



The University of British Columbia
BOARD OF GOVERNORS
MINUTES

Monday, December 5, 2022
1:00 p.m. to 3:20 p.m.

VANCOUVER CAMPUS
Robert H. Lee Alumni Centre Family
Boardroom
6163 University Boulevard, 3rd Floor
Approval: March 3, 2023

Chair	Ms. Nancy McKenzie	Administration
Members	Ms. Alison Brewin Interim President Deborah Buszard Dr. Natalie Chan Mr. Jessie Dusangh Ms. Chaslenn Gillanders Mr. Max Holmes Dr. Anna Kindler Ms. Tashia Kootenayoo Ms. Miranda Lam Dr. Marianne Legault Professor Mark Mac Lean Ms. Anthonia Ogundele Hon. Steven Point, Chancellor Mr. Joel Solomon Mr. Byron Thom Mr. Kavie Toor Ms. Nicole Udzenija Ms. Georgia Yee	Dr. Gage Averill, Provost and Vice-President Academic, UBC Vancouver 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, K.C., AVP Office of University Counsel Ms. Heather McCaw, Vice-President Development & Alumni Engagement Mr. John Metras, Interim Vice-President Operations Dr. Gail Murphy, Vice-President Research & Innovation Mr. Yale Loh, Interim Vice-President Finance Dr. Rehan Sadiq, Provost and Vice-President Academic, UBC Okanagan
Regrets	Mr. Azim Lalani (Vice-Chair) Mr. Bill Sundhu (Vice-Chair)	Board Secretary Ms. Karen Hakkarainen

Board Chair Nancy McKenzie called the open session of the December 5, 2022 meeting of the Board of Governors to order at 1:00 p.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 welcomed Interim President and Vice-Chancellor Deborah Buszard to her first Board of Governors meeting, and congratulated Dr. Rehan Sadiq on his appointment to the role of Provost and Vice-President Academic, UBC Okanagan. She thanked Yale Loh for stepping into the Interim Vice-President Finance role, and noted that Frank Laezza had been appointed as Vice-President Finance & Operations and would begin his appointment in early 2023.

The Chair noted three faculty members of notable distinction:

- In the **research category**, Professor Sunera Thobani from the Department of Asian Studies in the Faculty of Arts who was recently named a fellow of the Royal Society of Canada. Dr. Thobani’s scholarship focuses on critical race and postcolonial theory and politics; intersectionality and social movements; colonialism, migration and violence; Islam, Gender and Muslims; and South Asian Gender & Sexuality Studies.

- In the **service category**, Dr. Zul Kanji, Associate Professor of Teaching and Acting Director of Student Affairs in the Faculty of Dentistry, who received a Distinguished Service Award from the Canadian Dental Hygienists Association. Dr. Kanji helped develop the orientation program for the Dental Hygiene Degree Program and augmented orientation programming this past summer for the Doctor of Dental Medicine and graduate programs. He also spearheaded the development of a faculty-wide peer mentorship program.
- In the **teaching category**, Professor Jason Sutherland from the School of Population and Public Health and Interim Director of the Centre for Health Services and Policy Research. Professor Sutherland was honoured with the Faculty of Medicine’s Award for Excellence in Mentoring Early-Career Faculty, which recognizes faculty members who have been formally identified as mentors and who exemplify a deep commitment to fostering the professional and personal development of faculty members in the early stages of their academic careers.

The Board Chair thanked the UBC students who took the time to respond to UBC’s tuition engagement survey, as well as the Alma Mater Society, the Graduate Student Society, and the Students’ Union Okanagan of UBC for their submissions to the Board on this topic. She also thanked all those in the UBC Community and the Musqueam for their input on the future of the Vancouver Campus and Campus Vision 2050. She noted the importance of the feedback received, and encouraged everyone to participate in the next phase of engagement activities in January 2023.

Interim President and Vice-Chancellor Deborah Buszard thanked UBC and the Board for the opportunity to serve the University again. She noted that she had participated in 33 graduation ceremonies since her arrival, which included ceremonies for students who had graduated in 2020 and 2021 when ceremonies were held virtually due to the ongoing pandemic. She noted the importance of these ceremonies for the graduates and their families, and acknowledged the institutional efforts required to provide them.

She welcomed the students who had joined the meeting to protest against proposed increases to UBC tuition fees. She noted the students’ concerns around affordability and food insecurity, and acknowledged the global events exacerbating financial challenges. She noted that UBC recognizes the importance of food security, and had invested \$2.4 million in food security-related aid between the Vancouver and Okanagan campuses, including through the UBC Meal Share Program and funding for student-led programs such as the AMS Food Bank, Acadia Park Food Hub, Sprouts and Agora.

She concluded her remarks by noting that UBC had been guided by the Office of the Provincial Health Officer and the BC Centre for Disease Control in its response to COVID-19. She referred everyone to the UBC Broadcast email sent November 23, 2022, which outlined the various ways to keep safe and maintain a safe environment on UBC campuses.

1.2 Approval of Agenda

The Board Secretary reviewed attendance and confirmed that quorum was in place. The Board Chair reported that item 3.3 on the Consent Agenda would be deferred to a future meeting. She 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 following resolution was moved, seconded and **CARRIED** with 3 opposed:

IT IS HEREBY RESOLVED that the Board of Governors approves as amended the Agenda for the December 5, 2022 open meeting of the Board of Governors.

The Board Chair asked if any Governor had an actual, potential, or apparent conflict of interest with any of the agenda items and none were declared.

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 September 26, 2022 open meeting of the Board of Governors.

2. FINANCE COMMITTEE

2.1 Tuition Engagement 2023-2024 & Student Affordability Task Force Update

The Finance Committee Vice-Chair reported that, at its November 17, 2022 meeting, the Committee had discussed proposed tuition increases for the 2023-2024 academic year, and the results of engagement with students on tuition. She noted that the Committee had asked the Administration to provide the Board with an update on implementation of the recommendations of the Student Affordability Task Force (SATF), and amended briefing materials were circulated to the Board in response to that request. She summarized the various considerations related to the proposed tuition increase that were brought forward during the meeting, including the following:

- The feedback from students on proposed tuition increases, the majority of which was in opposition to increases, with the primary underlying reason related to impacts on affordability;
- The need to maintain the quality of the UBC educational experience, UBC's reputation for academic excellence and the value of a UBC degree;
- The relative cost of UBC tuition in comparison to peer institutions and that UBC's tuition remains lower than most of its peers;
- The impact of inflation on the UBC community and on the upcoming 2023-24 budget, which would be under pressure due to the highly inflationary environment, and the fact that the proposed tuition increase was sub-inflationary; and,
- The need for the tuition decision to appropriately consider long-term intergenerational equity.

The Vice-President Students delivered a presentation about the student engagement process on the proposed general tuition and fee increases for 2023/2024 and the results of the tuition engagement survey, as set out in the briefing materials. He also provided a progress update on recommendations from the SATF report.

Upon the Board Chair opening the floor to questions from Governors, students observing the meeting from the gallery asked for permission to address the Board. The Chair asked that the gallery be cleared to allow the Board to move into a closed discussion to consider the students' request.

The Board held a closed discussion from 1:50 p.m. to 2:04 p.m., at which time the open session resumed.

2.2 2023-2024 Tuition and Non-Instructional Fees

The Finance Committee Vice-Chair introduced the discussion of the 2023-2024 Tuition and Non-Instructional Fees. She noted that following the Committee's November 17, 2022 meeting, an error was discovered in clause 2(f) of the resolution being considered. The Committee confirmed its recommendation for Board approval of the corrected resolution via e-vote concluding November 26, 2022, with Governor Holmes having opposed the resolution.

Before discussion, the Board Chair invited a student representative who was in attendance in the gallery to address the Board. The student representative outlined the reasons why students were opposed to the proposed tuition increase, which included the following points:

- Current students are facing higher food and housing costs which amplify the impact of a tuition increase;

- High tuition fees reduce access to a higher education by those with limited financial means, impede efforts toward equity, diversity and inclusion at UBC, and perpetuate a system which prevents marginalized groups from achieving intergenerational wealth; and,
- UBC should be advocating for increased funding from the Provincial Government to ensure a post-secondary education in British Columbia is made more affordable.

The meeting recessed from 2:21 p.m. to 2:34 p.m.

The Provost and Vice-President Academic, UBC Vancouver noted that the Administration recognizes student concerns about affordability, and that these considerations factored into financial discussions. He noted that inflationary pressures impact not only students and their families, but also impact the University. He noted that budget decisions must take affordability and inflationary pressures into account, and that the University must also maintain excellence in research and teaching as well as maintain and sustain its campus infrastructure. He encouraged students to support the Administration's efforts in engaging on the topic of affordability with the Provincial Government by making their voices heard in that arena.

Governors who voiced opposition to the proposed tuition increase raised the following points:

- Affordability concerns and the impacts of inflation for students;
- that UBC could do more to lobby for increased funding from the Provincial Government and that the Province should take a stronger role in funding public education;
- that high tuition was at odds with the best interests of the people of British Columbia, which were to make higher education more accessible, equitable and inclusive; and,
- the Okanagan campus was at a structural financial disadvantage to the Vancouver campus, and that there is a significant difference in the facilities and services available to students of the Okanagan campus, who are faced with the same tuition increases as students of the Vancouver campus.

Governors who voiced support for the proposed tuition increase raised the following points:

- that maintaining the quality of the academic experience and the commitments the University has to its students required the ability to financially resource those commitments; and,
- while acknowledging that students had been impacted by societal inequities, UBC was providing targeted needs-based funding, and the tuition increase was minimal and sub-inflationary.

The following resolution was moved, seconded and **CARRIED** with Governors Brewin, Holmes, Kootenayoo, Legault, Ogundele, and Yee opposed:

IT IS HEREBY RESOLVED that the Board of Governors approves the following, applicable to students on the Vancouver and Okanagan campuses effective May 1, 2023:

- i.* A 2% increase in tuition for new and continuing domestic undergraduate and graduate students, for the programs specified in Schedule A.
- ii.* An increase in tuition for international students as follows:
 - a. a 5% increase in tuition for new incoming international undergraduate students, as set out in Schedule A;
 - b. a 3% increase in tuition for continuing international undergraduate students, who entered their degree programs prior to May 1, 2023, as set out in Schedule A;
 - c. a 2% increase in tuition for new international graduate students in programs with standard rates, as set out in Schedule A;
 - d. a 2% increase in tuition for continuing international graduate students in programs with standard rates, as set out in Schedule A;

- e. a 5% increase in tuition for new incoming international graduate students in programs with specialized rates, as set out in Schedule A;
 - f. a 3% increase in tuition for international graduate students in programs with specialized rates, who entered their degree programs prior to May 1, 2023, as set out in Schedule A; and,
 - g. a 5% increase in international per credit tuition for unclassified, qualifying, visiting, access studies, and auditing students.
- iii. An increase of 2% for Non-Instructional Fees as specified in Schedule B, applicable to students on the Vancouver and Okanagan campuses effective May 1, 2023.

The Chair thanked everyone who participated, and reiterated the University's commitment to pursue additional funding opportunities, and to act on student affordability issues.

CONSENT AGENDA

FOR APPROVAL

An omnibus resolution to approve the following Consent Agenda items was moved, seconded and **CARRIED**:

3. BOARD OF GOVERNORS

3.1 Program Change Request: IRP Student

IT IS HEREBY RESOLVED that the Board of Governors grants approval for Program Change Request (PCR) #57 "Funding Request for Community Support" as part of the Student components of the Integrated Renewal Program for up to a total amount \$10 million from the Program's Contingency Reserve.

3.2 Sixth Modification and/or Addendum of UBC Okanagan Master Roads Agreement and Highway Reservation Agreement between UBC and the City of Kelowna

IT IS HEREBY RESOLVED that the Board of Governors authorizes two persons listed under Signing Resolution #1 to execute the Sixth Modification and/or Addendum of UBC Okanagan Master Roads Agreement and Highway Reservation Agreement (as shown in Attachment 1 to the briefing) and any associated land transfer documents, subject to such non-material changes as may be approved by the University Counsel.

3.3 DEFERRED

4. FINANCE COMMITTEE

4.1 Main Endowment Pool Spending Rate FY2024

IT IS HEREBY RESOLVED that the Board of Governors approves retention of the Main Endowment Pool spending rate at 4.0% for FY2024.

4.2 Trek Endowment Flat Spend FY2024

IT IS HEREBY RESOLVED that the Board of Governors approves retention of the Trek Endowment Flat Real Spend of \$51.2 million for FY2024, increasing at 2% annually.

4.3 Peter Wall Legacy Fund – Reference Portfolio

IT IS HEREBY RESOLVED that the Board of Governors approves a Reference Portfolio of 70% Global Equity and 30% Fixed Income for the Peter Wall Legacy Fund.

5. PROPERTY COMMITTEE

5.1 UBC Downtown Kelowna Project Lease and Tenant Improvements Board 2+3 Conditional



IT IS HEREBY RESOLVED that the Board of Governors grants conditional* BOARD 2 + 3 approval for the UBC Downtown Kelowna Project as follows:

- i.* approval of final Tenant Improvement capital budget of \$54,100,000, to be funded by a one-time capital payment of \$30,000,000 and the remainder included in and amortized over the length of the lease (25 years);
- ii.* approval of annual lease payments of \$4,000,000 and approximate operating costs as set out in this submission;
- iii.* approval of final funding sources and financing as set out in this submission;
- iv.* authorization to sign lease agreement and to proceed to award Tenant Improvement construction contracts; and,
- v.* approval of funding release of \$30,000,000.

* Conditional on construction tenders being received at or below budget based on 80% of tenders and on UBC Properties Trust obtaining financing for the base building.

6. AUDIT COMMITTEE

6.1 Proposed Amendments to the Investigations Policy (SC8)

IT IS HEREBY RESOLVED that the Board of Governors approves of amendments to the Investigations Policy (SC8) in the form set out in Appendix 1, effective April 1, 2023.

7. EMPLOYEE RELATIONS COMMITTEE

7.1 Proposed Repeal of Graduate Student Teaching Policy (AP7)

IT IS HEREBY RESOLVED that the Board of Governors repeal the Graduate Student Teaching Policy (AP7), effective December 6, 2022.

FOR INFORMATION

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

8. BOARD OF GOVERNORS

8.1 Standing Committee Membership as of November 8, 2022

8.2 Correspondence Received from the Alma Mater Society

9. Report from November 2022 Finance Committee Meeting

10. Report from November 2022 Property Committee Meeting

11. Report from November 2022 Governance Committee Meeting

12. Report from November 2022 Employee Relations Committee Meeting

13. Report from November 2022 Indigenous Engagement Committee Meeting

14. Report from November 2022 Learning & Research Committee Meeting

15. Report from November 2022 People, Community & International Committee Meeting

16. Report from November 2022 Sustainability & Climate Action Committee Meeting

There being no further business, the open session of the December 5, 2022 meeting of the Board of Governors adjourned at 3:20 p.m.