



SUBJECT	POLICY PRIORITIES – FINANCE COMMITTEE
SUBMITTED TO	FINANCE COMMITTEE
MEETING DATE	September 9, 2020
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: OPEN
REQUEST	For information only - No action requested
LEAD EXECUTIVE	Hubert Lai, Q.C., AVP Office of University Counsel
SUPPORTED BY	Jeff Wong, Paralegal

PRIOR SUBMISSIONS

The subject matter of this submission was previously considered by the Finance Committee in [September 2018](#).

EXECUTIVE SUMMARY

With a \$2.9 billion annual operating budget, over 17,000 faculty and staff and over 66,000 students, UBC is a complex organization with a myriad of diverse operational requirements. A cornerstone to its efficient operations is a robust set of Board policies to regulate the conduct of its faculty, staff and students. This is an update on the current state of Board policies and provides a prioritized list of upcoming policies for which proposals are to be developed.

Board policies are regulatory instruments that direct the plans, decisions and actions of UBC faculty, staff and students. Accordingly, maintaining relevant and up-to-date Board policies is essential.

Developing thorough, well-considered policy proposals is far more than a drafting exercise. The process normally includes a number of important steps, including environmental surveys, drafting, committee work, community consultation, and Board approval. Given the time and resources necessary to complete these steps, developing a policy proposal typically takes at least 6 months. Please see Supplemental Materials 1 for a flowchart describing the process.

Since the Board of Governors has only 5 regular meetings per year and the practice is to undertake community consultation for most policies, appropriate prioritization of policies is critical.

Overall Status

UBC has a total of 91 Board policies (plus one new policy proposal which is currently being developed at the request of the Board) which govern the operations and management of the University. This is a significant reduction in the volume of Board policies, which once numbered 125. Further reductions in 2020 and 2021 are targeted. By keeping the scope of the policies focused and keeping the drafting as concise as possible, the policies themselves have been also considerably reduced in overall length. The use of a more focussed collection of policies improves the ability of users to familiarize themselves with the policies, understand what they need to do, and keep up to date on ongoing changes/updates. It also streamlines the process of reviewing and ensuring the ongoing currency and relevancy of the Board's policies.

Over the previous 7 calendar years, the Board has received an average of 19 submissions per year from the Office of the University Counsel regarding policy proposals. Of these 19 submissions per year, 9 submissions have been for the Board's information and input prior to community consultation and 10 submissions have been for the Board's approval. (This does not include the average of 3 Board submissions per year to report on changes to procedures that have been approved by the President.)

For the 2020 calendar year, it is expected that proposals with respect to 6 policies will be submitted to the Board for information and input prior to community consultation and that proposals with respect to 9 policies will be submitted to the Board for approval. Proposals for all 7 of the policies that are currently designated as Priority A, 5 of which are already in progress, are scheduled to be developed and submitted for Board approval by the summer of 2022.

Policy Priorities

For each Board policy, responsibility for Board oversight has been delegated to the appropriate Board Committee. In addition, responsibility for the administration of each policy has been assigned to one or more members of the University Executive who are identified as the “Responsible Executive” for the policy.

The Office of the University Counsel maintains a file of input received from the community and other sources about each policy and uses this information to help prioritize policy work. In addition, every two years, a comprehensive redevelopment prioritization review is undertaken with all of the members of the UBC Executive Team and their portfolios. That biannual Executive review was most recently undertaken in the summer of 2020. All of the input received was considered and incorporated into the consolidated policy priorities list set out in Supplemental Materials 2, which includes the date when each policy and any associated procedures were last revised, a priority rating that reflects the urgency of developing a policy proposal, and target dates for bringing the policy proposal to the Board of Governors. Supplemental Materials 2 also includes a breakdown of all of the policies by priority ranking. For the ease of reference of the Finance Committee, a list of the policies that have been assigned to that Committee has been extracted from Supplemental Materials 2 and is set out in Supplemental Materials 3.

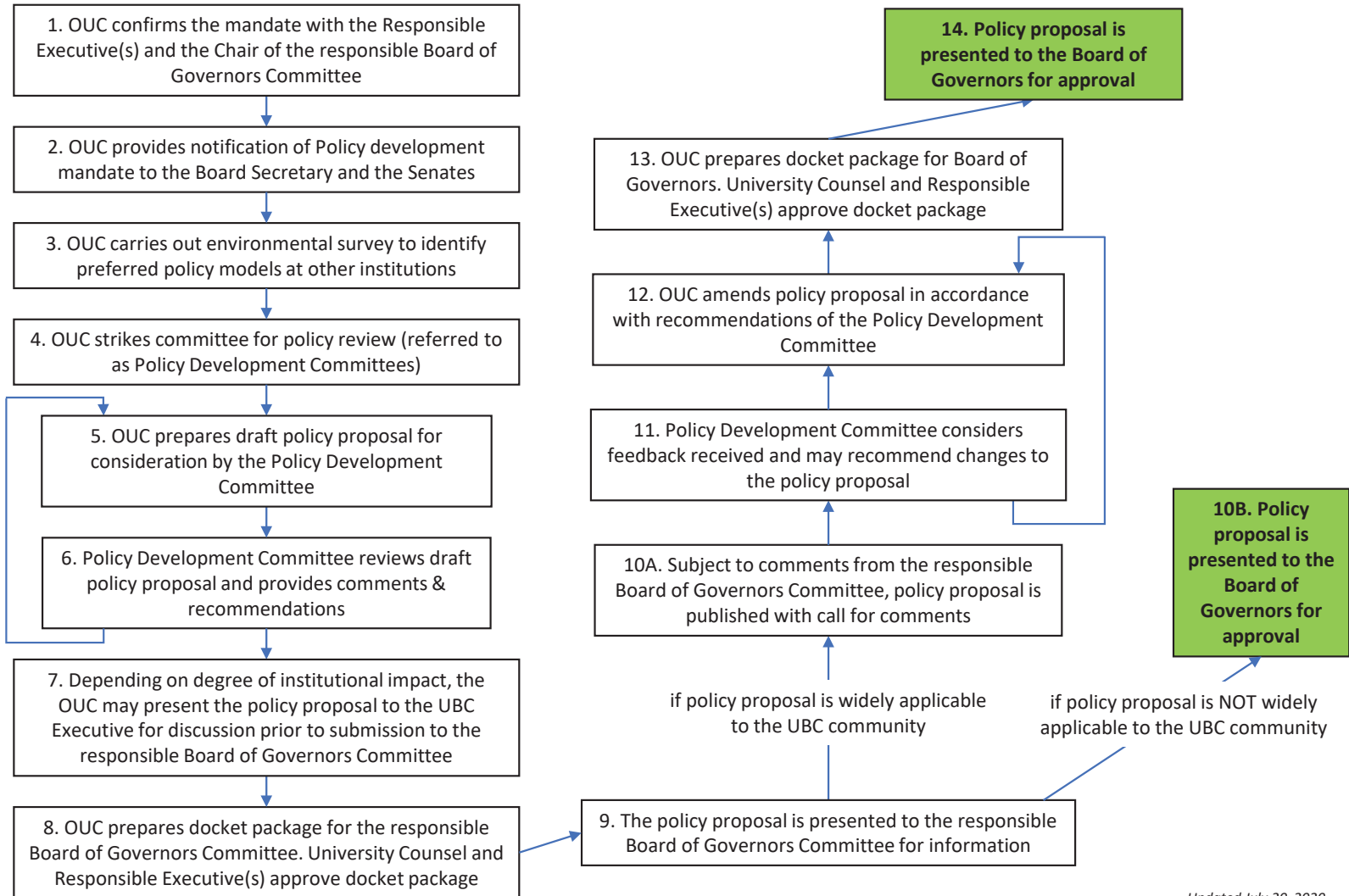
The Board Committees are provided with updated lists on a regular basis and are also provided with notification whenever the process is initiated to develop a proposal for a policy for which they are responsible. The Board Committees may request that adjustments be made to the priorities of a particular policy for which they are responsible. The distribution of all the policies amongst the Board Committees by priority rating is provided in Supplemental Materials 4.

The policy priorities list is a working document only and is subject to change on an ongoing basis. All target dates are simply estimates and are subject to many factors, including the ability of the policy committee to achieve consensus, the volume and nature of feedback received from the community consultation process, the Board’s schedule, and external factors such as collective bargaining or student politics.

SUPPLEMENTAL MATERIALS (optional reading for Governors)

1. Policy Development Process Flowchart
2. List of All Board Policies and Distribution by Priority Ranking
3. List of Board Policies assigned to the Finance Committee
4. Distribution of Board Policies Amongst Committees by Priority Rating

General Policy Development Flowchart



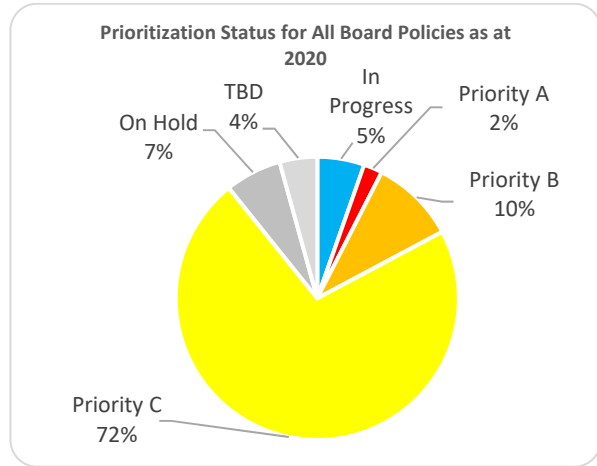
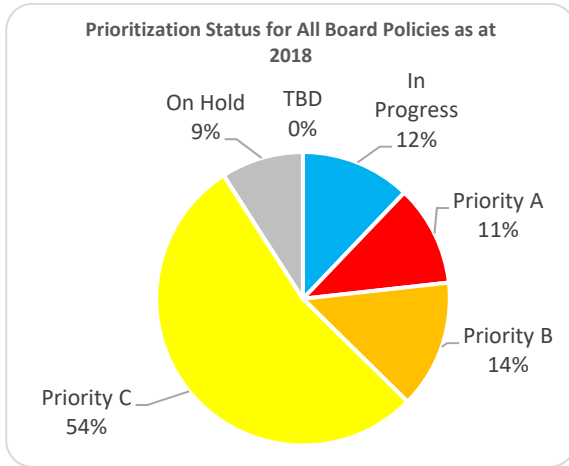
The policies have been ranked based on the following prioritization scheme:

- Priority A: Urgent. Pressing issues require immediate attention.
- Priority B: High priority but not urgent. The policy is out of date but no urgent problems have been identified
- Priority C: No concern. Satisfactory to review it in order of age after all A and B policies have been addressed
- Priority H: The development of any policy proposals should be put on hold pending further direction from the Responsible Executive(s) and/or Responsible Board Committee.
- Priority TBD: Requires further consideration by the Responsible Executive(s) or the Responsible Board Committee.

Within the Priority A grouping, the policies for which proposals are currently being developed are listed first, and identified as having the status “IP” for “in progress.” The other Priority A policies have been ranked based on the strength of the rationale provided by the Responsible Executive and in response to subsequent issues or community or Board input, and then based on age from oldest to the most recently revised. The policies in the other priority groups are sorted from the oldest to the most recently revised. For ease of reference, the following colour coding has been applied:

- **BLUE**: These are Priority A Policies already under active redevelopment. Currently, there are 5 policies in this group.
- **RED**: These policies have been identified as Priority A and not yet under active redevelopment. Currently, there are 2 policies in this group.
- **ORANGE**: These policies have been identified as Priority B. Currently, there are 9 policies identified as Priority B.
- **YELLOW**: These policies have been identified as Priority C. Currently, there are 67 policies identified in this grouping.
- **GREEN**: These policies have been identified as Priority H or TBD. There are currently 9 policies on hold or TBD.

The following chart shows each policy prioritization status as a percentage of total policies for all Board policies combined.

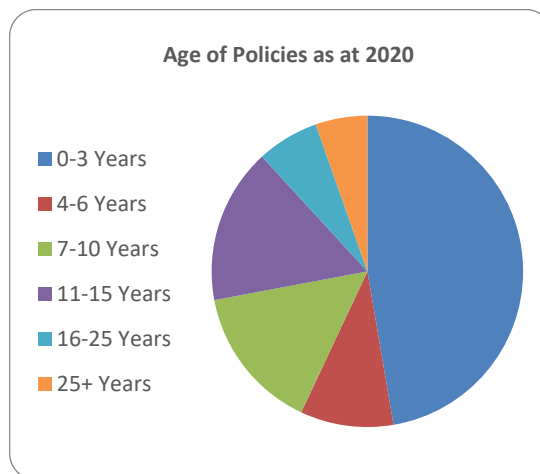
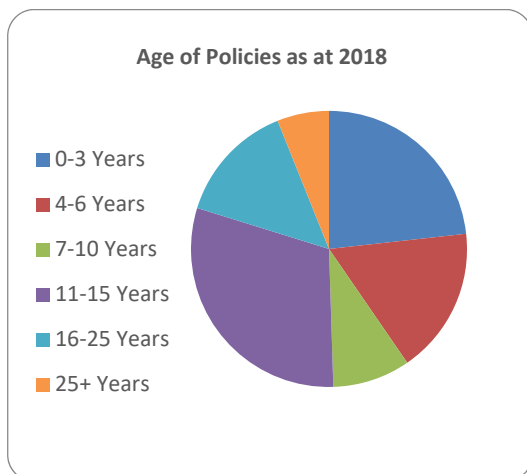


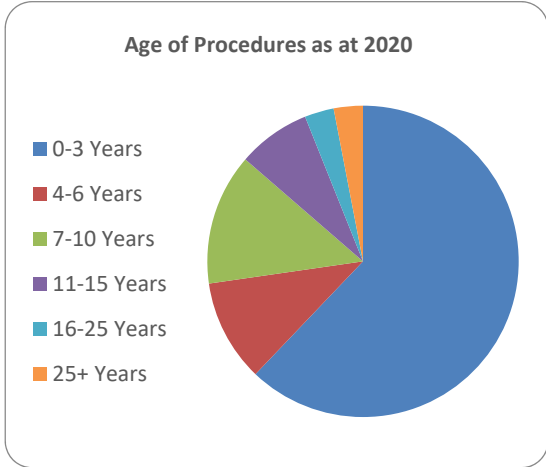
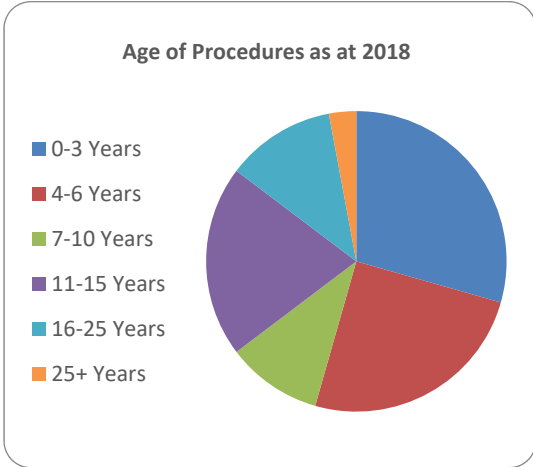
Currently, the average age of all policies is 7.4 years and the average age of all procedures is 4.6 years. This is the number of years since the policy or procedure documents has last been updated. Policies and procedures may have been reviewed more recently and found not to need updating.

The distribution of policies and procedures (by age) is as follows:

- 0-3 Years: 44 policies and 41 procedures
- 4-6 Years: 9 policies and 7 procedures
- 7-10 Years: 14 policies and 9 procedures
- 11-15 Years: 15 policies and 5 procedures
- 16-25 Years: 6 policies and 2 procedures
- More than 25 Years: 5 policies and 2 procedures

The following charts show the distribution of all Board policies and procedures based on the number of years since they were last updated.





Policy Priorities - Supplemental Materials 2

Title	Policy #	Legacy Policy #	Responsible Board Committee	Policy Last Reviewed	Policy Last Updated	Years Since Policy Update	Priority	Target BOG Info/ Input Month	Target BOG Approval Month	Rationale
Deans/Principals Appointment Policy	AP5	21	Employee Relations	Aug 2020	Sep 2013	7.0	IP	Sep 2019*	Nov 2020	Priority A as requested by the Board of Governors in June 2019 in order to respond to Board direction regarding selection processes for Deans and Principals.
Academic Heads Policy	AP9	22	Employee Relations	Aug 2020	Sep 2019	1.0	IP	Feb 2020	Jun 2020**	To incorporate amendments recommended by the Registrar to clarify and streamline the process for electing members of Advisory Committees. Also to correct out of date references to the Dean of the UBC Okanagan College of Graduate studies, to update the definitions of "Dual-campus Faculty", "UBC Okanagan Faculty", "UBC Vancouver Faculty", and add definitions for "UBC Okanagan Division" and "UBC Vancouver Division".
Registrar/Librarian Appointment Policy	AP11	17	Employee Relations	Aug 2020	Nov 2019	0.8	IP	Feb 2020***	Jan 2021	To incorporate amendments recommended by the Registrar to clarify and streamline the process for electing members of Advisory Committees.
Academic Administrator Appointment Policy	AP12	18	Employee Relations	Aug 2020	Nov 2019	0.8	IP	Feb 2020***	Jan 2021	To incorporate amendments recommended by the Registrar to clarify and streamline the process for electing members of Advisory Committees. Also to correct out of date references to the Dean of the UBC Okanagan College of Graduate studies, to update the definitions of "Dual-campus Faculty", "UBC Okanagan Faculty", "UBC Vancouver Faculty", and add definitions for "UBC Okanagan Division" and "UBC Vancouver Division".
Administrative Associate VPs Policy *NEW*	AP15	NA	Governance	Aug 2020	Jun 2020	0.2	IP	Sep 2020	Nov 2020	Priority A as requested by the Board of Governors in June of 2020 in order to respond to Board direction regarding appointments of administrative associate vice-presidents.
Students Abroad Policy	SC12	69	People, Community & International	Aug 2020	Feb 2010	10.6	A	Jan 2021	Jun 2021	Priority A as per VPS. Recent COVID crisis illustrated that there is a pressing need to have a policy framework to address recovery of both faculty, staff, and students when there are global emergencies. Review policy with lens on trying to add some language to address emergency scenarios.
Naming Policy	GA6	124	People, Community & International	Aug 2020	Sep 2019	1.0	A	Jan 2021	Jun 2021	Priority A/B as per VPE. To address issue of appropriateness of historical naming; OUC recommends priority A. Does not address some categories of gifts (e.g. scholarships and awards). No process for removal of names even though policy allows for removal. There are some inconsistencies between this policy and Honorifics policy.
Surplus Equipment Policy	UP3	108	Finance	Aug 2020	Jan 1993	27.6	B			
Research Over-Expenditure Policy	FM4	90	Finance	Aug 2020	Jun 2005	15.2	B			
Vacations Policy	HR5	56	Employee Relations	Aug 2020	Jun 2005	15.2	B			
Environmental Protection Policy	SC4	6	Audit	Aug 2020	Jun 2005	15.2	B			
Communications Policy	GA3	96	People, Community & International	Aug 2020	Jun 2005	15.2	B			
Pest Control Policy	UP7	12	Audit	Aug 2020	Jun 2005	15.2	B			
Scholarly Integrity Policy	SC6	85	Learning & Research	Aug 2020	Sep 2019	1.0	B			
Communication Services Policy	UP1	99	Audit	Aug 2020	Sep 2019	1.0	B			
Equipment/Services Use Policy	UP5	16	Property	Aug 2020	Sep 2019	1.0	B			
Travel Assistance for Graduate Studies (pending repeal)	NA	79	Audit	Aug 2020	Jun 1978	42.2	C			
Entertainment (pending repeal)	NA	84	Audit	Aug 2020	Jul 1993	27.1	C			
Grants During Leave Policy	LR3	37	Finance	Aug 2020	Jan 1994	26.6	C			
Contract Employees Fund Policy	FM7	86	Employee Relations	Aug 2020	Dec 1994	25.7	C			
Death Notices Policy	HR3	39	People, Community & International	Aug 2020	Mar 1995	25.5	C			
Research Grants Policy	LR5	35	Finance	Aug 2020	Jul 1995	25.1	C			
Technology Equity Policy	LR8	105	Learning & Research	Aug 2020	Nov 2000	19.8	C			
Late Payment Policy	FM1	67	Finance	Aug 2020	Jul 2002	18.1	C			
Trade-Mark Policy	UP6	110	People, Community & International	Aug 2020	May 2003	17.3	C			
Deaccessioning Policy	UP11	128	Learning & Research	Aug 2020	May 2004	16.3	C			
Vancouver Archives Policy	GA5	127	Learning & Research	Aug 2020	Jun 2005	15.2	C			
CV Policy	HR1	51	Learning & Research	Aug 2020	Jun 2005	15.2	C			
Sick Leave Policy	HR4	62	Employee Relations	Aug 2020	Jun 2005	15.2	C			
Study Leave Policy	HR8	54	Employee Relations	Aug 2020	Jun 2005	15.2	C			
Snow Policy	SC5	68	People, Community & International	Aug 2020	Jun 2005	15.2	C			
Signage Policy	UP8	120	Property	Aug 2020	Jun 2005	15.2	C			
Travel Expenses – Recipients of Honorary Degrees (pending repeal)	NA	80	Audit	Aug 2020	Jun 2005	15.2	C			
Gifts (pending repeal)	NA	115	Audit	Aug 2020	Jun 2005	15.2	C			
Term Investments Policy	FM9	123	Finance	Aug 2020	Apr 2010	10.4	C			
Faculty Term Appointments Policy	AP4	42	Employee Relations	Aug 2020	Sep 2010	10.0	C			
Graduate Student Teaching Policy	AP7	75	Employee Relations	Aug 2020	Feb 2012	8.6	C			
COI Policy	SC3	97	Employee Relations	Aug 2020	Feb 2012	8.6	C			
Postdoctoral Fellows Policy	AP10	61	People, Community & International	Aug 2020	Apr 2012	8.4	C			
Human Research Policy	LR9	89	Learning & Research	Aug 2020	Jun 2012	8.2	C			
Killam Professors Policy	LR6	57	Learning & Research	Aug 2020	Dec 2012	7.7	C			
Political Leave Policy	HR2	50	Employee Relations	Aug 2020	Apr 2013	7.4	C			
Retired Faculty Appointments Policy	AP1	27	People, Community & International	Aug 2020	Jun 2013	7.2	C			
Inventions Policy	LR11	88	Learning & Research	Aug 2020	Jun 2013	7.2	C			
Information Systems Policy	SC14	104	Learning & Research	Aug 2020	Jun 2013	7.2	C			
Honorifics Policy	LR1	47	Learning & Research	Aug 2020	Apr 2014	6.4	C			
Alcohol Policy	SC9	13	People, Community & International	Aug 2020	Jun 2014	6.2	C			
Teaching Materials Policy	LR12	81	Learning & Research	Aug 2020	Apr 2015	5.4	C			
Fundraising Policy	FM6	114	People, Community & International	Aug 2020	Jun 2015	5.2	C			
Video Cameras Policy	SC16	118	Audit	Aug 2020	Feb 2016	4.6	C			
Acting Heads Policy	AP2	26	Employee Relations	Aug 2020	Dec 2016	3.7	C			
Administrative VP Policy	AP14	34	Executive	Aug 2020	Dec 2016	3.7	C			
Reduced Work Policy	HR9	49	Employee Relations	Aug 2020	Dec 2016	3.7	C			
Retained Risk Policy	FM10	125	Finance	Aug 2020	Feb 2017	3.6	C			
Strike Policy	HR7	64	Employee Relations	Aug 2020	Feb 2017	3.6	C			
Endowment Policy	FM5	113	Finance	Aug 2020	Apr 2017	3.4	C			
Capital Projects Policy	FM11	126	Property	Aug 2020	Jun 2017	3.2	C			
Investigations Policy	SC8	95	Audit	Aug 2020	Jun 2017	3.2	C			
Business Expenses Policy	FM8	83	Audit	Aug 2020	Sep 2018	2.0	C			
Health and Safety Policy	SC1	7	Audit	Aug 2020	Dec 2018	1.7	C			
Board Appointments Policy	AP3	25	Employee Relations	Aug 2020	Dec 2018	1.7	C			
Smoking/Vaping Policy	SC2	15	People, Community & International	Aug 2020	Feb 2019	1.5	C			
Board Meetings Policy	GA8	93	Governance	Aug 2020	Feb 2019	1.5	C			
Land Use Policy	UP12	92	Property	Aug 2020	Apr 2019	1.3	C			
Vending Machine Policy	UP4	101	Finance	Aug 2020	Jun 2019	1.2	C			
Acting President Policy	GA1	19	Executive	Aug 2020	Sep 2019	1.0	C			
Records Management Policy	GA4	117	Audit	Aug 2020	Sep 2019	1.0	C			
Brand Identity Policy	GA7	94	People, Community & International	Aug 2020	Sep 2019	1.0	C			
Relocation Policy	HR6	82	Employee Relations	Aug 2020	Sep 2019	1.0	C			
Non-Union Compensation Policy	HR12	31	Executive	Aug 2020	Sep 2019	1.0	C			
Tuition Consultation Policy	LR4	71	Learning & Research	Aug 2020	Sep 2019	1.0	C			
Financial Aid Policy	LR10	72	People, Community & International	Aug 2020	Sep 2019	1.0	C			
Discrimination Policy	SC7	3	People, Community & International	Aug 2020	Sep 2019	1.0	C			
Wireless Network Policy	SC11	130	Learning & Research	Aug 2020	Sep 2019	1.0	C			
Financial Investigations Policy	SC15	111	Audit	Aug 2020	Sep 2019	1.0	C			
Charitable Appeals Policy	UP2	100	People, Community & International	Aug 2020	Sep 2019	1.0	C			
Advertising Policy	UP10	112	People, Community & International	Aug 2020	Sep 2019	1.0	C			
Disability Accommodation Policy	LR7	73	Learning & Research	Aug 2020	Nov 2019	0.8	C			
Regulatory Framework Policy	GA2	1	Governance	Aug 2020	Dec 2019	0.7	C			
At-Risk Behaviour Policy	SC13	14	People, Community & International	Aug 2020	Apr 2020	0.3	C			
Retaliation Policy	SC18	NA	People, Community & International	Aug 2020	Apr 2020	0.3	C			

* After policy was presented to the Board, it came back to the Board in February 2020. Scheduled to come back again in September 2020. Pending ongoing discussion with Board and Senates

** Policy was scheduled to go to the June 2020 Board meeting, however, it was deferred in order to provide additional time to consider comments from a Governor. No further plans to reschedule at this time.

*** Policy was brought to the Board in February 2020. Community consultation has not occurred, pending adjustments to be made once the Deans Appointment Policy (AP5) has been finalized.

Policy Priorities - Supplemental Materials 2

Title	Policy #	Legacy Policy #	Responsible Board Committee	Policy Last Reviewed	Policy Last Updated	Years Since Policy Update	Priority	Target BOG Info/ Input Month	Target BOG Approval Month	Rationale
Academic Administrator Extension Policy	AP6	24	Executive	Aug 2020	Jun 2020	0.2	C			
Sexual Misconduct Policy	SC17	131	People, Community & International	Aug 2020	Jun 2020	0.2	C			
Employment Advertising Policy	HR11	20	Employee Relations	Aug 2020	Jun 2017	3.2	TBD			Review as a component of anti-racism agenda, maybe with new emphasis on proactive steps that must be taken in searches. Re-visit in 3-6 months.
Employment Equity Policy	HR10	2	Employee Relations	Aug 2020	Jun 2018	2.2	TBD			Review as a component of anti-racism agenda, maybe with new emphasis on proactive steps that must be taken in searches. Re-visit in 3-6 months.
Deans Extension Policy	AP8	23	Employee Relations	Aug 2020	Jun 2020	0.2	TBD			Review priority ranking once Deans Appointment Policy is complete.
Registrar/Librarian Extension Policy	AP13	43	Employee Relations	Aug 2020	Jun 2020	0.2	TBD			Review priority ranking once Deans Appointment Policy is complete.
Disaster Management Policy	SC10	8	Audit	Aug 2020	Jun 2005	15.2	H			Pending resolution of COVID-19. Re-visit in 12 months.
Research Policy	LR2	87	Learning & Research	Aug 2020	Apr 2016	4.4	H			Priority H until 2021 as per VPRI. This should be tracked against the Data Management policy. Looking for Tri-Council policy on data management.
Purchasing Policy	FM2	122	Finance	Aug 2020	Sep 2019	1.0	H			Pending implementation of Workday. Re-visit in 12 months.
Space Rental Policy	UP9	107	Property	Aug 2020	Sep 2019	1.0	H			Awaiting direction from the Board that hinges on Academic Freedom and freedom of speech issues being discussed at Senate and elsewhere in the organization. On hold pending outcome of Board and Senate discussions on a potential EDI Policy.
Cash Handling Policy	FM3	119	Audit	Aug 2020	Dec 2019	0.7	H			Pending implementation of Workday. Re-visit in 9 months.

Policy Priorities - Supplemental Materials 3

Title	Policy #	Legacy Policy #	Responsible Board Committee	Policy Last Reviewed	Policy Last Updated	Years Since Policy Update	Priority	Target BOG Info/ Input Month	Target BOG Approval Month	Rationale
Surplus Equipment Policy	UP3	108	Finance	Aug 2020	Jan 1993	27.6	B			
Research Over-Expenditure Policy	FM4	90	Finance	Aug 2020	Jun 2005	15.2	B			
Grants During Leave Policy	LR3	37	Finance	Aug 2020	Jan 1994	26.6	C			
Research Grants Policy	LR5	35	Finance	Aug 2020	Jul 1995	25.1	C			
Late Payment Policy	FM1	67	Finance	Aug 2020	Jul 2002	18.1	C			
Term Investments Policy	FM9	123	Finance	Aug 2020	Apr 2010	10.4	C			
Retained Risk Policy	FM10	125	Finance	Aug 2020	Feb 2017	3.6	C			
Endowment Policy	FM5	113	Finance	Aug 2020	Apr 2017	3.4	C			
Vending Machine Policy	UP4	101	Finance	Aug 2020	Jun 2019	1.2	C			
Purchasing Policy	FM2	122	Finance	Aug 2020	Sep 2019	1.0	H			Pending implementation of Workday. Re-visit in 12 months.

Policy Priorities - Supplemental Materials 4

The following table shows the number of policies that have been assigned to each Board Committee listed by their priority status.

Responsible Board Committee	IP Policies	Priority A Policies	Priority B Policies	Priority C Policies	On-Hold Policies	TBD Policies	Total
Audit	0	0	3	10	2	0	15
Employee Relations	4	0	1	12	0	4	21
Executive	0	0	0	4	0	0	4
Finance	0	0	2	7	1	0	10
Governance	1	0	0	2	0	0	3
Learning & Research	0	0	1	13	1	0	15
People, Community & International	0	2	1	16	0	0	19
Property	0	0	1	3	1	0	5
Total	5	2	9	67	5	4	92