

THE UNIVERSITY OF BRITISH COLUMBIA

A regularly scheduled meeting of the Board of Governors was held on Thursday, March 21, 1996, at 9:00 a.m. in the Board and Senate Room, Old Administration Building.

Present: Ms Shirley Chan, Chair  
Dr. David W. Strangway, President  
Mr. Robert H. Lee, Chancellor  
Dr. Joanne Emerman  
Mr. Kenneth V. Georgetti (for part of the meeting)  
Ms. Tara Ivanochko  
Mr. Harold C. Kalke

Dr. Roslyn Kunin

Mr. Cheng-Han Lee  
Dr. Tong Louie

Ms Lois Moen

Mr. Michael A. Partridge  
Dr. Philip Resnick  
Ms Marion J. J. York

In Attendance: Mrs. Nina Robinson, Secretary to the Board

Dr. Daniel R. Birch, Vice President, Academic & Provost

Dr. Maria Klawe, Vice President, Student and Academic Services

Mr. Terry Sumner, Vice President, Administration & Finance

Mr. Peter W. Ufford, Vice President, External Affairs

Mr. Frank Eastham, Associate Vice President, Human Resources

Mr. Dennis Pavlich, Associate Vice President, Academic & Legal Affairs

Dr. Sharon Kahn, Associate Vice President Equity

Ms Libby Nason, Vice Provost

Dr. John Chase, Director, Budget & Planning

Dr. Donald G. Paterson, Associate Dean, Arts

Mr. Steve Crombie, Associate Director, University Relations

Mr. Tim Miner, Director, Campus Planning & Development

Mr. Robert Philip, Director, Athletics & Sport Services

Ms Debbie Harvie, Director, Bookstore

Ms Christine Samson, Director, Food Services

Ms Mary Risebrough, Director, Housing & Conferences

Mr. John Smithman, Director, Parking & Security Services

Mr. Jack Leigh, Director, UCS

Mr. John Anderson, CP&D

Ms Freda Pagani, CP&D

Mr. Byron Braley, Treasurer, Financial Services

Mr. Mark Betteridge, President, UBCREC

Mr. Don Beenham

Mr. Paul Becker, Associate Director, Engineering & Operations

Mr. Norman Stowe, The Pace Group

Oona McKinstry, The Pace Group

OPEN SESSION

PRESENTATION

Innovation 95 Catalogue

A copy of the Innovation 95 catalogue had been circulated for the information of Board members. The catalogue gave a brief overview, in text and visuals, of the results of UBC's Year One Skills Now Innovation Fund projects.

Dr. Barry McBride, Dean, Faculty of Science, and several members of faculty, gave presentations on selected projects currently under way. The presentation took place in the TELEcentre.

REMARKS  
President

The President gave the Board a brief report on the level of the provincial grant in support of post-secondary education in British Columbia for the fiscal year 1996-97.

The Board Chair was requested to forward the following motion to The Honourable Glen Clark.

IT WAS RESOLVED,

The Board of Governors wishes to voice its appreciation to the Provincial Government for its decision to maintain the Operating Grant to U.B.C. for 1996-97 at the same level as that for 1995-96.

CARRIED.

Presentations to various parties

The President had arranged for circulation of material that he had been using in presentations to many groups and individuals describing our present situation and our contributions to GVRD.

FLAGGED ITEMS

Election of Board Chair for the period March 21, 1996, to August 31, 1996

IT WAS RESOLVED,

That Ms Shirley Chan be elected Board Chair for the period March 21, 1996, to August 31, 1996.

CARRIED.

Declaration of Vacancy as required under Section 24 of the University Act

IT WAS RESOLVED,

That a vacancy on the Board (as required under Section 24 of the University Act) be and is hereby declared because of the resignation on February 26, 1996, of Ms Barbara Crompton.

CARRIED.

Finance  
Ancillary Budgets 1996-97

Ancillary budgets for the fiscal year 1996-97 (revised in light of comments made by the Board at the Finance Committee the previous week) had been circulated.

The appropriate Vice Presidents made brief presentations with respect to their budget submissions.

IT WAS RESOLVED,

That the 1996-97 budgets, and any rate changes contained therein, for the following ancillaries be and are hereby approved.

Applied Research and Evaluation Services  
Athletics and Sport Services  
Biomedical Communications  
UBC Bookstore  
Computing and Communications  
UBC Food Group  
Housing and Conferences  
Parking Services

CARRIED.

Student Association Fees—Increases and Redirection

IT WAS RESOLVED,

That, on the understanding that the following recommendations have met all the requirements of the AMS constitution, the requested increase and redirection of Student Association fees be and are hereby approved with effect from September 1, 1996.

The portion of the existing AMS fees presently designated for the support of Athletics (\$7.00) be redirected in the following manner:

an additional \$1.50 to intramurals  
an additional \$.50 to the World University Service of Canada  
\$3.50 to AMS external and university lobbying and advocacy, and  
\$1.50 to AMS Resource Groups

The Alma Mater Society fee be increased by \$3.00 per student for three years for the purpose of establishing the Mrs. Evelyn Lett Childcare Bursary Endowment.

The Engineering Undergraduate Society fee be increased by \$5.00 per student to establish the Engineering Undergraduate Student Endowment Fund.

The Commerce Undergraduate Society fee be increased from \$8.00 per student to \$16.00 per student for the purpose of ensuring minimum funding for clubs and committees, the Cavalier, and subsidies to intramurals.

The Law Students Association fee be increased from \$12.00 per student to \$50.00 per student for support of the Association's activities.

CARRIED.

Policies  
Records Retention and Disposition

The following policy had been circulated:

"All records created by University officers or employees in the course of their duties on behalf of the University are retained for as long as they are

required to meet the legal, administrative and operational requirements of the University, after which time they are either destroyed or transferred to the University Archives. The final disposition (either destruction or transfer to the Archives) of records is carried out according to approved records schedules or with the approval of the University Records Disposition Committee.

While the records schedules prescribe the minimum period that University records must be retained, offices may, at their discretion, keep the records for a longer period of time if it is deemed necessary.

It is the responsibility of the individual offices to ensure that the appropriate security measures are observed for maintaining records containing personal or other confidential information. When scheduled for destruction this material must be shredded, pulped, burned or otherwise disposed of to ensure that such information is not disclosed.

While operational responsibility rests with the Vice Presidents and administrative heads of unit, the University Archives assists departments, provides advice to the University community and reports on compliance."

IT WAS RESOLVED,

That the policy on Records Retention and Disposition be and is hereby approved; and that the Board notes the President's procedures for implementation and administration.

CARRIED.

Use of Residences during the Winter Session (DELETION)

IT WAS RESOLVED,

That the deletion of Policy #66-Use of Residences During Winter Session be and is hereby approved.

CARRIED.

Travel and Absences from Work (DELETION)

IT WAS RESOLVED,

That the deletion of Policy #77-Travel and Absences from Work be and is hereby approved.

CARRIED.

Innovative Projects Fund Agreement

The following documentation had been circulated.

Memorandum dated March 5, 1996, from Dr. Maria Klawe, Vice President, Student & Academic Services  
Innovative Projects Fund Agreement dated February 9, 1996

IT WAS RESOLVED,

That the Board hereby authorizes the University signing officers to execute the Innovative Projects Fund Agreement between the Alma Mater Society and the University which provides for the University to recover its costs of operating the commercial space in the Student Union Building.

CARRIED.

Academic & Student Affairs

Senate Meeting dated February 14, 1996

IT WAS RESOLVED,

That, as required under the University Act, Section 36 (I) and 37, the new awards listed be and are hereby approved.

CARRIED.

IT WAS RESOLVED,

That, as required under the University Act, Section 36 (o), 37 and 27 (p), enrollment quotas for 1996-97 recommended by Senate be and are hereby approved.

CARRIED.

Senate Meeting dated March 20, 1996

IT WAS RESOLVED,

That, as required under the University Act Sections 36 (I)(o) and 37, the establishment of a Professorship in Accounting to be known as The CA Professorship in Accounting be and is hereby approved.

CARRIED.

IT WAS RESOLVED,

That the following recommendations from Senate be approved, subject, where applicable to the proviso that none of the programs be implemented without formal reference to the President; and that the Deans and Heads concerned with new programs be asked to indicate the space requirements, if any, of such new programs.

CARRIED.

IT WAS RESOLVED,

That, as required under the University Act Sections 36 (I)(o) and 37), the establishment of the Centre for Advanced Wood Processing be and is hereby approved.

CARRIED.

Senate Minutes

The Secretary to the Board was requested to arrange for the circulation of Senate minutes to all members of the Board in future.

Policies

University Archives

The following policy had been circulated:

"The University Archives, operating under the auspices of the University

Library, is the official repository for the institution's corporate records of permanent value created or received by University officers or employees in the course of their duties on behalf of the institution. The University Archivist is responsible for identifying, acquiring, preserving and providing access to the University's permanently valuable corporate records (regardless of physical form or characteristics). Permanently valuable records which are no longer required in the office of origin are transferred to the custody of the Archives. The Archives is responsible for managing and preserving those records on behalf of the University.

To complement and place into context the full range of activities and functions of the institution, the University Archives also acquires the private papers of selected faculty members, administrators and former students; research collections assembled by faculty members in the course of their academic work; and the records of independent student, alumni and employee organizations.

The University Archives retains the right to charge for any reproduction or other research service. A schedule of fees is made available to the research public regularly. The Archives retains the right to reproduce materials by mechanical, electronic, or photographic means for conservation, security or research purposes.

Any restrictions placed on records held by the University Archives are applied in a uniform manner to all users. Access to corporate records of the University is provided in accordance with the provisions of the Freedom of Information and Protection of Privacy Act. Access to non-corporate records is governed by agreements negotiated between the Archives and the donors, as per Section 3 (1)(f) of the Freedom of Information and Protection of Privacy Act.

The University Archivist coordinates the institution's records management program, monitors the application of the records schedules approved by the institution, and participates in other records-related activities as appropriate. The Archivist has direct access to the entire University community and has the authority to accept and arrange for the transfer of non-current corporate records to the University Archives. S/he also has the authority to accept unofficial records and/or private papers. The University Archivist is accountable to the University Librarian, who receives advice from the University Archives and Records Management Advisory Committee on the implementation of the University Archives policy."

IT WAS RESOLVED,

That the Policy on University Archives be and is hereby approved; and that the Board notes the President's procedures for implementation and administration.

CARRIED.

University Killam Professors

The following policy had been circulated:

"The designation "University Killam Professor" is conferred by the Board of Governors on the recommendation of the President to recognize exceptional members of faculty who have distinguished themselves in teaching, scholarly activity and service."

IT WAS RESOLVED,

That the policy on University Killam Professors be and is hereby approved; and that the Board notes the President's procedures for implementation and administration.

CARRIED.

Endowment Deeds

Mr. Dennis Pavlich, in a memorandum dated March 7, 1996, requested that the Board approve the following endowment deeds.

Patrick David Campbell Chair in Mechanical Engineering Design  
Endowment Deed  
Richard U. Ratcliff Memorial Fellowship Fund Endowment Deed  
Patrick David Campbell Graduate Fellowship Endowment Deed  
Pathology Medical Summer Studentships Endowment Deed  
Zymogenetics Fund Endowment Deed  
Brain and Spinal Cord Research Centre  
1. Demyelinating Diseases Multiple Sclerosis) Fund Endowment Deed  
2. Neural Repair (Spinal Cord) Fund Endowment Deed  
3. Neurodegenerative Disorders Fund Endowment Deed  
4. Schizophrenia Fund Endowment Deed  
5. Stroke Fund Endowment Deed  
6. Vision Fund Endowment Deed  
Asia Pacific Innovations Endowment Deed  
British Columbia Bond Dealers Association Bursary Endowment Deed  
Commerce Career Centre Endowment Fund Endowment Deed  
Lesley Wilkins International Study Fund Endowment Deed  
Lesley Wilkins Service Excellence Fund Endowment Deed  
The Executive-in-Residence Program Fund Endowment Deed  
W. Maurice Young Entrepreneurship and Venture Capital Research Centre  
Endowment Deed

IT WAS RESOLVED,

That the Endowment Deeds recommended by Mr. Dennis Pavlich, Associate Vice President, Academic and Legal Affairs, in a memorandum dated March 7, 1996, be and are hereby approved.

CARRIED.

Strategic Planning & Property  
Creative Arts/Journalism Facility-Phase II Design Development

The following documentation had been circulated:

1. Memorandum dated March 7, 1996, from Campus Planning & Development
2. Project Synopsis
3. Chronology
4. Capital Budget Cash Flow
5. Design Development Report
6. Responses to questions raised at Strategic Planning & Property Committee meeting

Mr. Harold Kalke indicated that an extensive presentation on the Creative Arts/Journalism Facility had been made by the architect at the Strategic Planning & Property Committee meeting held on March 14, 1996.

In response to a question with respect to funding for the project, President David W. Strangway and Mr. Peter W. Ufford confirmed that there is a high probability that we will get the funding, and that the

project will go forward at some time. Dr. Strangway stressed the importance of maintaining planning momentum.

Mr. Harold Kalke stated that there needs to be recognition of the development costs of buildings, and that these should be incorporated into the budget.

IT WAS RESOLVED,

That the Design Development Report dated February 29, 1996, prepared by A. J. Diamond, Donald Schmitt & Co. and Tielker Sim Harrison Weller Architects, be approved as the basis for proceeding with working drawings and tendering; it being noted that total expenditures to that point in the project will be \$1,109,000; and further that before the project goes to tender appropriate development cost charges be determined and added to the budget for approval by the Board of Governors.

CARRIED.

Employee Relations  
Reduced Appointments

The Board was advised that on February 22, 1996, the University had reached a tentative agreement with the Faculty Association about reduced appointments for faculty members, librarians and program directors. A copy of the memorandum of agreement had been circulated to the Board. The tentative agreement had subsequently been ratified by the members of the Faculty Association.

IT WAS RESOLVED,

That the agreement with the Faculty Association on Reduced Appointments be approved; and that Policy #48—Reduced Workload Responsibility: Faculty be and is hereby deleted.

CARRIED.

Other Business  
Appointments  
UBC Representative on B.C. Children's Hospital Board

IT WAS RESOLVED,

That Mrs. Evelyn Carroll be and is hereby appointed to the transition Board of the B.C. Women's, B.C. Children's and Sunny Hill Hospital.

CARRIED.

Replacement of Dr. William R. Cullen on B.C. Medical Services  
Foundation and COUTH  
IT WAS RESOLVED,

That Dr. Joanne Emerman be appointed as the Board's representative to the B.C. Medical Service Council to replace Dr. William Cullen.

CARRIED.

IT WAS RESOLVED,

That Dr. Joanne Emerman be appointed as the Board's representative to the Council of University Teaching Hospitals (COUTH) TO REPLACE Dr. William Cullen.

CARRIED.



Board of Directors PAPRICAN

IT WAS RESOLVED,

That Dr. Bernard Bressler be and is hereby appointed to the Board of Directors of PAPRICAN to replace Dr. Martha Salcudean.

CARRIED.

Designation of UBC Health Sciences Week 1996

IT WAS RESOLVED,

That, as recommended by Professor John Gilbert, Coordinator of Health Sciences, the week of October 13-19 is hereby designated as UBC Health Sciences Week.

CARRIED.

STRATEGIC PLANNING & PROPERTY

The Wellness Resource Complex

Mr. Rick Hansen made a fifteen minute presentation to the Board on the Wellness Resource Complex in the Cedars Room of the Ponderosa prior to the regular meeting of the Board. A short memorandum on this issue had been circulated to the January 26th meeting and was re-circulated in the March 21st docket.

Physical Infrastructure Plan

The University of British Columbia Infrastructure Plan dated March 1996 (without appendices and schedules) prepared by Campus Planning and Development, Plant Operations and Treasury for the Vice President, Administration and Finance had been circulated. This progress report was received for information. It was noted that, aside from the specific steps described in the Implementation Update, substantial revisions had been made to Section 3-Available Resources of the Infrastructure Plan.

St. John's College

The Board received a progress report with respect to St. John's College. Following Board approval to proceed with this project on a Construction Management approach, the Project Consultant has:

- engaged a construction manager, HML Construction Ltd.

- focused the design team on completion of detailed drawings and specifications

- proceeded with demolition of much of the Old Forintek buildings (remaining buildings will be used by the Forestry Faculty until completion of the Forest Sciences Centre)

- proceeded with site preparation, including utilities relocation and site preloading.

The Board was advised that, during May 1996, sufficient documentation and sub-trade pricing will be completed to enable building construction to begin, assuming that funding will be in place and the project remains within budget.

Presentation of Schematic Designs (Biotechnology 2, Creative Arts 2, Chem/Bio Engineering, Earth Science 1)

A brief synopsis on the status of the above referenced projects had been circulated. It was noted that a comprehensive presentation on each of the projects had been made by the appropriate architects et al at the meeting of the Strategic Planning and Property Committee meeting the previous week.

## Standing Report on Capital Projects

The standing report dated March 6, 1996, on capital projects had been circulated and was received for information.

### New Space Operating Costs

A report dated March 12, 1996, on New Space Operating Costs had been circulated and was received for information.

The report documented space added and space removed at UBC from 1989/90 through 1996-97. It was noted that UBC currently has an inventory of 90% of its space entitlement. When those buildings that are planned for demolition in the near future are gone, we have only 78% of our space entitlement, in spite of all the new construction in this same period. The net cost of operating this space will be approximately \$1.5 million or about 0.4% of our core budget.

## FINANCE

### Standing Report on Continuous Improvement—Graduate Studies

Dr. Laurie Ricou, Associate Dean, Faculty of Graduate Studies, made a presentation regarding continuous improvement activities in the Faculty of Graduate Studies. Initiatives included a new admissions system, revision of obsolete forms, a change to electronic applications, and the enhancement of a friendly atmosphere within the faculty.

### Budget to Actual Reconciliation General Purpose Operating Fund ---Core Budget

A report dated March 5, 1996, on the Budget to Actual Reconciliation GPOF—Core Budget, to which was attached the 1995-96 GPOF Core Forecast, was received for information.  
Report on Enrolment

The Board received a report on Unweighted and Weighted Full-time Equivalent Students at UBC in 1994-95 and 1995-96. A table on Unweighted and Weighted Full-time Equivalent Students, 1994-95 and 1995-96—Undergraduate and Graduate—was attached to the report. The report included an outline of UBC's enrolment strategy.

### Budget Model Update

### Global Budget/Reallocation Planning

The President made a presentation to the Board on a number of fiscal scenarios for 1996-97 and 1997-98 on the core budget. He indicated that the UBC fiscal scenario for the core budget has only three principal items i.e. provincial grant change, salary and benefit changes and tuition income change and he addressed each of these issues.

### 1996-97 Budget Guidelines

The Board received for information a copy of the 1996-97 Budget Guidelines.

### Preliminary Plan for MIS (Management Information Systems)

A preliminary plan for the Management Information systems had been circulated.

The Board was advised that the University was currently in the process of seeking to create an opportunity whereby it could:

1. replace its current suite of administrative applications with a new set in a modern computing environment

2. greatly enhance the quality of the management information which it can deliver to its customers
3. achieve both with no initial capital requirement by the University
  - vendors will be expected to meet the up front costs
  - repayment by the University will come from anticipated savings to be generated by replacement of the existing systems in a modern computing environment

To date, the University has proceeded through an Expression of Interest document (EOI) distributed to 48 potential vendors and has currently distributed a Request for Proposal (RFP) document to 22 vendors.

Dr. John Chase presented a series of overheads showing the following:

- Overview
- Origins of the Project
- Objectives
- Process
- Progress to Date/Next Steps
- The Feasibility Study
- Signing Resolutions
- Overview from Mr. Dennis Pavlich

Mr. Dennis Pavlich gave a brief rationale with respect to the establishment of the Board signing resolutions in 1986. The Board at its meeting on February 6, 1986, passed a by-law and a series of resolutions that designated who may commit the University to contractual arrangements. By inference, this also establishes who may not sign. These resolutions have been updated from time to time and now number twenty-one. They range from bank borrowing arrangements to who may sign with respect to contracts and agreements relating to the provision of athletics and sport services.

New resolution and changes to Existing Resolutions

A report dated March 7, 1996, from the Secretary to the Board indicated that, as authorized by the Board of Governors, the Signing Committee of the Board has approved the following changes to the signing resolutions.

Changes to Existing Resolutions:

- Resolution #4—Internally Managed Funds
- Resolution #6—Staff Pension Plan
- Resolution #7—Contracts and Agreements—General

New Resolution:

- Resolution #21—Athletics and Sport Services and Athletic and Sport Facilities
- University Endowment Funds

A backgrounder had been prepared to update the Board on the status, performance and recent changes made to the investment structure of the UBC endowment funds.

It was noted that overall review, performance measurement and investment guidelines for the endowment funds is directed by the University Endowment Fund Investment Advisory Committee. This Committee reports to the Finance Committee of the Board of Governors. Membership for the

Committee is:

The Chair of the Board of Governors Finance Committee  
The Vice-President, Administration and Finance (Chair)  
The Director, Financial Services  
The Treasurer  
The Dean or designate of the Faculty of Commerce  
The Dean or designate of the Faculty of Medicine

The Assistant Treasurer is Secretary for the Committee. The Committee meets with the investment managers on a semi-annual basis to review performance and investment strategy.

Attention was drawn to a statement on page three of the report that "the UBC Real Estate Corporation invests in residential, commercial and industrial mortgages on behalf of the Endowment Fund." Concern was expressed about a possible perception of conflict of interest. The President indicated that the UBC Real Estate Corporation has a very explicit conflict of interest policy, and that an annual report is required by each of the directors and employees.

BR Centre Limited—Financial Statements

The audited financial statements of BR Centre Limited for the year ended March 31, 1995, were received for information.

Five Year Capital Plan

The five year capital plan had been circulated and was received for information.

ACADEMIC & STUDENT AFFAIRS

Equity Office Annual Report 1995

The Equity Office annual report 1995 had been circulated and was received for information. Dr. Sharon Kahn was in attendance to give a brief overview of the report.

Student Socio-Economic/Demographic Profile

At the May 1995 meeting of the Board, during discussion related to the proposed tuition fee policy, it was suggested that the University consider developing a socio-economic profile of its student body.

Dr. Klawe expressed appreciation for the feedback on the socio-economic/demographic profile given by the Academic and Student Affairs Committee. She encouraged other Board members to submit their suggestions as well.

Perceptions of University Programs

The following documentation had been circulated for the information of the Board.

A Preliminary Report—Survey Results of 1993 Baccalaureate Graduates from BC's Public Universities—March 1996

Draft response to The BC Labour Force Development Board's Training for What? From the BC Universities

Universities as Agenda of Change—Speech delivered by David W. Strangway at the University of Northern British Columbia March 18, 1996

OCCUPATIONAL HEALTH, SAFETY & ENVIRONMENT

## Annual Report—Health, Safety and Environment

The Health, Safety and Environment annual report 1995 had been circulated and was received for information.

Ms Lois Moen advised that Dr. Wayne Green had made a presentation to the Occupational Health, Safety & Environment Committee at its meeting on March 14th. Dr. Greene's report apprised the committee of his department's key accomplishments in 1995 in the following areas.

- Training Courses Enhanced
- Generic Safety Manual
- Roof Top Entry Procedures
- Confined Space Training
- Safety Committee Support
- Asbestos Management
- AECB Licence Renewal
- WHMIS

### OTHER BUSINESS

Standing Report on Policies

The standing report dated March 21, 1996, on policies that detailed the progress of various policy development projects underway had been circulated and was received for information.

### Discussion of Downtown Campus

A report dated March 12, 1996, from Dr. Daniel R. Birch and Dr. Walter Uegama showed the issues that have been considered over the past few years concerning the development of a downtown campus.

The report detailed the pros and cons of the following options:

- A Downtown Centre
- A Downtown Campus
- A Technological Distribution System (Virtual University)
- A Mixed Mode

### Board Processes and Freedom of Information

Ms Libby Nason reported briefly on the necessity of amending the Board of Governors' Operational Guidelines to ensure that we have definitions for the open and closed sessions. Suggested changes are being reviewed, and will be submitted to a future meeting of the Board.

### Validity and Accuracy of Macleans Ranking of Canadian Universities

A report dated March 5, 1996, prepared by Dr. John Chase gave a perspective on the data that universities put into their financial reports, and the information provided by the universities to Maclean's. The President indicated that Dr. Chase had written to Maclean's urging them to establish an independent audit system. In the meantime, UBC is reviewing its approach to generating the information that will be submitted to Macleans this summer.

### Reminder re Spring Congregation Dates

Board members were reminded of Spring Congregation dates. All Board members were urged to attend if at all possible.  
Date of dinner for retiring Board members

The Secretary to the Board advised that she hoped to have the

date of the dinner for retiring Board members established in the near future.