



The University of British Columbia
BOARD OF GOVERNORS
MINUTES

Tuesday, November 26, 2013

1:00 p.m. – 4:30 p.m.

Vancouver Campus

Walter Gage Towers

Isabel MacInnes Ballroom

5959 Student Union Boulevard

In Attendance: Board Members

Chancellor Sarah Morgan-Silvester

Board Chair Theresa Arsenault

President Stephen Toope

Ms. Shannon Dunn

Ms. Anne-Marie Fenger

Mr. Robert Fung

Dr. Nassif Ghoussoub

Dr. Maureen Howe

Dr. Richard Johnston

Dr. Gerry Karr

Mr. Jason McLean

Mr. Douglas Mitchell

Mr. John Montalbano

Mr. Matt Parson

Mr. Greg Peet

Mr. Michael Silley

Dr. Michael Treschow

Mr. Curtis Tse

Administration

Dr. Deborah Buszard

Dr. Louise Cowin

Dr. David Farrar

Dr. John Hepburn

Mr. Hubert Lai

Ms. Barbara Miles

Mr. Pierre Ouillet

Board Secretary

Ms. Reny Kahlon

Regrets: Ms. Alice Laberge

REMARKS

The Board Chair called the November 26, 2013 meetings of the UBC Board of Governors to order.

She expressed the Board's appreciation for the contributions of outgoing Governor Dr. Maureen Howe.

The President said that UBC is working closely with the RCMP around the sexual assaults that took place on the Vancouver campus in September and October; the top priority of the Administration is the physical and emotional safety of students and other members of the UBC community. Updates and information about safety initiatives can be found at <http://www.ubc.ca/staysafe/>.

The President also spoke about communication to the Province from the Research Universities' Council of BC (RUCBC) with regard to post-secondary operating budgets and access to financing for infrastructure, informing the Board that the [Provincial Select Standing Committee on Finance & Government Services has issued a statement](#) recommending that core funding and operating grants to post-secondary institutions be sufficient to fulfill their mandate and that accounting issues be addressed so post-secondary institutions can access non-taxpayer-supported debt to address critical infrastructure needs.

Progress is also being made at the federal level regarding the Advantage Canada Research Excellence Fund (ACRE) proposal. The U15 Group of Canadian Research Universities is working closely with the Association of Universities and Colleges of Canada (AUCC) around this initiative, which is receiving very positive feedback.

The President reported that UBC's excellent [credit rating has been reaffirmed](#).

He informed the Board of Governors that the CIS has announced a women's hockey pilot program that will allow full support for student athletes.

The President announced that the Board of Governors had approved the reappointment of Mr. Pierre Ouillet to a second term as Vice-President Finance, Resources & Operations.

The Chancellor announced that the Board of Governors had approved the selection of Mr. John Montalbano as Chair of the UBC Board of Governors, effective February 27, 2014.

The Chancellor expressed the Board's appreciation to the current Chair for her many and valued contributions, as Chair and throughout her time on the Board.

The Deputy Vice-Chancellor reported that the [UBC Okanagan Heat women's cross country team won the gold medal](#) at the Canadian Collegiate Athletic Association Cross Country National Championship earlier in November.

On behalf of the University community, the President expressed condolences to the families of UBC students who lost their lives in a recent vehicle accident.

1. AUDIT COMMITTEE

In the absence of the Audit Committee Chair, Dr. Maureen Howe acted as Chair for this portion of the Board meeting.

1.1 Quarterly Financial Forecast

The Committee Chair reported that the five-year forecast (to the 2016-2017 school year) was received and approved by the Audit Committee at the October 2013 meeting of that Committee. The forecast has been submitted to the Provincial government.

The Vice-President Finance, Resources & Operations informed the Board that, in response to a request from the Province, a monthly forecast incorporating market fluctuations will also be submitted to the Province. UBC's budget projections will continue to reflect an average rate of return.

1.2 Consolidated Financial Statements Quarterly Report

The Committee Chair reported that the Consolidated Financial Statements for the second quarter of 2013-2014 (period ending September 30, 2013) were received by the Audit Committee at the October 2013 meeting of that Committee.

2. LEARNING & RESEARCH COMMITTEE

2.1 *Place and Promise: Faculty of Science*

Presenter: Dr. Simon Peacock, Dean, Faculty of Science
Presentation: Transforming undergraduate education:
UBC's Carl Wieman Science Education Initiative
and Flexible Learning Initiatives

The Board of Governors received the presentation, a broad overview of the evidence-based education practices incorporated throughout undergraduate science education at UBC through the [Carl Wieman Science Education Initiative \(CWSEI\)](#), and the ways in which the lessons learned from the CWSEI are helping to guide UBC's Flexible Learning initiative.

While the funding commitment by UBC to the CWSEI is coming to an end, donor commitments and funding from the Faculty of Science will continue to support the program.

Discussed was UBC's growing reputation as a science education change leader and the potential impact of this recognition on the University's national and international rankings.

Copyright considerations particularly important in the context of Flexible Learning are being addressed as faculties work through the process of posting course materials in an online repository.

Board members were interested in the impact of the 'flipped classroom' on student learning and the ways in which that learning is evaluated, particularly as skills such as critical thinking are increasingly emphasized in the collaborative classroom environment. Also discussed was support available to faculty members as they transition to new modes of instruction and interaction.

2.2 Annual Sustainability Report

The Board of Governors received this presentation, which began with a reminder of the following *Place and Promise* Sustainability Goals:

- Make UBC a living laboratory in environmental and social sustainability by integrating research, learning, operations, and industrial and community partners
- Create a vibrant and sustainable community of faculty, staff, students and residents

The presentation provided a wide-ranging overview of the many sustainability initiatives underway at both the Vancouver and Okanagan campuses, including progress towards incorporating sustainability content into all UBC programs, expansion of Campus as a Living Lab programs and on-campus student housing, and progress towards greenhouse gas emission reduction targets.

Additional information about these sustainability initiatives is available at [Sustain UBC](#) (Vancouver) and [Okanagan Sustainability Institute](#) (Okanagan).

2.3 Amendment to Policy #47 (Chairs and Professorships Funded by External Funds)

The University Counsel provided an overview of the rationale for proposed amendments to Policy #47 (Chairs and Professorships Funded by External Funds).

Among the proposed amendments is a new requirement for Financial Sustainability Plans (to be approved by both the responsible Dean and the Provost) and the creation of a new honorific category.

Following this meeting, the University community will be asked to provide comments regarding the proposed amendments, with the final form of the policy to come before the Board of Governors in April 2014.

2.4 Senate Recommendations

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors concurs with recommendations arising from the September 18, 2013 and November 20, 2013 meetings of the UBC Vancouver Senate.*

CARRIED

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors concurs with recommendations arising from the September 25, 2013 meeting of the UBC Okanagan Senate.*

CARRIED

2.5 Endowment Encroachment and Transfer

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves (a) an encroachment on a portion of the capital of the Reproductive Endocrinology and Infertility Endowment Fund (E8365) (the “REI Endowment”); and, (b) the transfer of the monies to the Dr. Victor Gomel Professorship in Obstetrics and Gynaecology Fund (the “Gomel Professorship”).*

CARRIED

3. PEOPLE, COMMUNITY & INTERNATIONAL COMMITTEE

3.1 Annual Enrolment Report 2013-2014

The Committee Chair reported that the Committee received and discussed the 2013-2014 Enrolment Report for the Vancouver and Okanagan campuses at its November 19, 2013 meeting.

Total enrolment at both campuses (domestic and international) for 2013-2014 is now at 58,284 students, an increase of 1% over last year. At the Okanagan campus, there are now 8,388 students enrolled (achieving the provincially mandated enrolment target), 8% (640 students) at the graduate level. At the Vancouver campus, there are 49,896 students enrolled, with 20% (9,912 students) at the graduate level.

One focus of discussion at the Committee meeting was the broad-based admission process; grades are still the primary determining factor for admission decisions. Also discussed were the opportunities and challenges of expanding international student enrolment, and alternatives for increasing UBC's ability to issue offers of admission earlier in the year.

3.2 Focus on People: Workplace Practices at UBC Annual Report

The Committee Chair reported that the Committee received and discussed the annual *Focus on People* report at its November 19, 2013 meeting.

The annual report is available on the [Focus on People website](#).

The Committee asked that future Focus on People reports include a comparison of staff growth against faculty and student numbers.

3.3 UBC Development & Alumni Engagement Campaign

The Committee Chair reported that the Committee received and discussed the campaign report for the quarter ending September 30, 2013 at its November 19, 2013 meeting (results for both Okanagan and Vancouver campuses).

3.4 *The Intercultural Promise Intercultural Understanding Mid-Level Strategic Plan: Working Draft & Proposed Framework*

The Committee Chair reported that the Committee received and discussed this presentation at its November 19, 2013 meeting.

3.7 Naming of Campus Facilities

The following resolution was approved:

IT IS HEREBY RESOLVED that *the Board of Governors, upon the recommendation of the Naming Committee, approves the following names:*

- a. *“Oberlander Lane” for the lane between Marine Drive and Lower Mall*
- b. *“Ponderosa Commons” for the mixed-use project at University Boulevard and West Mall*
“Cedar House” for the Phase 2 residential tower at 6445 University Boulevard
“Oak House” for the Phase 2 residential podium at 2075 West Mall
- c. *“Robert H. Lee Alumni Centre” for the proposed Alumni Centre*

CARRIED

3.9 Alumni Affairs Update

A summary of Alumni Affairs activities since the September 2013 Board of Governors meeting was received for information.

3.10 University Neighbourhoods Association (UNA) Annual Report

The 2012-2013 UNA Annual Report was received for information.

4. FINANCE COMMITTEE

4.1 UBC Investment Management Trust (IMANT) Quarterly Review

The Committee Chair reported that the Committee received this report for information at its November 19, 2013 meeting.

4.2 UBC Staff Pension Plan Quarterly Compliance & Governance Report

The Committee Chair reported that the Committee received this report for information at its November 19, 2013 meeting.

6. PROPERTY & PLANNING COMMITTEE

6.1 UBC Student Housing Objectives

The Committee Chair reported that the Committee received this report for information at its November 19, 2013 meeting.

The presentation included an update on progress towards overall student housing objectives and next steps under consideration.

The Committee commended the Administration and staff for their skilled management of the student housing inventory at UBC.

6.2 Ponderosa Commons – Phase 2 (Vancouver)

The Committee Chair reported that the Committee considered this item at its November 19, 2013 meeting, receiving and discussing a presentation that outlined the funding/financing plan for the project, the current capital budget, the history of the project's capital budget and other adjustments since Board 1 approval was granted.

The following resolution was moved and seconded:

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

- 1. BOARD 3 for Ponderosa Commons Phase 2 with a funding release of \$75,329,485 to undertake construction, subject to construction tenders being received at or below budget, based on 80% of tenders.**
- 2. The following internal financing:**
 - a. A loan in the amount of \$55.47 million financed from the Student Housing Financing Endowment to support the student housing component of the project. Annual debt service sourced from housing rental revenue.**
 - b. A loan in the amount of \$4.75 million financed from working capital to support the SHHS-managed, non-residential amenity components of the project. Annual debt service sourced from amenity space revenue.**
 - c. A loan in the amount of \$6.04 million financed from working capital to support the Central contribution to the Faculty of Education component of the project. Annual debt service sourced from the Central operating budget.**

Loans to be repaid over a period of up to 30 years at an expected rate of 5.75% per year.

| | |
|--|---------------------|
| Phase 1 Capital Budget (approved Dec 2011) | \$87,654,876 |
| Phase 2 Revised Capital Budget | <u>\$77,829,485</u> |
| Revised Total Phase 1+2 Capital Budget | \$165,484,361 |
| Operating Budget | |
| Award of Construction Contracts | |
| Funding Release | \$75,329,485 |

CARRIED

6.3 Engineering Student Centre (Vancouver)

The Committee Chair reported that the Committee considered this item at its November 19, 2013 meeting, receiving and discussing a presentation that outlined the rationale for the project, its capital budget and capital budget history, funding/financing sources and the revised construction schedule.

The following resolution was moved and seconded:

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

- 1. BOARD 3 for the Engineering Student Centre, with a funding release of \$4.22 million to undertake construction (subject to construction tenders being received at or below budget, based on 80% of tenders).**
- 2. Approval for an internal loan of up to \$1.76 million to support the project. Loan to be repaid over a period of up to 25 years at an expected rate of 5.75% per year, with annual debt service sourced from a project specific student fee.**

| | |
|---------------------------------|--------------------|
| Capital Budget | \$5,220,000 |
| Operating Budget | \$86,500 |
| Award of Construction Contracts | |
| Funding Release | \$4,220,000 |

CARRIED

6.4 Loon Lake Dining Hall (Malcolm Knapp Research Forest)

The Committee Chair reported that the Committee considered this item at its November 19, 2013 meeting, receiving and discussing a presentation that outlined the rationale for the project, the preliminary capital budget, program, and construction schedule.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves BOARD 1 for the Loon Lake Dining Hall project (Malcolm Knapp Research Forest), with authorization to proceed with selection of the design/build contractor and for a funding release of \$200,000 to undertake schematic design.*

| | |
|-----------------------------------|------------------|
| Preliminary Capital Budget | \$3,000,000 |
| Preliminary Operating Budget | See report |
| Schedule | |
| Project in Principle | |
| Location | |
| Program | |
| Design/Build Contractor Selection | |
| Proceed to Schematic Design | |
| Funding Release | \$200,000 |

CARRIED

6.5 UBC Life Building (Vancouver)

The Committee Chair reported that the Committee considered this item at its November 19, 2013 meeting, receiving and discussing a presentation that outlined the rationale for the project, preliminary capital and operating budgets, the funding/financing plan, and the construction schedule.

It was noted for the information of the Committee that the debt-service portion of the operating budget remains well below the Board-approved cap.

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves BOARD 1 for the UBC Life Building (Old SUB Re-Use) project with authorization to engage a prime consultant and for a \$500,000 funding release to undertake schematic design.*

| | |
|------------------------------|--------------------|
| Preliminary Capital Budget | \$58,250,000 |
| Preliminary Operating Budget | included in report |
| Preliminary Schedule | |
| Project in Principle | |
| Location | |
| Consultant Selection | |
| Program | |

Proceed to Schematic Design

Funding Release

\$500,000

CARRIED

6.6 Amendment - *Land Use Plan* - Regional Context Statement

The Committee Chair reported that the Committee considered this item at its November 19, 2013 meeting.

Following the public hearing in February 2014, the Board of Governors will have another opportunity to review the Regional Context amendment.

The following resolution was moved and seconded:

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

- 1. Approves revisions to the Regional Context Statement made in response to comments received from Metro Vancouver's Chief Planning Official on October 18, 2013 (Attachment 1); and,**
- 2. Directs the Administration to refer the revised Regional Context Statement amendment to the UBC Land Use Plan (Attachment 2) to a Public Hearing, to be conducted by the Public Hearing Committee and to be held in February 2014 as required by the Municipalities Enabling and Validating Act No 3, 2010 and Ministerial Order M 229 -2010.**

CARRIED

6.7 Okanagan Campus Master Plan Update – Phase 1 Public Consultation Summary

The Board of Governors received and discussed this presentation, an overview of the Master Plan update process being conducted in parallel with an academic visioning process for the Okanagan campus.

The [work program for the Okanagan Campus Master Plan Update](#) was approved by the Board of Governors in February 2013.

In addition to vehicle and bicycle access to the campus, the Master Plan is also considering land use, transit facilities, parking, and infrastructure upgrades that will be required in the coming years.

Feedback from the first phase of public consultation was reviewed for the Board of Governors; verbatim individual responses were included in the information package circulated to the Board.

University community and external stakeholder feedback will continue to be gathered and considered and the Board of Governors provided with updates as the progress moves forward, with the expectation that the updated Master Plan will be presented to the Board of Governors for approval before the end of 2014.

6.9 Development Permit Board (DPP) Appointments and Annual Report

The following resolution was moved and seconded:

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

- a. *Receives the 2013 Annual Report of the Development Permit Board;***
- b. *Accepts the resignation of Development Permit Board Chair, Harold Kalke, with appreciation for his dedicated volunteer service since 2003; and,***
- c. *Approves the appointment of Professor Andrew Irvine to Chair the Development Permit Board for a term to expire at the end of December 2016.***

CARRIED

6.9 UBC Traffic & Parking Rules Text Amendment

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors approves amendments to UBC's Traffic & Parking Rules.*

CARRIED

7. GOVERNANCE COMMITTEE

7.1 Staff Pension Plan Board of Directors - Reappointments

The following resolution was moved and seconded:

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

- a. *The reappointment of Mr. Harry Satanove as the Independent Chair of the Board of Directors of the University of British Columbia Staff Pension Plan for a two-year term, effective from January 1, 2014 to December 31, 2015.; and,*
- b. *The reappointment of Mr. Jay Parker as a Director of the Board of Directors of the University of British Columbia Staff Pension Plan for a four-year term, effective from January 1, 2014 to December 31, 2017.*

CARRIED

7.2 UBC Foundation Board of Directors - Reappointments

The following resolution was moved and seconded:

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

- a. *The appointment of Mr. Dale G. Parker as a member and Chair of the UBC Foundation Board for an initial term, effective November 26, 2013.*
- b. *The reappointment of Mr. Douglas Mitchell as a member of the UBC Foundation Board for a second and final three-year term, effective November 26, 2013.*

CARRIED

7.3 New Board of Governors Meeting Dates – September 2014

The Board of Governors was informed of changes to September 2014 meeting dates as follows:

Standing Committees – September 23, 2014 (Vancouver)

Reception/Dinner – September 29, 2014 (Okanagan)

Board of Governors – September 30, 2014 (Okanagan)

8. OTHER

8.1 American Foundation for UBC Annual General Meeting

1. Call to Order

The Chair called the 2013 Annual General Meeting to order.

2. Approval of Minutes

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors of the American Foundation for UBC approves the Minutes of the December 4, 2012 Annual General Meeting of the American Foundation for The University of British Columbia.*

CARRIED

3. Approval of Financial Statements

The following resolution was moved and seconded:

IT IS HEREBY RESOLVED that *the Board of Governors of the American Foundation for UBC approves the Financial Statements of the American Foundation for The University of British Columbia, fiscal year ended March 31, 2013.*

CARRIED

4. Reappointment of Directors

The following resolution was moved and seconded:

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

- a. The reappointment of Mr. Philip Chown for a three-year term, to expire October 7, 2016; and,*
- b. The reappointment of Ms. Heather McCaw for a three-year term, to expire November 23, 2016.*

CARRIED

5. Other Business

There was no other business.

Adjournment

The following resolution was moved:

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

CARRIED

ADJOURNMENT

Members were advised that, in accordance with the approved schedule of meetings, the next regular meeting of the UBC Board of Governors would be held on February 4, 2014, at the Vancouver campus.

The following resolution was moved:

IT IS RESOLVED HEREBY that *the November 26, 2013 meeting of the UBC Board of Governors is adjourned.*

CARRIED