



Okanagan Senate

Minutes of 24 April 2013

Attendance

Present:	Prof. D. Buszard (Vice-Chair), Mr R. Adl, Dr L. Allan, Dr P. Arthur, Dr P. Balcaen, Dr G. Binsted, Dr L. Bosetti, Dr E. A. Broome, Mr S. Bullock, Mr J. Byron, Dr K. Carlaw, Dr J. Cioe, Dr F. de Scally, Mr N. Dodds, Mr B. Edwards, Mr T. Ewila, Ms A. Geddes, Dr M. Grant, Dr S. Hilton, Dr J. Johnson, Dr C. Labun, Dr Y. Lucet, Mr C. MacKay, Ms B. Marcolin, Dr C. Mathieson, Dr A. Milani, Dr B. Nilson, Ms L. Patterson, Dr A. Phillion, Dr W. Pue, Dr D. Roberts, Dr C. Robinson, Dr C. Scarff, Ms S. Sneg, Dr R. Sugden, Dr D. Tannant, Dr W. Tetley, Mr C. Tse, Dr G. Wetterstrand, Dr S. Yannacopoulos
Regrets:	Prof. S.J. Toope (President), Mr I. Cull, Dr R. R. Dods, Dr. E. Hall, Ms F. Helfrand, Dr K. Hewage, Ms S. Morgan-Silvester, , Dr P. van Donkelaar
Guests:	Ms K. Darling, Ms N. Hager, Mr M. Shakespeare, Ms M. Sidhu
Recording Secretary:	Mr C. Eaton

Call to Order

The Vice-Chair called the eighth regular meeting of the Senate for the 2012/2013 Academic Year to order.

Senate Membership

STUDENT REPRESENTATIVES

The Acting Secretary asked the new and returning student representatives to Senate to introduce themselves. Elected from 1 April 2013 to 31 March 2014 were:

Representatives of the Students At-Large:

Mr. Nick Dodds, Faculty of Arts and Sciences

Mr. Blake Edwards, Faculty of Arts and Sciences

Mr. Trophy Ewila, Faculty of Arts and Sciences

Ms. Alexa Geddes, Faculty of Arts and Sciences

Mr. Cody MacKay, Faculty of Management

Mr. Curtis Tse, Faculty of Management, Returning

Representative of the Students of the Faculty of Arts and Sciences:

Ms. Shira Sneg

Representative of the Students of the Faculty of Management:

Mr. Simon Bullock

Mr Eaton noted that due to a lack of nominations, the student representatives for the faculties of Applied Science, Creative & Critical Studies, Education, and Health & Social Development, as well as the graduate student representative, had yet to be determined and explained that his office would work with the students' union to fill those seats.

SENATE NOMINATING COMMITTEE

The Acting registrar called for nominations to the Senate Nominating Committee for two (2) students and one (1) other senator. Nominations were due by 3 May 2013 and if needed, an election would be held at the next meeting of Senate.

REPRESENTATIVE OF THE CONVOCATION

Jan Cioe	}	<i>That Mr Josh Byron be appointed to Senate to fill the vacancy of Mr Christopher Gorman as a Representative of the Convocation until 31 August 2014 and thereafter until replaced</i>
Gordon Binsted	}	

Minutes of the Previous Meeting

Wisdom Tettey	}	<i>That the Minutes of the Meeting of 27 March 2013 be adopted as corrected:</i>
Dwayne Tannant	}	

Corrections: Mr Ramine Adl was present; find not fund on page 3.

Approved.

Deputy Vice-Chancellor's Remarks

The Deputy Vice-Chancellor noted that late last year, she and Dean Grant visited Ottawa but were not able to meet with representatives from the Social Sciences and Humanities Research Council (SSHRC) due to scheduling. More recently, she, and Deans Tettey and Sugden were able to meet with the SSHRC president and invite him to campus.

Professor Buszard announced that Dean Tettey spoke at the announcement of the MasterCard Foundation Scholars program at Rideau Hall in Ottawa. She noted that the program was being launched at the Vancouver campus but hoped it could be expanded to all of UBC.

The Deputy Vice-Chancellor advised Senate that she attended the Okanagan campus long-service award lunch, and recognized the following honorees for 2013:

25 Years: Michael Gesi, Security Services; Daniel Kay, Arts & Sciences
35 Years: Michael Berger, Creative & Critical Studies; Rose Cresswell, Library; Maurice Williams, Arts & Sciences

Academic Building & Resources Committee

The Committee Chair, Dr Peter Arthur, presented.

BUDGET PRESENTATION

Dr Arthur introduced Mr Michael Shakespeare, Associate Vice-President Finance to present the 2013 budget and reminded senators of the two questions to keep in mind that his committee distributed the previous week:

- 1) In a budget constrained time, how do we think about academic innovation, and being more efficient with resources?
- 2) In what new and innovative ways might the University and its faculties make better use of the Campus during the summer months?

Mr Shakespeare noted that his presentation was the same as given the Board of Governors for approval earlier in the month. He reminded senators of the system-wide financial pressures for UBC and their impact for the Okanagan campus, especially restrictions on our primary sources of funding and increased costs due to inflation, global trends, and University ambitions. He further noted that the campus operating budget of \$116 million was funded 60% from government and 40% from tuition. The \$300 000 from other sources amounted to less than 1% of our budget. Finishing the year we had a balanced budget as required under the *University Act* and had a surplus of \$2.8M recurring. We saw a \$3.6M increase in revenues, \$ 1.7 million of which were from ISI. We also identified around \$3M that could be retargeted. For 2013/2014 we are having 2.4M in general wage increases that will be covered centrally and 1.3M in program growth. This left us with 3M to invest in new initiatives.

Mr Shakespeare then explained the 2013/14 Place and Promise investments as well as the general faculty funding allocations, noting that no reductions were made to faculty budgets.

He then went over the risks and opportunities for the future:

- Government was projecting further cuts for the future and expected those to be covered through centralized services for procurement and information technology. For UBC this will be a challenge as we are the largest university in the province and thus already have good economies of scale.
- International enrolment was an opportunity but pedagogical reasons must be our priority. This is the main driver of our revenue growth. Our EFP program had a very successful September intake but this May was somewhat concerning. He suggested that the Vancouver campus' "Vantage" College presented a risk here.

- Faculty bargaining was an unknown variable in budget considerations.
- Investments were needed for research and graduate support
- Summer use of campus.
- Ongoing space concerns. Although we have a largely newly-built campus students and faculty still need more space for learning and research.

Mr Shakespeare noted that for 2014-2016 we are not expecting any large changes regardless of the results of the May 2013 election; our risks and opportunities should remain the same.

Senator Roberts asked about housing revenue for summer.

Mr Shakespeare explained that housing was centralized through Vancouver; they paid all the costs and received all the revenue. He noted that this actually amounted to a \$1 million subsidy to the Okanagan campus.

A senator asked how ancillary dividends were projected to increase by \$175 000.

Mr Shakespeare replied that this was from last year and an expected increase this year in parking costs. We were planning higher parking rates as one parked closer to campus.

Senator Cioe asked if the Interdisciplinary Graduate Studies (IGS) program being budgeted under ARSC was a presumption of its organization or the faculty of its director, or if it was just located there for budgetary convenience.

The Dean of the College of Graduate Studies replied it was just so that it had a faculty home; there is no assumption that IGS nor its director were under the faculty.

Mr Shakespeare confirmed that international student tuition remained on this campus.

Senator Yannacopoulos noted that the quality and price of food service were not the best on campus, yet we only received \$34 000 in revenue despite the high cost of food on campus

Mr Shakespeare agreed that this was a concern; we are in negotiations and considering our options for this contract.

Senator Tse noted that although Aramark's prices were increasing this year their contribution to UBC was actually decreasing.

Senator de Scally noted that he was recently impressed by the student service facilities at Lethbridge; a lot was privately sponsored and asked if this could be an option for us.

Mr Shakespeare replied that we saw a focus on the build out of our academic buildings when he arrived; the space audit noted a deficit in our other space however. We are building further recreational facilities for things such as ball hockey and volleyball. For future plans we consider a gym expansion as one of our three capital priorities.

Dean Mathieson asked what “community engagement” meant in terms of our budget and asked if it included alumni relations.

Mr Shakespeare advised that this was largely University Relations and the Development office.

The Vice-Chair added that this is to increase our ability to respond to our growing alumni community and increase our fundraising efforts for a new gym, a new library/learning centre, etc. We have some significant challenges and effectively no endowment.

Senator Bullock asked what the “productivity lump sum” line item referred to.

Mr Shakespeare agreed to look into this and report back via the Vice-Chair.

Senator Tse asked if faculty funding was based on faculty size.

The Provost replied that our budget model was largely historical and only considered incremental changes at present; budgets are thus proportionate to articulated need, not size.

The Deputy Vice-Chancellor noted the challenge in student numbers reaching capacity with useful and needed programs but pilot initiatives started a few years back only having temporary funding. As an example she cited the Centre for Scholarly Communications. Professor Buszard suggested that the campus needed to be on a stable base budget to prepare for future decisions.

Senator Bullock asked if any funds were being transferred to the Vancouver campus.

Mr Shakespeare advised that a small transfer was made to pay for some centralized services such as Legal and Campus Planning.

Senator Yannacopoulos asked if our debt servicing was a concern.

Mr Shakespeare replied that we are working through debt service payments but have no overwhelming need to pay it down given low interest rates. We need to be diligent in how we use our funds, as \$1 million in debt paid off gives us \$70K in funding ongoing. He noted that some buildings such as Engineering, Management & Education have been paid off but not all buildings have been.

Senator Cioe noted that our first priority for capital projects was once a new library and asked if this was still the case.

Mr Shakespeare replied that we have three capital priorities, a library/learning centre, a gym, and student housing/mixed use.

Senator Cioe opined that last he had heard from the University President on this matter, the Library was a higher priority and asked if this was still the case.

The Deputy Vice-Chancellor replied that we have severe shortages for both library and gym space. On an interim basis, the pressing library/learning space is now being addressed by a dispersed approach across available space on campus.

The Provost added that the pressing need from students was places for them to work/study. We have a quick fix in using our existing space better. The Advisory Committee on Learning Spaces has done a lot of work in considering input from 400 students and has concluded that students essentially want a place to sit and a table. There is a process in place now to upgrade those arrangements. This will take some of the pressure but the second question is what we do with the library itself. Libraries have changed and now make a lot of information available digitally and we should not be using prime campus space for storage. The focus on libraries is about providing learning space.

Professor Buszard stated that we have a list of priority spaces but do not yet have a plan for what our additional learning spaces will be. Dispersed spaces are exciting but we know we also need new learning centre space.

Senator Tse raised the issue of lack of consultation on tuition increases this year as mandated under policy 71.

BUDGET DISCUSSION

Senator Cioe raised the summer session as an issue of both revenue generation and the reality of our student body changing. Many students are taking many years to complete their studies, not because they are slack in their studies but because they are working. A “summer” job makes no sense in that context. From that perspective, a broader summer program would be advantageous for both us and them. He expected that some faculty members would opt for the summer if it was offset. However, we had to ensure that this did not cause problems for overall availability for space.

The Vice-Chair noted that Dalhousie had a robust summer program; faculty there needed to teach in 2 out of 3 semesters each year.

A senator suggested that if a faculty became innovative online it could require less space, but there may not be any rewards or incentives to do so. Currently we can use as much space as we want and incur no costs for being less efficient.

Senator Marcolin spoke in favour of summer research institutes as a way of utilizing teaching space more in summer.

Senator Yannacopoulos noted that he sent an email to his faculty and they suggested that conferences over the summer could be a good way of bringing people to campus. Some incentives for conference organization on campus would be helpful as would more reasonable rates for on campus residences for conference use.

Senator Bullock suggested more widespread use of video lectures; it could free up teaching time, office, and TA hours if students could review material at their own time.

Senator Sneg asked if we could use the library in the summer to offer continuing studies type courses or if we could have summer camps use the campus.

Senator Roberts noted that she just had to move a workshop to downtown due to the high cost of food on campus.

Dean Bosetti noted that education ran year round and we encounter facility and access issues over the summer; the campus is isolated. It is also difficult for deans to schedule a trimester model for teaching. We could combine courses for parents with summer camps for kids.

Senator Mathieson noted that this was a good conversation for the Barber School as well. The last two summers, the Barber School taught 75% of the courses; this year, as last year, they were still looking for desks and places to put them for the 35 sessionals hired.

Senator Cioe noted that the Faculty of Medicine's video system was predicated on the students using the system as planned and not just using it to skip classes. A number of faculty already podcast or use these systems for supplementary material. Trying to schedule for a flipped classroom is a logistical nightmare. Some universities have given their faculties more freedom in organizing building spaces but there are logistical issues around innovative ideas. He suggested that we needed best practices, not just innovation.

The Deputy Vice-Chancellor thanked Senate for interesting debate and conversation.

Academic Policy Committee

The Committee Chair, Dr Jan Cioe, presented.

FACULTY OF MANAGEMENT REVISED TERMS OF REFERENCE

<i>Jan Cioe</i>	}	<i>That Senate approve the revised Faculty Council</i>
<i>Wisdom Tetley</i>		<i>Terms of Reference for the Faculty of</i>
		<i>Management as set out in the attached proposal.</i>

Senator Bullock noted that student participation was guaranteed for the Faculty Council itself but not on its committees.

Senator Cioe agreed, noting that this was the model used for all the councils so far.

Approved

Admission & Awards Committee

The Committee Chair, Dr Spiro Yannacopoulos, presented.

READMISSION

CHANGE OF DEGREE PROGRAM

CHANGE OF CAMPUS

ACADEMIC LEAVE

See Appendix A: Admissions Summary

Spiro Yannacopoulos }
E. Alan Broome } *That Senate approve the admissions proposals for: Readmission, Change of Degree Program, Change of Campus, and Academic Leave for admission to the 2013 Summer Session and thereafter.*

Senator Yannacopoulos briefly outlined the nature of the changes, noting that this was mainly clarification to procedures and terminology used.

Approved

REVISED AWARDS

See Appendix B: Awards Summary

Spiro Yannacopoulos }
Dwayne Tannant } *That Senate accept the revised awards as listed and forward them to the Board of Governors for approval.*

The Committee Chair noted that these awards were previously approved as prizes but the Faculty wishes to change them to be scholarships so that they can be used to encourage retention rather than as a reward.

Approved

Learning and Research Committee

The Committee Chair, Dr Peter Arthur, presented.

OPEN ACCESS POSITION STATEMENT

Peter Arthur }
Jan Cioe } *Whereas:*

One of the enduring goals of The University of British Columbia is to create and disseminate knowledge;

UBC is committed to disseminating the research performed at the university in ways that make it

widely accessible, while protecting the intellectual property rights of its authors;

Changes in technology offer opportunities for new forms of both creation and dissemination of scholarship through Open Access; which is broadly defined as free availability and unrestricted use of scholarly works;

Open Access also offers opportunities for UBC to fulfill its mission of creating and preserving knowledge in a way that opens disciplinary boundaries and facilitates sharing knowledge more freely with the world; and

UBC has operated an Open Access repository since 2007 in cIRcle which is operated and maintained by the University Library.

Therefore the Okanagan Senate endorse the following statements:

Faculty members are encouraged to deposit an electronic copy of their refereed and non-refereed research output and creative work in cIRcle in accordance with applicable copyright arrangements which may be in place for that work;

Where a faculty member has deposited a work with cIRcle, cIRcle shall be granted a non-exclusive licence to preserve and make publicly available the research contained therein; and

The authors of works deposited with cIRcle will maintain ownership of their rights in the works.

Dr Arthur explained the background of the open access position statement. He noted that it came from a system-wide Scholarly Communications Committee in response to the open access movement to democratize and share knowledge with everyone on earth. This position statement encourages faculty to participate in open access.

Senator Marcolin noted that her field's top journal claimed the copyright on material.

Dr Arthur advised that this was only to encourage those who could do so to participate; obviously some faculty members could not given the leading journals in their fields.

Senator Balcaen asked if the Committee considered a policy similar to BCCampus in terms of allowing some limited sharing to smaller constituencies.

Dr Arthur replied that the committee wanted as wide sharing as possible but that this option could allow faculty members to share in a different way. cIRcle did not have that option.

Senator Cioe noted that the Tricouncil and US granting agencies were taking the line that research funded through public money should be public. He suggested that the journals will have to adapt.

Senator Johnson noted that the motion was to encourage refereed and non-refereed work but asked why it did not include open data.

The Provost opined that open data would be an excellent next step.

Senator Roberts noted that US funding agencies were already insisting on open access while many journals wanted to be paid \$3-5 000 to allow for it. She asked if this would pose a problem for faculty members in fields where this was not an option when their records are reviewed in the next 5 to 10 years. Senator Yannacopoulos noted his support for the proposal but thought it could mean a lot of work on a one-by-one basis to upload materials; he asked if he could provide a blanket authorization.

Senator Arthur replied that the cIRcle repository people could assist faculty members with uploading research but they couldn't do it for them.

Senator Phillion spoke in favour of the statement but asked if it was of value to duplicate database holdings, given that we pay a lot of money to access them.

Dean Grant advised that at least 2/3rds of the world does not have access to paid journals due to cost.

The Vice-Chair of Senate suggested that that grey literature (non refereed but scholarly) was important in many disciplines and that this was a way of making that research available to the world.

Senator Tannant noted that he posted non-peer reviewed, non-published papers that were downloaded over 1000 times a month in some cases; he described open access as a powerful tool to disseminate knowledge.

Approved

Nominating Committee

The Committee Chair, Mr Curtis Tse, presented.

PRESIDENTIAL SEARCH COMMITTEE

See Appendix C: Presidential Search Committee Terms of Reference and Composition

Curtis Tse } *That Senate approve the procedures for the*
Jan Cioe } *recommendation and selection of candidates for*
President of The University of British Columbia
as attached with the understanding that “faculty
member” as used therein shall continue to be
defined as set out in the University Act.

Senator Tse presented the terms of reference and composition for the Presidential Search Committee as proposed by the Board of Governors and recommended by the two Senate Nominating Committees. He noted that the “faculty member” clarification was due to there being several definitions for the term at UBC in use and a desire to not confuse matters due to the inclusion of new language around the Faculty Association bargaining unit.

Senator Yannacopoulos spoke against the exclusion of academic administrators from the “faculty member” elections, noting that academic administrators retained their faculty member status.

The Associate Registrar advised that he believed the intent of the language was to restrict this group to the “rank-and-file” faculty but that he could not speak to the motivations of the Board in proposing that change.

Opposed: Spiro Yannacopoulos

Approved

Report from the Registrar

CHANGE TO THE 2013/2014 ACADEMIC YEAR

The Deputy Registrar informed Senate that due to examination scheduling needs, his office is proposing an adjustment to the 2013/2014 academic year.

Peter Arthur } *That Senate approve the modifications specified*
Curtis Tese } *to the 2013/2014 Academic Year.*

Approved

Other Business

There being no further business, the meeting was adjourned at 4:07 pm.

Appendix A: Admissions Summary

Readmission

Revision the Academic Calendar entry to clarify that while there are three levels of standing as per the policies and regulations that govern Academic Standing for UBC Okanagan students, only two translate to effect a student's readmission application process: those being In Good Standing, and Failed. References to 'on academic probation' have been removed, and the language of the entry as a whole has been brought into congruency with the Academic Calendar entry on Academic Standing.

Change of Degree Program

Revise the Academic Calendar entry to clarify that while there are three levels of standing as per the policies and regulations that govern Academic Standing for UBC Okanagan students, only two translate to effect a student's wish to change to a different degree program at the same campus: those being In Good Standing, and Failed. References to 'on academic probation' have been removed, and the language of the entry as a whole has been brought into congruency with the Academic Calendar entry on Academic Standing.

Change of Campus

Revision the Academic Calendar entry to clarify that while there are three levels of standing as per the policies and regulations that govern Academic Standing for UBC Okanagan students, only two translate to effect a student's wish to change from the Okanagan campus to the Vancouver campus, or vice versa (with the exception of the Bachelor of Applied Science): those being In Good Standing, and Failed. References to 'on academic probation' have been removed, and the language of the entry as a whole has been brought into congruency with the Academic Calendar entry on Academic Standing.

Academic Leave

Revision the Academic Calendar entry to include those students wishing to apply for academic leave due to mandatory military service. The revisions also clarify the process for readmission for students no longer eligible under the Academic Leave policy. Lastly, the entry as a whole has been brought into congruency with the Academic Calendar entry on Academic Standing.

Appendix B: Awards Summary

At its February 2013 meeting, Senate approved the award terms below as ‘prizes’ which, according to the terms of reference for Student Financial Assistance and Awards, must be awarded at the end of the academic year (to recognize academics and/or achievement of the academic year that just ended). In order to effect the Faculty’s wish that these awards function as retention awards, the Faculty has reconsidered the suite of awards below as ‘scholarships’ or awards given at the start of the next academic year (once re-enrolment has been confirmed).

Faculty of Creative and Critical Studies Interdisciplinary Performance Scholarship

A \$1,000 scholarship is offered by the Faculty of Creative and Critical Studies to an outstanding returning undergraduate student with second-year standing or higher who is majoring in Interdisciplinary Performance. The award is made on the recommendation of the Faculty. (First award available for the 2013/14 Winter Session)

Faculty of Creative and Critical Studies Art History and Visual Culture Scholarship

A \$1,000 scholarship is offered by the Faculty of Creative and Critical Studies to an outstanding returning undergraduate student with second-year standing or higher who is majoring in Art History and Visual Culture. The award is made on the recommendation of the Faculty. (First award available for the 2013/14 Winter Session)

Faculty of Creative and Critical Studies Creative Writing Scholarship

A \$1,000 scholarship is offered by the Faculty of Creative and Critical Studies to an outstanding returning undergraduate student with second-year standing or higher who is majoring in Creative Writing. The award is made on the recommendation of the Faculty. (First award available for the 2013/14 Winter Session)

Faculty of Creative and Critical Studies Cultural Studies Scholarship

A \$1,000 scholarship is offered by the Faculty of Creative and Critical Studies to an outstanding returning undergraduate student with second-year standing or higher who is majoring in Cultural Studies. The award is made on the recommendation of the Faculty. (First award available for the 2013/14 Winter Session)

Faculty of Creative and Critical Studies English Scholarship

A \$1,000 scholarship is offered by the Faculty of Creative and Critical Studies to an outstanding returning undergraduate student with second-year standing or higher who is majoring in English or pursuing an English Honours degree. The award is made on the recommendation of the Faculty. (First award available for the 2013/14 Winter Session)

Faculty of Creative and Critical Studies French and Spanish Scholarship

A \$1,000 scholarship is offered by the Faculty of Creative and Critical Studies to an outstanding returning undergraduate student with second-year standing or higher who is majoring in French and Spanish. The award is made on the recommendation of the Faculty. (First award available for the 2013/14 Winter Session)

Faculty of Creative and Critical Studies French Scholarship

A \$1,000 scholarship is offered by the Faculty of Creative and Critical Studies to an outstanding returning undergraduate student with second-year standing or higher who is majoring in French. The award is made on the recommendation of the Faculty. (First award available for the 2013/14 Winter Session)

Faculty of Creative and Critical Studies Spanish Scholarship

A \$1,000 scholarship is offered by the Faculty of Creative and Critical Studies to an outstanding returning undergraduate student with second-year standing or higher who is majoring in Spanish. The award is made on the recommendation of the Faculty. (First award available for the 2013/14 Winter Session)

Faculty of Creative and Critical Studies Visual Arts Scholarship

A \$1,000 scholarship is offered by the Faculty of Creative and Critical Studies to an outstanding returning undergraduate student with second-year standing or higher who is majoring in Visual Arts. The award is made on the recommendation of the Faculty. (First award available for the 2013/14 Winter Session)

Appendix C: Presidential Search Committee Terms of Reference

UNIVERSITY OF BRITISH COLUMBIA

PRESIDENTIAL SEARCH

Search Committee Terms of Reference

The following will be the terms of reference of the Search Committee for the identification of presidential candidates.

- a. To set up its own procedures on the understanding that the search and the Search Committee's deliberations will be strictly confidential.
- b. To develop, following consultation with the University community, the criteria to be used by the Search Committee to evaluate candidates, and to present the Candidate Profile to the Board for approval.
- c. To coordinate the recruitment and evaluation of candidates, to receive nominations, to analyze the suitability of candidates, and to interview candidates. The executive search consultant selected by the MRCC will assist the Search Committee with the above.
- d. To report, in general terms, to each Board Meeting (during the search process) on the progress of the Search Committee's work.
- e. To develop a recommendation to the Board of Governors for the appointment of a new President of the University. Only if the Board does not accept such recommendation shall the Search Committee submit a second or further recommendation as may be required.
- f. To submit its recommendation to the Board in a timely fashion.

UNIVERSITY OF BRITISH COLUMBIA PRESIDENTIAL SEARCH

Management Resources & Compensation Committee Terms of Reference

The University of British Columbia's Board of Governors has the power to appoint the President under the *University Act*. The Board has empowered the Management Resources & Compensation Committee (MRCC) with the responsibility to recommend criteria to be used in its search, recommend Terms of Reference and an organizational structure for the Presidential Search Committee, and to oversee the processes of the Search Committee.

Search Committee Composition

Noting that the average size of search committees at other universities is from 10-20 members, the Search Committee will have 22 members, including the Chair. The Committee shall be Chaired by the Chancellor, plus:

- a. 4 other Governors, consisting of the Chair of the Board of Governors and three other Governors selected by the MRCC after consultation with the Board of Governors, of whom at least two must be appointed Governors;
- b. 2 members elected by the UBC Vancouver Senate, and 1 member elected by the UBC Okanagan Senate;
- c. 2 faculty members elected by and from the faculty members in the bargaining unit having their primary appointments at UBC Vancouver, and 1 faculty member elected by and from the faculty members in the bargaining unit having their primary appointments at UBC Okanagan (with the Vancouver Division and the Okanagan Division of the Faculty of Applied Science being treated as a UBC Vancouver Faculty and a UBC Okanagan Faculty, respectively);
- d. 2 Deans selected by and from the Committee of Deans of UBC Vancouver and 1 Dean selected by and from the Deans' Council of UBC Okanagan (with the Dean of the Faculty of Applied Science being treated as a Dean from the Committee of Deans of UBC Vancouver rather than a Dean from the Dean's Council of UBC Okanagan);
- e. 3 students, 1 student chosen by the Alma Mater Society Student Council of UBC Vancouver, 1 student chosen by the Graduate Student Society Council, and 1 student chosen by the UBC Students Union Okanagan Council;
- f. 2 members appointed by the UBC Alumni Board of Directors;
- g. 1 member elected by and from UBC's management and professional staff;

- h. 1 member elected by and from the unionized staff at UBC Vancouver; and
- i. 1 member elected by and from the unionized staff at UBC Okanagan.

*If a member of the Search Committee ceases to be a member of the constituency from which he or she was appointed, the MRCC shall determine whether he or she should continue on the Committee. If there is a vacancy on the Search Committee, it shall be filled by the MRCC from the constituency from which the vacancy arises.

The Secretary to the Board of Governors shall function as the Secretary to the Search Committee but will not be a member of the Committee.

Quorum

For all purposes for the appointment of a President, 60% of the Search Committee shall constitute a quorum for all meetings.

Time Line

Most Canadian university presidential searches take about 12 months to complete (from the commencement of the search to the announcement of the new President). The Search Committee will make its recommendation to the Board of Governors in timely fashion.

Orientation

All members of Search Committee will be provided with a thorough orientation session to establish expectations and responsibilities of the individuals on the Committee and of the Committee as a whole.

Criteria

The Search Committee shall review the criteria to be used in evaluating candidates and shall present its Candidate Profile for the consideration and approval of the Board. Upon approval of the Board, the Candidate Profile shall be shared with Senates.

Search

The search will be international in scope. The Search Committee will have overall responsibility for the recruitment and evaluation of candidates. The MRCC will select an executive search consultant to be retained by the University to assist the Search Committee.

Procedures

The Search Committee should develop its own procedures on the understanding that all proceedings and transactions shall be conducted in strict confidence. It will be important for the Board to be regularly informed on the progress that the Search Committee is making. The Chair of the Committee should, therefore, make a report to the Board at each Board meeting on the understanding that such reports will be made in general terms only, given the sensitivity and confidentiality of the Committee's work.

The Search Committee may establish sub-committees for any purposes it thinks appropriate.

Recommendation

The Search Committee shall identify, after its deliberations, a candidate whom it recommends to the Board of Governors for appointment as President of the University. Only if the Board does not approve the Committee's recommendation, shall the Committee recommend a second or further candidate as may be necessary.

Terms

In consultation with the executive search consultant, the MRCC will establish contract parameters and compensation for potential candidates. The Search Committee shall not have the responsibility of discussing contract provisions with candidates excepting only that the Chair of the Search Committee and the Board Chair shall review these parameters with all individuals on the short list prior to interviews. The final terms for a contract will be approved by the MRCC reporting fully to the Board.

Confidentiality of Proceedings

It is a condition of membership of the Committee that its deliberations and all matters pertaining to its proceedings will be strictly confidential. Acceptance of memberships constitutes an undertaking to adhere strictly to this condition.