meeting of the Board of Governors to order at 8:15 a.m. She acknowledged that UBC's Vancouver campus is situated on the traditional, ancestral, unceded territory of the Musqueam people, and that UBC Okanagan is situated on the traditional, ancestral, unceded territory of the Syilx Okanagan Nation.

## 1. BOARD OF GOVERNORS

### 1.1 Opening Remarks

The Board Chair congratulated student Governors Max Holmes and Georgia Yee on their re-election to the Board of Governors. She also congratulated incoming Okanagan Student Governor Tashia Kootenayoo on her election to the Board, noting that Tashia's term would begin on April 1, 2022. The Board Chair also noted that it would be the last Board meeting for the Okanagan Student representative, Shola Fashanu. She added that Shola would soon be graduating from UBCO with a degree in Mechanical Engineering. She thanked Shola for her service to UBC through serving two terms on the Board.

The Board Chair welcomed new Governor, Ms. Miranda Lam, who had been appointed to the Board by Order in Council. She noted that Ms. Lam is the Chief Legal Officer & Senior Director of Business Development at Acuitas Therapeutics, and that she was a member of the Board of Directors of the BC Cancer Foundation and had served on a number of other community boards.

The Board Chair offered congratulations to incoming presidents of the UBC's student governance bodies – Eshana Bhangu for the Alma Mater Society (AMS), Sam Kenston for the Graduate Student Society (GSS), and Jakson Pashelka for the Student Union of the Okanagan (SUO).

The Board Chair welcomed Rehan Sadiq to the role of Provost and Vice-President Academic *pro tem* for the Okanagan campus and Gage Averill as Provost and Vice-President Academic *pro tem* for the Vancouver campus. She also thanked outgoing Vancouver Provost and Vice President Academic, Andrew Szeri, for his service and impact upon the UBC community during his tenure.

The Board Chair advised that on the day prior to the meeting, the Board had participated in an educational session on collegial governance led by the Board's elected faculty members. She thanked all who had participated in that session.

She noted that there had been a different approach taken in preparing the meeting agenda for the day, and that this new approach aimed to provide more time for important and strategic discussions, such as the consideration of the budget for the upcoming fiscal year. The Board would be making greater use of its consent agenda, and would now receive written rather than verbal reports from committee Chairs.

The Board Chair acknowledged three faculty members of notable distinction:

- In the research category, Professor Hannah Wittman from the Faculty of Land and Food Systems was recognized. Dr. Wittman won a Sustainability Award from the Association for the Advancement of Sustainability in Higher Education. Professor Wittman's research projects examine the ways that the rights to produce and consume food are contested and transformed through struggles for agrarian reform, food sovereignty, and agrarian citizenship.
- In the service category, Professor Annette Henry Professor of Language and Literacy Education in the Faculty of Education was honoured. Professor Henry had been recently listed in the 2022 book of 100 Accomplished Black Canadian Women. Professor Henry's scholarship examines race, class, language, gender and culture in socio-cultural contexts of teaching and learning in classrooms and especially in the lives of Black students and Black women teachers' practice in Canada, the U.S. and the Caribbean.
- In the teaching category, the Board congratulated Professor Mary De Vera, Associate Professor in the Faculty of Pharmaceutical Sciences on her UBC Killam Award for Excellence in Mentoring. Professor De Vera is known for supportively inspiring individuals to reach their full research and academic potential. A Canada Research Chair in Medication Adherence, Utilization and Outcomes, she is an expert in population studies of treatment adherence using administrative databases.

The Board Chair offered thanks and recognition on behalf of the Board to these distinguished faculty members and the others whose research, scholarship, teaching and other academic contributions had recently been recognized. She then turned to the President for his opening remarks.

President Santa J. Ono noted his appreciation for seeing people in person, noting that the pandemic was not yet over yet and that must all still be on guard. He noted that he was proud of UBC's COVID -19 response, and thanked everyone for helping to ensure the health and safety of the UBC community.

President Ono noted that UBC had made the decision to continue to require masks to be worn in public indoor spaces on both campuses, until the end of the 2021-2022 Winter Session. He added that students who are attending academic activities in settings outside of the University 's campuses were still required to masks if mandated to do so in such settings. He added that UBC had also decided to no longer require regular rapid testing or vaccine declarations except as needed to comply with Public Health Orders. This decision was made in consultation with the Board of Governors, public health officers and internal experts noting that with the high transmissibility of the Omicron variant, rapid testing was no longer advisable to prevent the spread of the virus.

The President noted that during the rapid testing program, more than 83,000 students, faculty and staff declared their vaccination status and provided proof of vaccination and 98% of those that declared were double vaccinated.

In addition, more than 7,500 students, faculty and staff across the two campuses were tested regularly. Around 100 positive cases identified through these tests, most were identified mid-December through to mid-January during the peak of the omicron variant. Over 1.5 million masks had been distributed between January 31, 2020 and March 18, 2022. Safety and Risk Services had stockpiled approximately 250,000 masks in the event that they would be needed again in the future, which would allow for lead time to order in additional stock. President Ono advised that the distribution of rapid antigen tests had begun on February 7, 2022 for symptomatic faculty, staff and students and on February 21, 2022 for asymptomatic faculty, staff and students. He added that regular tracking of wastewater is a useful method for tracking incidence of COVID-19 infections at UBC and in surrounding communities since Provincial testing programs had slowed down. The President noted that he is proud of UBC's COVID-19 response, including the decision to delay the start of Winter Term 2. He thanked everyone for helping to ensure the safety of the UBC community, noting UBC's internal experts and the Public Health Officer in particular.

The President advised that earlier in the week, the recipients of the 2021 Faculty Research Awards had been announced. He congratulated the recipients, including Dr. Nemkumar Banthia, who had won the Jacob Biely Research Prize, UBC's premier award for research.

President Ono congratulated the UBC Thunderbirds men and women swim teams, who had recently won gold and silver respectively at the national championships in Quebec. He added that all of UBC's varsity teams — men and women, Thunderbirds and Heat — deserve to be congratulated. These student athletes represent a dedicated group who have persevered and sustained excellence, working hard to train and study while adhering to public health and university restrictions and regulations.

The President also welcomed Rehan Sadiq and Gage Averill into their new roles as Provosts and Vice-Presidents Academic *pro tem* for UBC Okanagan and UBC Vancouver respectively. He thanked outgoing Provosts and Vice-Presidents Academic, Ananya Mukherjee Reed and Andrew Szeri, for their service to UBC. He noted that Professor Szeri had worked to advance UBC in a number of areas including development of the President's Academic Excellence Initiative (PAEI); restructuring of the Academic Excellence Funds; drafting the Strategic Plan, *Shaping UBC's Next Century* and increasing student financial aid and supports for student recruitment. His leadership through the pandemic was also very appreciated. He noted that Dr. Mukherjee Reed had demonstrated steady and thoughtful leadership both at UBC's Okanagan campus and across the entire university. He added that her work furthering UBC's commitment to anti-racism and her wise counsel had been instrumental over her years of service.

## 1.2 Approval of the Agenda

The Board Secretary reviewed attendance and confirmed quorum was in place. The Board Chair asked if any Governor wished to move an item from the consent agenda to the discussion portion of the agenda, no requests were made to move any item. The Board Chair further asked if any Governor had a real or perceived conflict of interest with any of the agenda items and none were declared.

The following resolution was moved, seconded and **CARRIED**:

**IT IS HEREBY RESOLVED that the Board of Governors approves as circulated the Agenda for the March 31, 2022 open meeting of the Board of Governors.**

## 1.3 Approval of Minutes

The following resolution was moved, seconded and **CARRIED**:

**IT IS HEREBY RESOLVED that the Board of Governors approves as circulated Minutes of the December 7, 2021 and January 25, 2022, open meetings of the Board of Governors.**

## 1.4 President's Strategic Plan Update

President Ono provided an update on progress made toward the goals outlined in the Shaping the Next Century Strategic Plan for UBC, and highlighted activities and initiatives across the plan's six key areas.

In the area of **equity, diversity and inclusion**, the President noted that a task force on Anti-Racism and Inclusive Excellence with members drawn from faculty, students and staff from UBC, Vancouver and UBC Okanagan. He acknowledged the emotional labour involved in the work that task force members had undertaken in developing their 54 recommendations. Seven of these recommendations had been identified for the first phase of implementation and these include the need for sustained anti racism training and education, increasing recruitment and retention of indigenous, black and people of color faculty, and improving the mental health and wellness of black students.

The President added that he had convened a National Forum on Anti-Asian Racism in June of 2021. It was further noted that UBC is involved in the Federal Dimensions Program, which seeks to identify and eliminate systemic obstacles and inequities for marginalized and underrepresented people in research.

In the area of **Indigenous engagement and reconciliation** the President highlighted the continued implementation of the indigenous Strategic Plan (ISP) that UBC had launched in 2020. The ISP had identified 43 actions to advance the vision of UBC as a leading university globally in the implementation of Indigenous peoples human rights. An Office of Indigenous Strategic Initiatives had been created in February 2021 to coordinate the implementation of the ISP across both campuses. In addition, \$4 million would be distributed for various ISP-related projects through the Indigenous Strategic Initiatives fund, for which 87 applications had been received and were being adjudicated. This fund is the first of its kind in Canada for Indigenous focused projects.

The President also highlighted the historic memorandum of understanding that UBC had signed with the T̓silhqot'ın Nation to demonstrate joint commitments to respectful and reciprocal research relationships, in recognition of Indigenous self-determination. The President also noted the Bachelor of Nsyilxcn Language Fluency program at UBC Okanagan, which is the first degree program in Indigenous language in Canada.

In the area of **climate change and climate action** the President noted that he serves as the Chair of the University Climate Coalition, where an ambitious Climate Fellows Program had been unveiled to help postdoctoral fellows and senior graduate students from participating institutions to collaborate on climate research.

The President also noted that the Climate Action Plan 2030 had been launched in December of 2021 and outlines an ambitious path of GHG emission reductions for each campus. The plan specifies many bold actions including district energy, decarbonisation, and building retrofits, and providing opportunities for teaching, learning and research through the campus as a living lab initiative. The President also highlighted UBC's Responsible Investing Framework and divestment from fossil fuel investments. He noted that UBC had transitioned \$214 million to fossil fuel free or low carbon investments, and that only about 1% of the endowment was now estimated to be exposed to fossil fuel investments.

The President then turned to the topic of the University's **response to the global pandemic**, noting that faculties and departments across UBC, with the support of both of the Provost's offices, had been focused on ways to support instructors in providing an enhanced teaching and learning experience for students during the pandemic. He noted pride in the work that UBC's researchers had done across all disciplines with regard to the pandemic response.

The President noted that the challenges of the pandemic had raised questions as to what the future of teaching and learning in higher education could look like. Six faculty-led working groups had been established to look what went well during this period and what changes and innovations should be carried forward. These groups were asked to consider a range of ideas from flexibility, in course, program and assessment design, technology improvements, and aspects of inclusion and wellbeing. The President noted that the past two years had been a period of considerable change, and additional stress for faculty, staff and students alike.

With respect to **cross-campus integration and operational efficiency**, the President highlighted progress made toward the integration of core information technology systems across the Okanagan and Vancouver campuses to improve resilience and reduce redundancy. The implementation of the HR and Finance components of the Integrated Renewal Program (IRP) had been instrumental in this regard and work the IRP Student component is now the focus. He added that both campuses are assessing remote work opportunities and processes, and looking at longer term policies to improve staff efficiency and effectiveness.

The President noted that the **President's Academic Excellence Initiative (PAEI)** the President is aimed at academic renewal and increasing the complement faculty on both campuses. He noted that the first phase of the Initiative has already introduced many new faculty members, and that UBC now had nearly 200 Canada Research Chairs, one of the highest numbers of Canada Research Chairs of any university. He added that work was underway on the second, campaign phase of the PAEI.

In conclusion the President noted with pride how the UBC community had come together during the two-years of the pandemic, and how much had been accomplished during that unprecedented time.

Following the presentation, a Governor asked how well the progress made on the Strategic plan tracked against established metrics. In response the President noted that UBC continues to rank among the top 40 universities globally. He also noted the number Canada Research Chairs and new faculty members and adding that over the past six years, UBC has grown to have the highest number of faculty in history of the institution. He also noted that UBC was at an all-time high in terms of overall research expenditures, on an annual basis. Finally, the President noted that there had been two students who had been Rhodes Scholars winners in the previous year.

The Board Chair thanked the President for his presentation, noting the breadth of accomplishments that had been achieved.

## 2. FINANCE COMMITTEE

### 2.1 Affordability Plan, 2022-2023 Tuition and Non-Instructional Fees and the 2022-2023 UBC Budget

Responsible Executives: Peter Smalles, Vice-President Finance and Operations  
Lesley Cormack, Deputy Vice-Chancellor and Principal, UBC Okanagan  
Ainsley Carry, Vice-President Students  
Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver  
Rehan Sadiq, Provost and Vice-President Academic *pro tem*, UBC Okanagan

Finance Committee Chair Azim Lalani reported that at its meeting held on March 22, 2022 the Finance Committee had considered the Administration's recommendations with regard to the proposed Affordability Plan, 2022-2023 Tuition, Non-Instructional Fees, and the UBC Budget for the upcoming fiscal year.

The Committee Chair noted that, with the exception of the 2022-2023 Tuition, the Committee had forwarded each of these resolutions with a unanimous recommendation for approval. The 2022-2023 Tuition resolution passed with 2 members voting against the resolution. He asked the Vice-President Students to lead the first presentation on the Affordability Plan recommended by the Student Affordability Task Force.

#### a. Affordability Plan

The Vice-President Students expressed thanks to the Board and to student Governors encouraging discussions around affordability. He noted that in June of 2021, a Task Force was assembled that included students, faculty, staff to examine issues around affordability. The Task force was charged with defining affordability, what affordability means for international students, understanding how to examine cost of living expenses and scoping the University's responsibilities vis-a-vis those of students.

The Task Force had developed 10 recommendations across five categories. The categories included student financial decision-making, and how the University help students make good decisions about their personal finance from enrollment through graduation. Student engagement was a second category involved re-examining how to engage students on issues of affordability, and their pain points in areas of housing, dining, transportation, childcare. The third category was financial wellness and looked at how to think about issues of food security, housing, textbooks, transportation, childcare in a more comprehensive manner. The fourth category was data collection, noting that data should be collected throughout the year to enable real-time decisions about issues of affordability. The fifth category involved advocacy for student affordability beyond UBC and working with governments on issues of student loan debt and student aid capacity.

The Vice-President Students highlighted the third recommendation to revise the student tuition consultation process. Tuition consultation is an activity that occurs over a 30 day period before a tuition recommendation is made. In revising the consultation, the aim is to engage students in a more comprehensive process to learn the support students need throughout the year. Students on both the Vancouver and the Okanagan Campus face different financial pressures year round, and yet the current engagement process is focused on one question whether tuition will increase or not. He also highlighted the fourth recommendation to address cost of living issues for students in areas such as food insecurity, housing insecurity, textbook costs, and matters related to childcare and transportation. He added that the eighth recommendation involved fundraising for needs-based aid, and that the President has agreed to work on a \$100 million campaign that will focus on needs-based aid for students.

The Provost and Vice-President Academic of the Vancouver campus then introduced recommendations around improving the ability for students to plan for their expenses. One of these recommendations was to improve a set of planning tools available to students to help them currently estimate their first year's expenses, and to expand these tools so that students will be able to map out their expenses for multiple years in a way that is specific to their degree program.

Another Task Force recommendation in this area was to explore the development of a multi-year tuition framework that will allow for tuition proposals to be brought to the Board that would set the tuition for the entire course of a degree that a student pursues.

Following the presentation, Governors expressed support and gratitude for the work of the Task Force and discussion took place on a number of questions raised by Governors as follows:

- In response to a question about special considerations for affordability for international students, it was noted that there is a need for a second group to be struck to carefully examine the needs of international and graduate students as the initial Affordability Task Force report focussed largely on the needs of undergraduate students. It was further noted that emergency student bursaries had been available to international students throughout the pandemic and that these continue to be available to international students impacted by geopolitical tensions. It was noted that it can be difficult to have an objective understanding of international student expenses and their ability to support those expenses throughout their educational programs.
- Questions were raised about financial literacy learning opportunities for students and whether students will be involved in co-creating these resources. In response it was noted that in addition to building on the existing tools provided to first-year students, a suite of online modules for financial literacy training that were being considered for deployment to incoming students. It was further added that consideration was being taken, in consultation with Faculties, to embed financial literacy into First-Year Experience resources for students. It was noted that student leadership had been engaged in the University's budget and tuition consultation and that consideration was being taken to work with student leaders in the future to understand how best to engage across the student body more broadly on matters of budget and finance.

- A question was raised about building affordability data collection efforts into the plans for IRP Student. In response it was noted that IRP Student had not been considered in the context of the work of the Task Force, but that learner financial support was a key component of the IRP Student program and that this would result in improvements in the University's infrastructure in this area.
- A question was raised as to whether the Affordability Plan should include a focus on opportunities for students to increase their revenue through employment. In response it was noted that the Task Force did look at creating opportunities for student employment on campus in addition to WorkLearn opportunities, but did not feel that employment should be a requirement for students to receive financial aid and support. It was noted that not all students have flexibility to work, and that employment can detract from students' time to concentrate on their studies and can impact eligibility for student loans.
- A Governor noted significant reductions in the amount of base grant funding from governments to post-secondary institutions over recent decades. An upcoming Provincial review of funding for post-secondary institutions was noted, and it was suggested that greater advocacy in the area of base grant funding could be included in the strategies suggested by the Affordability Plan. In response, it was noted that the Task Force had focused on those needs that had been identified by students through various surveys and other methods, and that these concerns had focused upon issues such as housing, tuition, textbook and food costs. The President added that the Research University's Council of BC had been preparing for the upcoming funding review and that this would provide a timely opportunity for advocacy with the Province on the base grant.
- A Governor noted that higher density on campus could impact housing affordability in a positive way. He asked if there were any discussions with the Province around borrowing rates that could assist in building out more student housing. In response it was noted that the Province had freed up some funding student housing at reduced borrowing rates and that student housing was a priority. It was noted that strategies for advocacy in this area were being actively discussed.
- A Governor noted that responses to the tuition consultation showed that an overwhelming number of students do not support tuition increases and asked whether student support for tuition increases would be considered in the context the University's ability to distribute affordability supports in the future. In response it was noted that more student engagement was needed to better understand students' financial pain points.
- A question was raised as to whether there was a one-stop shop where students could go to gain information on all of the programs and supports available to them. In response it was noted that while Enrolment Services provides centralized supports and advising from a student financial aid perspective, but that there was no one-stop shop in this area, and that much of the information provided through websites was content-deep and could be difficult to navigate.
- It was noted that the Task Force realized through its work that there is a considerable amount of misinformation prevalent in the area of student affordability such as about levels of student loan debt incurred upon graduation, who is eligible for funding, and what the University provides. The Task Force noted the need for ways to more effectively provide accurate information to the student community and debunk some of this misinformation and student debt aversion through financial literacy workshops.
- A lack of focus on the needs of Indigenous students in the Task Force report was noted and a question was raised as to whether Indigenous students had been consulted in its development. It was further noted that students in marginalized groups may have difficulty finding housing and employment as compared to their peers. It was noted that the Task Force could look at the barriers that are preventing Indigenous students from attending post-secondary institutions. The President agreed with these comments, and noted that these issues are represented in the top priorities of the ISP, and that the University will be working intensively in areas of

affordability and access going forward. It was further noted that in recent years specific expertise around in advising, admitting and supporting Indigenous students had been developed within Enrolment Services, resulting in significant increases in enrollment and financial support for Indigenous students.

#### **b. 2022-2023 Tuition**

The Vice-President Students first presented on the tuition consultation process and its findings. He noted that the process is guided by Board of Governors Policy LR4 on Tuition Consultation, which requires consultation with elected student leaders, and with the general student body where possible. This is done through a University-wide survey including all 70,000 students.

There is also a requirement in the Policy for educational opportunities with elected student leaders and general student body. These educational activities included a Budget 101 session with elected student leaders to provide a broader understanding of the University's financial obligations. The Tuition Allocation Model was also covered in these sessions, and an additional session focused on student priorities was hosted.

It was explained that this year the consultation with the student body was on the subject of a 4% tuition increase for new international students 2% for continuing international students and 2% for all domestic students. A total of 4798 students responded representing 6.5% of the student body, which was 942 fewer than had responded last year. The survey was launched from January through the end of February when there were a number of other consultations and surveys taking place, and this may account for some of the drop in the response rate.

Student respondents at both the Okanagan and in Vancouver pointed out that housing was their primary financial stressor. Students also reported experiencing stressors from issues related to COVID-19. Transportation was indicated as one of the top four stressors for students of the Okanagan campus. More than 90% of student respondents say they disagree with tuition increases.

The Provost and Vice-President Academic of the Vancouver Campus then led into a presentation on tuition planning. Where comparisons of tuition at UBC and at other institutions were shown. It was noted that four peer institutions in the province have tuition set at higher rates than UBC. The quality of a UBC education was presented in contrast to these tuition comparisons, noting UBC's high global ranking. Furthermore, more than 90% of students would recommend attending UBC to another prospective student, and report degree of satisfaction with their academic programs. This shows that there is considerable value for money in a UBC education. The planning presentation also included comparisons with other U15 institutions and a comparison of international student tuition rates in the province and among the U15.

The Provost presented a slide on financial aid as a percentage of tuition revenue among comparison institutions both within and beyond the province. UBC had the second highest levels of tuition returned to aid in these comparisons. Moreover, it was noted that the repayment rate of student loans at UBC exceeds 95% which exceeds by more than 10% the national average of 85.2%.

The budgetary context for tuition planning was then presented, and it was noted that UBC Vancouver administrative units had undergone a 2% budget cut to help manage COVID-related losses over the previous two years. Governors were also reminded that revenue from the previous year's tuition increase were entirely dedicated to student facing COVID-related measures. It was noted that the 2022-2023 tuition proposal would yield a total of \$18 million of increased revenue. Thirteen million would go to the faculties and the Academic Excellence Fund and the University's central units would gain \$5 million from this tuition increase.

Following the presentation, appreciation was voiced for the detail presented in the materials. A Governor asked for the rationale behind the proposed tuition increases. In response it was noted that the Province has a policy that says for domestic students, the tuition increases should be no more than 2% annually. Both the 2% and 4% increases are sub-inflationary. It was further noted that tuition increases are set with aim that the institution will be able to

maintain excellent teaching and research programs across both campuses. It was further noted a number of conversations take place in setting tuition rates for international students, including discussions between the Board Chair and President. It was further noted that the Board had provided guidance to the Administration in 2014-2015, that international tuition should be set in a way that reflects the value of the degree.

A Governor noted that the materials indicate that 37% of international students report that they may not graduate because of the stress from tuition. She noted that the aforementioned plan for multi-year tuition plans would help international students to understand the tuition that they would be responsible for throughout their program and assist with building trust in the tuition-setting process.

Governors acknowledged the impacts of the years of the pandemic, noting that in addition to the financial impacts felt by the University and impacts on the student experience, there had also been financial impacts felt by students and their families. Appreciation for the Affordability Plan was voiced and a question was raised as to whether the proposed tuition increase was necessary to enable the Plan's implementation. In response it was noted that while some portions of the Affordability Plan could be advanced without a tuition increase, the cumulative impact of not approving the tuition increase would be \$70 million over 10 years and this would hamper the University's ability to fully implement the Plan.

In response to question by a Governor it was noted that should tuition increases not be approved, the Okanagan campus would have less money to put aside for major building projects.

A Governor noted that the significant financial pressures on the University form part of conversations with the Province in the funding model review. She added that tuition has increased as government grants have decreased as a percentage of budget over recent decades, and that these trends could become unsustainable should they continue.

A Governor raised a concern about socioeconomic inequality and access to post-secondary education, and noted that the University and its leadership should collectively engage the public for greater support for education, noting that education is essential to the prosperity and well-being of society and democracy. The President noted in response that as the primary funder of the post-secondary system, it is important that government provides appropriate resources to the sector, to enable it to meet rapidly increasing talent demands, and also to address inequities in society.

**c. 2022-2023 Non-Instructional Fees**

Non-instructional fees proposed for 2022-2023 were not discussed.

**d. 2022-2023 UBC Budget**

The Vice-President Finance and Operations presented the 2022-2023 budget, and highlighted the investments that would be made should the budget be approved. Money would be set aside in the budget for early phases of implementation of recommendations from the Anti-Racism Task Force and there would be funding for new initiatives like the Beyond Tomorrow Scholars Program, and additional resources for the Office of Indigenous Strategic Initiatives, which is overseeing the implementation of the ISP. Additional funding for more holistic support for students, including expansion of the Jumpstart program and implementing the recommendations of the Student Affordability Task Force was also included in the budget.

The Deputy Vice-Chancellor then noted planned investments for the Okanagan Campus in the 2022-2023 budget, including priority investments such as a Black Resource Center, the Beyond Tomorrow Scholars Program and new Indigenous graduate student entrance scholarships. She added that the budget included additional investments to enhance the student experience, awards and admissions, student employment and student wellness. The presentation highlighted planned investments in the areas of sustainability and climate emergency response on both campuses.

It was noted that the University continues to face internal cost pressures resulting from the impact of COVID-19, and that expenses are increasing at a rate higher than that of revenues given the inflationary context. Global supply chain challenges were also noted as a risk. To mitigate these risks, projections for capital projects and purchases include contingencies. The presentation closed with the summation that despite financial pressures the University is in good financial health with strong liquidity and continued progress toward achievement of strategic priorities.

Following the presentation Governors raised questions on a number of topics. In response to a question as to whether contingency for upcoming collective bargaining negotiations had been built into the budget it was noted that funding for general wage increases (GWI) was expected to come from government and that any increases over and above GWI beyond that would be absorbed within the various units across the University as has been the previous practice.

A question was raised about plans in the coming years vis-a-vis the austerity faced by central administrative units as a result of the pandemic. In response it was noted that this would likely continue for another two years depending on recovery in areas such as summer conference revenues. It was noted that there was a one-time fund of about \$5 million for investments that will result in long-term savings in the various administrative portfolios. This fund would be administered in a principled way for equity among units and to ensure that critical services are not negatively impacted. It was further noted that Faculties and Okanagan administrative portfolios were not faced with austerity measures because of differences in scale and capacity to absorb cuts in those units.

A question was raised as to what was being done to mitigate impacts of geopolitical tensions. In response it was noted that this would be further discussed at a later date, and that a University-wide exercise was being conducted to discuss the University's response.

The Board Chair thanked the presenters and asked the Finance Committee Chair to lead the Board through the associated resolutions.

**a. Affordability Plan**

The following resolution was moved, seconded and **CARRIED**:

**IT IS HEREBY RESOLVED that the Board of Governors approves the Affordability Plan, as recommended by the Student Affordability Task Force.**

**b. 2022-2023 Tuition**

The following resolution was moved, seconded and **CARRIED**:

**IT IS HEREBY RESOLVED that the Board of Governors approves the following proposed tuition increases, applicable to students on the Vancouver and Okanagan campuses effective May 1, 2022:**

- 1. A 2% increase in tuition for new and continuing domestic undergraduate and graduate students, for the programs specified in Schedule A.**
- 2. An increase in tuition for international students as follows:**
  - i. a 4% increase in tuition for new incoming international undergraduate students, as set out in Schedule A;**
  - ii. a 2% increase in tuition for continuing international undergraduate students, who entered their degree programs prior to May 1, 2022, as set out in Schedule A;**
  - iii. a 2% increase in tuition for new international graduate students in programs with standard rates, as set out in Schedule A;**
  - iv. a 2% increase in tuition for continuing international graduate students in programs with standard rates, as set out in Schedule A;**

- v. a 4% increase in tuition for new incoming graduate students in programs with specialized rates, as set out in Schedule A;
- vi. a 2% increase in tuition for graduate students in programs with specialized rates, who entered their degree programs prior to May 1, 2022, as set out in Schedule A; and,
- vii. a 4% increase in international per credit tuition for unclassified, qualifying, visiting, access studies, and auditing students.

\* Governors Fashanu, Holmes and Yee opposed

**c. 2022-2023 Non-Instructional Fees**

The following resolution was moved, seconded and **CARRIED**:

**IT IS HEREBY RESOLVED that the Board of Governors approves 2022-2023 Non-Instructional Fees according to the fee schedule marked “Schedule B” and attached to the briefing, effective May 1, 2022 or September 1, 2022, as indicated.**

**d. 2022-2023 UBC Budget**

The following resolution was moved, seconded and **CARRIED**:

**IT IS HEREBY RESOLVED that the Board of Governors approves the fiscal 2022-2023 UBC Budget, as presented.**

**1.5 Academic Presentation: Faculty of Dentistry**

Presenters: Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver  
Mary MacDougall, Dean of the Faculty of Dentistry

The Provost and Vice-President Academic of the Vancouver campus introduced Mary MacDougall, Dean of the Faculty of Dentistry who led a presentation about the Faculty and its educational programs, student enrolments, clinic operations, and financials. The presentation included highlights of major strategic plan initiatives and addressed key threats, weaknesses, and opportunities. The Stimulation and Digital Dentistry Computer Laboratory, which would be opening in fall of 2022, was highlighted in the presentation.

Following the presentation, the Board Chair raised a question as to the extent that the Faculty was able to supply the national demand for dentists and what opportunities arose in this area. In response it was noted that there are 90 retirements expected annually among dentists in the province, and that the current class size in the Dentistry program, even with an expansion to 70 seats, is not large enough to meet that demand. Furthermore, it was noted that many potential dentistry students go outside of Canada to be trained as there are not sufficient seats to meet the demand across the country.

A Governor raised a question as to whether an oral health program provided by government would increase demand in the dentistry profession and for the Faculty. The Dean noted that the Faculty would be working with Government to better define the program. A question was raised as to whether there would be a possibility of adding a second dental school in the province. In response the Dean noted that dental education programs are prohibitively expensive toward building new dental schools.

## 1.6 COVID Health and Safety Update

Presenters: Santa Ono, President and Vice-Chancellor  
Ainsley Carry, Vice-President Students  
Robin Ciceri, Vice-President External Relations  
Rehan Sadiq, Provost and Vice-President Academic *pro tem*, UBC Okanagan  
Peter Smailes, Vice-President Finance & Operations  
Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver  
Hubert Lai, University Counsel

The President noted appreciation for the frequency and quality of advice that the University receives regarding COVID-19, including reliable data received on a weekly basis. Some of this data is generated internally at UBC, through sites on campus to monitor COVID through wastewater collection. This method of tracking is showing alignment with other data collected by the BC Centre for Disease control, and there is confidence in this method of monitoring the virus. While evidence of a sixth-wave had been observed in other jurisdictions in Canada, this was not the case in British Columbia and on UBC's campuses.

A Governor raised a question about guidance to instructors to not disclose potential exposures and where the responsibility for that decision rested. In response, it was noted that with regard to the reporting of positive cases, the University takes direction from the Public Health Officer.

The Board Chair thanked the administration for their updates and for keeping the Board informed through the monthly reports it has provided on the pandemic response.

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### CONSENT AGENDA - FOR APPROVAL

Before moving to the items on the consent agenda for approval the Board noted that a question had been raised about the School of Biomedical Engineering Building being recommended by the Property Committee about student access to the building's Maker Space facilities. In response it was noted that after the core needs of the accredited courses for the School's programs are met, the Director of the School had noted that broader access to properly trained students could be provided.

A resolution to approve all of the following items on the Board's consent agenda was moved, seconded and **CARRIED**:

#### BOARD OF GOVERNORS

##### 1.7 Nursing Undergraduate Society and Graduate Student Nursing Association Fee

IT IS HEREBY RESOLVED that the Board of Governors approves a new \$60.00 fee for UBC School of Nursing students for the purpose of funding the new Gateway building at UBC Vancouver, as requested by the UBC Alma Mater Society (AMS).

#### 2. FINANCE COMMITTEE

##### 2.1 Integrated Renewal Program (IRP) Student - Funding Release

IT IS HEREBY RESOLVED that the Board of Governors approves a funding release of \$84.0 million (including contingency) for the Student Component of the Integrated Renewal Program in fiscal year 2022-2023 within a total program envelope of \$284.9 million (including contingency), in accordance with Board 3 approval received in June 2021.

## **2.3 Second Amended and Restated Investment Management Services Agreement**

IT IS HEREBY RESOLVED that the Board of Governors approves:

- i.* the Second Amended and Restated Investment Management Services Agreement dated April 1, 2022 attached to the briefing as Appendix 1; and,
- ii.* the execution and delivery of the Second Amended Investment Management Services Agreement by any two of the persons, and in the combination, specified in section 1 of Signing Resolution No. 1.

### **3. PROPERTY COMMITTEE**

#### **2.3 3.1 Gateway Health Building (UBC Vancouver)**

IT IS HEREBY RESOLVED that the Board of Governors grants conditional\* BOARD 3 approval for the Gateway Health Building as follows:

- i.* approval of final capital budget of \$189,910,700 and operating budget as set out in the Appendices of the submission;
- ii.* approval of final funding sources and internal loan financing as set out in the submission;
- iii.* authorization to proceed to award construction contracts; and,
- iv.* approval of final funding release of \$181,110,700.

\* Conditional on construction tenders being received at or below budget based on 80% of tenders.

#### **3.2 School of Biomedical Engineering Building Project (UBC Vancouver)**

IT IS HEREBY RESOLVED that the Board of Governors grants conditional\* BOARD 3 approval for the School of Biomedical Engineering project as follows:

- i.* approval of final capital budget of \$139,403,000 and operating budget as set out in the Appendices of this submission;
- ii.* approval of final funding sources and internal loan financing as set out in this submission;
- iii.* authorization to proceed to award construction contracts; and
- iv.* approval of final funding release of \$133,403,000.

\* Conditional on receipt of Treasury Board approval of Provincial funding contribution.

#### **3.3 Jack Bell Building for the School of Social Work Renewal Routine Capital Project (UBC Vancouver)**

IT IS HEREBY RESOLVED that the Board of Governors grants BOARD 1 approval for the Renewal of Jack Bell Building for the School of Social Work (Routine Capital) as follows:

- i.* approval of project in principle;
- ii.* approval of preliminary program and schedule;
- iii.* approval of location;
- iv.* approval of preliminary capital budget of \$27,000,000 and operating costs as set out in the Appendices of the submission;
- v.* approval of funding source – Routine Capital (75% Ministry of Advanced Education and Skills Training and 25% UBC match);
- vi.* authorization to proceed to schematic design; and,
- vii.* approval of funding release of \$800,000 for the next stage of project development.

### **3.4 UBC Sauder School of Business Power House Expansion Project (UBC Vancouver)**

IT IS HEREBY RESOLVED that the Board of Governors grants BOARD 1 approval for the UBC Sauder School of Business Power House Expansion project as follows:

- i.* approval of project in principle;
- ii.* approval of preliminary program and schedule;
- iii.* approval of location;
- iv.* approval of preliminary capital budget of \$120,000,000 and operating costs as set out in the Appendices of this submission;
- v.* approval of the preliminary funding strategy as outlined in the section Funding & Financing;
- vi.* authorization to proceed to schematic design; and, approval of funding release of \$2,000,000 for the next stage of project development.

## **4. EMPLOYEE RELATIONS COMMITTEE**

### **4.1 Proposed Policy Amendment Deans Appointment Policy (AP5)**

IT IS HEREBY RESOLVED that the Board of Governors approves amendments to the Deans Appointment Policy (AP5) and its Procedures in the form set out in Appendix 1 to the briefing, effective April 1, 2022.

## **5. GOVERNANCE COMMITTEE**

### **5.1 Terms of Reference Amendments - Governance Committee**

IT IS HEREBY RESOLVED that the Board of Governors approves amendments to the Governance Committee's Terms of Reference to update the list of the Board's Working Groups as follows:

- i.* to add the newly established Advisory Committee on Campus Vision 2050 and Rapid Transit; and,
- ii.* to remove reference to the Leadership Council for UBC Line Advocacy Strategy.

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## **CONSENT AGENDA - FOR INFORMATION**

The Board Chair noted the following items which had been received for information.

## **6. BOARD OF GOVERNORS**

- 6.1 Updates to Membership of Standing Committees effective March 7, 2022**
- 6.2 Correspondence from the Alma Mater Society**

## **COMMITTEE REPORTS**

- 7. Report from Finance Committee Meetings held February 17, 2022 and March 22, 2022**
- 8. Report from Property Committee Meeting held March 16, 2022**
- 9. Report from Audit Committee Meeting held March 17, 2022**
- 10. Report from Employee Relations Committee Meeting held March 17, 2022**
- 11. Report from Governance Committee Meeting held March 17, 2022**
- 12. Report from Indigenous Engagement Committee Meeting held March 17, 2022**
- 13. Report from Learning & Research Committee Meeting held March 16, 2022**
- 14. Report from People, Community & International Committee Meeting held March 16, 2022**

There being no further business the open session of the March 31, 2022 Board of Governors meeting adjourned at 12:47 p.m.