



University of British Columbia
BOARD OF GOVERNORS
MINUTES

Monday, February 7, 2011
8:30 a.m. to 2:30 p.m.
UBC Vancouver
Arbutus Room, Ponderosa Centre

In Attendance: Board Members

Mr. Bill Levine, Chair
Ms. Theresa Arsenault
Ms. Bonnie Bates Gibbs
Ms. Anne-Marie Fenger
Mr. Robert Fung
Dr. Nassif Ghoussoub
Mr. Sean Heisler
Dr. Maureen Howe
Dr. Andrew Irvine
Ms. Alice Laberge (*via telephone*)
Dr. Barrie McCullough
Mr. Douglas Mitchell
Ms. Janet Pau
Mr. Ross Smith
Mr. Azim Wazeer

Ex-Officio Members

President Stephen Toope
Chancellor Sarah Morgan-Silvester

Administration

Ms. Lisa Castle
Dr. David Farrar
Dr. John Hepburn
Ms. Barbara Miles
Mr. Stephen Owen

Ms. Reny Kahlon

Regrets:

Mr. Ben Glassco
Mr. Barry Lapointe

1. REMARKS

The Chair invited the Board to join him in remembering Ms. Virginia Greene (who passed away in December 2010); he shared some of her accomplishments and added that she is and will continue to be greatly missed.

Also noted was the election to the Board for second terms of Ms. Anne-Marie Fenger, Dr. Nassif Ghossoub and Mr. Sean Heisler.

Mr. Azim Wazeer and Mr. Sean Heisler were congratulated on the Governance Award they received at the recent Student Leadership Conference, and Mr. Heisler was also congratulated for receiving the Nestor Korchinsky Award.

Dr. Andrew Irvine received a gift in acknowledgement of his many contributions to the Board and as Chair of the Property & Planning Committee; having served the maximum two terms on the Board, this was his last meeting.

The President provided an update on the University's NCAA membership application; additional information is expected for the April 2011 Board meeting.

Also mentioned was the Gender Equity Report, released on February 3, the result of a very productive and collegial committee process which included both the University and the Faculty Association.

The President reported that he had attended the inaugural meeting of an international advisory committee intended to provide him with advice about effective implementation of sustainability objectives outlined in *Place and Promise*.

The President shared his experience at the annual meeting of the World Economic Forum in Davos-Klosters, at which he noted a strong consensus that advanced education is the key element in ensuring continued economic growth, even in resource-based countries/industries.

2. AUDIT COMMITTEE

2.1 Quarterly Financial Statements to December 31, 2010

The Consolidated Financial Statements (third quarter of 2010/11, period ending December 31, 2010) were received by the Audit Committee on January 4, 2011 and were circulated in the Board docket for information.

2.2 Quarterly Financial Forecast at December 31, 2010

The Quarterly Financial Forecast as at December 31, 2010 was approved by the Audit Committee in on January 4, 2011, has been submitted as required to the Provincial Government, and was circulated for information.

The President said that he expects post-secondary funding to remain stable in the February 2011 provincial budget.

3. FINANCE COMMITTEE

Chair: Dr. Maureen Howe

Members: Dr. Nassif Ghossoub, Mr. Ben Glassco, Mr. Sean Heisler, Dr. Andrew Irvine, Ms. Alice Laberge, Ms. Janet Pau, Mr. Ross Smith, Mr. Azim Wazeer *Ex officio*: Board Chair Bill Levine, Chancellor Sarah Morgan-Silvester, Professor Stephen Toope

3.1 Supplement – Tuition Increase for International MBA Students

The Committee Chair reported that information in response to questions raised by Board members at the November 2010 meeting had been circulated in the docket; Committee members found it helpful and were satisfied that issues of concern had been addressed.

3.2 International Student Initiative (ISI) 2011/2012 Tuition Increase

The Committee Chair reported that Mr. Sergio Aguilar, President of the International Students Association UBC, spoke at the Committee meeting to present concerns raised by international students about the proposed fee increase. He also expressed support for the proposed tuition guarantee for each four-year cohort.

During discussion at the Committee meeting, the Committee was informed that the proposed tuition fee schedule applies only to the 2011/2012 cohort, and that the Board would have an opportunity to consider tuition fees for each incoming cohort.

It was agreed at the Committee meeting that the motion would be amended to allow for flexibility in the amount of the cost-of-living increase applied in the final three years (up to 2%, rather than fixing the increase at 2%).

The amended motion was forwarded by the Committee with a recommendation for approval.

BE IT RESOLVED that *the Board of Governors hereby approves:*

- 1. a 4% ISI Tuition increase effective May 2011, comprised of a 3% Cost-of-Living Increase and a 1% increase for ISI student financial support; and,***
- 2. a ISI Tuition increase of no more than 2% in each of the subsequent three years (2012/2013, 2013/2014 and 2014/2015) or until graduation from their current degree program, whichever is the shorter period, for ISI students new to UBC in 2011/2012 and ISI students currently enrolled in UBC in 2011/2012.***

CARRIED

3.3 University Neighbourhoods Association (UNA) Reserve Fund Policies

The Committee Chair reported that the Committee had received an overview of the policies as circulated in the docket, including the information that withdrawals from UNA reserves of over \$1.5M require formal approval from UBC Board of Governors.

A background report circulated as Attachment 2 in the docket was revised and circulated electronically Board members prior to this meeting.

The motion was forwarded by the Committee with a recommendation for approval.

BE IT RESOLVED that the Board of Governors hereby approves University Neighbourhoods Association (UNA) Reserve Fund Policies as circulated in Attachment 1 of this report.

CARRIED

3.4 UBC IMANT Investment Portfolios Quarterly Review

The Committee Chair reported that the investment portfolios quarterly review was reviewed for the Committee, with preliminary December 31, 2011 figures provided during the presentation, along with a summary of recent and planned initiatives and activities at IMANT.

One-year returns on the Endowment and Staff Pension Plan were 7.6% and 8.6% respectively for the period ending September 31, 2010, while four-year and ten-year results are not as positive.

An update on the search for an IMANT CEO was provided; as a preliminary timeline, a new CEO may be in place by June 2011.

Board members expressed concern about gaps between real-time market results and reporting received by the Board of Governors.

The Committee Chair noted that streamlining of the reporting process and improvements to communication are on the short-term agenda of the IMANT Board.

3.5 Endowment Status Report as at November 30, 2010

In accordance with Policy #113 (Endowment Management), a summary of the status of endowment funds (UBC Vancouver) as at November 30, 2010 was circulated.

The Committee Chair reported that the presentation received at the Committee meeting included preliminary figures to December 31, 2010.

Also discussed at the Committee meeting was correspondence from a donor requesting the transfer of a specific fund out of the endowment. A history of the relationship between the University and the donor was provided for the Committee's information, and the Committee was informed that the Administration believes this to be an isolated incident, not reflective of the University's usual relationship with donors.

3.6 2011/2012 Operating Budget Outlook

The Committee Chair reported that the Committee received a presentation outlining the 2011/2012 operating budget, projecting structurally balanced operating budgets at both campuses. The President pointed out that this was a significant accomplishment in the current economic climate, and he congratulated the Board and everyone involved throughout the University for their responsible management of available resources.

At the Committee meeting, it was suggested that tracking allocation of funds over a five-year period would provide assurance to the Board that spending is appropriately balanced across the strategic goals outlined in *Place and Promise*.

Additional information was provided to the Board about the availability of contingency funds through individual faculties, as well as through the central operating budget.

A Board member noted that there is a need at UBC Okanagan for additional allocations to core programs and expansion of faculty.

Following up on discussion at the Committee meeting, it was suggested that the Board would benefit from an increased understanding of the flow of research funding into the University and subsequent impacts on the University's budget, along with an opportunity to discuss the ways in which various streams of funding support the University's academic mission.

Board members have requested an opportunity at a future meeting to discuss further the question of allocating additional resources to provide support to Aboriginal students earlier in their educational experience (K-12).

The President noted that the University has and is running a number of programs to support K-12 Aboriginal students. An ongoing challenge is the perception by government that universities don't have a role to play in this area, making it difficult to access funding for programs, despite demonstrated success.

**4. JOINT: *PROPERTY & PLANNING COMMITTEE* Lead Chair: Dr. Andrew Irvine
FINANCE COMMITTEE Chair: Dr. Maureen Howe**

4.1 Capital Projects Update

The Board received an update of capital projects currently in progress, as circulated in the docket (all major capital projects that have received at least Board 1 approval). The report includes projects which are completed but have not yet been presented in a Board 4 report.

Photos of projects currently in progress at both UBC Vancouver and UBC Okanagan were displayed for the Board.

Staff commented that challenges with the tennis facility were related to acceleration of the University's usual approval process in order to secure a federal contribution towards the project. The over-budget amount may end up being equal to the federal contribution (\$1M).

Where projects came in under budget, this was largely due to variations in the construction market, resulting in bids much lower than anticipated.

In response to questions from Board members, staff said that where projects are under budget and fully funded, overages are returned to contributors (faculty, GPOF) proportionate to the amount contributed. Details are outlined in [Policy #125](#) (Retained Risk Fund for Major Capital Projects).

Where provincial funds have been contributed to a capital project, while there has not yet been an instance of the province requesting a return of any surplus, staff assumes that the request will be made (the province doesn't generally contribute additional funds should a project go over budget).

The Administration will provide the Board with additional information about the process for under-budget projects/reimbursement of contributions.

4.3 UBC Land Contributions

The Board Chair explained the role of UBC Properties Trust (UBCPT) as a wholly-owned subsidiary of UBC, the purpose of which is the development and management of real estate for the benefit of the University. UBCPT's mandate includes providing guidance to the Board, the development of building parcels for sale to the private sector and the development of housing for retention in UBC's portfolio. UBCPT also manages construction of UBC's academic capital projects.

The Board Chair expressed gratitude on behalf of the University for the many benefits resulting from the original vision of Mr. Robert Lee and the subsequent work of UBCPT and the University Administration. The Chancellor added that the work done at IMANT has also been of great benefit to the University.

The total value of projects initiated and completed since the inception of UBCPT is approximately \$2,200M.

Guest: Mr. Randy Zien, Chair, UBCPT Board of Directors

Mr. Zien discussed the philosophical underpinnings of UBCPT, stressing that the organization's role is to make money for UBC, not to influence decisions about how money is spent. Information is provided only in the context of UBCPT's role of providing guidance to the Board of Governors.

Also noted was the positive working relationships that exist on the UBCPT Board, a balance of University representatives and external members who bring development and property experience to the table.

The Board received a presentation including photos of UBC Okanagan in 2004 and 2010, capital projects initiated and completed since the previous annual report to the Board, and UBCPT's mission statement:

- To assist UBC in achieving its academic mandate by maximizing long-term value while recognizing the importance of UBC's relationship with the broader community
- All taxable income is distributed to UBC [UBCPT is a private, non-taxable trust]
- No management fees are expensed to land revenue
- Corporate overheads are recovered from fees on project management and cash flows from rental operations

The University's current and projected rental portfolio was outlined for the Board; the total rental portfolio will approach a million square feet once all projects underway are completed, in about one year (includes non-market faculty, staff and student rental housing, market rental housing and commercial retail/ office space).

Also included in the presentation were UBCPT financials from 2007 projected through 2011, a comparison of institutional/non-institutional annual capital expenditures since 2002, net land proceeds, fees and expenses, and recent UBCPT initiatives that have added value to the portfolio.

A caution about the sustainability/savings projected for the UBC Vancouver District Energy System was noted for the Board's consideration.

The Board was provided with information about IICs, how they are charged and distributed to support projects such as the public realm on the Vancouver campus. IICs related to externally-managed developments are absorbed through land revenues as an internal transaction.

The Community Planning Task Group will consider housing targets, the impact of interest rates and other related issues, and will bring a report to the Board for consideration at a future meeting.

A Board member suggested that the 2004/2010 UBC Okanagan photo be displayed on that campus and as widely as possible.

Stressed by members at the Committee meeting, and again at the Board meeting, was the importance of providing disclosure statements to potential buyers, clearly outlining the implications of living on or adjacent to an active research campus.

Board members were informed that disclosure statements are included, but are not always carefully read by purchasers.

4.4 Ponderosa Housing Hub (UBC Vancouver)

The Lead Chair reported that staff provided a review of the proposed project, as circulated in the docket.

Issues of concern raised at the Committee meeting included potential funding gaps, the name/use of the word 'hub', the mixed uses suggested, and the overall design of the building.

The motion was forwarded with a recommendation for approval.

BE IT RESOLVED that *the Board of Governors hereby approves the following:*

PONDEROSA HOUSING HUB Phase 1 and Phase 2 BOARD 1

Approval

Preliminary Capital Budget	\$136,373,035
Preliminary Operating Budget	see report
Schedule	
Project in Principle	
Location	
Consultant	
Program	
Proceed to Schematic Design	
Funding Release	\$750,000

CARRIED

4.5 UBC Vancouver District Energy System: Steam-to-Hot-Water Conversion

The Lead Chair reported that staff provided a review of the proposed project, as circulated in the docket; the joint Committees discussed the project and forwarded the motion with a recommendation for approval.

At the Board's request, the Administration will review cost/benefit comments from UBCPT about this project and report back to the Board.

BE IT RESOLVED that *the Board of Governors hereby approves the following:*

**UBC VANCOUVER DISTRICT ENERGY SYSTEM:
STEAM-TO-HOT-WATER CONVERSION**

BOARD 1

Approval

Preliminary Capital Budget	\$84,800,000
Preliminary Operating Budget	see report
Schedule	
Project in Principle	
Location	
Consultant	
Program	
Proceed to Schematic Design	
Funding Release	\$2,350,000

CARRIED

4.6 Faculty of Pharmaceutical Sciences / Centre for Drug Research and Development (CDRD) Building (UBC V) – Fast Track Update Report

The third fast-track update for this project was circulated in the docket and briefly reviewed for the Board.

Due to delays during preparation of tender packages, fast-track reporting will continue to April 2011. The completion date for the project is not impacted by the delay.

5. PROPERTY & PLANNING COMMITTEE

Chair: Dr. Andrew Irvine

Members: Ms. Anne-Marie Fenger, Mr. Robert Fung, Dr. Nassif Ghossoub, Mr. Ben Glassco, Mr. Sean Heisler, Ms. Alice Laberge, Dr. Barrie McCullough, Mr. Douglas Mitchell, Ms. Janet Pau, Mr. Azim Wazeer *Ex officio*: Board Chair Bill Levine, Chancellor Sarah Morgan-Silvester, Professor Stephen Toope

The outgoing Committee Chair commented on his positive experience serving on the Board and the excellence of the ‘behind-the-scenes’ team on the property side of the University.

5.1 Development Permit Board (DPB) Annual Report

Guests: Mr. Harold Kalke, Chair, UBC Development Permit Board
Mr. Mark Thompson, Chair, UBC Advisory Urban Design Panel

Mr. Kalke and Mr. Thompson spoke about UBC projects their respective boards have reviewed over the past 12 months, expressing satisfaction about improvements to the public realm and the transformative potential of capital projects such as the new SUB, the Alumni Centre, and University Square.

In pursuit of a cohesive public realm, applicants are encouraged to include a landscape consultant at the very early stages of design; the Board could strengthen this initiative with its support.

Improvements to design and sustainability standards for residential neighbourhoods were suggested.

In recent years, public perception of UBC has become much more positive; the Administration, the Board, and Campus + Community Planning were commended for greatly improved community engagement on the part of the University.

The UBC Farm was noted as a valuable venue by which to communicate the importance of food and its relationship to health more broadly.

BE IT RESOLVED that *the Board of Governors hereby:*

1. Approves the following appointments to the Development Permit Board:

a. the reappointment of Mr. Stanley Hamilton to represent the general academic community, for a term to end in December 2012; and,

b. the reappointment of Mr. Jim Taylor to the position of UBC Resident member, for a term to end in December 2012;

and,

2. Receives the balance of the circulated report as information.

CARRIED

5.2 Centre for Brain Health (UBC Vancouver)

The Committee Chair reported that the Committee received a detailed overview of the project and forwarded the motion with a recommendation for approval.

BE IT RESOLVED that *the Board of Governors hereby approves the following:*

CENTRE FOR BRAIN HEALTH BOARD 2

Approval

Capital Budget	\$64,833,000
Operating Budget	\$1,768,053
Program	
Schedule	

Authorization to issue Development Permit
Proceed to Working Drawings
Funding Release **\$2,000,000**

CARRIED

5.3 Student Union Building (UBC Vancouver)

The Committee Chair reported that the Committee received a detailed review of the project.

The motion was forwarded with a recommendation for approval, with the caveat that exterior design be revisited, and that the development permit not be issued until Campus + Community Planning is satisfied with all design elements.

BE IT RESOLVED that *the Board of Governors hereby approves the following:*

STUDENT UNION BUILDING BOARD 2

Approval

Preliminary Capital Budget \$103,260,000

Preliminary Operating Budget \$2,137,000

Schedule

Program

Authorization to issue Development Permit

Proceed to Working Drawings

Funding Release **\$1,200,000**

CARRIED

5.4 Sauder School of Business Building Project - Phase 3 Renovations (UBC Vancouver)

Staff reviewed the proposal as circulated in the docket, explaining that following a successful year, the Sauder School of Business found itself with unexpected cash reserves, and agreed to fund the final renovation phase of the Sauder School of Business Building Project out of those reserves.

In order to capture savings available as a result of having trades currently on site, the Board was asked to approve Board 1, Board 2, and Board 3 requests at this meeting.

If final budget is as projected, both the student-supported debt required for the project and the University's contribution from central funding will be reduced by \$2M.

Board members expressed their discomfort with the combined presentation of all three approval stages, although the rationale in this particular case was understood and accepted.

The President and Board members expressed their appreciation to the Dean of the Sauder School, and noted the arrangement as another example of a successful partnership between the Administration and project stakeholders.

Additional possibilities for collaboration suggested included inviting the GSS and Alumni Association to participate in the International Strategy planning process, and requesting input from the Faculty Association about strategies for increasing diversity.

It was noted that the motion before the Board was amended from that originally circulated in the docket, to reflect the submission Board 1, 2, and 3 as one approval request.

BE IT RESOLVED that *the Board of Governors hereby approves the following:*

**SAUDER SCHOOL OF BUSINESS BUILDING PROJECT (PHASE 3)
BOARD 1, 2 and 3**

Approval*

Capital Budget - Phase 1 (previously approved)	\$46,350,000
Capital Budget - Phase 2 (previously approved)	\$17,900,000
Capital Budget - Phase 3 (for approval)	<u>\$5,684,000</u>
Revised Total Capital Budget	\$69,934,000

Operating Budget (Incremental) - Phase 1	\$514,855
Operating Budget (Incremental) - Phase 2	\$518,373
Operating Budget (Incremental) - Phase 3	<u>nil</u>
Operating Budget	\$1,033,228

Project in Principle - Phase 3
Consultant Selection - Phase 3
Program - Phase 3
Schedule - Phase 3
Award of Contract - Phase 3

Funding Release **\$5,684,000**

*Subject to tenders received for Phase 3 construction components being at or below budget.
Removal of this condition will be based on results from approximately 80% of tenders.

CARRIED

5.5 Board 4 Report

The following Board 4 report was presented at this meeting:

- UBC Marine Drive Student Residences, Phases 1 and 2

A decision to reduce the height of the building resulted in a reduction of the overall capital budget.

6. LEARNING & RESEARCH COMMITTEE

Chair: Dr. Barrie McCullough

Members: Dr. Nassif Ghoussoub, Mr. Ben Glassco, Mr. Sean Heisler, Dr. Maureen Howe, Ms. Janet Pau

Ex officio: Board Chair Bill Levine, Chancellor Sarah Morgan-Silvester, Professor Stephen Toope

6.1 Academic Presentation

Guest: Dr. Mary Lynn Young, Director, UBC V Graduate School of Journalism

The Dean introduced Dr. Young and provided an overview of her many accomplishments and contributions to the School of Journalism.

Dr. Young spoke about the changing world of journalism, noting that opportunities for journalism students continue, although largely outside of traditional media such as newspapers, and provided information about the ways in which UBC students are educated and assisted in moving forward.

Extremely important to the successes experienced by the School of Journalism are partnerships with external media organizations. One of these partnerships resulted in the Emmy-award winning documentary [Ghana: Digital Dumping Ground](#) (a few short clips were played for the Board).

Board members expressed their appreciation of the documentary and asked questions about the process of making it, and about the wider world of journalism, including the role of the School of Journalism.

6.3 Request to Approve the Restated Terms of an Endowment Fund

The Board was requested to approve a change to the name of the endowment only, to memorialize both Lawrence Ranta and Pauline Ranta, at the request of their daughter.

BE IT RESOLVED that the Board of Governors hereby approves the Terms of Reference for the Lawrence E. And Pauline K. Ranta Memorial Endowment fund in the form circulated as Schedule A, as recommended by the President and University Counsel.

CARRIED

6.4 Creation of an International Seat Cohort in the Master of Occupational Therapy (MoT) Program

As noted in the circulated materials, the proposed fee for international seats is approximately equivalent to the sum of tuition paid by domestic students plus the government grant per domestic student.

BE IT RESOLVED that *the Board of Governors hereby approves the creation of a new admissions stream for up to eight international students in each entry class of the two-year Master of Occupational Therapy program. Date of admission of the first international cohort is anticipated to be September 2011, at a program fee of \$70,000 (\$35,000/year for each of the two years).*

CARRIED

6.5 University Killam Professor

Approval is required under [Policy #57](#) (University Killam Professors).

The circulated materials provided background of the nominee and information about the process of nomination.

The Provost reviewed the motion before the Board, noting in response to comments and questions from Board members that he was in the process of striking a committee to review and update Policy #57.

Following the appropriate consultation process, the revised policy will be presented to the Board for comment and approval.

BE IT RESOLVED that *the Board of Governors hereby approves the conferral of the designation ‘University Killam Professor’ on Dr. Sherrill Grace.*

CARRIED

6.6 Endowments

Endowment funds listed under the docket submission have been approved by the President on the recommendation of the University Counsel and were presented to the Board of Governors for information only, in accordance with UBC Policy #113 (Endowment Management).

6.7 Technology Enterprise Facility III Ground Lease Extension

Extension of the ground lease is requested at this time to support UBCPT in the process of securing financing at the best possible terms.

The Board was assured that the asset can be transferred back to the University at the Board’s discretion; the motion does not affect the long-term ownership of the asset.

BE IT RESOLVED that *the Board of Governors hereby authorizes the Administration to request Ministerial approval to extend the Technology Enterprise Facility III ground lease to UBC Properties Investments Ltd from May 31, 2062 to September 30, 2109.*

CARRIED

6.8a UBC Vancouver Senate Recommendations

BE IT RESOLVED that *the Board of Governors hereby accepts as circulated recommendations resulting from UBC Vancouver Senate meetings of November 17, 2010 and December 15, 2010, effective as of February 8, 2011.*

CARRIED

6.8b UBC Okanagan Senate Recommendations

BE IT RESOLVED that *the Board of Governors hereby accepts as circulated recommendations resulting from UBC Okanagan Senate meetings of November 24, 2010, December 16, 2010 and January 26, 2011, effective as of February 8, 2011.*

CARRIED

7. PEOPLE, COMMUNITY & INTERNATIONAL COMMITTEE Chair: Ms. Theresa Arsenault
Members: Ms. Bonnie Bates Gibbs, Ms. Anne-Marie Fenger, Mr. Robert Fung, Dr. Nassif Ghossoub, Mr. Ben Glassco, Ms. Alice Laberge, Mr. Azim Wazeer *Ex officio*: Board Chair Bill Levine, Chancellor Sarah Morgan-Silvester, Professor Stephen Toope

7.1 People, Community & International Committee Strategic Session

The Committee Chair provided summary of discussion at the January 31, 2011 strategic session and thanked Committee members for their engagement and valuable input.

Notes from the strategic session will be circulated to Board members.

It was mentioned during discussion at the strategic session that student evaluations carry significant weight when teaching effectiveness is gauged and Committee members suggested that ways be found to increase student understanding of the importance of their completed evaluations.

The Committee also stressed the importance of making effective teaching a priority for faculty members, and asked to have updates to the Board about progress in this area.

Areas of interest/concern identified at the strategic session included:

- addressing workload issues in regard to impact on stress/mental health
- the rapid growth of information technology and UBC's readiness to participate
- the need to define and drive the innovation research agenda provincially and nationally
- the creation of links between performance evaluation/management and the goals of *Place and Promise*
- strong support for increasing diversity at both campuses; implementation of exit interviews to identify areas where action is needed; include physical accessibility strategies early in the design process

Committee members requested an additional opportunity for further discussion of the Aboriginal Strategic Plan, which includes initiatives such as the [UBC Vancouver Aboriginal Portal](#).

During discussion at the Board meeting, a member suggested reviewing current UBC benefits expiry policy; it may be possible to achieve overall savings by offering benefits in ways that encourage retirement. Another member pointed out that younger members of the workforce have new and different expectations that should be considered as well.

There was strong support from Board members for implementing year-round usage of the campus for living, working and studying (trimester system), and for providing more strategic session opportunities (perhaps including the full Board) for in-depth discussion of people-related issues.

The Board was informed that discussions with senior faculty around benefits/retirement are planned, and cost implications of different options are being considered.

7.2 Development & Alumni Engagement Campaign Quarterly Report

The campaign quarterly progress report was circulated (third quarter ending December 31, 2010) and reviewed for the Board.

New procedures for tracking alumni metrics are not yet fully implemented; numbers are expected to increase once those processes are in place.

Development results are tracking well, with staff cautiously optimistic that the half of the overall campaign goal will have been achieved by the formal launch date.

Board members requested and received additional information about allocation of donations and about donations currently in progress but not fully accounted for in the presented figures.

An explanation of the process of preparing and providing reports to donors was provided. Revisions to the format have already begun, demonstrating success through increased donations immediately after the mailing. The department plans to

continue with improvements to the timeliness and clarity of donor reporting. Feedback and suggestions from Board members were welcomed.

Board members were invited to attend as many campaign kick-off events as possible; the schedule will be distributed once it is finalized. An overview of launch events was provided, beginning with the September 24 event at UBC Okanagan.

Following the local launch, the campaign will radiate out to key communities/regions across Canada and internationally in 2012/2013.

7.3 Naming of Campus Facilities

The Committee Chair reported that the motion was forwarded by the Committee with a recommendation for approval.

BE IT RESOLVED that *the Board of Governors hereby approves the following, as recommended by the Naming Committee:*

- 1. Rename the Earth Systems Sciences Building the ‘Earth Sciences Building’.***

CARRIED

7.5 2010/11 Enrolment Update (UBC Vancouver and UBC Okanagan)

The Provost reviewed the circulated report for the Board, including updated information on overall and actual enrolment against Ministry-funded targets system wide.

The Administration continues to engage the province in discussions about increasing support for graduate education, a top priority for both UBC and the Research Universities’ Council of BC.

Board members discussed issues such as barriers to transfer between UBC Vancouver and UBC Okanagan, and the lack of growth in national and international enrolment. Current incentives and programs are under review to gauge their effectiveness in attracting students. The Administration also continues to consider options for expanding broad-based admission to more programs.

A Board member pointed to the relationship between the two campuses, and between the UBC Vancouver Sauder School of Business and the Faculty of Management at UBC Okanagan, as areas of concern for students. The Administration will be considering these questions during upcoming searches for a Sauder School of Business Dean and a Deputy Vice Chancellor for UBC Okanagan.

Availability of spaces in the Sauder School of Business will continue to be a barrier to transfer from the UBC Okanagan Faculty of Management; this is also true of other high-demand, high-GPA programs at UBC Vancouver.

7.6 Campus Security Annual Report (UBC Vancouver and UBC Okanagan)

The Committee Chair reported that a detailed presentation was received at the Committee meeting.

7.7 Alumni Affairs Activity Report

The Committee Chair noted that the Alumni Affairs Activity Report was circulated in the docket for information.

7.8a Award Winners - Faculty

The following were profiled at this meeting:

- Dr. Akram Alfantazi (Teaching category)
Associate Professor, Materials Engineering
Faculty of Applied Science
- Dr. Don Mavinic (Research category)
Professor, Civil Engineering, Faculty of Applied Science
- Dr. Julio Montaner (Service category)
Professor, Medicine / Head, Division of AIDS
Faculty of Medicine

Report on additional awards to and recognition of faculty members was circulated in the Board docket.

7.8b Award Winners - Students, Staff & Alumni

The report on awards to and recognition of students, staff and alumni was circulated in the Board docket for information.

8. GOVERNANCE COMMITTEE

Chair: Ms. Susan Yurkovich

Members: Ms. Theresa Arsenault, Ms. Bonnie Bates Gibbs, Dr. Nassif Ghossoub, Mr. Sean Heisler, Dr. Andrew Irvine
Ex officio: Board Chair Bill Levine, Chancellor Sarah Morgan-Silvester, Professor Stephen Toope

8.7 UBC Nomination to The Hamber Foundation

The Committee Chair reported that the motion was forwarded by the Committee with a recommendation for approval.

BE IT RESOLVED that the Board of Governors hereby approves the nomination of Dr. David H. Farrar, Provost and Vice President Academic, to serve on The Hamber Foundation for a second three-year term, effective February 15, 2011.

CARRIED

8.8 Amendment of Policy #22 (Appointments & Extension of Appointments for Heads of Academic Units)

The Committee Chair reported that an overview of the consultation and committee process was provided at the Committee meeting, and the motion was forwarded with a recommendation for approval.

BE IT RESOLVED that *the Board of Governors hereby repeals the existing Policy #22 and replaces it with Policy #22 (Appointments and Extension of Appointments for Heads of Academic Units) circulated as Attachment 1, effective February 7, 2011 for all appointments or extension of appointments where the process has not yet commenced.*

CARRIED

ADJOURNMENT

BE IT RESOLVED that *the open meeting of the UBC Board of Governors be hereby adjourned.*

CARRIED