



SUBJECT	POLICY PRIORITIES – GOVERNANCE COMMITTEE
SUBMITTED TO	GOVERNANCE COMMITTEE
MEETING DATE	September 10, 2020
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: OPEN
REQUEST	For information only - No action requested
LEAD EXECUTIVE	Hubert Lai, Q.C., University Counsel
SUPPORTED BY	Jeff Wong, Paralegal

PRIOR SUBMISSIONS

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

1. [September 13, 2018](#) (OPEN SESSION)

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 Governance 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.

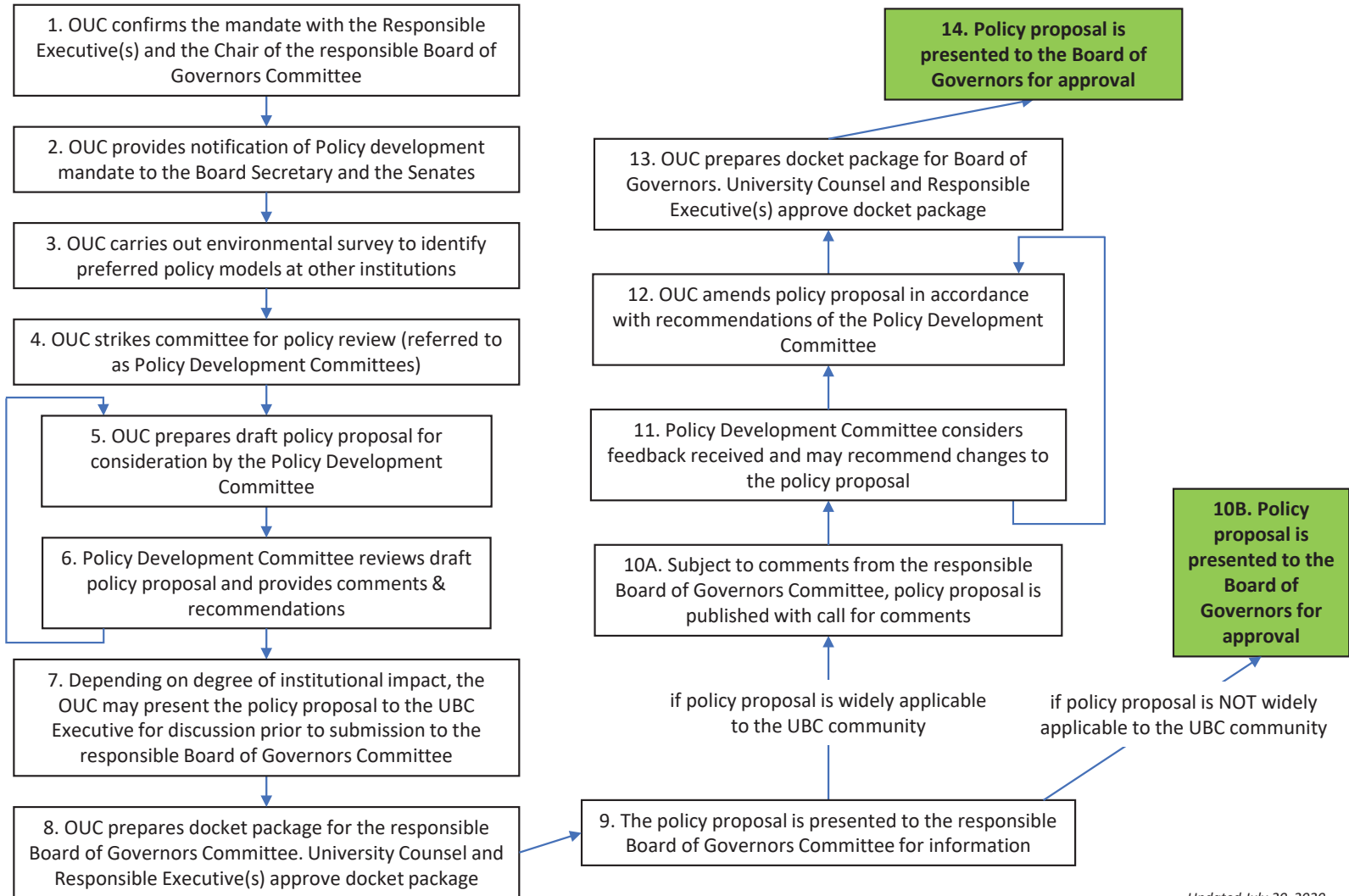
The Board Committees are provided with updated lists on a regular basis and are also provided with notification whenever the process is initiated to develop a proposal for a policy for which they are responsible. The Board Committees may request that adjustments be made to the priorities of a particular 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 Governance Committee
4. Distribution of Board Policies Amongst Committees by Priority Rating

General Policy Development Flowchart



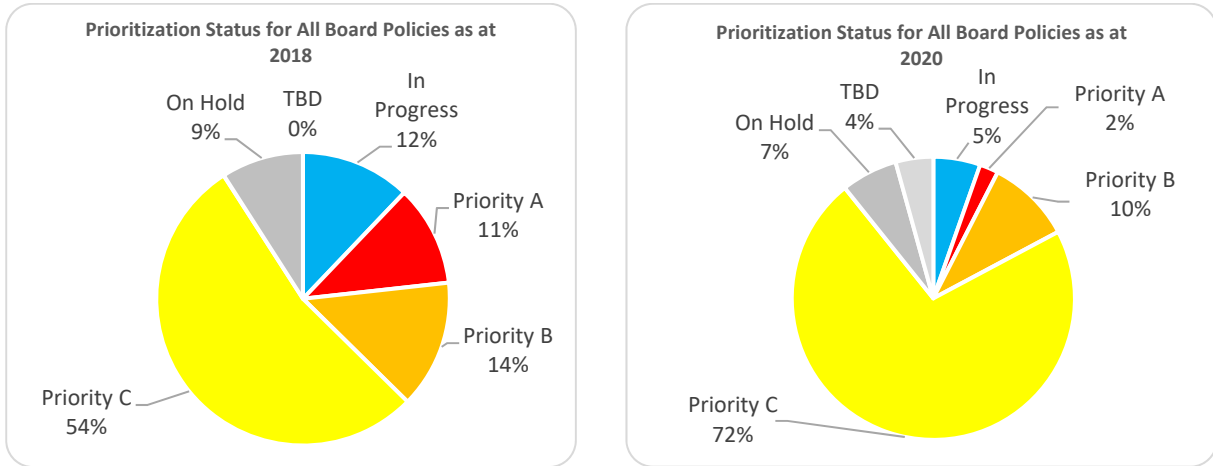
The policies have been ranked based on the following prioritization scheme:

- 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.

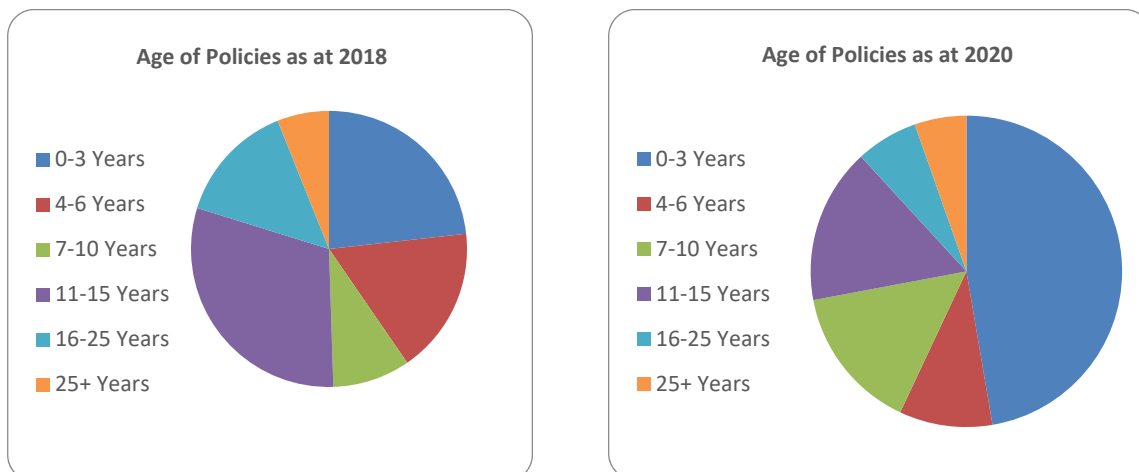


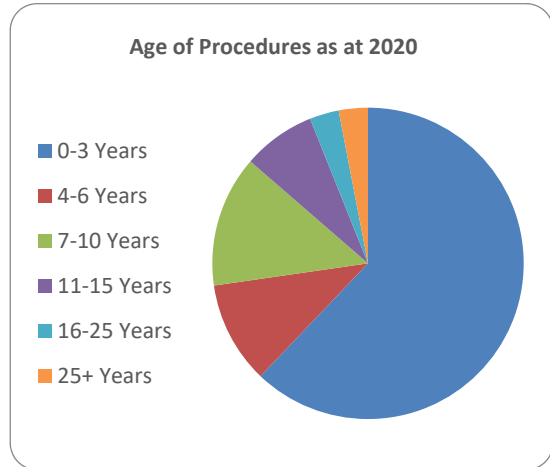
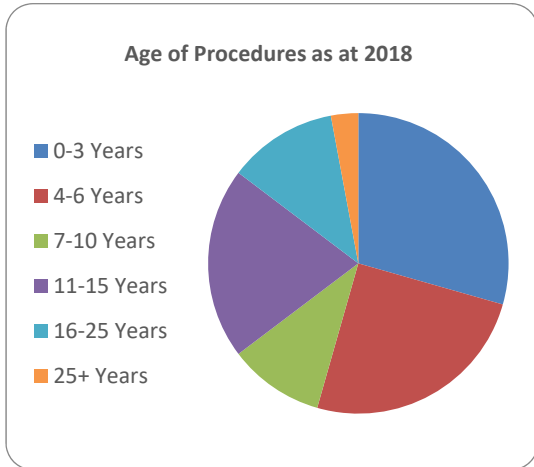
Currently, the average age of all policies is 7.4 years and the average age of all procedures is 4.6 years. This is the number of years since the policy or procedure documents has last been updated. Policies and procedures may have been reviewed more recently and found not to need updating.

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
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
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.
Board Meetings Policy	GA8	93	Governance	Aug 2020	Feb 2019	1.5	C			
Regulatory Framework Policy	GA2	1	Governance	Aug 2020	Dec 2019	0.7	C			

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