



OKANAGAN SENATE

MINUTES OF 24 FEBRUARY 2022

Attendance

Present: L. Cormack, (Vice-Chair), K. Ross (Secretary), R. Sadiq, H. Berringer, P. Simpson, P. Barker, J. Olson, R. Sugden, S. Tomaskova, J. Hare, M. Tarrant G. DiLabio, B. Traister, M. Evans, R. Campbell, J. Cioe, T. Ebl, J. Eikenaar, I. Parkins, K. Hodges, R. Johnson, S. Hutchinson, Y. Lucet, S. Hilton, P. Arthur, J. Jakobi, S. Cherkowski, T. Forneris, G. Gerrard, P. Lasserre, J. Picault, S. Willis-Stewart, M. Legault, S O’Leary B. Marcolin, R. Lalonde, S. McNeil, Y. Zhu, M. Reeves, R. Frost, J. Lee, J. Low, A. Shatzko, H. Khan, B. Heerema, , A. Alnaar, M. Arthur, M. Libben, L. Fu

Regrets: S. Ono (Chair), S. Point, S. Bates, L. Markley, R. Herzberg, J. Anderson, J. Holzman, D. Rogers, R. Sharma, M. Lunde, L. Prakesh, J. Udochi, R Sharma, R. Somal,

Clerk: A. Breen

Call to Order

Deputy Vice-Chancellor and Principal Dr Lesley Cormack, the Vice-Chair of Senate, called the meeting to order at 3:36 pm.

Senate Membership

Dr Rehan Sadiq, Vice-President Academic & Provost *Pro Tempore*, to replace Dr Ananya Mukherjee-Reed, resigned.

Minutes of the Previous Meeting

A number of minor typographical error were sent to the Clerk in advance of the meeting. Senator Lalonde asked that the comment attributed to him on page 15 of the docket be revised as: “If this motion is passed, there will be priority to ensure that research faculty have not more than 3 teaching days per week, **at the expense of other priorities, including student access to courses.**”

Peter Arthur
Jan Cioe

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*That the Minutes of the Meetings of 27 January
2022 be approved, as corrected.*

Approved



Remarks from the Deputy Vice-Chancellor

Dr Cormack expressed her concern about the conflict between Ukraine and Russia, and its impact on the world and on many members of the UBC community.

Dr Cormack welcomed Dr Rehan Sadiq to his first meeting of Senate as Provost *Pro Tem*. She stated her appreciation for Dr Sadiq's contributions to the campus and his continued counsel in his new position.

Dr Cormack provided an update on her recent meeting with Minister Harjit S. Sajjan regarding PaciFiCan, noting that he was excited about the growth of the campus and the interesting and innovative work happening here in clean technology and social justice.'

In recent weeks, Dr Cormack was involved in a number of presentations on the Climate Emergency Task Force, noting the astonishing work that is being done at the Okanagan campus and across the institution. She acknowledged the contributions of Shelly Kayfish and the facilities staff in leading the initiatives and changes that have reduced the campus carbon footprint.

Senator Hilton asked for an update on the protocols for students who have not complied with declaration or testing requirements. Dr Cormack responded that the President is in discussions with the Board of Governors and that she expected more information by the end of the week, recognizing the pending deadline of February 28th is only a few days away. Dr Cormack confirmed that the Board implements applicable health policies, and Senate's role is to consider the academic implications of non-compliance. Dr Ross confirmed that the number of non-compliant students at the Okanagan campus is very low.

Senator McNeil commented that there was an explicit deadline of January 24th by which faculty members who were non-compliant with campus health regulations were to be placed on unpaid and asked the reasons for the delay in implementation. Dr Cormack responded that the delay is partly due to classes being on online for the first four weeks of term and faculty not being on campus. Dr McNeil stated that there was some misinformation among faculty and that clearer communication is necessary.

Senator DiLabio commented that some students in the Faculty of Science have come forward with concerns around mode of instruction and that the Provost's Office will reach out to students who have raised concerns.

Remarks from the Provost *Pro Tem*

Dr Sadiq commented that he welcomes the opportunity to continue working with the Senate in the capacity of Provost *pro tem*. He stated the search committee for the recruitment of a new



dean for the Faculty of Health and Social Development has been constituted and that additional communication is forthcoming.

Dr Sadiq informed Senators that the report and recommendations of the Task Force on Anti-Racism and Inclusive Excellence will be issued in the coming weeks.

In response to Senator Cioe's request for an update on Dean search for the Faculty of Management, Dr Sadiq responded that Dean Sugden's appointment has been extended until July 2023 and that more information is forthcoming. Senator Hilton added that prior to her departure, Dr Mukherjee-Reed had considered an expansive review of Management, broader than the search for a new Dean and to happen prior to a search. He asked that any forthcoming update on the Dean search include timelines and process for the review. Dr Sadiq confirmed that this information will be included in a future update.

Candidates for Degrees

Tamara Ebl Barbara Marcolin	}	<i>That the candidates for degrees as recommended by the College of Graduate Studies, be granted the degrees for which they were recommended, effective February 2022, and that a committee composed of the registrar, the appropriate Dean or their appointed designates, and the Chair of the Okanagan Senate, be empowered to make any necessary adjustments.</i>
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Approved

Senator Simpson commended the graduands on completing their students under very challenging circumstances.

Admission & Awards Committee

The Chair of the Senate Admission & Awards Committee, Senator Tamara Ebl, presented.

NEW AWARD

See Appendix A: Awards Report

Tamara Ebl Patricia Lasserre	}	<i>That the Senate accept the new award as listed, that it be forwarded to the Board of Governors for approval, and that a letter of thanks be sent to the donors.</i>
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Approved

Senator Olson commented that an outstanding student has already been identified as the recipient for the Tiedje Fellowship.

2022-2023 ENROLMENT TARGETS

Tamara Ebl Jan Cioe	}	<i>That Senate approve and recommend to the Board of Governors for approval the 2022/23 Undergraduate Enrolment Targets, as per section 27(2)(r) of the University Act.</i>
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Senator Ebl presented the 2022/23 Enrolment Targets, and noted a minor correction to the date in the motion.

Senator Ebl noted that the Admissions and Award Committee carefully considered the targets and is concerned that the proposed targets are at 122% of government funded targets, resulting in significant over enrolment. This concern has been raised in past years, and over enrolment continues to increase.

Senator Cioe noted that the proposed targets rely on data from the previous three years to project numbers for next year and commented that this may not be the best approach as there are anomalies created by the pandemic, such as the significantly higher yield numbers for the last two years.

Senator Cioe questioned whether there is a plan to reduce over enrolment, noting that any correction to approach funded targets will be over several years. He noted that there are budgetary concerns that must be considered but continued over enrolment is not a sustainable model.

The Provost responded that until 2017, the Okanagan campus was under its government funded Fulltime Equivalent (FTE) targets. He noted that when UBC Okanagan was established, it was expected to primarily focus on undergraduate education. Since then, that there has been a steady increase in graduate student enrolment and enrolment in the summer session. Summer session enrolment numbers are double-counted in a sense, which partly contributes to the 22% over enrolment indicated by the targets. Further, the campus is offering more non-degree programs and these registrants are also included in the targets. A broader conversation around enrolment should consider that the campus is now research intensive and not primarily for undergraduate education. Focussing solely on undergraduate enrolment numbers will not correct over enrolment, a broader strategy is needed.

Senator Cioe responded that there are finite resources and space, which cannot accommodate enrolment of 122% over funded seats. He asked for acknowledgement that



the anticipated over enrolment is not acceptable. The Provost acknowledged that such significant over enrolment must be corrected and that the proposed targets are consistent with the original targets set by the government.

Senator Lalonde stated that the campus has been over delivering for at least the past 5 years, and prior to that, was meeting 90% of funded targets. He added that the over enrolment does not account for the international student component which further strains facilities and resources. There are not sufficient resources to comfortably accommodate current student numbers.

Senator Cormack responded that there is funding formula review underway and there may be an opportunity for institutions that have been over delivering to advocate for increased funding. Senator Cormack noted that international students pay for the full cost of their education and contribute to the resources available for all students.

Senator Lalonde asked whether requests for increased government funding for infrastructure and teaching space are based on FTEs delivered or total head count, including international students. Senator Sadiq clarified that capital funding and student funding are two separate discussions.

The Senate recognized Ms Michelle Davis, who addressed Senator Cioe's earlier comment that the last number of years are not necessarily good predictors and noted this is particularly relevant from an admissions perspective. There has been an unexpected yield in the last two years, contrary to initial concerns that there the pandemic will result in dramatic under enrolment. The fairly steady yield rate contributed to the current level of over enrolment, and it will take a few years for this to correct as the two larger cohorts complete their programs. A higher threshold for admission has been applied for programs where there was a marked increased in enrolment in the last two years.

Senator Lasserre recognized that can be difficult to change or modify targets, and noted that there needs to be a plan in place for addressing the space/facility issues that result from over enrolment.

Senator Jakobi stated that UBC's national and international reputation attracts a very high calibre of students, and congratulated faculty members for their contributions to the University's profile and reputation.

Senator Ebl thanked senators, particularly members of the Admissions and Awards Committee, for their thoughtful consideration and due diligence in reviewing the proposed targets. She also extended her thanks to Dr Sadiq, Micelle Davis and Stephani McKeown for their thorough responses to questions raised both by the Committee, and the Senate. Senator Ebl noted that there were timeliness considerations for the approval of the proposed targets. Following Senate approval, the targets will be reviewed by the Board of Governor at its March meeting. Any delay in Senate approval may impact student recruitment processes and timelines.

Dr Sadiq stated that the setting of targets is a bottom-up approach, starting at the faculty-level. Senators may not be fully aware of the detailed planning process used to arrive at the proposed targets, as much of it happens at the Faculty level. Deans consider multiple



factors such programming, the number of instructors needed to deliver it etc. Given these complexities, it is difficult to make changes at the committee level.

He emphasized the importance of student engagement in the setting of targets in their respective faculties, and concluded his comments by noting that the while the current over enrolment cannot be corrected in a year, holding targets to the 2019/20 levels will allow for correction over the next few years.

Approved

Curriculum Committee

The Chair of the Senate Curriculum Committee, Dr Yves Lucet, presented the report.

CURRICULUM PROPOSALS FROM THE FACULTY OF SCIENCE

See Appendix B: Curriculum Report

Yves Lucet	}	<i>That the new course brought forward by the Faculty of Science be approved.</i>
Jan Cioe		

In response to a question why the course was restricted to students in the Zoology Major or Honours program, Senator Hodges clarified that the course will provide a capstone laboratory experience within the Zoology Major, and the restriction ensure that Zoology students will have access.

Approved

Learning and Research Committee

The Chair of the Senate Learning and Research Committee, Dr Sally Willis-Stewart, presented the report.

DISESTABLISHMENT OF THE REGIONAL SOCIO-ECONOMIC DEVELOPMENT INSTITUTE OF CANADA

Sally Willis-Stewart	}	<i>That pursuant to Policy O-5 Research Centres & Research Institutes, Senate approve and recommend to the Board of Governors the disestablishment of the Regional Socio-Economic Development Institute of Canada.</i>
Patricia Lasserre		

Dr Stewart briefly outlined the rationale for the proposed disestablishment; the Institute was established in 2015 with the intent to impact regional economics and to provide interdisciplinary research and training opportunities for faculty and graduate students. During its tenure, the



Institute housed a number of research projects, ran two seed grant competitions, supported trainees, and served as a hub for research on topics relevant to socio-economic impact and change. There are now opportunities to develop interlinked research, programming and community engagement activities that are interdisciplinary, cut across the organizational boundaries of UBC and the Okanagan campus, and prioritize a global-local nexus. Those opportunities extend beyond the remit of the Institute. Accordingly, a new unit has been established by faculty and staff across campus: SE-Change (Social and Economic Change Laboratory).

Approved

Nominating Committee

The Chair of the Senate Nominating Committee, Dr Jannik Eikenaar, presented.

AMENDMENTS TO POLICY AP 5: DEANS APPOINTMENT POLICY

Jannik Eikenaar	}	<i>That Senate approve the amended Policy AP5 (Deans Appointment Policy) as set out in the attached proposal.</i>
Jan Cioe		

Senator Eikenaar stated that earlier this academic year the Senate approved changes to Policy AP 5- Deans Appointment Policies. At that time, it was noted that was an unresolved matter regarding faculty forums for decanal candidates that would be brought back to Senate once the respective Board and Senate committees had developed a proposal. Following discussions with its counterpart for the Vancouver Senate and with the Employee Relations Committee of the Board of Governors, the Nominating Committee recommends the approval of the proposed new. This addition establishes a requirement for a forum where members of the relevant faculty can, in a forum specified to be confidential, meet with and then provide feedback on shortlisted candidates for deans.

Senator Cioe commented on the issue of confidentiality, noting that the proposed language is a compromise which allows for qualified candidates to apply knowing their privacy will be maintained while allowing faculty and staff members with the Faculty to have some part in the search process.

Approved

By general consent, the agenda was amended to add a motion for an appointment to the President's Advisory Committee of the Extension of Appointment of the Vice-Provost International for immediate consideration.

APPOINTMENT TO THE PRESIDENT'S ADVISORY COMMITTEE FOR THE EXTENSION OF THE APPOINTMENT OF THE VICE-PROVOST INTERNATIONAL



Jannik Eikenaar
Abdulrahman Alnaar

}

That Senate appoint Dr Patricia Lasserre to the President's Advisory Committee for the Extension of the Appointment of the Vice-Provost International.

Senator Eikenaar commented that the report is not included in the docket, as the Committee was able to confirm Senator Lasserre's agreement to serve on the committee shortly before the meeting.

Approved

Report from the Provost

2022-2023 BUDGET PRESENTATION

Senate welcomed Associate Vice-President Finance Rob Einarson, Manon Harvey, Chief Budget Officer, and Valerie Nichol, Senior Manager, Finance Strategies, to present.

Mr Einarson set out the fiscal environment of the campus, highlighting key assumptions underlying the 2022/23 budget plan. Domestic and international tuition rates are expected to continue to increase in line with recent years, with domestic student enrolment remaining at approximately 122% of provincially funded FTEs.

The list of campus priorities includes many items familiar from recent years, namely implementation of the Indigenous Strategic Plan; equity, diversity, and inclusion initiatives; sustainability and climate change; investment in space; investment in improved student experiences; investments in research infrastructure and equipment; transitioning from COVID-19; contributions towards Workday transition and development; and enhancing services to support growth pressures on infrastructure and services.

Mr Einarson set out the operating budget for 2022, noting that the overall budget would be approximately \$241.1 million, a \$13.7 million increase over last year.

Senator Ebl asked about the ongoing transition from COVID-19 and whether efforts in this area are being integrated with the work of the Beyond COVID Task Force. Secondly, she asked whether there is a plan to bring reporting on this issue to Senate.

Mr Einarson replied that it would be most appropriate for the Provost to address the Beyond COVID Task Forces. The budgetary priorities referenced earlier relate to administrative priorities such as sourcing the necessary technology and equipment for hybrid instruction, and ensuring that space needs are met.

Senator Cioe asked about government grants as a percentage of total revenue, suggesting that the current figure of 36% seems to be relatively low compared to where we used to be.



Mr Einarson replied that revenue from government grants has been a relatively fixed component of the budget whereas other sources of revenue such as international tuition have increased significantly. The university's reliance on government grants has undoubtedly declined in recent years.

Senator Hilton asked whether the budget includes additional funds for student support services such as mental health supports in light of increased demand.

Mr Einarson replied that this concern has been raised a number of times throughout the budget process. While the current presentation to Senate describes some of the broad budgetary trends in this area, Mr Einarson offered to organize a more in-depth presentation to Senate on the long-term strategy around investing in student support services.

Ms Harvey provided an overview of total campus operational revenues for both the forecasted end of 2021/22 as well as the planned 2022/23 fiscal year. She discussed in more detail the 2022/23 operating budget, noting that the Budget Committee received 68 applications for new funding totalling \$6.7 million. She provided a breakdown of funds available for allocation in 2022/23 along with the Budget Committee's proposed allocations to the various priority areas.

Senator Hilton asked about the line item for One-Time Structural Faculty Support, noting that structural deficits at the faculty level are a cause for concern. He stated further that the university should ensure that the funding model does not create undesirable incentives around enrolment and program management.

Mr Einarson replied that the university strives through the five-year budget planning process to help faculties avoid getting into structural deficits. The purpose of the Structural Faculty Support item is to provide resources to faculties where a need exists due to, for example, inability to access international tuition revenues. These supports will enable the faculties to avoid carrying forward negative balances into future years. With respect to the funding formula, Mr Einarson added that we must avoid a one size fits all approach as this would have very negative consequences for certain units. There are a variety of special factors that must be taken into account in order to find a solution that works for everyone.

Senator McNeil noted that international tuition revenue now makes up 59% of all tuition revenue and approximately 40% of total revenue. He noted that the university is now heavily dependent on a source of revenue under which we have very little control.

Senator Cormack responded that she was pleased that UBC Okanagan at least has a relatively diverse international student population. Many other institutions which depend on international tuition revenue are also very reliant on a small number of source countries for most of their students.

Mr Einarson discussed the list of 2022/23 operating prior year commitments. The budget planning process includes a review of these items to ensure that they are still of value to the campus. These are not new allocations but pertain to ongoing programs. He then made a number of observations on the recent historical context of budgeting at UBC Okanagan. Total revenue



for the campus stood at \$176.7 million as recently as fiscal year 2018/19. The anticipated total revenue figure for 2022/23 (\$241.1 million) thus represents an increase of approximately 36% for the period. This is unprecedented revenue growth in the Canadian context.

Mr Einarson provided a brief overview of financial risks for 2022/23: impact of global health and the world economy on international student enrolment; student attrition due to COVID-19 and online learning; inflation and contractual salary increases outpacing revenue growth; tuition fee increases subject to Affordability Review; Integrated Renewal Project – stabilization and future implementations; construction inflation; impact on lab/classroom retrofits, renovations; and unpredictable cost of climate change impacts and sustainability measures.

Senator Ebl asked about a line item for Contributions to UBCV, noting that this appears to have increased by 34% since 2018/19

Mr Einarson explained that this item reflects the fact that UBCO receives various services from units based at UBCV. Funds are transferred to UBCV in order to offset the cost of servicing the Okanagan campus, particularly in cases where fees are collected at UBCO for services charged to UBCV. The increase in the Contributions to UBCV item largely reflects increased use of UBCV-provided services due to the growing student population. It is possible going forward that UBCO will be asked to pay for a greater share of centrally-provided services.

By general consent, the time to adjourn was extended by 30 minutes.

Senator Garrard asked about the amount of funding that has been set aside for climate emergency and sustainability, in particular whether these funds are for operational matters or for research and teaching.

Mr Einarson replied that the funds in question were intended for administrative undertakings.

Ms Harvey provided additional information on the allocation of money from the Excellence Fund in 2022/23. New allocations of approximately \$5.4 million are proposed, which will supplement previously committed funds of \$19.4 million. Newly allocated funds will support existing priorities under the themes of People and Places, Local and Global Engagement, and so on.

Mr Einarson said that going into 2022/23 there will be a total of \$24.3 million available for allocation from the capital reserve fund. The budget plan calls for allocations of \$7.1 million to support district energy renewals and decarbonization, daycare expansion, renovation of office modular 2 and washrooms, medium-term off-campus academic space, and the UBCO Downtown Campus project. The list of capital reserve future commitments includes: remaining funding for the ICI Building and Kelowna Downtown Campus, district energy renewal and decarbonization, and Workday Student.

Senator Hodges asked a question about escalating costs for new building construction and the Integrated Renewal Program.



Mr Einarson replied that accurately estimating the cost of building projects is an ongoing challenge. There have been extraordinary circumstances in recent years which have added to this difficulty. For capital projects which are coming in over budget the university is active in reviewing plans to ensure that the value added by new buildings is balanced against their cost.

Senator Cormack stated in relation to the Integrated Renewal Program that the current cost estimate is relatively solid following extensive re-costing. The university has made considerable efforts to manage the cost of this programs and scale back expenditures where possible.

Senator Hilton remarked that the costs of the Integrated Renewal Program must be measured not only in terms of money spent, but also in terms of the vast amount of time invested by a wide range of individuals across the university.

Senator Ebl asked whether the budget presentation and associated materials detailing the budget plan should be treated as confidential.

Mr Einarson replied that while the budget presentation is not necessarily confidential, it is a draft plan which is still subject to Board of Governors approval. For this reason it is not recommended to circulate the plan without including a caveat that the plan is in draft and subject to approval.

Dr Cormack thanked the presenters

Adjournment

Seeing no other business, the meeting was adjourned at 6:02 p.m.



Appendix A: Awards Report

New award:

Proposed Title: John Tiedje Fellowship

Fellowships totaling \$45,250 have been made available through an endowment established by Dorothy Tiedje in memory of John Tiedje (BASc 1944, MASc 1945). The fellowships are awarded to one or more Canadian citizens or permanent residents who are enrolled in a Master of Applied Science or PhD Program in the Faculty of Applied Science or the Master of Applied Science program in Engineering Physics in the Faculty of Science, and who have achieved a first-class average or better in the most recent two years of full-time study. Students on both the Vancouver and Okanagan campuses are eligible for the fellowships. Fellowships will be awarded to students whose research will help create and maintain a healthy environment, with preference for research developing clean and renewable energy, advancing the electrification of the economy, reducing greenhouse gas emissions, or improving the efficiency of energy utilization. John Tiedje was a graduate of the Department of Chemical Engineering at UBC who went on to a successful career with Imperial Oil, where he was responsible for developing several new processes for converting petroleum into value-added products. He served as manager of Esso France's research lab in Mont-Saint-Aignan, France; as manager of the Esso Petroleum Canada Research Department in Sarnia, Ontario, until his retirement in 1983; and as chair of the Canadian Committee for the World Petroleum Congress. At the discretion of the Dean of Applied Science the award may be renewed for students who are in good academic standing for up to two additional years for PhD students and an additional 6 months for Master's students. The award is made on the recommendation of the Faculty of Applied Science in consultation with the Faculty of Graduate and Postdoctoral Studies.



Appendix B: Curriculum Report

FROM THE FACULTY OF SCIENCE

BIOL 359 – New Course