



The University of British Columbia
BOARD OF GOVERNORS SPECIAL MEETING
MINUTES

Friday, April 14, 2023
 2:05 PM to 3:14 PM
 VIDEOCONFERENCE

Approved: June 29, 2023

Chair	Ms. Nancy McKenzie	Administration
Co-Vice-Chair	Mr. Azim Lalani	Dr. Gage Averill Provost and Vice-President Academic, UBC Vancouver
Members	Ms. Eshana Bhangu Ms. Alison Brewin Ms. Isabella Bravo Interim President Deborah Buszard Mr. Jessie Dusangh Ms. Chaslynn Gillanders Mr. Kareem Hassib Dr. Anna Kindler Ms. Miranda Lam Dr. Marianne Legault Dr. Charles Menzies Ms. Anthonia Ogundele Hon. Steven Point, Chancellor Mr. Matthew Tan Mr. Byron Thom Ms. Nicole Udzenija	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., University Counsel Mr. Frank Laezza, Vice-President Finance & Operations Ms. Heather McCaw Vice-President Development & Alumni Engagement Dr. Gail Murphy, Vice-President Research & Innovation Dr. Rehan Sadiq Provost and Vice-President Academic, UBC Okanagan
Regrets	Dr. Natalie Chan Mr. Joel Solomon Mr. Bill Sundhu	Board Secretary Ms. Karen Hakkarainen

Board Chair Nancy McKenzie called the open session of the April 14, 2023 special meeting of the Board of Governors to order at 2:05 p.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 welcomed the three new elected student Board members to their first meeting: Eshana Bhangu and Kareem Hassib were elected to the Board by the students of the Vancouver campus for a one-year term which began on April 1, and Isabella Bravo was elected by the students of the Okanagan Campus and joined the Board as of April 13.

She noted that UBC administrators had requested extra time to revise the draft 2023-2024 budget following discussions during the Finance Committee’s closed session on March 22, 2023. The Finance Committee had met on April 12 to consider the revised budget and recommends the Board’s approval of that revised budget. The Board Chair thanked the Administration for their hard work in preparing the draft budget, and for turning around the revised budget so quickly.

The Interim President also thanked the UBC leadership team for their work on the budget, noting that it is a challenging time for post-secondary education. Budgets are constrained, and the highly inflationary environment impacts all costs. The budget presented has been designed to support UBC’s long-term commitments to make UBC a great research university, and maintain its commitments to Indigenization, Equity, Diversity and Inclusion (EDI), and climate sustainability.

1.2 Approval of Agenda

The Board Secretary reviewed attendance and confirmed quorum.

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

IT IS HEREBY RESOLVED that the Board of Governors approves as circulated the Agenda for the April 14, 2023 special open meeting of the Board of Governors.

The Board Chair asked Governors if they had any actual, potential or apparent conflicts of interest in relation to any of the items on this agenda. Governor Bhangu declared that she remained in the role of President of the Alma Mater Society (AMS) until April 30, 2023, and that some aspects of the budget impact the AMS. The Board Chair noted that she had discussed the matter with Governor Bhangu and that a conflict management plan was in place.

1.3 Consent Agenda

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

IT IS HEREBY RESOLVED that the Board of Governors approves the resolution forwarded under the consent agenda.

2. FINANCE COMMITTEE

2.1 Trek Endowment Flat Spend Increase Recommendation

Executive Sponsors: Frank Laezza, Vice-President Finance and Operations
Gage Averill, Provost and Vice-President Academic, Vancouver Campus
Lesley Cormack, Deputy Vice Chancellor and Principal, Okanagan Campus

Finance Committee Chair Azim Lalani reported that the Finance Committee had held a special meeting on April 12, 2023 and had discussed the Administration's recommendation for an increase of \$3 million in the Trek Endowment flat spend for 2023-2024. He noted that the Finance Committee was supportive of the recommendation.

The Vice-President Finance and Operations noted that revenue from both strata and rental income from the neighborhoods on the Vancouver campus goes into the Trek Endowment. An annual flat spend of \$51.2 million was approved by the Board in December 2021, and following analysis the Administration had determined that a \$3 million increase is sustainable. He noted that the Administration is looking at the allocation principles that had been put in place in 2021 to better incorporate the strategic initiatives of UBC.

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

IT IS HEREBY RESOLVED that the Finance Committee recommends to the Board of Governors approval of an increase of \$3.0 million in the Trek Endowment Flat Real Spend to \$54.2 million for fiscal 2023-2024, increasing at 2.0% annually.

2.2 2023-2024 UBC Budget

Executive Sponsors: Frank Laezza, Vice-President Finance and Operations
Gage Averill, Provost and Vice-President Academic, Vancouver Campus
Lesley Cormack, Deputy Vice Chancellor and Principal, Okanagan Campus
Rehan Sadiq, Provost and Vice-President Academic, Okanagan Campus

The Finance Committee Chair reported that at its April 12, 2023 meeting, the Committee had considered the revised 2023-2024 UBC budget, which had been amended by the Administration in response to feedback received from the Committee in March. The Committee had accepted the revisions and approved recommending to the Board of Governors the approval of the 2023 2024 UBC budget as presented.

The Vice-President Finance & Operations and the Provost and Vice-President Academic of the Vancouver Campus presented the budget, noting that the budget model and process would be reviewed over the coming year. They noted that the 2023-2024 budget aims to make significant commitments toward University priorities, such as the Indigenous Strategic Plan, Equity Diversity and Inclusion (EDI) initiatives, climate action and sustainability, and student affordability.

Contributions are also being made as part of a long-term campaign to strengthen the core academic mission of the University. The budget also aims to strengthen UBC's fiscal responsibility through operational excellence and efficiency, taking the inflationary context into account.

Following the presentation, discussion took place on a number of topics as follows:

- A Governor expressed concern as to whether the funding directed toward food insecurity would be sufficient to meet the needs expressed by student groups. In response it was noted that \$1.9 million had been requested by student groups for both direct food assistance and student financial aid between both campuses. The \$800,000 provided for in the budget is for direct food assistance only and there is over a million dollars for student financial aid for food security. Student groups will meet to determine how the \$800,000 will be allocated. A request was made for a report at the next meeting of the Finance or People, Community and International Committee setting out details for the allocation of direct food assistance funding as compared to the funding requested by student groups.
- A question was raised about the metrics being used to assess the success and impact of investments made toward strategic initiatives. In response, it was noted that the Strategic Plan calls for increased use of metrics and that annual progress reports are produced in many areas of strategic investment. It was noted that there are many areas where the collection of metrics and progress reporting could be enhanced, and capacity is being built to improve in these areas.
- On the topic of reserve funds, it was noted that there are reserves in Faculties are tracked by the Provosts' Offices. In some cases, these reserves are committed for long-term capital projects. There are some administrative units that have reserves because of unfilled positions and these will be spent down as those positions are filled.
- A Governor raised concerns about whether the budget model adequately supports UBC's core academic mission. In the context of the anticipated upcoming review of the budget process, she requested a review of the international student tuition formula and the Academic Excellence Fund. She noted that the Terms of Reference of the fund could be fine-tuned to ensure spending is focussed on academic excellence and not operational and non-academic purposes. She also requested a report on the trends in tenure-track versus sessional hires over the past five to ten years, to show how these trends impact on student-to-faculty ratios, class sizes, and, and similar metrics. Thirdly, a request was made for the Board to examine how the trends in academic hires compare to the trends in administrative positions, both centrally and within Faculties and to consider whether this reflects the optimal alignment of resources with the core mission of the University. These requests were noted for follow-up by the Administration, who advised that the budget model review was underway. It was also noted that such reporting will take time to gather in a large complex organization and that June 2023 would be too early for a robust response to these requests to be provided, but that they would report back with a plan and timeline for the budget model review.
- A Governor questioned the assumption that quality in the University is tied to growth, and cautioned against revenue-generating activities detracting from the core purpose of the University.
- A Governor asked about the impact of capital project commitments on the budget for the Okanagan Campus in future years. In response it was noted that the Okanagan Campus anticipates lean budgets over the next few years. Cuts at the administrative level are being contemplated, and the Campus is looking closely at space management. In addition, the Campus is actively looking to recruit more international students in future years as well as other means of revenue generation.

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

IT IS HEREBY RESOLVED that the Board of Governors approves the 2023-2024 UBC Budget as circulated.

ACTION ITEMS

- The Vice-President Students will report at a future meeting of the Finance or People, Community and International Committee on the allocation of direct food assistance funding.
- The Vice-President Finance and Operations will undertake a budget review process.

CONSENT AGENDA

The following item was approved under the consent agenda.

3.1 Recommendations from the Council of Senates

IT IS HEREBY RESOLVED that the Board of Governors concurs with approvals from the December 15, 2022 electronic approval process of the Council of Senates, which the Council of Senates recommends to the Board of Governors for approval:

- **Renewal of Memorandum of Understanding: UBC Faculty of Medicine and Maastricht University**
- **Renewal of Affiliation Agreement: UBC and Shanghai Jiao Tong University**

There being no further business, the open session adjourned at 3:14 p.m.