



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

**WEDNESDAY, MARCH 27, 2024**  
**9:32 AM to 11:34 AM**  
**VANCOUVER CAMPUS**  
Approved: June 27, 2024

**Interim Chair** Mr. Bill Sundhu  
**Members in Attendance** President Benoit-Antoine Bacon  
Ms. Eshana Bhangu  
Ms. Isabella Bravo  
Dr. Natalie Chan  
Mr. Jessie Dusangh  
Mr. Kareem Hassib  
Dr. Sandy Hilton  
Dr. Anna Kindler  
Mr. Azim Lalani  
Dr. Charles Menzies  
Mr. Ali Pejman  
Hon. Steven Point, Chancellor  
Dr. Philipp Reichert  
Mr. Leonard Schein  
Mr. Matthew Tan  
Mr. Byron Thom  
**Regrets** Ms. Alison Brewin  
Vice-Chair Ms. Miranda Lam, K.C.  
Ms. Anthonia Ogundele

**Administration**  
Dr. Gage Averill  
Provost and Vice-President Academic, UBC Vancouver  
Dr. Ainsley Carry, Vice-President Students  
Ms. Robin Ciceri, Vice-President External Relations  
Dr. Dermot Kelleher, Vice-President Health  
Mr. Frank Laezza, Vice-President Finance & Operations  
Mr. Hubert Lai, K.C., University Counsel  
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  
Ms. Julie Wagemakers  
Executive Director, President's Office

**Board Secretary**  
Ms. Karen Hakkarainen

Interim Board Chair Bill Sundhu called the open session of the March 27, 2024 Board of Governors meeting to order at 9:32 a.m. He 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.

### 1.1 Opening Remarks

The Interim Board Chair noted that Governor Azim Lalani would be stepping down from the Board at the end of the month. He noted that Governor Lalani joined the Board in 2020, and during his tenure served as Chair the Finance Committee and Vice-Chair of the Audit Committee. The Interim Chair thanked Governor Lalani for his years of service.

The Interim Chair also noted that student Governor Kareem Hassib's term on the Board would also conclude at the end of the month. On behalf of the Board, the Interim Chair thanked Governor Hassib for his service to the University, and for his contributions to the Board. The Interim Chair congratulated student Governors Eshana Bhangu on her re-election to the Board, and congratulated incoming student Governor Kamil Kanji on his election to the Board.

The Interim Chair acknowledged Marcia Buchholz, Vice-President Human Resources, who would be leaving the University at the end of the month. On behalf of the Board, the Interim Chair thanked the Vice-President and wished her well in her future endeavours. He thanked Adam Charania for stepping into the role of Interim Vice-President Human Resources.

The Interim Board Chair congratulated the Honourable Lisa Beare on her appointment as Minister of Post-Secondary and Future Skills.

The Interim Board Chair recognized the following faculty members of notable distinction:

- In the **research category**, the Board congratulated **Associate Professor Julian Dierkes** from the School of Public Policy and Global Affairs in the Faculty of Arts. Professor Dierkes has been awarded the Mongolian Friendship Medal, which is one of the highest honours that can be bestowed on a foreigner by the Government of Mongolia. The medal commemorates Professor Dierkes' long-standing and policy-engaged research on Mongolia. Dr. Dierkes has also been awarded a Governor General's Medallion for his contributions to Canadian-Mongolian relations.
- In the **service category**, the Board recognized **Professor Dorin Ruse** of the Faculty of Dentistry for being named an Honorary Fellow by the American College of Dentists, for leadership and exceptional contributions to Dentistry. Prof. Ruse's other awards include an Honorary degree from Paris Descartes University, a UBC Killam Teaching Prize, the Award of Merit from the Canadian Dental Association, and a Distinguished Service Award from the BC Dental Association.
- In the **teaching category**, the Board recognized **Professor Marina von Keyserling** from the Faculty of Land and Food Systems has received the UBC Killam Award for Excellence in Mentoring in recognition of her holistic approach in tailoring her teaching to meet the needs of each student. She is internationally recognized in her field for her outstanding scientific contributions to the sustainability of food of animal origin. Her other numerous awards include the UBC Killam Teaching Prize and the UBC Killam Research Prize. She is unique in having received three UBC Killam awards.

The Interim Board Chair noted that the major item on the meeting agenda was the University's budget for the upcoming fiscal year and thanked the administration for their work in preparing the budget. He then invited the President to give his opening remarks.

President Benoit-Antoine Bacon also thanked Governor Azim Lalani for his four years of service on the Board and as Chair of the Finance Committee. He acknowledged Governor Kareem Hassib's contributions to the Board and thanked him for his service to UBC and his fellow students. The President congratulated incoming student Kamil Kanji on his election and Governor Eshana Bhangu on her re-election to the Board, noting that he looked forward to working with them both in the coming year.

President Bacon thanked Marcia Buchholz for her five years of service to UBC in her role as Vice-President Human Resources. He noted that during her time at UBC she had many notable achievements including guiding the University through the implementation and optimization of the Workday HR system, and leading the creation of UBC's approach to remote and hybrid work throughout the pandemic.

The President updated the Board on the federal government's announcement of a two-year temporary cap on study permits for international students. He reported that the cap does not impact new international graduate students or international students already in Canada. The government's announcement implicated new international students applying for fall enrollment in undergraduate programs in Canadian post-secondary institutions, including UBC. Over the past few weeks, the Administration had worked closely with the Province and federal government to obtain more information and secure enough permits for new, incoming undergraduate students. The administration's priority was to clearly communicate the importance of Canada welcoming outstanding international students to UBC and other U15 institutions, while also reinforcing the important and diverse contributions that international students bring to campus communities. He reported that, earlier in the

month, the Province informed institutions of the allocation of the required BC Provincial Attestation letters that will be provided to institutions for qualified new undergraduate international students seeking a study permit, and that UBC would be able to move forward as planned with international enrolment for the coming year.

On the subject of the budget for the upcoming year, the President noted that UBC, like many universities, is navigating a challenging financial landscape. UBC will need to exercise caution and take proactive steps to strengthen the University's long-term financial sustainability. Despite these challenges, the university is forecasting a balanced operating budget for 2024/25 and remains in a healthy financial position. UBC will continue to prioritize investments in the key priority areas of teaching and learning excellence, research and innovation, providing holistic student support and driving positive social change. He thanked all of those throughout the University who engaged in this year's budget planning process.

## 1.2 Approval of Agenda

The Interim Chair asked if any Governor would like to make amendments to the Agenda. No requests were made.

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 27, 2024 meeting of the Board of Governors.**

The Interim Chair asked if Governors had any actual, potential or apparent conflicts of interest to declare with any items on the agenda. None were raised.

## 1.3 Consent Agenda

The Board Chair asked whether Governors noted any errors or omissions in the Minutes of the January 31, 2024 meeting of the Board, which were included on the consent agenda for approval. None were noted.

He noted that the consent agenda included for approval the Student Society Fees proposed by the Alma Mater Society (AMS); amendments to Conflict of Interest Policy (SC3) as recommended by the Employee Relations Committee, and a funding release for the Integrated Renewal Program – Student as recommended the by the Finance Committee for approval.

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 received under the consent agenda for information an update on Board Committee assignments as of March 1, 2024, a status report on action items tracked by the Board in the open sessions of its 2023 meetings, a piece of correspondence submitted jointly by the AMS, Graduate Student Society and Students' Union Okanagan, and one piece of correspondence received from the AMS.

The Board received for information reports from the Chairs of the Employee Relations; Finance; Governance; Indigenous Engagement, Learning and Research; People, Community and International; Property and Executive Committees about their meetings held March 12, 13, and 21, 2024.

## 1.4 Student Affordability Task Force Update

Responsible Executives: Ainsley Carry, Vice-President Students  
Gage Averill, Provost and Vice-President Academic, UBC Vancouver  
Rehan Sadiq, Provost and Vice-President Academic, UBC Okanagan  
Heather McCaw, Vice-President Development & Alumni Engagement

The Administration presented the Student Affordability Task Force (SATF) Update as circulated with the briefing materials.

Following the presentation, a robust discussion took place among the Board and the Executive, in which the Board provided feedback and suggestions for the Administration's consideration. The Administration noted that the Task Force report included recommendations to be implemented in the short, medium and long term, and the Administration continues to work toward implementing the recommendations. Additionally, the process of reimagining UBC's budget process would provide opportunities to consider funding for services that support students. The Administration also reported that a second Task Force has been established to consider affordability issues for international and graduate students, and that future reporting to the Board would include the outcomes of the work of that task force. To address student housing affordability, a fund of \$1.5M had been created to support a new, means-tested housing bursary, and the Administration continues to look for ways to address food insecurity beyond the current \$800K allocated in the budget.

The Administration reported that they continue to advocate with government for funding for the sector and noted recent, impactful changes in student loan policies and funding for graduate student scholarships.

With respect to the Administration's plans for changes to the annual tuition consultation process, which had been discussed at the Learning and Research Committee's meeting of March 12, 2024, the Vice-President Students noted that discussions about plans for tuition engagement would continue in advance of the commencement of that engagement process in the fall of 2024.

## 2.1 2024-2025 UBC Budget

Responsible Executives: Frank Laezza, Vice-President Finance & Operations  
Lesley Cormack, Deputy Vice-Chancellor and Principal, UBC Okanagan  
Gage Averill, Provost and Vice-President Academic, UBC Vancouver  
Rehan Sadiq, Provost and Vice-President Academic, UBC Okanagan

Finance Committee Chair Azim Lalani reported that the Finance Committee had considered the 2024-2025 UBC budget proposal at its March 13, 2024 meeting and recommends its approval to the Board of Governors.

President Benoit-Antoine Bacon introduced the Budget presentation and noted that although it was a challenging time for the university sector in Canada, UBC remains in a strong financial position and proposes a balanced budget for 2024-2025.

The Vice-President Finance and Operations, the Deputy Vice-Chancellor and the Provost and Vice-President Academic of the Vancouver Campus led the Board through the presentation of the proposed budget.

Following the presentation, Board members congratulated the Administration on a balanced budget and voiced appreciation for the clarity of the materials provided.

The Board and the Administration engaged in a discussion of the proposed budget. The Administration noted that the pending exercise to reimagine the budget process will look at issues such as the firewall between the campus budgets and how to support faculties that cannot benefit from revenues derived from international student

enrolment. Faculties will also need to consider structural adjustments in response to budgetary pressures. The Administration will consider centralizing some processes to find efficiencies while also finding new ways to generate revenue. The Administration was encouraged to look at ways of leveraging new technology and enterprise-wide systems toward productivity gains and data-informed decision-making.

The Administration noted that the budget had been prepared using very conservative projections with regard to international student enrolment.

The President offered closing comments noting the changing fiscal landscape for post-secondary education in Canada, adding that UBC was in a strong position relative to its comparators in other provinces. He informed the Board that two upcoming reviews, firstly on recruitment and admissions processes, and, secondly, to reimagine the budget process, would be important to help the University respond to projections of flat revenues and increasing costs in the coming years.

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

**IT IS HEREBY RESOLVED that the Board of Governors approves as circulated the 2024-2025 UBC Budget.**

There being no further business, the open session of the March 27, 2024 Board of Governors meeting adjourned at 11:34 a.m.

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## **ACTION ITEMS**

None identified.

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## **CONSENT AGENDA – FOR APPROVAL**

The following items were approved under the appended Consent Agenda:

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

IT IS HEREBY RESOLVED that the Board of Governors approves as circulated the Minutes of the open session of the January 31, 2024 meeting of the Board of Governors.

### **3.2 Student Society Fees - Alma Mater Society Fees (UBC AMS)**

IT IS HEREBY RESOLVED that the Board of Governors approves the 2024-2025 Alma Mater Society Student Fee Schedule, circulated in Appendix 1 to the briefing.

### **4.1 Conflict of Interest Policy (SC3)**

IT IS HEREBY RESOLVED that the Board of Governors approve amendments to the COI Policy (SC3) (“Proposed Amended COI Policy (SC3)”) in the form set out in Appendix 1 attached to this briefing, effective as of April 2, 2024 (“Effective Date”), provided however that any investigation or disciplinary proceedings for any alleged or actual breaches of the current COI Policy commenced prior to the Effective Date will continue to be governed under the current COI Policy.

### **5.1 Integrated Renewal Program (IRP) Student – Update and Funding Release**

IT IS HEREBY RESOLVED that the Board of Governors approves a funding release of \$47.3 million (including contingency) for the Student component of the Integrated Renewal Program (IRP) in fiscal year 2024-2025 within a total program envelope of \$284.9 million (including contingency), in accordance with Board 3 approval received in June 2021.

## **CONSENT AGENDA - For Information**

The following items were received for information under the appended Consent Agenda:

### **6.1 Standing Committee Assignments**

### **6.2 Status Report | Action Items Tracked in 2023**

### **6.3 Correspondence**

### **7.1 Memorandum from Committee Chair – Items Considered at the open session of the March 13, 2024 Employee Relations Committee Meeting**

### **8.1 Memorandum from Committee Chair – Items Considered at the open session of the March 13, 2024 Finance Committee Meeting**

### **9.1 Memorandum from Committee Chair – Items Considered at the open session of the March 12, 2024 Governance Committee Meeting**

### **10.1 Memorandum from Committee Chair – Items Considered at the open session of the March 12, 2024 Indigenous Engagement Committee Meeting**

### **11.1 Memorandum from Committee Chair – Items Considered at the open session of the March 12, 2024 Learning & Research Committee Meeting**

### **12.1 Memorandum from Committee Chair – Items Considered at the open session of the March 13, 2024 People, Community & International Committee Meeting**

### **13.1 Memorandum from Committee Chair – Items Considered at the open session of the March 12, 2024 Property Committee Meeting**

### **14.1 Memorandum from Committee Chair – Items Considered at the open session of the March 21, 2024 Executive Committee Meeting**