



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

**December 1, 2011**  
9:00 a.m. to 12:00 p.m.  
**UBC Vancouver**  
Arbutus Room  
Ponderosa Centre

**In Attendance: Board Members**

Mr. Bill Levine, Chair  
Chancellor Sarah Morgan-Silvester  
Ms. Theresa Arsenault  
Ms. Shannon Dunn  
Ms. Anne-Marie Fenger  
Mr. Robert Fung  
Dr. Nassif Ghossoub  
Mr. Sean Heisler  
Dr. Maureen Howe  
Dr. Richard Johnston  
Ms. Alice Laberge  
Mr. Barry Lapointe  
Mr. Douglas Mitchell  
Ms. Janet Pau  
Ms. Sumedha Sharma  
Mr. Ross Smith  
Mr. Spencer Robins  
President Stephen Toope  
Dr. Michael Treschow  
Ms. Susan Yurkovich

**Administration**

Ms. Lisa Castle  
Dr. Louise Cowin  
Dr. David Farrar  
Dr. John Hepburn  
Mr. Hubert Lai  
Ms. Barbara Miles  
Mr. Pierre Ouillet  
Mr. Stephen Owen  
Dr. Doug Owram  
Ms. Reny Kahlon

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**Regrets:** none

## 1. REMARKS

The Board Chair called the meeting to order at 9:10 a.m.

The Vice President Students welcomed and introduced the coach and members of the [UBC Thunderbirds Women's Field Hockey Team](#), winners for a record thirteenth time of the [Canadian Interuniversity Sport \(CIS\) field hockey championships](#).

Also recognized was [Billy Greene](#), winner of the [2011 Hec Crighton Award](#) (Canadian Interuniversity Sport football player of the year).

The Board Chair noted that it was the last meeting for Mr. Barry Lapointe and thanked him on behalf of the Board of Governors and the University for his valuable contributions over two terms.

The President, newly appointed Chair of the [Association of Universities and Colleges of Canada](#) Board of Directors, spoke of communications and progress at the federal level.

He added that his recent visit to India, Delhi and Bangalore, which intersected with the Premier's mission to China and India, resulted in a greatly increased understanding on the Premier's part of the extent to which universities contribute as international 'principal connectors'.

UBC has released a new [animal research website](#); response has largely been positive.

The recently released [Times Higher Education World University Rankings](#) placed UBC 22<sup>nd</sup>, the University's highest-ever ranking.

The President also reported on his meeting with the Prime Minister and others, at which representatives of the business community made a strong case for the importance of innovation in Canada. Efforts continue at the federal level to ensure that universities are well-positioned should the government provide funding in support of Canadian research and innovation.

## 2. PROPERTY & PLANNING COMMITTEE

Chair: Mr. Robert Fung

Members: Ms. Shannon Dunn, Ms. Anne-Marie Fenger, Dr. Nassif Ghoussoub, Mr. Sean Heisler, Dr. Richard Johnston, Ms. Alice Laberge, Board Chair Bill Levine, Mr. Douglas Mitchell, Chancellor Sarah Morgan-Silvester, Ms. Janet Pau, Mr. Spencer Robins, Ms. Sumedha Sharma, Professor Stephen Toope, Dr. Michael Treschow

### 2.1 Wesbrook Place Neighbourhood Plan (UBC Vancouver) - Amendments

Guests: **Dr. Aprodicio Laquian, Chair and President, [University Neighbourhoods Association](#)**  
**Thomas Beyer, UNA Vice Chair**  
**Linda Moore, Chair of UNA Sustainability Committee**

Dr. Laquian spoke to the content of a letter sent from the University Neighbourhoods Association (UNA) Board to the UBC Board of Governors. The UNA is supportive of the UBC Vancouver Land Use Plan, including density transfer, the creation of affordable housing on campus and the University's goal of a residential population of which at least 50% of households are UBC-affiliated.

Concerns expressed by Wesbrook Place and other campus residents were also conveyed to the Board of Governors, including their request that the UNA work closely with the UBC Board and UBC towards the development of a participatory, consultative community on campus.

Dr. Laquian commended UBC and Campus + Community Planning on the comprehensive consultation process and the University's willingness to listen to residents.

**The Board Chair suggested the establishment of a small working group, including representatives of the UNA Board, to review municipal-type governance practices in place at UBC Vancouver against best practice standards of area municipalities such as the City of Vancouver.**

[Governance Committee discussion]

Following the presentation from the UNA, the Committee Chair reported that the Property & Planning Committee received a presentation on amendments to the Wesbrook Neighbourhood Plan at the Committee meeting. Following a lengthy discussion, the resolution was forwarded to the Board of Governors with a recommendation for approval.

He noted that the Neighbourhood Plan process included three rounds of community consultation in addition to technical work on the proposals. The process was modeled on the neighbourhood planning process used by UBC to adopt all new neighbourhood plans. Feedback in response to consultations circulated as Attachment 3 (Consideration Memo).

The Committee Chair explained that reconsideration of residential development allocations across campus neighbourhoods will be undertaken only after the Gage South process is complete, at which time the scope and timing of the planning process for neighbourhood areas slated to receive density transfers can be reviewed by the Board of Governors, should it choose to do so.

Overall campus density targets are laid out in the UBC Vancouver Land Use Plan and are intended to provide guidance to the Board of Governors, while allowing for some flexibility in decision making. Allocation of density within neighbourhoods is subject to Neighbourhood Plans, with the goal of creating the best, most viable communities possible.

He added that other aspects of the University's development commitments would be significantly affected by any delay in adopting amendments to the WNP, including ongoing development of the Wesbrook neighbourhood, prospects for commercial viability of Wesbrook village shops and services, and development financing for student housing initiatives proceeding from the UBC Vancouver Campus Plan.

A Board member pointed out that [allocations approved by the Board at the April 2011 meeting](#) (reflecting the Gage South transfer) are no longer accurate and require correction prior to continuing public communication.

It was noted during discussion that Wesbrook density was reduced, not in response to pressure from residents, but as the result of additional work assessing the impact of density on the neighbourhood with final recommendations made in the interests of creating the optimal plan for the neighbourhood.

The following resolution was moved and seconded:

***BE IT RESOLVED HEREBY that the Board of Governors adopts the amended Wesbrook Place Neighbourhood Plan circulated as Attachment 4 and authorizes the Administration to seek subdivision and related approvals from the provincial government.***

**CARRIED**

## **2.2 Advisory Urban Design Panel (AUDP) - Appointment (UBC Vancouver)**

**Guest: Brian Wakelin, Chair, AUDP**

The Advisory Urban Design Panel Annual Report was presented to the Board of Governors and received for information.

**The Board Chair requested a 10-year retrospective of development activity and evolution of design at UBC Vancouver.**

The Chair of the Board of Governors and the Chair of the Property & Planning Committee expressed gratitude for the significant contributions made to the University by the Advisory Urban Design Panel.

The following resolution was moved and seconded:

**BE IT RESOLVED HEREBY that *the Board of Governors approves the reappointment of Ms. Margot Long to the UBC Vancouver Advisory Urban Design Panel, for a term to end in December 2013.***

**CARRIED**

### **2.3 Development Permit Board (DPB) - Appointment (UBC Vancouver)**

**Guest: Harold Kalke, Chair, DPB**

The Development Permit Board Annual Report was presented to the Board of Governors and received for information.

Mr. Kalke said that he is in favour of carefully considered density increases in support of creating vital, sustainable communities.

The Chair of the Board of Governors and the Chair of the Property & Planning Committee expressed gratitude for the significant contributions made to the University by the Development Permit Board.

The following resolution was moved and seconded:

**BE IT RESOLVED HEREBY that *the Board of Governors approves the appointment of Ms. Ellen Wardell to the UBC Vancouver Development Permit Board, for a term to end in December 2013.***

**CARRIED**

### **2.4 Capital Budget Update: Djavad Mowafaghian Centre for Brain Health (UBC Vancouver)**

The report was received for information at the Committee meeting; there was no discussion.

### **2.5 Capital Projects Update**

The report was received for information at the Committee meeting; there was no discussion.

At the request of the Board of Governors, capital projects under \$2.5M have been incorporated into this standing report.

## **3. JOINT: PROPERTY & PLANNING COMMITTEE FINANCE COMMITTEE**

**Chairs: Mr. Robert Fung  
Dr. Maureen Howe**

### **3.1 Student Union Building (UBC Vancouver)**

The Property & Planning Committee Chair reported that circulated materials were reviewed and discussed at the Committee meeting; resolutions were forwarded to the Board of Governors with recommendations for approval.

The following resolution was moved and seconded:

**BE IT RESOLVED HEREBY** that *the Board of Governors approves an immediate funding release of \$1.5M in advance of tender completion to allow for completion of working drawings and tender documents; and,*

*Grants BOARD 3 approval, subject to:*

- a. Tenders for construction components (\$74.225M budget) being received at or below budget (removal of this condition will be based on results from approximately 80% of tenders).*
- b. Decision on building exterior colour being resolved.*

Capital Budget	\$103,260,000
Operating Budget	2,137,000
Award of Construction Contracts	
<b>Funding Release</b>	<b>\$97,985,000</b>

**CARRIED**

The following resolution was moved and seconded:

**BE IT RESOLVED HEREBY** that *the Board of Governors approves internal financing of up to \$91M for the New Student Union Building project (\$103.26M total project cost less \$12.26M in AMS student levy fees anticipated to be collected prior to the end of construction); both loans to be repaid over a maximum period of 40 years at a 5.75% interest rate.*

**CARRIED**

The following resolution was moved and seconded:

**BE IT RESOLVED HEREBY** that *Board of Governors approves amendments to the Old SUB Surrender Agreement, increasing the maximum AMS retained space in the Old SUB from 24,500 ft<sup>2</sup> to 39,000 ft<sup>2</sup> of net assignable area (including component gross up) and allowing the AMS kitchen and kitchen storage areas to be included in the retained space under the same terms as the New SUB Lease agreement.*

**CARRIED**

### 3.2 Ponderosa Housing Hub - Phase 1 (UBC Vancouver)

The Property & Planning Committee Chair reported that circulated materials were reviewed and discussed at the Committee meeting; resolutions were forwarded to the Board of Governors with recommendations for approval.

The following resolution was moved and seconded:

**BE IT RESOLVED HEREBY** that *the Board of Governors approves BOARD 3 for Ponderosa Commons Phase 1, subject to tenders for construction components (\$64.0M budget) being received at or below budget (removal of this condition will be based on results from approximately 80% of tenders).*

<b>Phase 1 Capital Budget (for approval)</b>	<b>\$87,654,876</b>
Phase 2 Capital Budget	<u>\$79,777,735</u>
Total Phase 1+2 Capital Budget	<u>\$167,432,611</u>
Award of Construction Contracts	
<b>Funding Release</b>	<b>\$83,654,876</b>

**CARRIED**

The following resolution was moved and seconded:

**BE IT RESOLVED HEREBY** that *the Board of Governors approves internal financing of up to \$80.3M for Phase 1 of the Ponderosa Commons project; to be repaid over a maximum period of 30 years at a rate of 5.75%.*

**CARRIED**

## 4. FINANCE COMMITTEE

**Chair: Dr. Maureen Howe**

**Members:** Ms. Shannon Dunn, Dr. Nassif Ghossoub, Mr. Sean Heisler, Dr. Richard Johnston, Ms. Alice Laberge, Board Chair Bill Levine, Chancellor Sarah Morgan-Silvester, Ms. Janet Pau, Mr. Spencer Robins, Ms. Sumedha Sharma, Mr. Ross Smith, Professor Stephen Toope, Dr. Michael Treschow

### 4.1 UBC IMANT Investment Portfolios Quarterly Review, as at September 30, 2011

The Finance Committee Chair reported that the Committee received a presentation and discussed the circulated materials.

In response to member inquiries re: timing of portfolio transition, the Committee was informed that the pace of transition in current market conditions will be discussed at the upcoming IMANT Board meeting. A report on the discussion will be provided at the February 2012 Board of Governors meeting.

### 4.2 Endowment Status Report as at September 30, 2011

The Finance Committee Chair reported that the Committee received for information a summary of the status of endowment funds (UBC Vancouver) as at September 30, 2011, in accordance with Policy #113 (Endowment Management).

### 4.3 Annual Financial Statements

The Finance Committee Chair reported that the Committee received the following financial statements for information:

- a. UBC Properties Investments Ltd (UBC Properties Trust) as at March 31, 2011
- b. UBC Investment Management Trust (IMANT) Inc. as at March 31, 2011
- c. Great Northern Way Campus Trust as at December 31, 2010
- d. Tri-University Meson Facility (TRIUMF) as at March 31, 2011
- e. UBC Foundation Financial Statements as at March 31, 2011
- f. University Neighbourhoods Association (UNA) as at March 31, 2011
- g. The Neighbours' Fund as at March 31, 2011

## 5. AUDIT COMMITTEE

**Chair: Mr. Ross Smith**

**Members:** Dr. Maureen Howe, Mr. Barry Lapointe, Board Chair Bill Levine, Chancellor Sarah Morgan-Silvester, President Stephen Toope

### 5.1 Quarterly Financial Statements as at September 30, 2011

The Chair of the Audit Committee reported that the Committee received for information UBC's Consolidated Financial Statements for the second quarter of 2011/2012.

### 5.2 Quarterly Financial Forecast as at September 30, 2011

The Chair of the Audit Committee reported that the Quarterly Financial Forecast (circulated) was approved at the October 12, 2011 Audit Committee Meeting.

In response to a request from the Committee Chair, the President informed the Board of Governors that while cuts to post-secondary education funding are not expected, modelling of potential general wage increases (mandated but not funded by the provincial government) is now a requirement for financial planning at the faculty and administrative unit level of the University.

Potential new revenue streams were briefly discussed.

## 6. JOINT: PEOPLE, COMMUNITY & INT'L COMMITTEE FINANCE COMMITTEE

**Chairs: Ms. Theresa Arsenault  
Dr. Maureen Howe**

### 6.1 UBC Development & Alumni Engagement Campaign

The Board of Governors received a presentation.

Board members were assured that the recently announced University of Toronto fundraising campaign was not a threat to the success of the UBC campaign.

It was also noted that UBC's campaign is unique in focusing on alumni engagement as an equal partner to fundraising.

In response to a request from the Board of Governors, supporting documents have been revised to include reconciliation of funds raised to the financial statements of the University.

## 7. PEOPLE, COMMUNITY & INT'L COMMITTEE

**Chair: Ms. Theresa Arsenault**

**Members:** Ms. Anne-Marie Fenger, Dr. Nassif Ghoussoub, Mr. Sean Heisler, Ms. Alice Laberge, Board Chair Bill Levine, Chancellor Sarah Morgan-Silvester, Mr. Spencer Robins, Ms. Sumedha Sharma, Professor Stephen Toope

### 7.1 Enrolment Update

The Board of Governors received and discussed the Enrolment Update presentation (Vancouver and Okanagan campuses).



Board members asked for and received additional information about financial impacts of enrolment above provincially funded seats, varying approaches to graduate student funding, and efforts towards maximizing the outreach potential of international alumni.

A challenge for UBC is the funding criteria imposed by the province, in some cases crossing into areas of academic decision making.

## **7.2 UBC Vancouver Learning Exchange – Community Service Learning Annual Update**

The Board of Governors received and discussed the annual UBC Vancouver Learning Exchange update.

It was noted for the Board’s information that Community Service Learning (CSL) programs have been moved to the VP Student portfolio.

A participant in the DES Learning Exchange shared her positive experience and the opportunities she has been able to access as a result of her work with the Learning Exchange.

The Committee Chair acknowledged the importance of the Learning Exchange to the University’s overall community engagement goals.

## **7.6 Naming of Campus Facilities**

The following resolution was moved and seconded:

**BE IT RESOLVED HEREBY that *the Board of Governors approves the name “Campus Security Office” for Building #4097 on UBC’s Okanagan campus.***

**CARRIED**

## **9. JOINT: COMMUNITY PLANNING TASK GROUP PROPERTY & PLANNING COMMITTEE**

**Chairs: Dr. Nassif Ghoussoub  
Mr. Robert Fung**

Task Group Members: Ms. Anne-Marie Fenger, Mr. Robert Fung, Mr. Sean Heisler, Board Chair Bill Levine, Chancellor Sarah Morgan-Silvester, Ms. Sumedha Sharma, Professor Stephen Toope Ms. Susan Yurkovich

The Task Group Chair reminded the Board of Governors of the responsibilities delegated to the Task Group: to oversee the review process for Gage South and Environs, currently an “Area Under Review” under the UBC Vancouver Land Use Plan; and, to oversee the development of a Housing Action Plan for the Vancouver campus.

### **Gage South and Environs**

A [Working Group](#) including students, UBC staff and TransLink representatives is reviewing the locations of the aquatic centre, the bus loop, McInnes Field and parking.

The Task Group Chair expressed his appreciation to Campus + Community Planning (C+CP) for the comprehensive consultation process followed by the Working Group.

### **UBC Vancouver Housing Action Plan**

Under the guidance of the Task Group Chair, a [Housing Action Plan website/blog](#) was created; comments from community members are invited.

While many people are reading the posted comments, only about 50 comments have been received.



The Task Group Chair said in addition to insufficient feedback online, results of the recent AMS/C+CP forum were disappointing, and as a result, the Task Group has decided to organize another public forum, scheduled for January 18, 2012.

Feedback specific to definitions of ‘affordability’ is needed, as is consideration of issues such as eligibility criteria and the University’s long-term vision for the campus. Impact on future generations requires analysis within the context of UBC as a provincial institution with mandated accountability for public resources.

Next steps towards the development of the HAP include meetings with stakeholders, preparation of the discussion paper to be presented for public consultation in March 2012, and completion of the plan targeted for May 2012.

The Property & Planning Committee Chair supported the exploration of a variety of approaches housing affordability, measured against the University’s long-term academic goals and informed by an awareness of the needs of different campus groups (faculty, staff and students).

## **11. LEARNING & RESEARCH COMMITTEE**

**Chair: Dr. Richard Johnston**

Members: Dr. Nassif Ghossoub, Mr. Sean Heisler, Dr. Maureen Howe, Board Chair Bill Levine, Ms. Janet Pau, Mr. Spencer Robins, Chancellor Sarah Morgan-Silvester, Professor Stephen Toope, Dr. Michael Treschow

### **11.1 University-Industry Liaison Office (UILO) Annual Report**

*Place and Promise: The UBC Plan* sets out the explicit goal that UBC will “increase the quality and impact of UBC’s research and scholarship” and become a “world leader in knowledge exchange and mobilization” through increasing emphasis on engaging external research communities at UBC and expanding the multiplicity of knowledge exchange channels, such as global access licensing.

The UILO 2011-2012 Annual Report is available online.

The Board of Governors received a presentation outlining current status and progress towards goals in three categories:

- Industry Engagement
- Knowledge Mobilization
- Entrepreneurship

Early in 2012, an updated Intellectual Property (IP) policy will be presented for Board of Governors approval. The department also plans to change its name to something that more clearly reflects the shift in focus.

Because venture capital is difficult to access in the current climate, the department is exploring alternatives for accessing funding, such as creation of an ‘entrepreneur fund’ to capture donations and increased focus on capitalizing existing technologies more quickly. These and other activities have potential benefits for the entire provincial economy.

A Board member suggested that additional effort is needed to raise awareness about innovation at UBC, in concert with messages about sustainability.

**The Board Chair asked that the UILO strategic plan be presented to the Board of Governors at a later point in the process.**

#### 11.4 BC Regional Chair in Water Resources & Ecosystem Sustainability

The following resolution was moved and seconded:

**BE IT RESOLVED HEREBY** that *the Board of Governors approves the establishment of the BC Regional Chair in Water Resources & Ecosystem Sustainability, as recommended by the Senate (Okanagan) and approves the establishment of the BC Regional Chair in Water Resources & Ecosystem Sustainability Endowment Fund, as recommended by the President and the University Counsel.*

**CARRIED**

#### 11.5 Senate Recommendations

The following resolution was moved and seconded:

**BE IT RESOLVED HEREBY** that *the Board of Governors accepts recommendations resulting from the UBC Vancouver Senate meeting of November 16, 2011, effective as of December 1, 2011.*

**CARRIED**

The following resolution was moved and seconded:

**BE IT RESOLVED HEREBY** that *the Board of Governors accepts recommendations resulting from the UBC Okanagan Senate meeting of November 23, 2011, effective as of December 1, 2011.*

**CARRIED**

### **12. JOINT: LEARNING & RESEARCH COMMITTEE FINANCE COMMITTEE**

Chairs: Dr. Richard Johnston  
Dr. Maureen Howe

#### **12.1 Place and Promise: Faculty of Medicine Academic Presentation & Strategic Discussion**

The Chair of the Learning & Research Committee reported that the Committees received and discussed an overview of the activities and accomplishments of the Faculty of Medicine and the Distributed Medical Program (DMP).

### **13. GOVERNANCE COMMITTEE**

Chair: Ms. Susan Yurkovich

Referring to a suggestion made by the Board Chair earlier in the morning, the Chair of the Governance Committee made following remarks: “I understand there was a matter discussed this morning related to neighbourhood planning that the Governance Committee has accountability for. I wasn’t able to be here due to another obligation and so I asked for a few moments to clarify what the was discussed regarding how to proceed.

First let me state that we have a robust process for neighbourhood planning on campus. That said we are always interested in learning and continuous improvement.

What would be helpful is a clear understanding of the facts around our neighbourhood planning process and how that compares to other jurisdictions. Then we can understand if there are any gaps.

We have asked Stephen Owen and staff to put together a small working group with the UNA to complete this work. We look forward to receiving that report, which will be a foundational piece in thinking through opportunities for improvement.”

### **13.2 Conflict Administrator – Appointment**

The following resolution was moved and seconded:

**BE IT RESOLVED HEREBY** that *the Board of Governors approves an extension to the appointment of Leon Getz, Q.C. as the Conflict of Interest Administrator for the Board of Governors to December 31, 2012, on the same terms and conditions previously negotiated by the University Counsel.*

**CARRIED**

### **13.10 Membership of the UBC Board of Governors Standing Committees**

The following resolution was moved and seconded:

**BE IT RESOLVED HEREBY** that *the Board of Governors approves as circulated Membership of the Standing Committees of the UBC Board of Governors.*

**CARRIED**

### **ADJOURNMENT**

Members were advised that, in accordance with the approved schedule of meetings, the next regular meeting of the UBC Board of Governors will be held on February 2, 2012, preceded by a meeting of the Standing Committees on January 26, 2012.

The following resolution was moved and seconded:

**BE IT RESOLVED HEREBY** that *the December 1, 2011 meeting of the UBC Board of Governors is adjourned.*

**CARRIED**

## 14. OTHER

### 14.1 American Foundation for UBC – Annual General Meeting

The following resolution was moved and seconded:

**BE IT RESOLVED HEREBY** that *the Annual General Meeting of the American Foundation for the University of British Columbia is called to order.*

**CARRIED**

The following resolution was moved and seconded:

**BE IT RESOLVED HEREBY** that *the Board of Directors of the American Foundation for the University of British Columbia approves as circulated:*

- *Minutes of the November 23, 2010 Meeting of the American Foundation for the University of British Columbia;*
- *Financial Statements of the American Foundation for the University of British Columbia, fiscal year ended March 31, 2011;*
- *The appointment of Mr. Robert E. Ward as Member and Director of the American Foundation for the University of British Columbia for an initial, three-year term to November 2014; and,*
- *The appointment of Mr. Aleksey Novicov as Member and Director of the American Foundation for the University of British Columbia for an initial, three-year term to November 2014.*

**CARRIED**

## ADJOURNMENT

The following resolution was moved and seconded:

**BE IT RESOLVED HEREBY** that *the Annual General Meeting of the American Foundation for the University of British Columbia is adjourned.*

**CARRIED**