



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

**FRIDAY, JUNE 20, 2025**

**9:02 AM TO 11:10 AM**

**OKANAGAN CAMPUS**

3272 University Way, UNC 200

Approved: September 24, 2025

**Chair** Ms. Miranda Lam, K.C.

**Vice-Chair** Mr. Byron Thom

- Members** President Benoit-Antoine Bacon  
 Dr. Natalie Chan  
 Ms. Ameer Chande  
 Mr. Cade Desjarlais  
 Dr. Sandy Hilton  
 Dr. Anna Kindler  
 Ms. Irene Lanzinger  
 Mr. Dallas Leung  
 Mx. Jasper Lorient  
 Dr. Charles Menzies (hagwil hayetsk)  
 Ms. Anthonia Ogundele  
 Mr. Ali Pejman  
 Dr. Philipp Reichert  
 Chancellor Judy Rogers, C.M.  
 Mr. Michael Sandler  
 Mr. Leonard Schein  
 Mr. Matthew Tan

**Administration**

- Dr. Gage Averill  
 Provost and Vice-President Academic, UBC Vancouver  
 Mr. Adam Charania, 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  
*(from 9:40 a.m.)*  
 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  
 Dr. Melanie Stewart, Vice-President External Relations  
 Ms. Kirsten Nicholson  
 Executive Director, Office of the President

**Board Secretary** Ms. Karen Hakkarainen

Board Chair Miranda Lam called the open session of the June 20, 2025 meeting of the Board of Governors to order at 9:02 a.m. She acknowledged that UBC Okanagan is situated on the traditional, ancestral, unceded territory of the Syilx Okanagan Nation and that UBC’s Vancouver campus is situated on the traditional, ancestral, unceded territory of the Musqueam people.

**1. BOARD OF GOVERNORS**

**1.1 Welcome and Song**

The open session began with a welcome from the Deputy Vice-Chancellor and Principal of the Okanagan Campus, Lesley Cormack. The Travelling Song was then sung by Amber Cardenas, a member of the Syilx Nation.

**1.2 Opening Remarks**

Board Chair Miranda Lam welcomed the three newly elected student Governors: Michael Sandler, who was elected by the students of the Okanagan Campus; and Cade Desjarlais and Jasper Lorient who were elected by the students of the Vancouver Campus.

On behalf of the Board, she offered heartfelt congratulations to all those who graduated from UBC this spring, wishing them all the best in carrying forward what they have learned at UBC.

She noted that on the previous day, the Board hosted a reception to mark the 20<sup>th</sup> anniversary of UBC’s Okanagan campus. She thanked all who contributed to the event and to the Okanagan campus, and noted the Board’s delighted in celebrating the occasion.

The Board Chair acknowledged three faculty members of notable distinction, all of whom were from the Okanagan campus:

- In the **service category**, **Dr. Jeff Andrews, Associate Professor in Data Science, Mathematics and Statistics** from the Irving K. Barber Faculty of Science for being named among the Top 40 under 40 by the Kelowna Chamber of Commerce.
- In the **research category**, **Dr. Wendy Wong, Professor of Political Science** in the Irving K. Barber Faculty of Arts and Social Sciences whose book *We, the Data: Human Rights in the Digital Age* won the 2024 Balsillie Prize for Public Policy from the Writers' Trust of Canada.
- In the **teaching category**, **Dr. Bowen Hui, Associate Professor of Teaching in Computer Science** from the Irving K. Barber Faculty of Science, who is the recipient of the 2025 UBC Okanagan Killam Teaching Prize.

The Board Chair noted that Board Secretary Karen Hakkarainen would retire from UBC at the end of the month. She added that since joining UBC in 2019, Karen had shepherded the Board through an eventful six-years that included not only a global pandemic, but also numerous transitions in leadership. She thanked Karen for her service to the Board and leadership of the Secretariat office. The Chair welcomed Juliana Laing, who had been appointed as the next Board Secretary earlier in the day and would begin her term on July 1, 2025. She invited the President to offer his remarks.

President and Vice-Chancellor Benoit-Antoine Bacon opened his remarks by thanking Amber Cardenas for her welcoming song. He noted that more than 13,000 students graduated in spring ceremonies, including more than 2,600 from UBC Okanagan, which was the largest graduation class in the history of the Okanagan campus, and thanked Chancellor Judy Rogers for her stewardship of the ceremonies.

He congratulated UBCO on 20 years of success, and noted that since its establishment in 2005, UBCO has grown into a hub of research excellence and a place where students from around the world come to pursue a transformative education. He also noted that a cornerstone of UBCO's success has been its strong partnership with the Syilx Okanagan Nation.

The President reported that it had been another record-breaking year for research, with the University bringing in \$936 million in research funding. He thanked Vice-President Research and Innovation Gail Murphy for her leadership, as well as the decanal team and the research community across both campuses.

President Bacon noted that celebrating successes is important as UBC charts its path forward, particularly with the Strategic Plan Refresh. He added that the refreshed plan articulates the kind of university UBC aspires to be by 2050 and defines a focused set of academic priorities for the next five years.

The President also thanked Karen Hakkarainen for her six years of dedicated service as Board Secretary, noting that her leadership, thoughtfulness, and support had been invaluable. He also thanked Dean Dermot Kelleher, whose term would soon be coming to an end, for his transformative leadership of the Faculty of Medicine. Under Dean Kelleher's decade-long leadership, the Faculty had established Canada's Immuno-Engineering and Biomanufacturing Hub, advanced equity in medical education, and secured the world's largest gift for multiple-sclerosis research. The President also noted the recent opening of the Gordon B Shrum building for the School of Biomedical Engineering.

Finally, the President thanked Board member for their hard work and dedication throughout the year and wished all a restorative summer.

### **1.3 Approval of Agenda**

The Board Secretary reviewed attendance and confirmed that quorum for the meeting was in place. The Board 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 June 20, 2025 meeting of the Board of Governors.**

The Chair asked if Governors had any actual, potential or apparent conflicts of interest to declare with any items on the open session agenda. Governor Thom declared that as he was an ex officio member of the UBC Investment Management Board of Directors, he would abstain from voting on item 5.1 on the consent agenda. No other declarations were made.

#### **1.4 Consent Agenda**

The Chair asked if Committee members had noted any errors or omissions in the Minutes of the May 7, 2025 meeting, circulated under the appended Consent Agenda. None were raised.

The Chair advised that the following items were also circulated for approval under the Consent Agenda:

- Student Society Fees submitted by the Alma Mater Society;
- UBC's Consolidated Financial Statements as at March 31, 2025 as recommended by the Audit Committee;
- the Investment Management Service Agreement with UBC Investment Management (UBCIM) as recommended by the Finance Committee;
- a protocol for the administration of Board Correspondence as recommended by the Governance Committee; and,
- the 5-year Capital Plan 2026-2027 to 2030-2031 and Residential Environmental Assessment Program (REAP) Version 4.0 as recommended by the Property Committee.

The following resolution was moved, seconded, and **CARRIED** with Governor Thom abstaining from Item 5.1.

**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 Interim Chair noted that the Board had also received the following items under the consent agenda for information: a briefing on Standing Committee Assignments as of May 1, 2025; and a briefing on the report submitted as required by the *Fighting Against Forced Labour and Child Labour in Supply Chains Act*.

The Board also received for information under its consent agenda written reports provided by the Chairs of the Employee Relations; Finance; Governance; Indigenous Engagement; Learning & Research; Property; and, Executive Committees about the Committee meetings held in June.

#### **1.5 Wildfire Science at UBCO**

Responsible Executive: Lesley Cormack, Deputy Vice-Chancellor and Principal, Okanagan Campus  
Rehan Sadiq, Provost and Vice-President Academic, Okanagan Campus

The Deputy-Vice Chancellor introduced Dr. Lael Parrot, Professor and Dean pro tem of the I. K. Barber Faculty of Science who presented on Wildfire Science at UBCO, which is anchored by a recently established cross-campus research initiative, the Centre for Wildfire Coexistence, as set out in the briefing materials.

Following the presentation, discussion took place on how the Centre will model and test in a controlled environment to gather data that will help predict the impact of climate change on forest fires into the future. It was noted that the recently established micro-credential will provide outreach to non-traditional learners in this subject area. The presenter spoke to structural challenges faced in implementing cross-campus and interdisciplinary initiatives, noting that strong partnership between herself and the Dean of the Faculty of Forestry had been instrumental in surmounting those issues.

## 1.6 UBC's Strategic Directions 2025-2030

Responsible Executive: Benoit-Antoine Bacon, President and Vice-Chancellor  
Gail Murphy, Vice-President Research and Innovation  
Gage Averill, Provost and Vice-President Academic, Vancouver Campus  
Rehan Sadiq, Provost and Vice-President Academic, Okanagan Campus

President and Vice-Chancellor Benoit-Antoine Bacon presented the draft of *UBC strategic Directions 2025-2030* for the Board's endorsement in principle. He noted that a robust consultative process with the University community had led to a refreshed plan that represents a shared vision for UBC's future and identifies a set of strategic directions that amplify UBC's academic and research mission. He emphasized that the refreshed plan reaffirms and continues UBC's ongoing commitments to existing plans such as the Indigenous Strategic Plan, UBCO Declaration of Truth and Reconciliation Commitments, Strategic Equity and Anti-Racism (StEAR) Framework, and Climate Action Plan.

In presenting the draft, the President thanked everybody who had provided input during the consultation period and thanked the project team and the members of the Strategic Plan Steering Committee.

The President reported that the current draft plan incorporated feedback received from the Board and Senates at their meetings in May, and noted that the Senates had endorsed the draft plan in principle at their May meetings. He explained that endorsement in principle was being sought from the Board to allow final consultations to take place over the summer. In the fall, the Board would be asked to provide a final endorsement of the refreshed plan and year-one actions and university-level metrics would also be presented. The President noted that the plan charts a clear direction while also providing flexibility to respond to emerging realities.

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

**IT IS HEREBY RESOLVED that the Board of Governors endorses, in principle, UBC's Strategic Directions 2025-2030.**

The Board Chair thanked the President for his leadership on the strategic plan refresh process, and thanked the project team for all their hard work and dedication.

## 1.7 Climate Action Plan 2030 Implementation Updates: Vancouver and Okanagan Campuses

Responsible Executive: Melanie Stewart, Vice-President External Relations  
Frank Laezza, Vice-President Finance & Operations

Vice-President External Relations Melanie Stewart introduced the Climate Action Plan 2030 Implementation update, as set out in the briefing materials. The report charts progress towards the University's climate action targets on both campuses, including direct operational emissions and extended emissions such as transportation to and from the campus. Despite significant growth in enrolment, the University continues to make good progress in reducing emissions.

Following the presentation, the Board discussed the impact of commuting to campus and the Administration reported that UBC continues to advocate to the Province for the expansion of rapid transit to UBC's Vancouver Campus and remains committed to investing in expanded rapid transit. Strategic investments in land use, student housing faculty and staff housing also have had demonstrable impact in terms of reducing commuting emissions. It was noted that a strong partnership with the Alma Mater Society is key in helping to advance the Climate Action Plan goals.

The Board also discussed the impact of air travel, and it was noted by the Administration that strategies were in place to engage with faculty, staff, and students on the impacts of travel.

### 1.3 Provincial Mandate Letter 2025-2026

Board Chair Miranda Lam introduced the Provincial Mandate letter, noting that approval was sought for the Chair to sign the letter on behalf of the Board. During discussion, concerns were raised about how to interpret the expectation that the university “deliver responsible quality services equitably in all regions across the province”. The President noted that the letter is not tailored to UBC but is provided to all the institutions in the sector and the Vice-President External Relations added that the letter is not intended to undermine UBC’s research mission. Rather, the letter indicates a need for all institutions to be mindful of current and future fiscal challenges.

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

**IT IS HEREBY RESOLVED that the Board of Governors authorizes the Board Chair to sign, on behalf of the Board of Governors, the 2025-2026 Mandate Letter from the Province of British Columbia, Ministry of Post-Secondary Education and Future Skills.**

## 2 PROPERTY COMMITTEE

### 2.1 UBC Okanagan Campus Plan

Responsible Executive: Lesley Cormack, Deputy Vice-Chancellor and Principal, Okanagan Campus  
Melanie Stewart, Vice-President External Relations

Property Committee Chair Miranda Lam noted the Committee had considered the UBC Okanagan Campus Plan at its meeting of June 2, and had recommended that the plan be brought forward to the Board for approval. Deputy Vice-Chancellor Lesley Cormack then introduced the presentation, as set out in the briefing materials. She informed the Board that the plan represents an update to the 2015 campus plan. While the 2015 plan has served the campus well, the proposed update includes the opportunity to allow a residential neighborhood on the campus.

Following the presentation, discussion took place on how enrolment projections and student demand might influence how the plan unfolds. The Administration noted that there is a waitlist for student housing, and that support from the Province would be necessary to build out more housing to meet that demand. The proposed plan provides a framework that enables acceleration or deceleration of building in response to economic and academic needs. Discussion took place on the decision to focus the neighbourhood on rental housing and it was noted that market assessments had determined that this would be the most prudent approach given current conditions, as well as to meet the needs of upper-year and graduate students and younger faculty members.

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

**IT IS HEREBY RESOLVED that the Board of Governors approves the updated UBC Okanagan Campus Plan, circulated as Appendix 1 to the briefing.**

There being no further business, the open session of June 20, 2025 Board of Governors meeting adjourned at 11:10 a.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:

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

IT IS HEREBY RESOLVED that the Board of Governors approves as circulated the Minutes of the open session of the May 7, 2025 meeting of the Board of Governors.

### **3.2 Student Society Fees – Alma Mater Society (AMS)**

IT IS HEREBY RESOLVED that the Board of Governors approves the 2025-2026 Alma Mater Society fee changes for the AMS subsidiary constituencies, as set out in the Appendix to the briefing.

## **4. AUDIT COMMITTEE**

### **4.1 UBC Consolidated Financial Statements as at March 31, 2025**

IT IS HEREBY RESOLVED that the Board of Governors approves the audited UBC Financial Statements for the year ending March 31, 2025 as circulated.

## **5. FINANCE COMMITTEE**

### **5.1 Investment Management Service Agreement with UBC Investment Management (UBCIM)**

IT IS HEREBY RESOLVED that the Board of Governors approve:

- i.* the Third Amended & Restated Investment Management Services Agreement with UBC Investment Management circulated as Appendix 1 to the briefing, effective July 1, 2025;
- ii.* delegation of authority to the Finance Committee to approve future changes to the Investment Management Services Agreement through an update to the Finance Committee Terms of Reference; and,
- iii.* rescinding the appointment of the UBC Investment Management Board of Directors as a subcommittee of the UBC Board of Governors as set out in the Board of Governors' September 2005 resolution.

## **6. GOVERNANCE COMMITTEE**

### **6.1 Administration of Board Correspondence**

IT IS HEREBY RESOLVED that the Board of Governors approves the guidelines for the administration of correspondence to the Board of Governors, as set out in the briefing.

## **7. PROPERTY COMMITTEE**

### **7.1 UBC Five-Year Capital Plan 2026-2027 to 2030-2031**

IT IS HEREBY RESOLVED that the Board of Governors approves as circulated the UBC Five-Year Capital Plan (2026-2027 to 2030-2031) for submission to the Ministry of Infrastructure Post-Secondary and Cross Government Capital Branch.

### **7.2 Residential Environmental Assessment Program (REAP) Version 4.0**

IT IS HEREBY RESOLVED that the Board of Governors approves amendments to the Residential Environmental Assessment Program (REAP) in the form set out in Appendix 1 to the briefing, consistent with UBC's Green Building Action Plan and the Board of Governors' Land Use Policy (UP12).

## **CONSENT AGENDA - For Information**

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

- 8.1 Standing Committee Assignments**
- 8.2 Fighting Against Forced Labour and Child Labour in Supply Chains Act Reporting Requirement**
- 9.1 Memorandum from Committee Chair – Items considered at the open session of the June 2, 2025 Employee Relations Committee meeting**
- 10.1 Memorandum from Committee Chair – Items considered at the open session of the June 3, 2025 Finance Committee meeting**
- 11.1 Memorandum from Committee Chair – Items considered at the open session of the June 2, 2025 Governance Committee meeting**
- 12.1 Memorandum from Committee Chair – Items considered at the open session of the June 2, 2025 Indigenous Engagement Committee meeting**
- 13.1 Memorandum from Committee Chair – Items considered at the open session of the June 3, 2025 Learning & Research Committee meeting**
- 14.1 Memorandum from Committee Chair – Items considered at the open session of the June 2, 2025 Property Committee meeting**
- 15.1 Memorandum from Committee Chair – Items considered at the open session of the June 3, 2025 Executive Committee meeting**

