



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

**Wednesday, September 27, 2023**

**9:02 a.m. to 12:02 p.m.**

**VANCOUVER CAMPUS**

Robert H. Lee Alumni Centre Family Boardroom

6163 University Boulevard, 3rd Floor

Approved: December 5, 2023

**Chair** Ms. Nancy McKenzie

**Co-Vice-Chair** Ms. Miranda Lam

**Co-Vice-Chair** Mr. Bill Sundhu

**Members** Ms. Eshana Bhangu

Ms. Isabella Bravo

Ms. Alison Brewin

Interim President Deborah Buszard

Dr. Natalie Chan

Mr. Jessie Dusangh

Ms. Chaslynn Gillanders

Mr. Kareem Hassib

Dr. Sandy Hilton

Dr. Anna Kindler

Mr. Azim Lalani

Dr. Philipp Reichert

Mr. Matthew Tan

Mr. Byron Thom

**Regrets** Dr. Charles Menzies (hagwil hayetsk)

Ms. Anthonia Ogundele

Hon. Steven Point, Chancellor

**Administration**

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

Dr. Dermot Kelleher, Vice-President Health

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

**Board Secretary** Ms. Karen Hakkarainen

Board Chair Nancy McKenzie called the open session of the September 27, 2023 meeting of the Board of Governors to order at 9:02 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 Chair welcomed faculty, staff and students back to campus for the Winter session. She noted appreciation for the hard work of first responders and wildfire personnel in their response to forest fires across the Province and country over the summer and thanked the Okanagan Campus community for responding to the wildfire evacuation alert that the campus experienced in August.

The Board Chair thanked Interim President and Vice-Chancellor Deborah Buszard for her service and leadership over the preceding year while the search for UBC’s next President and Vice-Chancellor was underway. She noted that Professor Buszard’s term would conclude at the end of October.

The Board Chair thanked the members of the Presidential Search Committee for their service in the search for the next President and welcomed incoming President Dr. Benoit-Antoine Bacon, whose term will start on November 01, 2023 and who was in attendance as a guest to the meeting.

The Board Chair welcomed two new elected Governors from the Okanagan Campus: Dr. Sandy Hilton, who was elected by the faculty members of the Okanagan Campus, and Dr. Philipp Reichert, who was elected by the staff of the Okanagan Campus.

She also welcomed Allan Amyotte, Interim Chief Assurance and Risk Officer, and thanked Jennifer Kain, former Chief Assurance and Risk Officer, for her service to UBC prior to her departure earlier in the month.

The Chair observed that Friday, September 30, 2023 was the National Day for Truth and Reconciliation, also referred to as “Orange Shirt Day”. She noted the importance of the day to the reconciliation process and encouraged everyone to spend some time in reflection, education and awareness activities.

The Chair reported that the Royal Society of Canada had announced that ten UBC faculty members are among the year's Fellows and Members of the College of New Scholars, Artists and Scientists. Seven UBC faculty members were named Fellows of the Royal Society of Canada including:

- Prof. Timothy Cheek (History/Public Policy and Global Affairs, UBCV)
- Prof. Leah Edelstein-Keshet (Mathematics, UBCV)
- Prof. Catherine L. Johnson (Earth, Ocean and Atmospheric Sciences, UBCV)
- Prof. Kevin Leyton-Brown (Computer Science, UBCV)
- Prof. Kathleen Martin Ginis (Health and Exercise Sciences, UBCO)
- Prof. Diane S. Srivastava (Zoology, UBCV)
- Prof. Mark van Raamsdonk (Physics and Astronomy, UBCV)

Three UBC faculty members were named as Members of the College of New Scholars, Artists and Scientists:

- Prof. Emily D. Cranston (Wood Science/Chemical and Biological Engineering, UBCV)
- Prof. Jian Liu (Engineering, UBCO)
- Prof. Eli Puterman (Kinesiology, UBCV)

The Board Chair noted three faculty members of notable distinction:

- In the **research category**, the Board Chair congratulated **Professor Suzanne Simard** of the Faculty of Forestry who was awarded the Kew International Medal by The Royal Botanical Gardens. Dr. Simard was also awarded The Rockefeller University Lewis Thomas Prize for Writing about Science which honours “the scientist as poet”. Dr. Simard’s research focuses on the synergies and complexities of our natural world and the development of sustainable land stewardship practices. Dr. Simard has earned a global reputation for leading research on tree connectivity.
- In the **service category**, **Professor Janice Forsyth** from the School of Kinesiology was recognized for receiving the R. Tait Lifetime Achievement Award, which honours extraordinary and life-long dedication to the advancement of physical and health education in Canada. Professor Forsyth received the award for her 20+ year commitment to advancing Indigenous health and well-being in Canada through research and service in the sport, physical activity, and physical education sectors.
- In the **teaching category**, **Professor Michael Lee** from the School of Occupational Science and Occupational Therapy was recognized for having been awarded a 3M National Teaching Fellowship from the Society for Teaching and Learning in Higher Education. This prestigious award, bestowed annually to ten outstanding Canadian educators, recognized Professor Lee’s exceptional contributions to teaching and learning at UBC, nationwide, and internationally.

The Board Chair offered appreciation 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 Interim President for her opening remarks.

Professor Buszard expressed her appreciation for being asked to serve in the Interim President role and thanked the Board for offering her this opportunity. She described the experience as akin to whitewater rafting, filled with excitement and occasional moments of trepidation, but ultimately rewarding.

Professor Buszard acknowledged the extraordinary challenges of the times, including the recovery from a global pandemic, rapid geopolitical changes, environmental crises, and economic uncertainties. She noted UBC's capacity to rise to these challenges as a place of innovation and the creation of knowledge in serving the people of British Columbia for over a century. She highlighted UBC's position as a top 40 research university and the second-ranked institution in Canada.

She thanked the Board for their service, the Executive team for their commitment to the University's success, and the Provincial government for their support for UBC. She closed her comments by voicing that it had been an honour to have served as Interim President and Vice-Chancellor and expressed confidence that UBC would continue to build on its strong foundation under the leadership of incoming President, Dr. Benoit-Antoine Bacon.

## **1.2 Agenda Approval**

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

**IT IS HEREBY RESOLVED that the Board of Governors approved as circulated the Agenda for the open session of the September 27, 2023 Board of Governors meeting.**

The Board Chair asked Governors to declare any actual, potential, or apparent conflict of interest with any of the agenda items. None were declared.

## **1.3 Consent Agenda**

The Board Chair asked whether Governors noted any errors or omissions in the Minutes of the June 29, 2023 meeting of the Board. No errors or omissions were noted. She noted that the consent agenda included approval of the Advisory Urban Design Panel Terms of Reference as recommended by the Governance Committee and the Board 1-level approval of the Routine Capital Renewal of the Anthropology and Sociology complex as recommended by the Property Committee.

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

**IT IS HEREBY RESOLVED that the Board of Governors approves the resolutions forwarded for approval under the Consent Agenda, as presented in the Appendix.**

The Chair noted that the Board also received under the consent agenda for information an updated membership of the Board's standing committees, as well as reports from the Chairs of the Finance; Governance; Indigenous Engagement, Learning and Research; People, Community and International; and Property Committees about their meetings held September 13 and 14, 2023.

## 1.4 Overview of Student Athletics and Recognition of Student Athletes

Responsible Executive: Ainsley Carry, Vice-President Students

Student Presenter: Victoria D’Acre

The Vice-President Students presented on the student athletics program of UBC’s Vancouver Campus, noting that it is the most decorated varsity athletic program in Canada. He highlighted national championships won in 2022/2023 in women's volleyball, men's rowing, men's swimming, men's rugby, women's track and field, and women’s and men's golf. He added that 219 UBC varsity student athletes had earned Academic All Canadian honours, which are given to student athletes who have achieved an academic average of 80% or better while competing.

The Vice-President Students introduced the student athletes who were present at the meeting:

- Hugh McNeill, a student in Biochemical Engineering who placed first in the Canadian nationals in swimming the 200 meter backstroke and qualified for the 2023 World Aquatic Championships;
- Hanna Sobkowich, an Academic All Canadian who competes in track and field and placed fourth in the nation in the 100 meters and seventh in the nation in the 200 meters;
- Elizabeth Labbé, a student in Biomedical Engineering and captain of the women's golf team, which has won 30 of the last 33 tournaments they entered;
- Axel Ewashko, an Academic All Canadian Forestry student on the men’s rowing team, a team that did not lose a single race during the 2023 season; and,
- Victoria D’Acre (Volleyball) a student in the Sauder School of Business and member of UBC’s women’s volleyball team, which captured the 2022 youth sports women's volleyball national championship.

Victoria D’Acre provided a short presentation to the Board on the collective experience of varsity sports and highlighted how being a varsity athlete translates to success beyond athletics. She thanked the Board for their ongoing support of varsity athletics.

The Board Chair congratulated the student athletes on their achievements, noting that setting and achieving ambitious goals is a reflection of UBC’s broader mission.

## 1.5 UBC Student Union Presentations

Presenters: Cade Desjarlais, Students’ Union of UBC Okanagan (SUO)  
Esme Decker and Kamil Kanji, UBC Alma Mater Society (AMS)  
Sam Kenston, Isha Gill, and Violeta Fabiani, UBC Graduate Student Society (GSS)

The Board Chair introduced presentations from the respective leaders of the Students’ Union of UBC Okanagan (SUO), the UBC Graduate Student Society (GSS) and the UBC Alma Mater Society (AMS). The presenters provided an overview of the strategic priorities for each organization as follows:

- The AMS noted affordability, housing and student life and wellbeing as its top three priorities ;
- SUO priorities include academic advising and career development, affordability, and space and infrastructure for students on the Okanagan Campus; and
- GSS priorities included funding for graduate students, the student-supervisor relationship, and career services and networking.

Following the presentations the administration clarified the process for consideration of student priorities in the annual budget development process. The Board was informed that students are provided an opportunity to share their priorities with the administration, some of which may require one-time funding while others require ongoing funding. The administration, in the budget process, takes the student priorities into consideration and determines which of the requests may be supported in the budget.

Discussion took place on the subject of food banks on the University's campuses. The administration informed the Board that a group of students will adjudicate how funds earmarked to address food insecurity will be allocated amongst the programs that provide services to address food insecurity. However, the Board noted that food banks are not a sustainable solution to the issue of food insecurity; the larger issue to be addressed is how to ensure that students have access to resources commensurate to their needs.

The Board discussed the concept of a multi-year tuition framework that would help students to better plan their finances over the course of their studies. The Board noted that such a framework would be particularly helpful for international students whose tuitions are not subject to the tuition increase limits that are set by the Provincial government for domestic student tuition fees. The administration confirmed that the new Workday system has the capability to support a multi-year tuition framework. Further, the administration confirmed that such a framework is being considered and actively discussed in the context of the work of the Student Affordability Task Force.

The Board Chair thanked the students for their presentations and for their partnership, and noted the value to the Board in hearing directly from students on the issues most affecting them and their success.

## **1.6 Comprehensive Review of Student Financial Aid at UBC**

Responsible Executives: Gage Averill, Provost and Vice-President Academic, Vancouver Campus  
Rehan Sadiq, Provost and Vice-President Academic, Okanagan Campus  
Ainsley Carry, Vice-President Students  
Frank Laezza, Vice-President Finance and Operations

The Provost and Vice-President Academic of the Vancouver Campus introduced the discussion of financial aid at UBC. He noted that the Board is asked to consider issues related to the cost of education and that the intent of the presentation was to provide the Board with a full and complete understanding of the sources of financial support available to students as they consider those issues. The presentation included an overview of programs to support undergraduate and graduate students, including loans, bursaries, scholarships and work-learn programs, sourced from both UBC funding and government funding. It was noted that, through various funding sources, UBC is committed to supporting students and ensuring that financial barriers do not hinder student academic success.

Following the presentation, it was noted that FORWARD, the University's most recent fundraising campaign, shifted its focus to fundraising for need-based awards in response to recommendations arising from the Student Affordability Task Force. The Vice-President Development and Alumni Engagement informed the Board that the University had committed to raising \$100 million specifically for need-based student financial aid over the campaign, with \$23 million having been raised to date. Approximately 20% of donor awards are endowed awards that will provide support to students in need in perpetuity, with the balance of donor awards comprising annual donations that are actively being dispersed through the Awards Office to students in need.

In response to questions from the Board, the administration confirmed that each year a portion of student bursary funding remains undisbursed. Factors that may contribute to this include a lack of student awareness of funding and scholarship programs; funds that require faculty to recommend students; and funds whose eligibility requirements are not easily met. The University has adopted strategies to increase disbursement of funds, including continually improving its communications about available student financial aid; working with faculty to actively seek students who meet eligibility criteria for funds; and working with donors to revise eligibility requirements to make funds accessible to a wider range of students. The Board suggested that the University, in agreements with new donors, could establish

clauses within the agreements that would provide the University with flexibility in the administration of the funds if, by a pre-determined date, the funds were not being utilized due to a lack of students meeting eligibility requirements. Such an approach would obviate the need for later efforts to re-negotiate the eligibility requirements for under-utilized funds.

The Board noted an interest in receiving information about the demographic characteristics of recipients of funding, if such data is available.

Student governors drew attention to a lack of needs-based funding for international students and that international graduate students are at particular risk of financial insecurity. A request was made that the Finance Committee consider a review of Financial Aid Policy LR10 at a future meeting.

The Vice-President Students noted that international and graduate students have very different needs from the domestic undergraduate student population, and that a second Task Force has been put in place to focus on their specific needs. He advised the Board that the second comprehensive report on the Student Affordability Task Force will be presented to the Board in March 2024 and that the topics that have been raised during the current meeting will be reported on in the March 2024 report.

The Board Chair thanked the Administration for the informative presentation.

### **1.7 Orientation to Enterprise Risk Management**

Responsible Administrator: Allen Amyotte, Interim Chief Assurance and Risk Officer

The Interim Chief Assurance and Risk Officer and Director of Enterprise Risk Management presented an orientation to UBC's Enterprise Risk Management (ERM) program, the risk assessment framework and an overview of the Major Risk Register (MRR). It was noted that an annual update of the MRR would be presented to the Audit Committee later in the fall. The presentation highlighted the vision of ERM to advance a culture of risk-informed decision making that empowers the UBC community to contribute to the University's success.

Following the presentation, discussion arose as to how the University and ERM debriefed after the wildfires in Kelowna and evacuation of the Okanagan Campus. It was noted that the response to the wildfires was the responsibility of the emergency and safety team in the Okanagan, who had begun to debrief on lessons learned through tabletop exercises. Wildfire events are one of a variety of possible situations monitored under the "environmental disaster" risk included in the MRR.

It was noted that there are over 30 risks on the MRR, and that there are set criteria to evaluate which risks are added to the Register. The Executive Team owns the MRR, and works with ERM staff to maintain, update, and manage the MRR. The MRR is a living document that is reviewed with the Executive as the campuses grow and new risks emerge. The ERM team actively engages with their counterparts at comparator institutions for insights, and engages thought leaders in the area of risk management for advice.

## **COMMITTEE REPORTS**

### **2. PROPERTY COMMITTEE**

#### **2.1 UBC Sauder School of Business Power House Expansion Project, UBC Vancouver – Board 2**

Responsible Executives: Frank Laezza, Vice-President Finance and Operations  
Gage Averill, Provost and Vice-President Academic, Vancouver Campus

The UBC Sauder School of Business powerhouse Expansion Project had been recommended to the Board for approval by the Property Committee at its meeting on September 16, 2023. Since that meeting, a question had arisen about the



contingency for this project and whether the Administration had revisited the project's scope in recognition of the current inflationary context.

The Administration acknowledged recent cost escalations in the market since Board 1-level approval for the project and the project team has been working diligently to contain those costs. The restoration of the Power House had been removed from the project scope as it was deemed to be unfeasible and cost prohibitive. It was also noted that the project was in its early design stage, in which the Administration would be continuing to look at opportunities for value engineering, with the goal of maintaining the current project budget. Contingency levels are seen as sufficient and are based on market intelligence and data gathered by UBC Properties Trust.

Discussion arose about the childcare services that had also been removed from the project's scope, and would now be developed at the Orchard Commons site. It was noted that these childcare spaces in the Orchard Common location will be brought online earlier than they would have had they been included in the Sauder project, and that Sauder would be making a \$500,000 contribution to the childcare project with the remainder of funding coming from Government. A longer-term plan for the expansion of childcare services on the Vancouver campus in development, and this would be brought forward to the Board when ready. It was also noted that the Administration is currently looking at options for where best to relocate the Fire Hall.

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

**IT IS HEREBY RESOLVED that the Board of Governors grants BOARD 2 approval for the UBC Sauder School of Business Power House Expansion project as follows:**

- i.* **approval of the revised capital budget and operating budgets;**
- ii.* **authorization to issue the development permit;**
- iii.* **authorization to proceed to working drawings and tender; and,**
- iv.* **approval of funding release of \$5,500,000 for the next stage of development.**

## **2.2 Budget Revision: Gateway Health Building, UBC Vancouver (Nursing, Kinesiology, UBC Health and Integrated Student Health Services)**

Responsible Executives: Frank Laezza, Vice-President Finance and Operations  
Gage Averill, Provost and Vice-President Academic, Vancouver Campus

Discussion took place on the requested budget revision and how the Administration is managing cost risks associated with the project, as well as the use of funding from the Retained Risk Fund for the project budget. It was noted that the requested \$5 million increase includes contingency for the remaining risks that arise during construction. It was also noted that no other current projects have any foreseen issues that would require support from the Retained Risk Fund, and that there is sufficient capacity in the fund to support drawing down \$3 million for the Gateway project budget revision.

The issue of the costs that will be borne by the academic units to be housed in the Gateway building under Space Management Policy UP13 was raised. It was noted that the budget review process that was underway would include consideration of funding for the maintenance and operation of buildings.

Appreciation for the project was voiced in that it will bring all student health services into one location on the Vancouver Campus, which will help students better navigate these services.

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

**IT IS HEREBY RESOLVED** that the Board of Governors approves an increase of \$5 million to the capital budget for the Gateway Health Building at UBC Vancouver to \$194,910,700, to be funded through the Retained Risk Fund (\$3 million) and the Academic Capital Fund (\$2 million).

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#### **ACTION ITEMS**

A review of Financial Aid Policy LR10 will be added to a future agenda of the Finance Committee.

Demographic information about the students who receive merit-based funding was requested, if available.

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#### **CONSENT AGENDA – FOR APPROVAL**

The following items on the consent agenda were approved:

##### **3. BOARD OF GOVERNORS**

###### **3.1 Minutes of Previous Meeting**

**IT IS HEREBY RESOLVED** that the Board of Governors approves as circulated Minutes of the June 29, 2023 open meeting of the Board of Governors.

##### **4. GOVERNANCE COMMITTEE**

###### **4.1 Advisory Urban Design Panel Terms of Reference Updates**

**IT IS HEREBY RESOLVED** that the Board of Governors approves amendments to the Advisory Urban Design Panel Terms of Reference as set out in Appendix 1.

##### **5. PROPERTY COMMITTEE**

###### **5.1 Renewal of Anthropology and Sociology (ANSO) Complex, UBC Vancouver - Board 1 (Routine Capital)**

**IT IS HEREBY RESOLVED** that the Board of Governors grants BOARD 1 approval for the renewal of the Anthropology and Sociology (ANSO) Complex at UBC Vancouver (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 \$67,698,000 and operating costs as set out in the Appendices to the briefing;
- v.* approval of funding source – Routine Capital (75% Ministry of Post-Secondary Education and Future Skills and 25% UBC match);
- vi.* authorization to proceed to schematic design; and,
- vii.* approval of funding release of \$3,000,000 for the next stage of project development.

#### **CONSENT AGENDA - FOR INFORMATION**

The following items were received on the Board's consent agenda for information.

##### **6. BOARD OF GOVERNORS**

###### **6.1 Standing Committee Membership as of September 8, 2023**

##### **7. FINANCE COMMITTEE: REPORT FROM SEPTEMBER 2023 MEETING**



- 8. GOVERNANCE COMMITTEE: REPORT FROM SEPTEMBER 2023 MEETING**
- 9. INDIGENOUS ENGAGEMENT COMMITTEE: REPORT FROM SEPTEMBER 2023 MEETING**
- 10. LEARNING & RESEARCH COMMITTEE: REPORT FROM SEPTEMBER 2023 MEETING**
- 11. PEOPLE, COMMUNITY & INTERNATIONAL COMMITTEE: REPORT FROM SEPTEMBER 2023 MEETING**
- 12. PROPERTY COMMITTEE: REPORT FROM SEPTEMBER 2023 MEETING**

There being no further business, the open session of the September 27, 2023 meeting of the Board of Governors meeting adjourned at 12:02 p.m.