



SUBJECT	Streamlining Submissions and Presentations to the Board – Update
SUBMITTED TO	Executive Committee
MEETING DATE	February 6, 2020
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: OPEN
ACTION REQUESTED	Please indicate requested Board action: No decision requested: for information
SUBMISSION DATE	January 15, 2020
LEAD EXECUTIVE	University Counsel
PRESENTED BY	Hubert Lai, Q.C., University Counsel
SUPPORTED BY	Karen Choi, Legal Counsel Lorena Vlad, Legal Counsel

PRIOR SUBMISSIONS

The subject matter of this submission has been considered previously by the Governance Committee on the following occasions:

1. [November 22, 2019](#) (OPEN SESSION)
Action/Follow up: Gather and consolidate feedback from Governance Committee, Board Secretariat, UBC Executive team, Board Committee Chairs, and pilot participants to finalize materials.

The following Executive Summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent submission.

EXECUTIVE SUMMARY

In November 2019, the Governance Committee provided input on drafts of a suite of materials designed to provide guidance to the University Administration and to Governors on the preparation of reports and presentations to the Board. The proposed format for Board submissions was piloted for use in a total of 13 submissions across four Board Committees. Following the November 2019 Committee meetings, the Office of the University Counsel reached out to the Committee Chairs to seek their comments. In addition, we gathered feedback from the Board Secretariat, UBC Executive team, and pilot participants. All feedback received has been overwhelmingly positive. The feedback has now been consolidated and incorporated into the attached supplemental materials.

In addition to the Guide, general template and six custom templates developed for the initial phase, two additional custom templates have also been developed – New Program Tuitional Approvals and Strategic Plans.

The UBC Executive team has identified individuals with primary responsibility for oversight of Board submissions and we have scheduled meetings at UBC Okanagan and UBC Vancouver to walk through the Guide and general template, answer questions, and receive further input.

Once this final input has been received, we will work with the Board Secretariat to finalize and handover the materials to the Board Secretariat for implementation and maintenance. We anticipate that all submissions will be in the new format for the April 2020 Board meetings. This will be the last submission from the Office of the University Counsel on streamlining Board submissions as the remaining steps for successful completion of the project have been arranged.

SUPPLEMENTAL MATERIALS

1. Guide for Effective Board Communications
2. General Template
3. Property Committee: Board 1 Approval Template
4. Property Committee: Board 2 Approval Template
5. Property Committee: Board 3 Approval Template
6. Property Committee: Board 4 Post-Construction Information Template
7. Policy Information Template
8. Policy Approval Template
9. New Program Tuition Approval Template
10. Strategic Plan Template



THE UNIVERSITY OF BRITISH COLUMBIA

Board of Governors

GUIDE FOR EFFECTIVE BOARD

COMMUNICATIONS

January 30, 2020

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Effective Board Communications

Background and Purpose

This information has been prepared to guide the preparation of materials by the University administration for the Board of Governors. Over time, the number of agenda items and the volume of Board materials has expanded exponentially such that each Governor is presented with approximately 2,200 pages of materials to review prior to each Board meeting. It is unrealistic to expect Governors to be able to absorb and provide meaningful and informed decision-making based on this amount of material.

This document articulates the Board's expectations with respect to meeting and presentation materials in support of the Board's fulfillment of its mandate of providing oversight and strategic direction to the University. One member of the University executive team must be identified as the proponent of each agenda item (the "**Lead Executive**") and the Lead Executive's unit is responsible for preparing the Board submission and any presentation materials. The Lead Executive is responsible for the quality and content of the Board submission, including determining if any other consents or approvals are required (e.g. Senate, ministerial, regulatory); the Board Secretary will only review and provide comments on the wording of the resolutions being recommended to the Board. A list of the members of the executive team as at January 15, 2020 is set out in **Appendix 1**.

Composition and Role of the Board

Governors are appointed or elected to the Board and represent a diverse cross-section of experiences and backgrounds. They are unpaid volunteers who have individual operational or technical expertise to collectively contribute to board decision-making and oversight. The role of the Board is to provide strategic oversight for the University; it does not supervise or direct the day-to-day activities of the organization. Only items that raise important issues or require strategic decisions should be brought to the Board.

The Board is part of a bicameral governance structure. The Senates and Council of Senates have responsibility for academic governance. The Board is responsible for the management, administration and control of the property, revenue, business and affairs of the University. Governors have no individual authority. They act collectively by passing resolutions. Governors have a fiduciary duty to act in the best interests of the University and to adhere to the requirements of the [Code of Conduct and Conflict of Interest Guidelines for the Board of Governors](#). Additional information regarding the roles and responsibilities of members of the Board of Governors is set out in the [Board Manual](#).

Role of Board Committees and Working Groups

The Board has constituted several standing committees to provide efficient mechanisms for targeted discussions. Standing committees are organized to align with the needs of the University and facilitate the efficient and effective operation of Board decision-making. Each standing committee has its own purpose, objectives and delegated authority to approve and receive certain submissions on behalf of the Board. The Board of Governors website sets out a [list of the Board's standing committees and their members](#). The Board has recently reviewed the delegated authority granted to standing committees and has amended the standing committees' terms of reference to remove all jointly delegated authority.

In addition, the Board may establish *ad hoc* working groups for a time-limited purpose. Upon completion of the purpose, the *ad hoc* working group will be dissolved.

The Lead Executive is responsible for identifying the appropriate Board, standing committee, or working group for a particular agenda item.

Requests from Individual Governors

From time to time, individual Governors may request information from the administration on specific matters during discussion of an agenda item. Responses should be communicated back to those individual Governors directly. Where the preparation of such a response will consume significant resources, a determination should be made as to whether the request is a sufficient priority to warrant the consumption of those resources. If necessary, the Governor and the relevant member of the executive team may seek direction from the Chair of the Board or of the standing committee, as appropriate. Formal responses back to the originating Board, standing committee or working group as a whole should only be made at the request of the relevant Chair.

Open, Closed and *In Camera* Meetings

Meetings of the Board and its standing committees are governed by the following documents:

- [Board Meetings Policy \(GA8 – Open, Closed and *In Camera* Meetings of the Board of Governors\);](#)
- [Board Meeting Rules and Practices;](#) and
- [Committee Meeting Rules and Practices.](#)

Meetings of the Board and its Committees may be divided into different sessions:

- open sessions;
- closed sessions; and
- *in camera* sessions.

As much as possible, the Board conducts its business in open sessions, consistent with its commitment to the principles of accountability and transparency. Contemporaneous online viewing of all open sessions of Board and Committee meetings, as well as submissions and presentation materials prepared for all open sessions, are publicly available through the Board of Governors website.

The Board Chair is responsible for setting the Board agenda for Board meetings and each Committee Chair is responsible for setting the agenda for Committee meetings. As part of this process, the Chair, in consultation with the Lead Executive, determines whether an item will be discussed in the open, closed, or *in camera* session of the meeting. The criteria for determining the appropriate classification of agenda items are set out in [Board Meetings Policy](#). Pursuant to that Policy, a Governor who wishes to discuss the classification of an item may raise the issue with the Board or Committee Chair, as applicable, in advance of a meeting. In addition, at any time and on the motion of any Governor entitled to attend the meeting, the Board or Committee may move into a closed or *in camera* session, as applicable, to discuss the classification of an item, following which the Board or Committee Chair may re-classify the item.

Attendance at open, closed, and *in camera* sessions of Board meetings is governed by the [Board Meeting Rules and Practices](#):

- open sessions: Members of the general public and members of the University community, including students, faculty, staff, alumni, and residents may attend.
- closed sessions: Governors, the Board Secretary and members of the Executive may attend (unless excused by the Chair from all or a portion of a closed session). Staff listed on the agenda for the presentation of individual items may also attend for their item.
- in camera sessions: Governors, the President, and the Board Secretary may attend (unless excused by the Chair). Members of the Executive and guests who are specifically invited by the Chair may also attend.

Attendance at open, closed, and *in camera* sessions of Committee meetings is governed by the [Committee Meeting Rules and Practices](#):

- open sessions: Members of the general public and members of the University community, including students, faculty, staff, alumni, and residents may attend.
- closed sessions: Any Governors, the Board Secretary, and members of the Executive may attend (unless excused by the Chair from all or a portion of a closed session), **with the exception the Executive, Employee Relations and Audit Committees**. Staff listed on the agenda for the presentation of individual items may also attend for their item. Closed sessions of the Executive, Employee Relations and Audit Committees are attended by Committee members, the Board Secretary, members of the Executive and invited guests.
- in camera sessions: Governors, the President, and the Board Secretary may attend (unless excused by the Chair). Members of the Executive and guests who are specifically invited by the Chair may also attend.

General Requirements for Board Submissions

Structure of Submissions

The Board and its standing committees expect to receive written materials, in the form of Board submissions, submitted in advance, for all agenda items. Please ensure submissions are provided by the Board Secretariat deadline. Late submissions that do not give Governors sufficient time to review may be deferred to future meetings.

Templates have been provided to assist with the preparation of Board submissions. Where available, the customized Board submission template should be used. Where a customized Board submission template for a particular type of agenda item is not available, the general template as set out in **Appendix 2** should be used. The structure for Board submissions has been considerably simplified and consists of four parts:

1. basic information;
2. prior submissions;

3. Executive Summary; and
4. list of attached supplemental materials.

Basic Information

This part consists of summary information that is standardized across all submissions. Where possible, drop down menus and instructions have been embedded into the templates to assist in preparation of the submission.

Requests for Approval

Where Board approval is being requested, the Lead Executive should provide the wording of the resolution that is being recommended. The resolution should set out the scope of any authorization that is required for the administration to operationalize the decision. Where the submission is to a committee, the resolution should clearly indicate whether the committee is making a decision on behalf of the Board or making a recommendation to the Board to make a decision.

Requests for Discussion Time

Historically, the Board agenda has been divided into “regular items”, for which there will be discussion; and “consent items”, for which there will be no discussion. Both “regular items” and “consent items” could be for approval, input, or information.

Requests for discussion time should be made to the Board Secretariat. Discussion time should only be requested for items that raise important issues or strategic decisions, or those for which the Administration is requesting Board input. In particular, discussion time should not be requested for routine items or those that the Lead Executive anticipates will not give rise to questions from Governors. The Lead Executive should propose a length of time for discussion but the final determination as to the time allocation will be made by the relevant Chair in consultation with the Lead Executive and Board Secretary. Any Governor who wishes to discuss an agenda item for which discussion time has not been allocated should raise the issue with the relevant Chair in advance of the meeting so that the agenda can be adjusted to accommodate the Governor’s request. If a request is late or cannot be accommodated for any other reason, the Chair will normally remove the item from the agenda so that it can be scheduled for a subsequent meeting when discussion time can be allocated.

The Chair is responsible for ensuring that scheduled discussion times are adhered to.

Presented By

The name and title of the person who will be speaking to this submission should be provided in the submission. It can, but does not necessarily need to be the same person as the Lead Executive.

Supported By

Those preparing Board submissions should include the name(s) and title(s) of individuals who should be present in the meeting room during discussion of this submission. For closed and *in camera* items, only those named on the submission will be permitted to attend the Board discussion on this item.

Prior Submissions

It is helpful for Governors who are new or wish to refresh their recollection to have access to prior submissions. For items previously submitted to an open session, please list the date of each prior submission and hyperlink the date to the relevant materials available on the publicly accessible portion of the Board meetings website (https://bog.ubc.ca/?page_id=25). Please indicate next to the date if the prior submission was presented in (OPEN/CLOSED/*IN CAMERA* SESSION). Prior submissions should be listed in chronological order, with the oldest appearing first.

For prior submissions submitted to closed or *in camera* sessions, the Board Secretariat will make the materials available to those entitled to receive the materials. In addition, for each prior submission, those preparing Board submissions should identify any action items and indicate whether the action is completed or pending.

If the subject matter of the submission has not been previously considered, it should be stated that there have been no prior submissions.

Executive Summary

The cornerstone of every submission is the Executive Summary. An Executive Summary should be a concise synopsis of essential points necessary and directly relevant for the Governors to evaluate and make an informed decision. Those preparing Board submissions should keep in mind the Board's strategic oversight role and avoid operational details and information about day-to-day management activities. Length limits for Executive Summaries are established by the Chair of the Board or the relevant standing committee. If a Lead Executive wishes to extend the Executive Summary length limit for a particular submission, the Lead Executive must seek permission from the relevant Chair in advance. Governors are expected to read the Executive Summary in its entirety prior to the meeting.

Where the purpose of the submission is to obtain Board input, the Executive Summary should set out the key questions for discussion so Governors can consider them in advance and come to the meeting prepared with their thoughts.

Supplemental Materials

Unless otherwise set out in Committee specific instructions or on a template, the inclusion of supplemental materials and the reading of them by Governors is entirely optional. The use of supplemental materials is a mechanism through which a Lead Executive can provide Governors with access to additional details or background material that go beyond what is strictly necessary to address the key issues. There are no length limits for the supplemental materials.

Committee Specific Instructions for Board Submissions

The Chairs of certain standing committees have specific instructions for Board submissions, to be applied together with the general requirements listed above.

Audit Committee Submissions

1. The general template should be used for all Audit Committee submissions, except for Board Policy submissions.
2. The Executive Summary should usually be 1 page and not exceed 2 pages.
3. Please use links to supplemental materials where available.
4. Internal Audit Updates should attach the risk register as part of the supplemental materials.
5. Submissions for Board Policies prepared in accordance with the Regulatory Framework Policy (GA2) should utilize the policy templates.

Employee Relations Committee Submissions

1. The general template should be used for all Employee Relations Committee submissions, except for Board Policy submissions.
2. Submissions for Board Policies prepared in accordance with the Regulatory Framework Policy (GA2) should utilize the policy templates.

Executive Committee Submissions

1. The general template should be used for all Executive Committee submissions, except for Board Policy submissions.
2. Submissions for Board Policies prepared in accordance with the Regulatory Framework Policy (GA2) should utilize the policy templates.

Finance Committee Submissions

1. The general template should be used for all Finance Committee submissions (other than Board Policy submissions) and apply the following Executive Summary page limits:
 - a. Budget approval requests: 8 pages
 - b. All other submissions: 2 pages
2. Submissions for Board Policies prepared in accordance with the Regulatory Framework Policy (GA2) should utilize the policy templates.

Governance Committee Submissions

1. The general template should be used for all Governance Committee submissions, except for Board Policy submissions.
2. Submissions for Board Policies prepared in accordance with the Regulatory Framework Policy (GA2) should utilize the policy templates.

Indigenous Engagement Committee Submissions

1. The general template should be used for all Indigenous Engagement Committee submissions, except for Board Policy submissions.
2. Submissions for Board Policies prepared in accordance with the Regulatory Framework Policy (GA2) should utilize the policy templates.

Learning and Research Committee Submissions

1. The general template should be used for all Learning and Research Committee submissions, except for Board Policy submissions.
2. Submissions for Board Policies prepared in accordance with the Regulatory Framework Policy (GA2) should utilize the policy templates.

People, Community & International Committee Submissions

1. The general template should be used for all PC&I Committee submissions, except for strategic plans or frameworks and Board Policy submissions.
2. Submissions for strategic plans or frameworks should:
 - a. utilize the matter-specific template; and
 - b. adhere to the following Executive Summary page limits:
 - i. initial presentation of strategic plan: 2- 3 pages; and
 - ii. annual update: 1 page progress update/high level dashboard;
 - c. include the following as part of the supplemental materials:
 - i. the full text of the strategic plan or framework; and
 - ii. graphical representation of how the strategic plan or framework relates to other strategic plans or frameworks within UBC and/or the unit; and
 - iii. annual update: supplementary reporting metrics as required.
3. The PC&I Committee's expectation is to receive an annual update for every strategic plan under its oversight unless otherwise specified.
4. Submissions for Board Policies prepared in accordance with the Regulatory Framework Policy (GA2) should utilize the policy templates.

Property Committee Submissions

1. The general template should be used for all Property Committee submissions, except for construction projects and Board Policy submissions.
2. Submissions for construction projects (Board 1 - 4) prepared in accordance with the Capital Projects Policy should:
 - a. utilize the custom templates; and
 - b. adhere to the following Executive Summary page limits and supplemental materials requirements:
 - i. Board 1 Approval
Executive Summary (2 pages):
 - a. brief description the project;
 - b. rationale for how the project fits with UBC's strategic plan, including hyperlink to strategic plan;
 - c. preliminary program and schedule;
 - d. description of location;
 - e. preliminary capital and operating budgets;
 - f. funding sources/financing;
 - g. sustainability targets;
 - h. risks;

- i. impact on deferred maintenance;
 - j. standardized life cycle costing, including net impact on operating costs/operational savings, if applicable;
 - k. impact on availability of space;
 - l. consideration of any lessons learned from past Board 4 reports, if applicable;
- Supplemental Material (no page limit):
 - a. context map of location;
 - b. costs – preliminary capital budget and operating costs.
- ii. Board 2 Approval
 - Executive Summary (2 pages):
 - a. description of any changes to the program;
 - b. updated capital and operating budgets (capital budget to include contingency);
 - c. description of updated funding sources/financing, if applicable;
 - d. updated schedule;
 - e. detailed program;
 - f. sustainability impacts and mitigation measures (e.g. GHG emissions, energy use, water use, human health, indoor environment quality) - administration to develop a methodology that is recognized by industry and allows for meaningful design decisions;
 - g. seismic considerations, if applicable;
 - h. description of any significant findings from public consultation process;
 - i. consideration of any lessons learned from past Board 4 reports, if applicable;
 - Supplemental Material (no page limit):
 - a. images of project design to date.
- iii. Board 3 Approval
 - Executive Summary (2 pages):
 - a. description of any material changes to the design, program, and/or capital & operating budgets since Board 2;
 - b. value engineering;
 - c. consideration of any lessons learned from past Board 4 reports, if applicable;
 - Supplemental Material (no page limit):
 - a. images of final design.
- iv. Board 4 Information
 - Executive Summary (2 pages):
 - a. description of the final project as delivered;
 - b. top 3 lessons learned;

- c. top 3 project achievements in the areas of budget, schedule, sustainability, program, overall project design, operational experience and design process;
 - Supplemental Material (no page limit):
 - a. images of final project.
 - d. set out a proposed resolution that tracks the approval requirements set out in the Capital Projects Policy;
 - e. identify the Vice-President Finance and Operations as the Lead Executive and the Managing Director, Infrastructure Development as the presenter.
- 3. The Property Committee's expectation is to receive capital projects updates twice annually in April and September. The general template should be used and the Executive Summary should not exceed 5 pages.
- 4. Submissions for Board Policies prepared in accordance with the Regulatory Framework Policy (GA2) should utilize the policy templates.

General Requirements for Presentation Materials

- 1. The use of presentation materials is not mandatory. Presentation materials should only be used when they will materially enhance the Governors' understanding and engagement of the key issues relevant to the agenda item.
- 2. Where a presenter chooses to utilize presentation materials:
 - a. they must be provided in advance in PowerPoint format (to accommodate remote attendees);
 - b. should strictly adhere to page limits and minimum font size established by the Chair of the Board or the relevant standing committee; and
 - c. should NOT repeat content available in the Executive Summary, including the proposed resolution.
- 3. Presenters should:
 - a. assume all Governors in attendance have read the Executive Summary but NOT the supplemental materials;
 - b. allocate more time for discussion than presentation; and
 - c. identify the questions on which the administration is seeking Board input and tailor the presentation to facilitate the discussion of those questions

Appendices

Appendix 1: UBC Executive Team List

President and Vice-Chancellor
Provost and Vice-President, Academic (UBC Vancouver)
Deputy Vice-Chancellor and Principal (UBC Okanagan)
Provost and Vice-President, Academic (UBC Okanagan)
Vice-President, Research and Innovation
Vice-President, Health
Vice-President, Finance and Operations
Vice-President, Students
Vice-President, Human Resources
Vice-President, External Relations
Vice-President, Development and Alumni Engagement
University Counsel

Appendix 2: General Submission Template

SUBJECT	Insert title of submission
SUBMITTED TO	Insert Board or name of Committee
MEETING DATE	Click or tap to enter meeting date of Board or Committee identified
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: Select the most applicable criterion
ACTION REQUESTED	Please indicate requested Board action: Select action requested IT IS HEREBY REQUESTED Click or tap to add text of resolution if decision is requested. Always start with "IT IS HEREBY REQUESTED". Delete this box if no action requested.
SUBMISSION DATE	Click or tap to enter date submitted to Board Secretariat
LEAD EXECUTIVE	Select Lead Executive
PRESENTED BY	Insert name and title of person(s) who will be speaking to this submission
SUPPORTED BY	Insert name and title of individuals who should be present in the meeting room during discussion on this item. For closed or in camera items, only those listed here will be permitted to attend the Board discussion on this item. These can include the Lead Author, Contributor, and Executive Sponsors.

PRIOR SUBMISSIONS [Delete section that does not apply]

The subject matter of this submission has been considered previously by the [Insert name of Board or Committee identified above] on the following occasions:

1. [Insert date item previously brought forward to Board/Committee and hyperlink to previous submission.][Indicate if submission was OPEN/CLOSED/*IN CAMERA* SESSION.]
Action/Follow up: [Identify any action items and indicate whether action completed or pending.]
2. Sample:
[November 22, 2019](#) (OPEN SESSION)
Action/Follow up: Gather and consolidate feedback from Governance Committee, Board Secretariat, UBC Executive team, Board Committee Chairs, and pilot participants to finalize materials.

[These items should be arranged in chronological order, with the oldest appearing first.]

The following Executive Summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent submission.

OR

The subject matter of this submission has not previously been considered by the [Insert name of Board or Committee identified above].

EXECUTIVE SUMMARY

[The Executive Summary should be a concise synopsis of essential points necessary and directly relevant for the Governors to evaluate and make an informed decision. Please keep in mind the Board's strategic oversight role and avoid operational details relevant to day-to-day management activities. Please consider including the following content if appropriate:

- recommendation from the Administration and rationale;
- anticipated benefits;
- hyperlink to specific [strategic plan strategies \(1-20\)](#);
- material financial, operational or reputational risks;
- any consultation undertaken; and
- timeline/schedule/next steps.

Only include information that is new or has changed since last submission and avoid repeating or summarizing information from prior submissions.]

[**For approval items**, in the ACTION REQUESTED box above, provide the resolution that is being recommended to the Board or Committee and the scope of authorization for Administration to operationalize the decision, as applicable. Where the submission is to a Committee, clearly state whether the Committee is making a decision on behalf of the Board or making a recommendation to the Board to make a decision.]

[**For input items**, clearly identify in the Executive Summary what input is being requested from the Board (key questions for input/guidance) so Governors can consider in advance and come to the meeting prepared with their thoughts.]

[Please adhere to the **two-page limit** for the Executive Summary. If a Lead Executive wishes to extend the Executive Summary length limit for a particular submission, the Lead Executive should seek permission from the relevant Chair in advance. Please do not change the font type or size.]

SUPPLEMENTAL MATERIALS

1. [Insert if applicable]
2. [Insert if applicable]

Supplemental materials are not subject to any page limit.



SUBJECT	Insert title of submission
SUBMITTED TO	Insert Board or name of Committee
MEETING DATE	Click or tap to enter meeting date of Board or Committee identified
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: Select the most applicable criterion
ACTION REQUESTED	Please indicate requested Board action: Select action requested IT IS HEREBY REQUESTED Click or tap to add text of resolution if decision is requested. Always start with "IT IS HEREBY REQUESTED". Delete this box if no action requested.
SUBMISSION DATE	Click or tap to enter date submitted to Board Secretariat
LEAD EXECUTIVE	Select Lead Executive
PRESENTED BY	Insert name and title of person(s) who will be speaking to this submission
SUPPORTED BY	Insert name and title of individuals who should be present in the meeting room during discussion on this item. For closed or in camera items, only those listed here will be permitted to attend the Board discussion on this item. These can include the Lead Author, Contributor, and Executive Sponsors.

PRIOR SUBMISSIONS [Delete section that does not apply]

The subject matter of this submission has been considered previously by the [Insert name of Board or Committee identified above] on the following occasions:

1. [Insert date item previously brought forward to Board/Committee and hyperlink to previous submission.][Indicate if submission was OPEN/CLOSED/*IN CAMERA* SESSION.]
Action/Follow up: [Identify any action items and indicate whether action completed or pending.]
2. Sample:
[November 22, 2019](#) (OPEN SESSION)
Action/Follow up: Gather and consolidate feedback from Governance Committee, Board Secretariat, UBC Executive team, Board Committee Chairs, and pilot participants to finalize materials.

[These items should be arranged in chronological order, with the oldest appearing first.]

The following Executive Summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent submission.

OR

The subject matter of this submission has not previously been considered by the [Insert name of Board or Committee identified above].

EXECUTIVE SUMMARY

[The Executive Summary should be a concise synopsis of essential points necessary and directly relevant for the Governors to evaluate and make an informed decision. Please keep in mind the Board's strategic oversight role and avoid operational details relevant to day-to-day management activities. Please consider including the following content if appropriate:

- recommendation from the Administration and rationale;
- anticipated benefits;
- hyperlink to specific [strategic plan strategies \(1-20\)](#);
- material financial, operational or reputational risks;
- any consultation undertaken; and
- timeline/schedule/next steps.

Only include information that is new or has changed since last submission and avoid repeating or summarizing information from prior submissions.]

[**For approval items**, in the ACTION REQUESTED box above, provide the resolution that is being recommended to the Board or Committee and the scope of authorization for Administration to operationalize the decision, as applicable. Where the submission is to a Committee, clearly state whether the Committee is making a decision on behalf of the Board or making a recommendation to the Board to make a decision.]

[**For input items**, clearly identify in the Executive Summary what input is being requested from the Board (key questions for input/guidance) so Governors can consider in advance and come to the meeting prepared with their thoughts.]

[Please adhere to the **two-page limit** for the Executive Summary. If a Lead Executive wishes to extend the Executive Summary length limit for a particular submission, the Lead Executive should seek permission from the relevant Chair in advance. Please do not change the font type or size.]

SUPPLEMENTAL MATERIALS

1. [Insert if applicable]
2. [Insert if applicable]

Supplemental materials are not subject to any page limit.



SUBJECT	Board 1 Approval - Insert name of project
SUBMITTED TO	Property Committee
MEETING DATE	Click or tap to enter meeting date of Property Committee
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: Select the most applicable criterion
ACTION REQUESTED	Please indicate requested Board action: Decision requested: approval of proposed resolution IT IS HEREBY REQUESTED that the Property Committee recommends to the Board of Governors, in accordance with the Capital Projects Policy, Board 1 approval of the [name of project] as follows: 1. approval of project in principle; 2. approval of preliminary program and schedule; 3. approval of location; 4. approval of preliminary capital budget of [insert amount] and operating costs as set out in the Supplemental Materials of this submission; 5. approval of [brief description of preliminary funding sources and financing if required]; 6. authorization to proceed to schematic design; and 7. approval of funding release of [insert amount] for the next stage of project development.
SUBMISSION DATE	Click or tap to enter date submitted to Board Secretariat
LEAD EXECUTIVE	Vice-President Finance and Operations
PRESENTED BY	John Metras, Associate Vice-President Facilities
SUPPORTED BY	Insert name and title of individuals who should be present in the meeting room during discussion on this item. For closed or in camera items, only those listed here will be permitted to attend the Board discussion on this item. These can include the Lead Author, Contributor, and Executive Sponsors.

PRIOR SUBMISSIONS [Delete section that does not apply]

The subject matter of this submission has been considered previously by the Property Committee on the following occasions:

- [Insert date item previously brought forward to Board/Committee and hyperlink to previous submission.][Indicate if submission was OPEN/CLOSED//IN CAMERA SESSION.]
Action/Follow up: [Identify any action items and indicate whether action completed or pending.]
- Sample:
[November 22, 2019](#) (OPEN SESSION)
Action/Follow up: Gather and consolidate feedback from Governance Committee, Board Secretariat, UBC Executive team, Board Committee Chairs, and pilot participants to finalize materials.

[These items should be arranged in chronological order, with the oldest appearing first.]

The following Executive Summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent submission.

OR

The subject matter of this submission has not previously been considered by the Property Committee.

EXECUTIVE SUMMARY

In accordance with the Capital Projects Policy, this Board 1 approval request for [insert name of project] is provided as part of the project management process for construction projects over \$5,000,000.

[Include the following content:

- brief description of the project
- rationale for how the project fits with UBC's strategic plan, including hyperlink to strategic plan
- preliminary program and schedule
- description of location
- preliminary capital and operating budgets
- funding sources/financing
- sustainability targets
- risks
- impact on deferred maintenance
- standardized life cycle costing, including net impact on operating costs/operational savings, if applicable
- impact on availability of space
- consideration of any lessons learned from past Board 4 reports, if applicable

Only include information that is necessary and directly relevant for the Board to make its decision/provide the requested input, bearing in mind that a Board's informational needs require less operational details than that of the administration. Additional information available to Governors who are interested should be attached as supplementary materials.

[Please adhere to the **four-page limit** for the Executive Summary. If a Lead Executive wishes to extend the Executive Summary length limit for a particular submission, the Lead Executive should seek permission from the relevant Chair in advance. Please do not change the font type or size.]

SUPPLEMENTAL MATERIALS

1. Context Map of Location
2. Costs – Preliminary Capital Budget and Operating Costs

Supplemental materials are not subject to any page limit.



SUBJECT	Board 2 Approval – Insert name of project
SUBMITTED TO	Property Committee
MEETING DATE	Click or tap to enter meeting date of Property Committee
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: Select the most applicable criterion
ACTION REQUESTED	Please indicate requested Board action: Decision requested: approval of proposed resolution IT IS HEREBY REQUESTED that the Property Committee recommends to the Board of Governors, in accordance with the Capital Projects Policy, Board 2 approval of the [name of project] as follows: <ol style="list-style-type: none"> 1. approval of the revised capital budget and operating budgets, if applicable; 2. approval to issue the development permit; 3. authorization to proceed to working drawings and tender; and 4. approval of funding release of [insert amount] for next stage.
SUBMISSION DATE	Click or tap to enter date submitted to Board Secretariat
LEAD EXECUTIVE	Vice-President Finance and Operations
PRESENTED BY	John Metras, Associate Vice-President Facilities
SUPPORTED BY	Insert name and title of individuals who should be present in the meeting room during discussion on this item. For closed or in camera items, only those listed here will be permitted to attend the Board discussion on this item. These can include the Lead Author, Contributor, and Executive Sponsors.

PRIOR SUBMISSIONS

The subject matter of this submission has been considered previously by the Property Committee on the following occasions:

1. [Insert date item previously brought forward to Board/Committee and hyperlink to previous submission.][Indicate if submission was OPEN/CLOSED/IN CAMERA SESSION.]
Action/Follow up: [Identify any action items and indicate whether action completed or pending.]
2. Sample:
[November 22, 2019](#) (OPEN SESSION)
Action/Follow up: Gather and consolidate feedback from Governance Committee, Board Secretariat, UBC Executive team, Board Committee Chairs, and pilot participants to finalize materials.

[These items should be arranged in chronological order, with the oldest appearing first.]

The following Executive Summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent submission.

EXECUTIVE SUMMARY

In accordance with the Capital Projects Policy, this Board 2 approval request for [insert name of project] is provided as part of the project management process for construction projects over \$5,000,000.

[Include the following content:

- description of any changes to the program
- updated capital and operating budgets (capital budget to include contingency)
- description of updated funding sources/financing, if applicable
- updated schedule
- detailed program
- sustainability impacts and mitigation measures (e.g. GHG emissions, energy use, water use, human health, indoor environment quality) - administration to develop a methodology that is recognized by industry and allows for meaningful design decisions
- seismic considerations, if applicable
- description of any significant findings from public consultation process
- consideration of any lessons learned from past Board 4 reports, if applicable

Only include information that is new or has changed since last submission and avoid repeating or summarizing information from prior submissions.]

[Please adhere to the **two-page limit** for the Executive Summary. If a Lead Executive wishes to extend the Executive Summary length limit for a particular submission, the Lead Executive should seek permission from the relevant Chair in advance. Please do not change the font type or size.]

SUPPLEMENTAL MATERIALS

1. Images of project design to date

Supplemental materials are not subject to any page limit.



SUBJECT	Board 3 Approval – Insert name of project
SUBMITTED TO	Property Committee
MEETING DATE	Click or tap to enter meeting date of Property Committee
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: Select the most applicable criterion
ACTION REQUESTED	Please indicate requested Board action: Decision requested: approval of proposed resolution IT IS HEREBY REQUESTED that the Property Committee recommends to the Board of Governors, in accordance with the Capital Projects Policy, Board 3 approval of the [name of project] as follows: 1. approval of final capital and operating budgets; 2. funding sources/financing, if required; 3. authorization to proceed to award construction contracts; and 4. approval of final funding release of [insert amount].
SUBMISSION DATE	Click or tap to enter date submitted to Board Secretariat
LEAD EXECUTIVE	Vice-President Finance and Operations
PRESENTED BY	John Metras, Associate Vice-President, Facilities
SUPPORTED BY	Insert name and title of individuals who should be present in the meeting room during discussion on this item. For closed or in camera items, only those listed here will be permitted to attend the Board discussion on this item. These can include the Lead Author, Contributor, and Executive Sponsors.

PRIOR SUBMISSIONS

The subject matter of this submission has been considered previously by the Property Committee on the following occasions:

1. [Insert date item previously brought forward to Board/Committee and hyperlink to previous submission.][Indicate if submission was OPEN/CLOSED/*IN CAMERA* SESSION.]
Action/Follow up: [Identify any action items and indicate whether action completed or pending.]
2. Sample:
[November 22, 2019](#) (OPEN SESSION)
Action/Follow up: Gather and consolidate feedback from Governance Committee, Board Secretariat, UBC Executive team, Board Committee Chairs, and pilot participants to finalize materials.

[These items should be arranged in chronological order, with the oldest appearing first.]

The following Executive Summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent submission.

EXECUTIVE SUMMARY

In accordance with the Capital Projects Policy, this Board 3 approval request for [insert name of project] is provided as part of the project management process for construction projects over \$5,000,000.

[Include the following content:

- description of any material changes to the design, program, and/or capital & operating budgets since Board 2
- value engineering
- consideration of any lessons learned from past Board 4 reports, if applicable

Only include information that is new or has changed since last submission and avoid repeating or summarizing information from prior submissions.]

[Please adhere to the **two-page limit** for the Executive Summary. If a Lead Executive wishes to extend the Executive Summary length limit for a particular submission, the Lead Executive should seek permission from the relevant Chair in advance. Please do not change the font type or size.]

SUPPLEMENTAL MATERIALS

1. Images of final design

Supplemental materials are not subject to any page limit.



SUBJECT	Board 4 Post-Completion Report - Insert name of project
SUBMITTED TO	Property Committee
MEETING DATE	Click or tap to enter meeting date of Property Committee
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: Select the most applicable criterion
ACTION REQUESTED	Please indicate requested Board action: No decision requested: for information
SUBMISSION DATE	Click or tap to enter date submitted to Board Secretariat
LEAD EXECUTIVE	Vice-President Finance and Operations
PRESENTED BY	John Metras, Associate Vice-President, Facilities
SUPPORTED BY	Insert name and title of individuals who should be present in the meeting room during discussion on this item. For closed or in camera items, only those listed here will be permitted to attend the Board discussion on this item. These can include the Lead Author, Contributor, and Executive Sponsors.

PRIOR SUBMISSIONS

The subject matter of this submission has been considered previously by the Property Committee on the following occasions:

1. [Insert date item previously brought forward to Board/Committee and hyperlink to previous submission.][Indicate if submission was OPEN/CLOSED/IN CAMERA SESSION.]
Action/Follow up: [Identify any action items and indicate whether action completed or pending.]
2. Sample:
[November 22, 2019](#) (OPEN SESSION)
Action/Follow up: Gather and consolidate feedback from Governance Committee, Board Secretariat, UBC Executive team, Board Committee Chairs, and pilot participants to finalize materials.

[These items should be arranged in chronological order, with the oldest appearing first.]

The following Executive Summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent submission.

EXECUTIVE SUMMARY

In accordance with the Capital Projects Policy, this Board 4 post-completion report is provided as part of the project management process following the construction, occupancy and warranty period on the [insert title of project].

[Include the following content:

- description of the final project as delivered
- top 3 lessons learned

- top 3 project achievements in the areas of budget, schedule, sustainability, program, overall project design, operational experience and design process

Only include information that is new or has changed since last submission and avoid repeating or summarizing information from prior submissions.]

[Please adhere to the **two-page limit** for the Executive Summary. If a Lead Executive wishes to extend the Executive Summary length limit for a particular submission, the Lead Executive should seek permission from the Property Committee Chair in advance. Please do not change the font type or size.]

SUPPLEMENTAL MATERIALS

1. Images of final project

Supplemental materials are not subject to any page limit.



SUBJECT	Select Type of Policy Proposal For New Policy: Insert long title and policy number followed by its proposed short title as follows: [Long Title] [Policy Number] (“[Short Title]”) For Policy Amendment/Repeal: Insert short title followed by policy number in brackets as follows: [Short title] ([Policy number])
SUBMITTED TO	Insert Board or name of Committee
MEETING DATE	Click or tap to enter meeting date of Board or Committee identified
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: Select the most applicable criterion
ACTION REQUESTED	For Insert name of Committee’s Select action requested
SUBMISSION DATE	Click or tap to enter date submitted to Board Secretariat
LEAD EXECUTIVE	Select Lead Executive
PRESENTED BY	Insert name and title of person(s) who will be speaking to this submission
SUPPORTED BY	Insert name and title of individuals who should be present in the meeting room during discussion on this item. For closed or in camera items, only those listed here will be permitted to attend the Board discussion on this item. These can include the Lead Author, Contributor, and Executive Sponsors.

PRIOR SUBMISSIONS [Delete section that does not apply]

The subject matter of this submission has been considered previously by the [Insert name of Board or Committee identified above] on the following occasions:

1. [Insert date item previously brought forward to Board/Committee and hyperlink to previous submission.][Indicate if submission was OPEN/CLOSED/IN CAMERA SESSION.]
Action/Follow up: [Identify any action items and indicate whether action completed or pending.]
2. Sample:
[November 22, 2019](#) (OPEN SESSION)
Action/Follow up: Gather and consolidate feedback from Governance Committee, Board Secretariat, UBC Executive team, Board Committee Chairs, and pilot participants to finalize materials.

[These items should be arranged in chronological order, with the oldest appearing first.]

The following Executive Summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent submission.

OR

The subject matter of this submission has not previously been considered by the [Insert name of Board or Committee identified above].

EXECUTIVE SUMMARY

[Include the following content:

- responsible Executive for the policy
- brief description of purpose of policy and rationale for development/review
- for policy amendments, description of major changes recommended by the Policy Development Committee (in list/bullet point format)
- anticipated benefits and/or financial, operational or reputational risks
- key questions for input/guidance from Governors
- the proposed community consultation to be undertaken
- implementation timeline

Only include information that is new or has changed since last submission and avoid repeating or summarizing information from prior submissions.

Clearly identify in the Executive Summary what input is being requested from the Board (key questions for input/guidance) so Governors can consider in advance and come to the meeting prepared with their thoughts.]

[Please adhere to the **three-page limit** for the Executive Summary. If a Lead Executive wishes to extend the Executive Summary length limit for a particular submission, the Lead Executive should seek permission from the relevant Chair in advance. Please do not change the font type or size.]

SUPPLEMENTAL MATERIALS

1. Proposed [or proposed amendments to] [insert policy name] [Include the full text of the proposed policy or the proposed amendments to an existing policy*]
2. [Blackline showing amendments to policy]
3. List of Members of the Policy Development Committee
4. [Hyperlink to current policy and related documents, if applicable]

**Generally, amendments should be black-lined to identify changes from the existing policy; however, where the proposed amendments are extensive and would render a black-line unhelpful, a clean draft should be provided.*

Supplemental materials are not subject to any page limit.



SUBJECT	Select Type of Policy Proposal For New Policy: Insert long title and policy number followed by its proposed short title as follows: [Long Title] [Policy Number] (“[Short Title]”) For Policy Amendment/Repeal: Insert short title followed by policy number in brackets as follows: [Short title] ([Policy number])
SUBMITTED TO	Insert Board or name of Committee
MEETING DATE	Click or tap to enter meeting date of Board or Committee identified
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: Select the most applicable criterion
ACTION REQUESTED	Please indicate requested Board action: Decision requested: approval of proposed resolution IT IS HEREBY REQUESTED that the Insert name of Committee recommends to the Board of Governors approval of the amendment of Policy # Insert name of Policy as set out in Supplemental Materials #1.
SUBMISSION DATE	Click or tap to enter date submitted to Board Secretariat
LEAD EXECUTIVE	Select Lead Executive
PRESENTED BY	Insert name and title of person(s) who will be speaking to this submission
SUPPORTED BY	Insert name and title of individuals who should be present in the meeting room during discussion on this item. For closed or in camera items, only those listed here will be permitted to attend the Board discussion on this item. These can include the Lead Author, Contributor, and Executive Sponsors.

PRIOR SUBMISSIONS [Delete section that does not apply]

The subject matter of this submission has been considered previously by the [Insert name of Board or Committee identified above] on the following occasions:

1. [Insert date item previously brought forward to Board/Committee and hyperlink to previous submission.][Indicate if submission was OPEN/CLOSED/IN CAMERA SESSION.]
Action/Follow up: [Identify any action items and indicate whether action completed or pending.]
2. Sample:
[November 22, 2019](#) (OPEN SESSION)
Action/Follow up: Gather and consolidate feedback from Governance Committee, Board Secretariat, UBC Executive team, Board Committee Chairs, and pilot participants to finalize materials.

[These items should be arranged in chronological order, with the oldest appearing first.]

The following Executive Summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent submission.

OR

The subject matter of this submission has not previously been considered by the [Insert name of Board or Committee identified above].

EXECUTIVE SUMMARY

[Include the following content:

- responsible Executive for the policy
- summary of community feedback received in response to the public consultation
- description of major changes to the policy recommendation since this item was previously presented to the Committee (in list/bullet point format)
- Policy Development Committee's rationale for declining changes requested from community feedback
- any changes to anticipated benefits and/or financial, operational or reputational risks
- summary of next steps for the policy upon approval and implementation timeline

Only include information that is necessary and directly relevant for the Board to make its decision/provide the requested input, bearing in mind that a Board's informational needs require less operational details than that of the administration. Additional information available to Governors who are interested should be attached as supplementary materials.

[Please adhere to the **one-page limit** for the Executive Summary. If a Lead Executive wishes to extend the Executive Summary length limit for a particular submission, the Lead Executive should seek permission from the relevant Chair in advance. Please do not change the font type or size.]

SUPPLEMENTAL MATERIALS

1. Proposed [Insert name of policy] [Include the full text of the proposed policy or the proposed amendments to an existing policy*]
2. [Blackline showing amendments made by Policy Development Committee since proposal presented to the Board]
3. Summary table of community feedback and Policy Development Committee's response

**Generally, amendments should be black-lined to identify changes from the existing policy; however, where the proposed amendments are extensive and would render a black-line unhelpful, a clean draft should be provided.*

Supplemental materials are not subject to any page limit.



SUBJECT	Tuition Approval - Insert name of program
SUBMITTED TO	Finance Committee
MEETING DATE	Enter meeting date of Finance Committee
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: OPEN
ACTION REQUESTED	Please indicate requested Board action: Decision requested: approval of proposed resolution IT IS HEREBY REQUESTED that the Finance Committee, on behalf of the Board of Governors, approve tuition for Add text of resolution
SUBMISSION DATE	Enter date submitted to Board Secretariat
LEAD EXECUTIVE	Select Lead Executive
PRESENTED BY	Insert name and title of person(s) who will be speaking to this submission
SUPPORTED BY	Insert name and title of individuals who should be present in the meeting room during discussion on this item. For closed or in camera items, only those listed here will be permitted to attend the Board discussion on this item. These can include the Lead Author, Contributor, and Executive Sponsors.

PRIOR SUBMISSIONS [Delete section that does not apply]

The subject matter of this submission has been considered previously by the Finance Committee on the following occasions:

1. [Insert date item previously brought forward to Board/Committee and hyperlink to previous submission.][Indicate if submission was OPEN/CLOSED/*IN CAMERA* SESSION.]
Action/Follow up: [Identify any action items and indicate whether action completed or pending.]
2. Sample:
[November 22, 2019](#) (OPEN SESSION)
Action/Follow up: Gather and consolidate feedback from Governance Committee, Board Secretariat, UBC Executive team, Board Committee Chairs, and pilot participants to finalize materials.

[These items should be arranged in chronological order, with the oldest appearing first.]

The following Executive Summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent submission.

OR

The subject matter of this submission has not previously been considered by the Finance Committee.

EXECUTIVE SUMMARY

[The Executive Summary should be a concise synopsis of essential points necessary and directly relevant for the Governors to evaluate and make an informed decision. Please keep in mind the Board's strategic oversight role and avoid operational details relevant to day-to-day management activities. Please consider including the following content if appropriate:

- brief program description and rationale;
- fee information;
- anticipated benefits for students;
- any capital or academic implications/risks;
- highlights of consultations undertaken during the development and the student tuition consultation;
- hyperlink to specific [strategic plan strategies \(1-20\)](#); and
- implementation timeline.

Only include information that is new or has changed since last submission and avoid repeating or summarizing information from prior submissions.]

[Please adhere to the **two-page limit** for the Executive Summary. If a Lead Executive wishes to extend the Executive Summary length limit for a particular submission, the Lead Executive should seek permission from the relevant Chair in advance. Please do not change the font type or size.]

SUPPLEMENTAL MATERIALS

1. Tuition and Fee Assessment Details
2. Student Tuition Consultation Report

Supplemental materials are not subject to any page limit.



SUBJECT	Insert title of strategic plan or framework and indicate whether it is the first time it is being presented or an update
SUBMITTED TO	People, Community & International Committee
MEETING DATE	Click or tap to enter meeting date of PCI Committee
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: Open
ACTION REQUESTED	Please indicate requested Board action: Select action requested IT IS HEREBY REQUESTED Click or tap to add text of resolution if decision is requested. Always start with "IT IS HEREBY REQUESTED". Delete this box if no action requested.
SUBMISSION DATE	Click or tap to enter date submitted to Board Secretariat
LEAD EXECUTIVE	Select Lead Executive
PRESENTED BY	Insert name and title of person(s) who will be speaking to this submission
SUPPORTED BY	Insert name and title of individuals who should be present in the meeting room during discussion on this item. For closed or in camera items, only those listed here will be permitted to attend the Board discussion on this item. These can include the Lead Author, Contributor, and Executive Sponsors.

PRIOR SUBMISSIONS [Delete section that does not apply]

The subject matter of this submission has been considered previously by the People, Community & International Committee on the following occasions:

1. [Insert date item previously brought forward to Board/Committee and hyperlink to previous submission.][Indicate if submission was OPEN/CLOSED/*IN CAMERA* SESSION.]
Action/Follow up: [Identify any action items and indicate whether action completed or pending.]
2. Sample:
[November 22, 2019](#) (OPEN SESSION)
Action/Follow up: Gather and consolidate feedback from Governance Committee, Board Secretariat, UBC Executive team, Board Committee Chairs, and pilot participants to finalize materials.

[These items should be arranged in chronological order, with the oldest appearing first.]

The following Executive Summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent submission.

OR

The subject matter of this submission has not previously been considered by the People, Community & International Committee.

EXECUTIVE SUMMARY

[The Executive Summary should be a concise synopsis of essential points necessary and directly relevant for the Governors to evaluate and make an informed decision. Please keep in mind the Board's strategic oversight role and avoid operational details relevant to day-to-day management activities.]

Please consider including the following content if appropriate:

- recommendation from the Administration and rationale;
- anticipated benefits;
- hyperlink to the relevant *Shaping UBC's Next Century* [strategic plan strategies \(1-20\)](#);
- material financial, operational or reputational risks;
- any consultation undertaken; and
- timeline/schedule/next steps.

Only include information that is new or has changed since last submission and avoid repeating or summarizing information from prior submissions.]

[For approval items, in the ACTION REQUESTED box above, provide the resolution that is being recommended to the PCI Committee and the scope of authorization for Administration to operationalize the decision, as applicable. Clearly state whether PCI Committee is making a decision on behalf of the Board or making a recommendation to the Board.]

[For input items, clearly identify in the Executive Summary what input is being requested from the Committee (key questions for input/guidance) so Governors can consider in advance and come to the meeting prepared with their thoughts.]

[Please adhere to the [page limit](#) for the Executive Summary:

- (i) initial presentation: 2 – 3 pages
- (ii) annual update: 1 page progress update/high level dashboard

If a Lead Executive wishes to extend the Executive Summary length limit for a particular submission, the Lead Executive should seek permission from the relevant Chair in advance. Please do not change the font type or size.]

SUPPLEMENTAL MATERIALS

1. Strategic Plan/Framework
2. Graphical representation of how strategic plan or framework relates to other strategic plans or frameworks within UBC and/or the unit
3. [Updates: supplementary reporting metrics as required]

Supplemental materials are not subject to any page limit.