



The University of British Columbia
BOARD OF GOVERNORS
MINUTES

Friday, March 31, 2023

11:02 AM to 2:30 PM

VANCOUVER CAMPUS

Robert H. Lee Alumni Centre Family Boardroom
 6163 University Boulevard, 3rd Floor

Approved: June 29, 2023

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| Chair | Ms. Nancy McKenzie | Administration |
| Co-Vice-Chair | Mr. Azim Lalani | Dr. Gage Averill, Provost and Vice-President Academic, UBC Vancouver |
| Co-Vice-Chair | Mr. Bill Sundhu | Dr. Ainsley Carry, Vice-President Students |
| Members | Ms. Alison Brewin | Ms. Robin Ciceri, Vice-President External Relations |
| | Interim President Deborah Buszard | Dr. Lesley Cormack, Deputy Vice-Chancellor and Principal, UBC Okanagan |
| | Mr. Jessie Dusangh | Mr. Frank Laezza, Vice-President Finance & Operations |
| | Ms. Chaslynn Gillanders | Ms. Heather McCaw, Vice-President Development & Alumni Engagement |
| | Mr. Max Holmes | Dr. Gail Murphy, Vice-President Research & Innovation |
| | Dr. Anna Kindler | Dr. Rehan Sadiq, Provost and Vice-President Academic, UBC Okanagan |
| | Ms. Tashia Kootenayoo | |
| | Ms. Miranda Lam | Board Secretary |
| | Dr. Marianne Legault | Ms. Karen Hakkarainen |
| | Dr. Charles Menzies | |
| | Ms. Anthonia Ogundele | |
| | Hon. Steven Point, Chancellor | |
| | Mr. Joel Solomon | |
| | Mr. Matthew Tan | |
| | Mr. Byron Thom | |
| | Ms. Nicole Udzenija | |
| | Ms. Georgia Yee | |
| Regrets: | Dr. Natalie Chan | |

Board Chair Nancy McKenzie called the open session of the March 31, 2023 meeting of the Board of Governors to order at 11:02 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 Board Chair opened the meeting by welcoming newly elected Governors Charles Menzies and Matthew Tan to the Board, and congratulating Anna Kindler on her re-election. She acknowledged the outgoing student Governors who would complete their terms on the Board at the end of March. She noted Tashia Kootenayoo’s contributions to the Governance committee, Georgia Yee’s advocacy for student wellness and accessibility, and Max Holmes for his contributions to Campus Vision 2050, and advocacy on issues of student affordability and housing. She noted that there would be three newly elected students joining the Board in April, and that newly elected staff and faculty representatives from the Okanagan campus would begin their terms on the Board in September.

She welcomed UBC’s new Vice-President Finance and Operations, Frank Laezza to his first Board meeting. She thanked both Yale Loh and John Metras for aptly stepping into their interim roles during this transition period. The Board Chair congratulated Minister Selina Robinson, the new Minister of Post-Secondary and Future Skills, on her appointment.

The Chair noted three faculty members of notable distinction:

In the **research category**, Professor Saima Hirani, Assistant Professor in the School of Nursing in the Faculty of Applied Science was recognized for having been named the Outstanding Woman Researcher in Mental Health Promotion by the Centre for Advanced Research and Design of Venus International Foundation This award recognizes exceptional contributions to fundamental discoveries, new theories, or insights. Dr. Hirani's research interests relate to mental health and mental health promotion, particularly for vulnerable and high-risk populations.

In the **service category**, Professor Rebecca Paluch was noted for having been named an Untapped Workplace Inclusion Champion by the Open Door Group, one of BC's largest not-for-profit providers of employment services focused on building equity, diversity, and inclusivity (EDI). Dr. Paluch's research is focused on EDI in organizations as well as the changing nature of employment relationships and careers. Since joining the Sauder School of Business in 2019, she has been a sought-after voice in the local and national media on subjects related to EDI and human resources.

In the **teaching category**, Dr. José Rodríguez Núñez, Associate Professor of Teaching in Chemistry was recognized for receiving the 2023 Margaret-Ann Armour Award for Early Career Chemistry Education. This award is presented in memory of Dr. Margaret-Ann Armour, OC as a mark of recognition to an early career educator who has made an outstanding contribution in Canada to undergraduate education in Chemistry. Dr. Núñez has demonstrated sustained teaching excellence specializing in analytical and materials chemistry education.

The Board Chair noted that, following discussions during the Finance Committee's closed session on March 22, 2023, UBC administrators had requested extra time to revise the draft 2023/24 budget and proposed Trek Endowment spending increase. Therefore, the 2023/24 budget presentation and approval had been deferred to a future Board meeting to be held in April. She noted the appreciation of the Finance Committee and Board for the hard work of the Administration in preparing the draft budget, as well as for their responsiveness to the discussions held at the Finance Committee.

Interim President and Vice-Chancellor Deborah Buszard also thanked the outgoing student Governors for their dedication and service to UBC and welcomed newly-elected Governors Charles Menzies and Matthew Tan. Finally, she welcomed new Vice-President Finance and Operations Frank Laezza who started in his new role earlier in the month.

1.2 Approval of 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 following resolution was moved, seconded and **CARRIED**:

IT IS HEREBY RESOLVED that the Board of Governors approves as circulated the Agenda for the open session of the March 31, 2023 Board of Governors meeting.

The Board Chair asked Governor to declare any actual, potential, or apparent conflict of interest with any of the agenda items. Governor Ogundele declared that as a family member is involved with the Beaty Biodiversity Centre Addition project, she would abstain from discussion and voting on that item.

1.3 Consent Agenda

The following resolution was moved, seconded and **CARRIED** with Governor Ogundele abstaining from approval of item #6.1 Beaty Biodiversity Centre Addition Board 3:

IT IS HEREBY RESOLVED that the Board of Governors approves the resolutions forwarded under the consent agenda as presented in the appendix.

1.4 Interim President's Strategic Update

The Board Chair introduced Deborah Buszard, Interim President and Vice-Chancellor, who provided the Board with an update on UBC's strategic plan. She noted that the strategic plan, *Shaping UBCs Next Century*, sets out the University's vision and goals for the years ahead, and provided the Board with highlights on the progress achieved since the plan was launched in 2018 across the strategic areas of academic transformation, Indigenous reconciliation, EDI, climate action and sustainability, and operational excellence.

Following the Interim President's comments, the Board engaged in a discussion of the information provided in the briefing. In particular, the administration provided the Board with additional details on the Black Faculty Cohort Hiring Initiative. The Provost and Vice-President Academic, Vancouver Campus noted that this initiative had been developed over the past two years through engagement with the Black Faculty Caucus. A recruitment process had been designed for cluster hiring in order to develop more robust communities within and across Departments. He noted that while there had been significant hiring of Black faculty over the previous year, work remains to be done with respect to mentoring and community-building to support the ongoing recruitment and retention of Black faculty members.

The Board also discussed whether Provincial support might be available for innovative housing solutions, such as the passive house Skeena Residence on the Okanagan Campus. The Interim President confirmed that the Province is very much engaged with the issue of the housing shortage and the impacts that the shortage of student housing has on surrounding communities. Funding has been made available to universities to support the building of more student residence spaces and she noted her hope that government's commitment to address climate change will encourage them to consider innovative building technologies.

The Board raised the question of metrics to track progress toward strategic goals and the outcomes of investments. The Interim President acknowledged the importance of metrics. She noted that the university is transitioning key enterprise systems which has complicated efforts to compile consistent data but work is underway to prepare reporting along these lines.

2. FINANCE COMMITTEE

2.1 Student Affordability Task Force Update

Finance Committee Chair Azim Lalani noted that at its March 22, 2023 meeting, the Finance Committee had received an update on implementation of the recommendations arising from the Student Affordability Task Force (SATF) report. He noted that the Finance Committee had been generally supportive of the initiatives described.

The Vice-President Students presented an update on the SATF and progress on implementation of its recommendations to advance student affordability, as set out in the briefing materials. He noted that the SATF considered broad questions related to affordability, such as what students were prepared to pay for at university, what the Administration should be providing through its programs and services, and what should affordability at UBC look like. He noted the establishment of a working group in March 2023 to begin work on the recommendation to develop a multi-year tuition framework that would provide greater certainty for students about tuition increases they may anticipate over their student career. He described the revised tuition process that increased consultation

with elected student leadership and work to enhance engagement with the general student body so they may become involved throughout the year. He noted progress in the work to minimize the cost of educational materials, student aid for food and housing insecurity, and funding for food security initiatives. He highlighted UBC Child Care Services' success in receiving approval to offer \$10/day childcare in 14 of the 27 UBC Child Care Services facilities and reported that UBC would apply to the next intake of the program to expand affordability to other facilities operated by UBC Child Care Services. The presentation included details on other activities related to student financial aid, supporting student financial wellness, and advocacy for increased student financial assistance programs at the provincial and federal government level.

The Vice-President Development & Alumni Engagement presented on the Forward for Students campaign, the goal of which was to raise \$100 million to address student affordability challenges. She noted that the focus of the aid would be on need-based aid, as well as supporting affordability programs and services, such as food security. She noted that the campaign was broadly framed to support all students on both campuses, domestic and international, graduate and undergraduate.

Before opening the topic up for discussion the Board Chair thanked the administration for their work on this important initiative and acknowledged the effort of student governors to champion the importance of affordability.

The Board discussed the funding to address student food security. The Vice Presidents Students clarified that \$1.6M will be directed to student financial aid for distribution through bursary programs. An additional \$800K will be provided to direct food-aid programs delivered on both the Okanagan and Vancouver campuses, including initiatives such as foodbanks and food pantries, and that the allocation for the funding would be determined through consultation with student groups who are working on initiatives to address food security. Concern was expressed whether the allocation for food security was sufficient to meet the needs of students and a governor expressed an interest in receiving a breakdown of the allocation of funds at a future meeting.

With respect to support for graduate students, the Board encouraged the administration to continue to advocate to the provincial and federal governments for increased investment.

The Board recessed for lunch at 12:40 p.m. and returned to the Open Session at 1:20 p.m.

2.2 UBC Budget

The Finance Committee Chair introduced discussion of the UBC Budget, as set out in the briefing. He noted that the Finance Committee had received the draft 2023-2024 UBC Budget at its March 22, 2023 meeting, and asked the Administration to take additional time to review some aspects of it to ensure that UBC is best positioned for the coming year. He noted that the Finance Committee was recommending the continuation of the 2022-2023 base budget allocation to support the University's operations in the interim, as well as the release of \$800,000 for food security initiatives as specifically identified in the draft 2023-2024 UBC Budget.

The Vice-President Finance & Operations noted that the Administration anticipated presenting a revised budget to the Finance Committee for its consideration on April 12, 2023, and subsequently to the full Board on April 14, 2023.

The resolution was moved and seconded:

IT IS HEREBY RESOLVED that the Board of Governors approves:

- i. the continuation of the 2022-2023 base budget allocation;*
- ii. the release of \$800,000 for food security initiatives as specifically identified in the draft 2023-2024 UBC Budget; and,*
- iii. the deferral of the 2023-2024 UBC Budget to a future meeting of the Finance Committee, once the revised budget is ready, with interim updates or funding requests to be presented to the Finance Committee as required.*

An amendment to the motion was moved and seconded:

IT IS HEREBY RESOLVED that the motion is amended to read as follows:

- ii. the release of \$800,000 for food security initiatives as specifically identified in the draft 2023-2024 UBC Budget, with top priority given to fund food banks and pantries on both campuses; and,*

Governors engaged in a robust debate of the merits of the amendment, raising points both in support of and against the motion. Key points raised in support of the motion focused on the acute need of students with respect to access to foodbanks and pantries. Point raised against the motion included that prioritizations such as the one proposed are the role of management who are better positioned to determine the appropriate allocation of resources in consultation with students.

The Chair called the vote on the motion to amend the main motion, which was **DEFEATED**, with Governors Holmes, Yee and Menzies being the minority of governors supporting the amendment.

The Board Chair moved to call the question on the main motion. It was **CARRIED**, with Governor Holmes opposed and Governor Menzies abstaining.

The Board noted that the issue of food security extends beyond UBC. It is a broader issue for Canadian society and the defeat of a Board motion to prioritize food banks and pantries over other food security initiatives should not be construed to mean that the Board does not recognize the critical nature of the issue and the supports that students need. The Board also noted the need to better understand the impact of funding and suggested that the administration might look to develop metrics to measure the effectiveness and outcomes of the different programs that receive funding.

The administration reminded the Board that decisions on prioritization of funding allocations rests with the student groups and not with the administration; when the student groups discuss the allocation of the \$800K they may decide to prioritize funding for foodbanks and food pantries over other services.

Secretarial Note: In respect of this topic, a concern about a potential conflict of interest had been raised and discussed in camera prior to the open session, with Board members determining that the Governor in question had no conflict of interest with respect to this issue.

3. GOVERNANCE COMMITTEE

3.1 Dissolution of the Sustainability & Climate Action Committee

Governance Committee Chair Byron Thom reported that at its meeting of March 21, 2023 the Governance Committee had approved a recommendation that the Board dissolve the Sustainability & Climate Action Committee. The Committee was making the recommendation on the understanding that the Board would receive semi-annual reporting on sustainability and climate initiatives and the Finance Committee would receive regular updates on

responsible investing. He noted that a key rationale for the proposed change was to provide the University with greater line of sight to progress and achievements made in climate action and sustainability initiatives by reporting on these strategic initiatives directly to the Board of Governors. He emphasized that sustainability should be broadly embedded in all operations of the university and that each of the Board's standing committees should apply a sustainability lens to their agendas.

Following the Committee Chair's introduction, the Interim President noted that climate and sustainability concerns need to be top of mind in everything that UBC is doing, whether as part of teaching resources, buildings, or other programs. She noted that it would be effective and meaningful for the different portfolios to include sustainability and climate concerns in their various reports, whether related to infrastructure, operations, or student services. She noted that the semi-annual reporting to the Board should integrate at a systems level the inputs from the various portfolios.

The following resolution was moved, seconded.

IT IS HEREBY RESOLVED that the Board of Governors approves the dissolution of the Sustainability and Climate Action Committee.

In discussion, Governors raised concerns about the capacity of other standing committees to consider sustainability matters and noted that retaining an active climate crisis committee would ensure that the issue is given appropriate attention. The symbolic significance of a standing committee dedicated to sustainability and climate action was raised as a rationale for continuing with a standing committee.

The Interim President noted that having integrated reporting, such as updates on the Climate Action Plan 2030 and the Annual Sustainability Report, come to the Board enhances the Board's role in ensuring accountability in these matters, which are becoming increasingly important to the core business of the University. It was noted that the University has robust climate action plans for both campuses, and that having related reporting at the Board level elevates the visibility of the significant work that UBC has undertaken. It was further noted that all Board members would receive this reporting when made at the Board level while committees comprise a subset of the Board's membership.

A Governor expressed a desire to defer the decision whether to dissolve the committee to a future date. The following motion was moved and seconded:

IT IS HEREBY RESOLVED that the motion to dissolve the Sustainability and Climate Action Committee is tabled until the June 30, 2023 meeting of the Board of Governors.

The Board debated the merits the motion to table the main motion, with some Governors noting that all information needed to inform a decision is available to the Board and that no new information will be forthcoming. Others acknowledged that no new information may be available, but that they felt they needed additional time to think about the decision and its implications.

The Governance Committee Chair reminded the Board that the Subcommittee had been established by the Board to review the Board's committee structure. The Subcommittee had collected feedback from the Board and Administration and had carefully considered a path forward that ensures that climate action is handled in an efficient and effective way to inform the Board's decision-making processes.

The Chair called the vote on the motion to table the motion to dissolve the sustainability and climate action committee to June 30, 2023. The motion was **DEFEATED**.

The Chair called the vote on the motion to dissolve the Sustainability and Climate Action Committee. The motion was **CARRIED** with Governors Holmes, Menzies, Ogundele and Yee opposed.

The Board Chair reaffirmed the Board's full commitment towards sustainability and the climate emergency, noting that the decision to dissolve the Sustainability and Climate Action Committee reflects the Board's intentions to engage in these conversations in a meaningful way on an ongoing basis.

CONSENT AGENDA – FOR APPROVAL

The following items on the consent agenda were approved:

4. BOARD OF GOVERNORS

4.1 Minutes of December 5, 2022 Meeting

IT IS HEREBY RESOLVED that the Board of Governors approves as circulated Minutes of the December 5, 2022 and January 31, 2023 open meetings of the Board of Governors.

5. FINANCE COMMITTEE

5.1 Integrated Renewal Program (IRP) Student – Update and Funding Request

IT IS HEREBY RESOLVED that the Board of Governors approves a funding release of \$99.2 million (including contingency) in fiscal year 2023-2024 within a total program envelope of \$284.9 million (including contingency), in accordance with Board 3 approval received in June 2021.

6. PROPERTY COMMITTEE

6.1 Beaty Biodiversity Centre Addition Board 3

IT IS HEREBY RESOLVED that the Board of Governors grant conditional* BOARD 3 approval for the Beaty Biodiversity Centre Addition as follows:

- i.* approval of final capital budget of \$45,000,000 and operating budget as set out in the Appendices to the briefing;
- ii.* approval of final funding sources and financing as set out in the briefing;
- iii.* authorization to proceed to award construction contracts; and,
- iv.* approval of final funding release of \$42,700,000.

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

6.2 Management of UBC-Controlled Land, Buildings & Infrastructure Policy (UP13)

IT IS HEREBY RESOLVED that the Board of Governors:

- i.* Approves the Space Management Policy (UP13) in the form attached to the briefing as Appendix 1, effective April 7, 2023; and,
- ii.* Assigns of the Space Management Policy (UP13) to the Property Committee as the responsible Board Committee.

7. GOVERNANCE COMMITTEE

7.1 Terms of Reference for Working Group on Candidates for Board of Governors Appointments

IT IS HEREBY RESOLVED THAT the Board of Governors approves the Terms of Reference for a Working Group on Candidates for Board of Governors Appointments as set out in the appendix to the briefing.

CONSENT AGENDA - FOR INFORMATION

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

8. BOARD OF GOVERNORS

8.1 Standing Committee Membership as of March 1, 2023

8.2 Correspondence received from the Alma Mater Society

9. REPORT FROM MARCH 2023 PROPERTY COMMITTEE MEETING

10. REPORT FROM MARCH 2023 FINANCE COMMITTEE MEETING

11. REPORT FROM MARCH 2023 GOVERNANCE COMMITTEE MEETING

12. REPORT FROM MARCH 2023 LEARNING & RESEARCH COMMITTEE MEETING

13. REPORT FROM MARCH 2023 PEOPLE, COMMUNITY & INTERNATIONAL COMMITTEE MEETING

14. REPORT FROM MARCH 2023 EXECUTIVE COMMITTEE MEETING

There being no further business, the open session of the March 31, 2023 meeting of the Board of Governors adjourned at 2:30 p.m.