



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

**WEDNESDAY, SEPTEMBER 25, 2024**  
**9:35 AM TO 12:08 PM and 12:55 PM TO 1:23 PM**

**VANCOUVER CAMPUS**

Robert H. Lee Alumni Centre Family Boardroom  
 6163 University Boulevard, 3rd Floor  
 Approved: December 5, 2024

**Chair** Ms. Miranda Lam, K.C.  
**Vice-Chair** Vacant  
**Members** President Benoit-Antoine Bacon  
 Ms. Eshana Bhangu  
 Ms. Isabella Bravo  
 Ms. Ameer Chande  
 Mr. Jessie Dusangh  
 Dr. Sandy Hilton  
 Mr. Kamil Kanji  
 Dr. Anna Kindler  
 Ms. Irene Lanzinger  
 Mr. Dallas Leung  
 Dr. Charles Menzies (hagwil hayetsk)  
 Ms. Anthonia Ogundele  
 Mr. Ali Pejman  
 Dr. Philipp Reichert  
 Chancellor Judy Rogers, C.M.  
 Mr. Leonard Schein  
 Mr. Matthew Tan  
 Mr. Byron Thom  
**Regrets** Dr. Natalie Chan

**Administration**  
 Dr. Gage Averill  
 Provost and Vice-President Academic, UBC Vancouver  
 Mr. Adam Charania, Interim Vice-President Human Resources  
 Dr. Ainsley Carry, Vice-President Students  
 Dr. Lesley Cormack  
 Deputy Vice-Chancellor and Principal, UBC Okanagan  
 Dr. Dermot Kelleher, Vice-President Health  
 Mr. Frank Laezza, Vice-President Finance & Operations  
 Mr. Hubert Lai, K.C., AVP Office of University Counsel  
 Dr. Gail Murphy, Vice-President Research & Innovation  
 Dr. Rehan Sadiq  
 Provost and Vice-President Academic, UBC Okanagan  
 Dr. Melanie Stewart, Vice-President External Relations  
 Ms. Julie Wagemakers  
 Executive Director, President's Office  
**Board Secretary**  
 Ms. Karen Hakkarainen

Board Chair Miranda Lam called the open session of the September 25, 2024 meeting of the Board of Governors to order at 9:35 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**

Board Chair Miranda Lam welcomed faculty, staff and students back to campus for the Winter session. She noted that Governors and others were wearing orange in recognition of the upcoming National Day for Truth and Reconciliation on Monday, September 30<sup>th</sup>.

In recognition of the 5th anniversary of the Okanagan Campus's declaration of Truth and Reconciliation commitments a short video was played to showcase milestones achieved since that declaration. Following the video presentation, the Board Chair thanked Deputy-Vice Chancellor Lesley Cormack and everyone on the Okanagan campus who continue to foster relationships with the Syilx Okanagan Nation.

The Board Chair noted three faculty members of notable distinction:

- In the **research category** the Board recognized **Dr. Yusuf Altintas**, Professor in the Department of Mechanical Engineering in the Faculty of Applied Science, who was named an Officer of the Order of Canada in June of 2024. Dr. Altintas is a world leader in the fields of manufacturing automation, metal cutting dynamics and the computer control of machine tools. His research spans topics such as understanding the dynamic of high-speed milling for the aerospace and automotive industry, virtual blade machining processes, and control systems for machine tools.

- In the **service category**, the Board congratulated **Professor Melissa Lem** for having been honoured with a YWCA Women of Distinction Award, in the Environment and Sustainability category. This award recognizes women who promote and create practices that contribute to a sustainable community. Professor Lem is a Vancouver family physician and an internationally recognized leader in the field of nature and health and is the Founding Director of PaRx, Canada's first national, evidence-based nature prescription program to improve mental health.
- In the **teaching category** the Board acknowledged **Professor Maureen Kendrick** of the Faculty of Education for being honoured with the 2024 Mentorship Award from the Canadian Committee for Graduate Students in Education. This award recognizes Professor Kendrick's exceptional mentorship and her unwavering support and encouragement to her students. Her research examines literacy and multimodality as integrated communicative practices, and addresses a range of social and cultural issues.

The Board Chair welcomed new Governors Ameer Chande and Irene Lanzinger who were appointed to the Board by the Province in August. She also welcomed Dallas Leung, who was appointed earlier in the year, to his first Board meeting. She noted that it was also the first meeting for UBC's new Chancellor, Judy Rogers, whose term began on September 1st. The Board Chair invited the Chancellor to provide comments, and Chancellor Rogers noted her excitement to serve as UBC's 20th Chancellor. The Board Chair then welcomed UBC's new Vice-President of External Relations, Melanie Stewart, to her first Board of Governors meeting. The Chair thanked all governors and members of the President's Executive team for their participation in the previous day's retreat, where the Board learned more about plans to refresh the University's Strategic Plan.

The Board Chair noted that UBC's 18th Chancellor, Lindsey Gordon, who had served on the Board from 2014 to 2020, had passed away on August 26, 2024. In honour of Chancellor Emeritus Gordon, she read a Memorial Tribute that had been delivered by the Chair of the Vancouver Senate Tributes Committee, Dr. John Gilbert, at the Vancouver Senate meeting on September 18, 2024.

The Board Chair invited the President to offer remarks. President Bacon noted that it was Governor Lam's first meeting in the role of Chair of the Board and thanked her for her leadership. He also thanked her for honouring the memory of Chancellor Emeritus Gordon.

The President also acknowledged that the Board had gathered on the traditional and unceded territory of the Musqueam people, and that colleagues from the Okanagan had joined from the territory of the Syilx Okanagan Nation. To mark the National Day of Truth and Reconciliation, he noted that there would be an intergenerational march on the Vancouver campus on September 30, 2024, and that it would be an important opportunity for the UBC community to demonstrate its commitment to reconciliation.

President Bacon offered a warm welcome to Chancellor Judy Rogers, incoming Board members, and to Vice-President, External Relations, Melanie Stewart. The President noted that his first September at UBC was marked by many highlights, including Imagine Day; the Pep Rally at Douglas Mitchell Arena where over 7000 new students were welcomed to UBC; and Homecoming on September 20th, where UBC's Thunderbirds football team had won the game in front of 10,000 stadium guests.

The President commented on the federal government's current policy with respect to international student visas, the consequent challenges for the post-secondary sector, and its potential impact on UBC. Despite the current policy, he noted that UBC is proud to be a diverse, global community that includes people from over 150 countries and, in partnership with the Province, was advocating to the federal government the value to welcoming talent to Canada. He further noted that UBC remains financially strong but will continue to exercise fiscal prudence in the upcoming budget cycle.

On the subject of the University's Strategic Plan, *Shaping UBC's Next Century*, Dr. Bacon reported that the University would be undertaking an exercise to refresh the plan. He noted that the 10-year plan was launched in 2018 and that much had changed since that launch. The strategic plan refresh is intended to achieve three broad objectives: 1) to envision more clearly the kind of university that UBC strives to be; 2) to define short-term priorities and actions that can differentiate UBC over the next 25 years, especially with regards to the academic mission; and 3) to continue to mobilize existing institutional plans, such as the Indigenous Strategic Plan, the Strategic Equity and Anti-Racism (StEAR) Framework, and Climate Action Plan. He thanked the Board for their participation during the previous day's retreat, the focus of which was the strategic plan refresh, and noted that a community consultation would soon be launched.

## 1.2 Agenda Approval

The Board Secretary reviewed attendance and confirmed quorum was in place.

The Board Chair asked if any Governors would like to suggest any amendments to the Agenda. A Governor requested that three items be moved from the consent agenda to the discussion portion of the agenda as follows:

- Item 6.1 regarding Board 3 approval of the Sauder Powerhouse Expansion Project; and,
- Two matters covered under Item 15.1 from the Report of the Property Committee Chair concerning the September 11, 2024 meeting of the Committee:
  1. Childcare at Orchard Commons, which had been approved by the Property Committee under delegated authority; and,
  2. The Capital Projects Update, which the Committee has received for information.

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

**IT IS HEREBY RESOLVED that the Board of Governors approved as amended the Agenda for the open session of the September 25, 2024 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 noted that the consent agenda would be amended to reflect that Item 6.1 would now be considered for approval under the discussion portion of the agenda. She asked whether Governors noted any errors or omissions in the Minutes of the June 27, 2024 meeting of the Board. No errors or omissions were noted. She noted that the consent agenda also included the following for approval:

- Items forwarded from the Vancouver Senate from its September 18, 2024 meeting;
- Delegation of signing authority for the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* Reporting Requirement;
- Amendments to the Retired Faculty Appointment Policy (AP1) as recommended by the Employee Relations Committee;
- The dissolution of the Subcommittee to Review Committee Structure as recommended by the Governance Committee in the closed session of its September 12, 2024 meeting, and,
- Amendments to Sexual Misconduct Policy (SC17) as recommended by the Executive 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, and amended to reflect that Item 6.1 had been moved to the discussion portion of the agenda.**

The Chair noted that the Board had also received for information under the consent agenda a briefing on the membership of the Board's standing committees, as well as reports from the Chairs of the Audit, Finance, Governance, Indigenous Engagement, Learning and Research, Property, and Executive Committees about their meetings held September 11, 12, and 17, 2024.

#### **1.4 President's 2024-2025 Goals, Objectives and Priorities**

The President presented his 2024-2025 goals and thanked the Executive Committee for their input.

The President provided an overview of each of the ten priorities, as follows:

1. Complete the renewal and consolidation of the senior leadership and decanal teams;
2. Work with the Board and Senates towards the highest standards of governance at UBC;
3. Review and optimize all recruitment and admissions processes – both domestic and international
4. Following a record-breaking year of research funding in 2023-2024, work towards establishing this level of funding (>\$850M) as the new baseline;
5. Following a record-breaking year of fundraising in 2023-2024, work towards establishing this level of funding (>300M) as the new baseline;
6. Prepare for provincial and federal elections, and in this context further enhance UBC's relationships with Victoria and Ottawa;
7. Complete or advance key infrastructure projects (*e.g.*, Biomedical Engineering, Gateway Health, Recreation North, Downtown Kelowna) and map a path towards launching new strategic projects (*e.g.*, St. John's residences, Chemistry, Applied One, Surrey);
8. Prepare for and start the upcoming round of collective bargaining with UBC associations and unions;
9. Deliver a refreshed Strategic Plan for UBC, focused on our core academic and research mission, while ensuring that we continue to deliver on key operational plans (*e.g.*, Indigenous Strategic Plan, StEAR Framework, Sustainability Plan); and,
10. Formally launch a working group and a plan towards a budget reimagining process at UBC, and gather data / evidence both internally and externally towards informing this work, a multi-year endeavour that will gather momentum after the approval of the refreshed Strategic Plan.

The President noted that, collectively, these goals underpin and contribute to UBC's mission of pursuing excellence in teaching and learning, the quality of the student experience, and enhancing the reputation of UBC.

During discussion, the President explained that focusing on internal matters at the beginning of one's tenure is part of the evolution of a successful presidency. Once the institutional strategy is clearly defined and supported by the community, then it is possible to shift the focus toward external matters. Governors voiced support for a strategic plan with a clear focus on the academic mission of the University.

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

**IT IS HEREBY RESOLVED that the Board of Governors approves the President's 2024-2025 priorities for 2024-2025.**

## 1.5 Recognition of Student Athletes

Responsible Executive: Ainsley Carry, Vice-President Students

The Vice-President Students informed the Board that UBC Vancouver hosts 26 men's and women's athletic teams, and the UBC Okanagan Campus hosts 8 athletic programs. He noted that the programs on either campus are highly competitive, and that UBC has won many national championships. He noted the success of UBC's student athletes not only in their sports but also in the classroom, as UBC has more student athletes who have been recognized as academic all-Canadians than any other athletic program in Canada.

Kavie Toor, Managing Director for Athletics, introduced the student athletes in attendance:

- Piper Loan, silver medalist with the Women's Rugby Team at the Paris Olympics
- Garrett Rooker, quarterback with the varsity football team, and
- Anisa Rahul, from the women's soccer team.

The students spoke to their positive experience with UBC athletics and the benefit of participation in UBC sport to their academic experience.

Following the student presentations discussion took place on the value that athletics and recreation provides to UBC and the greater community. It was noted that while teams in Vancouver are well supported, resources are limited for Okanagan teams. The Board Chair thanked the students for their inspiring presentations and their leadership.

## 1.6 UBC Student Union Presentations

Presenters: Danial Asif, President, Students' Union of UBC Okanagan (SUO)  
Abby Newman, VP External, SUO  
Firth MacKenzie McEachern, President, UBC Graduate Student Society (GSS)  
Emily Tang, VP External, GSS  
Bhoomika Sharma, VP Students, GSS  
Patricia Unung, VP Academic, GSS  
Christian CK Kyle, President, UBC Alma Mater Society (AMS)  
Drédyn Fontana, VP Academic and University Affairs, AMS

The Board Chair welcomed 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 SUO noted space on the Okanagan Campus, affordability, and support for commuter students among its top priorities;
- GSS priorities include affordability, a vibrant academic and social life for students and ethical leadership; and,
- AMS priorities included affordability, progress on Strategic Plans, and student life and wellbeing.

Following the student presentations, it was noted that the Student Affordability Task Force was coming up on the third-year since its report was first issued in March 2022. The Finance Committee Chair noted that the University was working on implementing the 10 recommendations set out in the report, and that discussion would take place in 2025 as to the next phase of this work.

Discussion took place about the declining sense of well-being and increase of mental health issues reported among young people. Student union presenters described challenges for students in finding a sense of belonging on campus, and that this can be exacerbated when students have to work to afford their education, as this prevents getting involved in university life. The Vice-President Students noted that a presentation to the Board on the scope of UBC's student health services was anticipated in the coming year. He noted that five different methods were available for students to access counselling services and that faculty members are sensitive to students' well-being and responsive to their requests for accommodations.

The Board Chair thanked the students leaders for leadership and presentations. She then turned to the items that had been moved from the consent agenda to the discussion portion of the Agenda.

### **1.7 Child Care at Orchard Commons** (moved from the consent agenda)

A Governor noted that concerns had been raised in the community regarding the new location for this child care unit, given that it will be near one of the busiest intersections on campus. Safety in dropping off children at this location was the crux of the issue. The Administration responded that the safety of the community and of young children is a key concern when planning the location of child care services, and that an existing pull-out for another nearby child care centre would be expanded to service the new location.

### **1.8 UBC Sauder School of Business Power House Expansion Project – Board 3** (moved from the consent agenda)

A Governor raised a question about the relocation of the Old Fire Hall, which would be required for the Power House expansion project to proceed. In response it was noted that the relocation of the Fire Hall was a related but separate project, the cost of which fell below the monetary threshold requiring Board approval. The historic Fire Hall building will be preserved and relocated to a separate site on a temporary basis, until it is moved to the Lower Mall Precinct as part of the St. John's redevelopment.

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

**IT IS HEREBY RESOLVED that the Board of Governors grants conditional\* BOARD 3 approval for the UBC Sauder School of Business Power House Expansion project as follows:**

- i.* **approval of final capital and operating budgets;**
- ii.* **approval of final funding sources and financing;**
- iii.* **authorization to proceed to award construction contracts; and,**
- iv.* **approval of final funding release of \$143,110,000.**

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

### **1.9 Capital Projects Update** (moved from the consent agenda)

A Governor asked whether delays in completing the Gateway Building were impacting other projects. In response the Administration confirmed that delays being experienced on the project that were having spillover effects to other projects. It was noted that an update would be coming to the Property Committee on this matter in November.

The Board recessed for lunch at 12:00 p.m. and reconvened at 12:57 p.m.

## COMMITTEE REPORTS

### 2. GOVERNANCE COMMITTEE

#### 2.1 Streamlining of Board Policy Requirements – No Feedback for Discussion

Governance Committee Chair Byron Thom reported that the Governance Committee had met on September 12, 2024 and considered two packages containing draft policy amendments aimed at streamlining requirements for reporting to the Board.

The first package contained a number of proposed policy amendment for which no additional feedback was received from Governors following the June 2024 meeting cycle. The Governance Committee Chair noted that the Committee had unanimously approved recommending the first package of policy amendments to the Board for approval.

Noting that a Governor had requested that amendments to Capital Projects Policy (FM11) be considered for approval separately from the rest of the policy amendments, the Governance Committee Chair put forward a resolution to sever the consideration of amendments to Capital Projects Policy (FM11) from the omnibus motion for the other policy amendments in the package. The motion was moved, seconded and **CARRIED**.

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

**IT IS HEREBY RESOLVED that the Board of Governors approves:**

*i. Amendments to the following Board Policies in the form set out in Appendix 1, effective upon publication in the Official Repository on the website of the Office of University Counsel:*

- **Board Appointments Policy (AP3);**
- **Business Expenses Policy (FM8);**
- **Retained Risk Policy (FM10);**
- **Regulatory Framework Policy (GA2);**
- **Honorifics Policy (LR1);**
- **Killam Professors Policy (LR6);**
- **Technology Equity Policy (LR8);**
- **Disaster Management Policy (SC10);**
- **Deaccessioning Policy (UP11); and**
- **Land Use Policy (UP12).**

**and**

*ii. Amendments to the Naming Policy (G6) in the form set out in Appendix 1, subject to the approval of these amendments by both the Vancouver and Okanagan Senates, effective upon publication in the Official Repository on the website of the Office of University Counsel.*

The Governance Committee Chair introduced discussion on proposed amendments to Capital Project Policy (FM11). The current policy requires Board approval for capital and IT projects valued at \$5 million and greater. The proposed policy amendment would increase the minimum threshold that triggered a requirement for Board approval to \$10 million. Governors who spoke against the amendment noted that \$10 million is a substantial amount, and that transparency in decisions involving significant investment is important to the broader community.



Governors who spoke for the amendments noted that all capital project expenditures are subject to multiple levels of oversight through the Executive approval process, that monetary thresholds had not changed for many years despite continuing inflationary increases to project costs, and that delegating less consequential matters to the administration allows the Board to focus on matters of strategic significance. It was also noted that \$10 million is the materiality threshold used by the Province.

During voting, a point of order was raised by Governor Menzies objecting to a change in the voting procedure made by the Chair, which the Chair took under advisement.

The following resolution was moved, seconded and **CARRIED** with Governors Menzies, Kindler, and Schein opposed:

**IT IS HEREBY RESOLVED that the Board of Governors approves amendments to the following Board Policy in the form set out in Appendix 1, effective upon publication in the Official Repository on the website of the Office of University Counsel: Capital Projects Policy (FM11)**

## **2.2 Streamlining of Board Policy Requirements - Feedback for Discussion**

Governance Committee Chair Byron Thom reported that with respect to the second package of policy amendments aimed at streamlining Board reporting requirements, the Committee had, at its meeting of September 12, 2024, considered amendments to seven Board policies for which additional feedback was received following the June 2024 meeting cycle. Of the seven policies for which amendments were proposed to the Governance Committee, further consideration of six had been deferred to a future meeting to allow more time for consideration of Governor feedback. Only amendments to Endowment Policy (FM5) had been approved for recommendation to the Board at this time.

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

**IT IS HEREBY RESOLVED that the Board of Governors approves of the proposed amendments to the Endowment Policy (FM5), in the form set out in Appendix 1, effective upon publication in the Official Repository on the website of the Office of University Counsel.**

The Governance Committee Chair and Board Chair both expressed thanks to the Office of University Counsel for their work on the project to streamline reporting requirements in the Board's policies. The Board Chair noted that the exercise was important to help the Board to work in an efficient manner, focussing its attention at the right levels of oversight to ensure good governance.

There being no further business, the open session of September 25, 2024 Board of Governors meeting adjourned at 1:25 p.m.

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### **ACTION ITEMS**

None identified.

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## CONSENT AGENDA – FOR APPROVAL

The following resolutions were approved under the appended Consent Agenda:

### 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, 2024 open meeting of the Board of Governors.

#### 3.2 Items Forwarded from the Vancouver Senate

IT IS HEREBY RESOLVED that the Board of Governors concurs with approvals from the 18 September 2024 meeting of the UBC Vancouver Senate, which the Senate recommends to the Board of Governors for approval.

#### 3.3 *Fighting Against Forced Labour and Child Labour in Supply Chains Act* Reporting Requirement and Delegation of Signing Authority

IT IS HEREBY RESOLVED that the Board of Governors delegates signing authority to the Chair of the Board of Governors pertaining to the submission and signing of the annual *Fighting Against Forced Labour and Child Labour in Supply Chains Act* report to the Minister of Public Safety for the current and all future fiscal years that UBC is required to report as per the *Act*.

### 4. EMPLOYEE RELATIONS COMMITTEE

#### 4.1 Retired Faculty Appointment Policy (AP1) Amendment

IT IS HEREBY RESOLVED that the Board of Governors approves the amendment of the Retired Faculty Appointment Policy (AP1) in the form set out in Appendix 1 attached to the briefing, effective September 27, 2024.

### 5. GOVERNANCE COMMITTEE

#### 5.1 Dissolution of the Subcommittee to Review the Board's Committee Structure

IT IS HEREBY RESOLVED that the Board of Governors approves of the dissolution of the Subcommittee to Review Committee Structure, effective September 25, 2024.

### 6. PROPERTY COMMITTEE

#### 6.1 UBC Sauder School of Business Power House Expansion Project – Board 3 (moved to discussion portion of the agenda)

### 7. EXECUTIVE COMMITTEE

#### 7.1 Sexual Misconduct Policy (SC17) Amendment

IT IS HEREBY RESOLVED that the Board of Governors approves amendments to the Sexual Misconduct Policy (SC17) in the form set out in Appendix 1 to the briefing (the "Proposed Amended Sexual Misconduct Policy"), effective October 1, 2024 (the "Effective Date"), provided however that investigations or other proceedings arising from Reports made before the Effective Date will continue to be governed by the current Sexual Misconduct Policy.

## **CONSENT AGENDA - For Information**

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

- 8.1 Standing Committee Assignments**
- 8.2 Status Report | Action Items**
- 8.3 Report on E-vote for Advanced Therapeutics Manufacturing Facility (ATMF) at Gateway North CFI Project - Board 1 & 2 and Tenant Improvements**
- 9.1 Memorandum from Committee Chair – Items Considered at the open session of the September 17, 2024 Audit Committee Meeting**
- 10.1 Memorandum from Committee Chair – Items Considered at the open session of the September 11, 2024 Employee Relations Committee Meeting**
- 11.1 Memorandum from Committee Chair – Items Considered at the open session of the September 12, 2024 Finance Committee Meeting**
- 12.1 Memorandum from Committee Chair – Items Considered at the open session of the September 12, 2024 Governance Committee Meeting**
- 13.1 Memorandum from Committee Chair – Items Considered at the open session of the September 11, 2024 Indigenous Engagement Committee Meeting**
- 14.1 Memorandum from Committee Chair – Items Considered at the open session of the September 11, 2024 Learning & Research Committee Meeting**
- 15.1 Memorandum from Committee Chair – Items Considered at the open session of the September 11, 2024 Property Committee Meeting**
- 16.1 Memorandum from Committee Chair – Items Considered at the open session of the September 12, 2024 Executive Committee Meeting**