



THE UNIVERSITY OF BRITISH COLUMBIA

Board of Governors Manual



In terms of the work done by the Board of Governors as a whole, members are guided by this Manual, a compilation of Board of Governors procedures, roles and responsibilities.

Table of Contents

1.	Mandate and Charter	4
1.1	<i>Strategy.....</i>	5
1.2	<i>Internal Controls and Financial Reporting.....</i>	5
1.3	<i>Risk Management.....</i>	6
1.4	<i>Monitoring and Reporting.....</i>	6
1.5	<i>Code of Conduct and Ethics.....</i>	6
1.6	<i>Human Resources.....</i>	7
1.7	<i>Signing Authority and Signing Resolutions.....</i>	7
1.8	<i>Communications.....</i>	7
2.	Code of Conduct and Conflict of Interest Guidelines for the Board of Governors	8
2.1	<i>Disclosure Requirements under the Code.....</i>	8
2.2	<i>Duties of Governors under the Code</i>	9
3.	Provincial Guidelines	10
3.1	<i>Compliance and Legal Obligations.....</i>	10
3.2	<i>Mandate Letters for Public Post-Secondary Institutions.....</i>	10
3.3	<i>Evaluating UBC Governance against Best-Practice Guidelines</i>	10
4.	Academic Freedom and Responsibility	11
4.1	<i>Freedom from Harassment and Discrimination</i>	11
4.2	<i>Expectations for Faculty and Staff.....</i>	11
5.	Governance and Accountability.....	12
5.1	<i>Governance Framework.....</i>	12
5.2	<i>Institutional and Academic Governance.....</i>	12
5.3	<i>University Executive.....</i>	15
6.	UBC Campuses and Affiliated Boards	17
6.1	<i>UBC Campuses.....</i>	17
6.2	<i>UBC-Affiliated Boards.....</i>	17
6.3	<i>UBC-Controlled Subsidiaries.....</i>	20

7.	Composition of the Board	21
7.1	<i>Appointment/Election to the Board of Governors</i>	<i>21</i>
7.2	<i>Key Personnel.....</i>	<i>22</i>
7.3	<i>Assessment and Evaluation of Board Performance</i>	<i>23</i>
7.4	<i>Committees of the Board.....</i>	<i>23</i>
8.	Responsibilities and Standards.....	27
8.1	<i>Role and Responsibilities: Individual Governors</i>	<i>27</i>
8.2	<i>Role and Responsibilities: Board Chair.....</i>	<i>29</i>
8.3	<i>Role and Responsibilities: President.....</i>	<i>31</i>
8.4	<i>Role and Responsibilities: Chancellor.....</i>	<i>34</i>
8.5	<i>Role and Responsibilities: Board Vice-Chair</i>	<i>35</i>
8.6	<i>Communications.....</i>	<i>36</i>
8.7	<i>Meetings and Attendance</i>	<i>36</i>
8.8	<i>Preparation for Meetings</i>	<i>37</i>
8.9	<i>Compensation of Board Members.....</i>	<i>37</i>
8.10	<i>Responding to Media Requests.....</i>	<i>38</i>
9.	Meetings.....	38
9.1	<i>Annual Meeting Schedule</i>	<i>38</i>
9.2	<i>Voting</i>	<i>39</i>
9.3	<i>Closed Meetings</i>	<i>39</i>
9.4	<i>Agendas and Meeting Documents.....</i>	<i>40</i>
9.5	<i>Visitors, Press and Staff at Meetings</i>	<i>40</i>
10.	Appendices.....	i
10.1	<i>Provincial Legislation and Guidelines.....</i>	<i>i</i>
10.2	<i>UBC Policies and Guidelines</i>	<i>i</i>
10.3	<i>UBC Links.....</i>	<i>ii</i>
10.4	<i>Institutional Memberships</i>	<i>iii</i>
10.4	<i>Affiliated Boards.....</i>	<i>iii</i>
10.5	<i>Frequently Used Acronyms.....</i>	<i>iv</i>

1. Mandate and Charter

The Board of Governors must ensure that the University is well managed and that procedures are in place to review all aspects of its operations with a view to increasing quality.

The source of the Board's authority and mandate is the British Columbia *University Act*, under which the Board of Governors is responsible for the:

- general oversight of the University
- management, administration and control of the property, revenue, business and affairs of the University
- appointment of senior officials and faculty members (on the recommendation of the President)

Under the *University Act*, in particular Parts 6 and 10, it is the role of the Board of Governors to:

- provide stewardship
- participate in setting the mission and strategic plan of the University
- appoint and support the President
- ensure the University's future
- advocate on behalf of the University
- identify risks and internal controls
- ensure adequate resources and financial solvency
- set policy
- ensure good management and governance

Although the *University Act* requires certain specific activities from the Board, the Board retains wide latitude for policy making for the University's operation.

The general mandate of the UBC Board of Governors includes the responsibility to:

- determine the character and mission of the University
- supervise succession planning processes at the University, including the selection, appointment, development, evaluation and compensation of the President as chief executive
- oversee the effective and prudent operation of the University and assess performance against key performance indicators agreed with management, including:
 - approving and monitoring budgets and financial plans
 - ensuring the University's assets and resources are properly managed
 - approving and monitoring subsidiaries
- ensure adequate risk management procedures and associated internal controls are established and effectively maintained
- oversee the establishment and effective operation of key policies consistent with legal requirements and the spirit of community expectations, justice and fairness

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- require and monitor compliance with applicable legislative and other obligations
 - effectively manage the Board’s own operations, including:
 - the election of the Board Chair
 - orientation and professional development of Board members; and, the proper execution by members of their fiduciary duties

1.1 Strategy

It is the responsibility of the Board of Governors to:

- review and approve the University’s vision, mission and values
- provide input, review and approve the University’s strategic plan
- review and approve the University’s annual operating and capital plans and budgets
- monitor, on a regular basis, performance against strategic and operational plans, with a focus on key risks and strategies

1.2 Internal Controls and Financial Reporting

It is the responsibility of the Board of Governors to:

- ensure the integrity of the University’s internal controls and management information systems by establishing appropriate internal and external audit and control systems and by receiving regular status updates thereon
- review all financial reports and related materials of the University prior to release and receive a detailed analysis of those reports from senior executives and the Audit Committee to assist in the review
- oversee and ensure compliance with applicable legislative and University policy requirements, and ensure that systems are in place to ensure compliance on an ongoing basis
- ensure financial results are reported fairly and in accordance with generally accepted accounting principles
- ensure adequate procedures for managing conflicts of interest and internal grievances

Provincial legislation precludes the University from operating in a deficit position (*University Act*, section 29(1):

The board must not incur any liability or make any expenditure in a fiscal year beyond the amount unexpended of the grant made to the university and the estimated revenue of the university from other sources up to the end of and including that fiscal year, unless an estimate of the increased liability or over-expenditure has been first approved by the Minister of Advanced Education and Skills Training and the Minister of Finance.

1.3 Risk Management

It is the responsibility of the Board of Governors to:

- understand the key risks affecting the University's operations
- conduct regular reports and assessments to ensure that management has established appropriate systems to manage these risks
- receive regular reports on the management of material risks to the University

In particular, the Board will review with the Administration the policies and procedures that are in place to identify, manage and monitor material risk including, but not limited to:

- disaster preparedness
- risks of low probability with high impact
- operational risks of medium probability with low and medium impact
- such other risk issues of concern to the Board and the Administration

The President, the Vice-President Finance & Operations (and where appropriate, University Counsel), are responsible for establishing processes, procedures and mechanisms by which key matters of risk are identified, and for ensuring that strategies are developed to manage such risks.

1.4 Monitoring and Reporting

It is the responsibility of the Board of Governors to:

- direct the Administration to develop, implement and maintain reporting systems that accurately measures the University's performance against the performance expectations set out in its strategic and operational plans
- monitor the University's progress towards the objectives set out in the strategic and operational plans
- revise and alter direction through the Administration, in light of changing circumstances
- report annually to the public and stakeholders on the University's progress towards achieving the objectives set out in its strategic and operational plans

1.5 Code of Conduct and Ethics

It is the responsibility of the Board of Governors to:

- approve and monitor, through the Administration, compliance with the policies, bylaws and procedures that govern University operations
- approve and act as a guardian of the University's values
- direct the Administration to ensure that the University operates at all times within applicable laws and regulations, and to the highest ethical and moral standards

The Board shall promote a culture of integrity at the University through its own actions, its interaction with senior executives and external parties, and through the selection and review of the President.

1.6 Human Resources

It is the responsibility of the Board of Governors to:

- appoint and replace the President as appropriate, and monitor and evaluate the President's performance
- approve the President's compensation
- provide advice and counsel to the President in the execution of the President's duties
- review Human Resources strategies and processes for recruitment, appointment and compensation of senior management, acting upon the advice of the President
- ensure plans are made for management succession and development, including: criteria and processes for recognition, promotion, development and appointment of management, consistent with the future leadership requirements of the University

1.7 Signing Authority and Signing Resolutions

Section 27 of the *University Act* gives the Board of Governors the following powers with respect to signing authority:

- to appoint a secretary and committees it considers necessary to carry out the Board's functions, including joint committees with the Senate, and to confer on the committees power and authority to act for the Board
- to enter into agreements on behalf of the University

Signing Resolutions designate and authorize by resolution an officer or officers of the University to sign legally binding documents on behalf of the University.

1.8 Communications

It is the responsibility of the Board of Governors to ensure the University has a plan in place to communicate effectively with faculty, students, stakeholders and the public, and to accommodate feedback from those parties.

Speaking on Behalf of the University

The President or their designate is the spokesperson for the University. The Chair of the Board only is the spokesperson for the Board and, in this connection, the Chair consults the President. The Chair will seek guidance from the Board of Governors, in consultation with the President, to determine the items which will be released publicly.

Public Statements on Matters not discussed at Meetings

Board members who are concerned about University policies, practices, or procedures are encouraged to bring such matters to the Board for discussion. Prior to such discussion, members should exercise discretion in any comments which they find necessary to make in public.

Letters to the Board

Letters addressed to the Board of Governors are forwarded immediately on receipt to the Board Chair, and are circulated to all Governors at the next Board meeting, as per a November 2003 Board of Governors resolution. The Board Secretary may, at their discretion, refer letters that have been inappropriately addressed to the appropriate person or authority.

2. *Code of Conduct and Conflict of Interest Guidelines for the Board of Governors*

In keeping with the University's commitment to the highest standards of ethics, integrity and responsible stewardship, the *Code of Conduct and Conflict of Interest Guidelines for the Board of Governors* defines the standards of conduct expected of Governors, including with respect to conflicts of interest.

The Board of Governors manages the property, revenue, business, and affairs of UBC as set forth in the *University Act*. Each Governor is subject to the duties and standard of care that are required under the *University Act* and at common law. The provisions of the *Code* are in addition to, and not in substitution for, any obligations imposed on a Governor by statutory or common law. Compliance with the *Code* does not relieve a Governor from any such obligation.

The *Code* applies to all Governors, whether elected or appointed.

Each Governor takes all reasonable steps to avoid conflicts of interest and uses their best personal judgment in assessing whether or not any transaction, relationship or opportunity involving the Governor (or a person whom is a 'Related Person' to the Governor) gives rise to a conflict of interest.

The Board of Governors shall promote a culture of integrity at the University through its own actions, its interaction with senior executives and external parties, and through selection and review of the President.

Each Governor shall act in the highest ethical manner and with integrity in all professional dealings.

2.1 Disclosure Requirements under the *Code*

Upon being appointed or elected to the Board, and annually thereafter, each Governor must complete an Acknowledgement and Agreement in which the Governor acknowledges and agrees that he or she has received a copy of the *Code*, will conscientiously and in good faith observe the provisions of the *Code*, and that a breach of the *Code* may result in remedial action, up to and including a request for resignation or a recommendation for removal from the Board.

Governors must update Disclosure Statements at any time that a Governor becomes aware of new or additional relevant information, or as required by changed circumstances.

In addition to filing a Disclosure Statement, all Governors have an ongoing duty to disclose an actual, potential or apparent conflict of interest as soon as the issue arises and before the Board or its committees deal with the matter at issue.

2.2 Duties of Governors under the *Code*

The Board of Governors, collectively, are entrusted with the management, administration and control of the property, revenue, business and affairs of the University.

Governors' duties are set out in the *University Act* and established by common law. Taken together, the fundamental duties of Governors include the following:

Fiduciary Duty: Governors must act honestly and in good faith with a view to serving the best interests of the University. In placing the University's interests ahead of their own personal interests, each Governor is required to:

- be honest in their dealings with the University and others on behalf of the University
- disclose to the Board any personal interests that he or she holds that may conflict with the interests of the University in accordance with the requirements set out in the *Code*
- remain impartial and loyal to the best interests of the University and not act as a delegate or representative of any interest, stakeholder, or group
- maintain the confidentiality of information submitted to the Governor in confidence, and in accordance with the requirements set out in the *Code* and any applicable policies
- respect the Board and Board decisions, and avoid undermining any decision of the Board, regardless of whether the Governor agrees with or voted for the decision

Duty of Care: Governors must exercise the degree of care, skill, and diligence reasonably expected from a person having their knowledge and experience.

Duty of Knowledge: Governors must be familiar with and generally knowledgeable about:

- the University's mandate, goals, objectives, and operations
- the community, business and political environments within which the University operates
- the relevant legislation applicable to the University and Governors
- the current governance policies and practices of the University

Duty of Compliance: Governors must comply with all applicable laws and regulations and with policies applicable to Governors, including the *Code*.

Duty to Disclose: Governors must disclose information within their knowledge that is of significance to the University.

3. Provincial Guidelines

3.1 Compliance and Legal Obligations

It is the responsibility of the Board of Governors to:

- ensure the University's legal and contractual requirements are met
- ensure that documents and records are properly prepared, approved and maintained

Directors have specific statutory duties and obligations under employment, environmental and financial reporting law, as well as under the withholding provisions of taxation law. This includes liability for unpaid government levies and source deductions and liability for unpaid wages and commissions.

University Act, section 69: An action or proceeding must not be brought against a member of a board, senate or faculties, or against an officer or employee of a university, in respect of an act or omission of a member of a board, senate or faculties, or officer or employee, of the university done or omitted in good faith in the course of the execution of the person's duties on behalf of the university.

The University has arranged for an adequate level of Directors and Officers Liability Insurance to supplement this statutory protection.

Independent Advisors

The Board shall have the authority to retain such independent advisors as it may deem necessary or advisable for its purposes. Expenses related to such engagement shall be funded by the University.

3.2 Mandate Letters for Public Post-Secondary Institutions

B.C. public post-secondary institutions are issued an annual Mandate Letter that outlines statutory obligations and provincial government priorities and is to be signed by the Board Chair upon resolution of all Board members.

3.3 Evaluating UBC Governance against Best-Practice Guidelines

The Premier's Office of the Province of British Columbia has established good governance as a priority initiative for all public sector agencies, crown corporations and institutions in the province. 'Governance' has been broadly defined by the Province as the structures and processes by which organizations are directed, controlled and held to account.

The Board of Governors takes its governance responsibilities very seriously, and through its Governance Committee regularly reviews and updates the primary governance documents of the University to reflect provincial best-practice guidelines.

4. Academic Freedom and Responsibility

The University of British Columbia is a community of students, faculty, staff, and members of the community at large dedicated to the advancement of learning, the collection and dissemination of knowledge and skills, the intellectual development of its members, and the betterment of society. Members of the University enjoy certain rights and privileges essential to the fulfillment of the University's primary functions: instruction and the pursuit of knowledge.

Central among these rights is the freedom, within the law, to pursue what seems to them as fruitful avenues of inquiry, to teach and to learn unhindered by external or non-academic constraints, and to engage in full and unrestricted consideration of any opinion. This freedom extends not only to the regular members of the University, but to all who are invited to participate in its forum. Suppression of this freedom, whether by institutions of the state, the officers of the University, or the actions of private individuals, would prevent the University from carrying out its primary functions.

All members of the University must recognize this fundamental principle and must share responsibility for supporting, safeguarding and preserving this central freedom. Behaviour that obstructs free and full discussion, not only of ideas that are safe and accepted, but of those which may be unpopular or even abhorrent, vitally threatens the integrity of the University's forum. Such behaviour cannot be tolerated.

4.1 Freedom from Harassment and Discrimination

The University of British Columbia is committed to providing a collegial, safe and pleasant working and learning environment for all members of the University community, one that respects differences, champions fair treatment, and celebrates diversity.

The University does not condone and will not tolerate acts of discrimination and harassment, including sexual harassment. All members of the UBC community – students, faculty, staff, and visitors – have a responsibility to respect the rights of others and to cooperate in creating and maintaining an environment that is free of harassment and discrimination.

4.2 Expectations for Faculty and Staff

Published by UBC Human Resources, the *Summary of UBC Policies and Expectations for UBC Faculty and Staff* is maintained as an information resource for UBC employees and the general public, and is intended to provide an overview of existing UBC policies and procedures. It is not a replacement for existing UBC policies and if there is any conflict between the document and UBC policies, the applicable UBC Policies will govern.

The *Summary of UBC Policies and Expectations for UBC Faculty and Staff* summarizes the standards of behaviour expected of all UBC persons, highlights the key principles and rules which UBC persons are expected to follow, provides links to relevant policies and other documents, summarizes the various compliance mechanisms within UBC, and highlights where concerns about possible breaches of UBC policies and procedures can be reported. It is the responsibility of every UBC person to comply with the underlying policies and procedures.

The *UBC Stewardship Statement* further underlines that all UBC persons are expected to adhere to the highest ethical standards when engaging in UBC-related activities. **The University expects all UBC persons to adhere to its core values in their professional and personal conduct and exercise sound stewardship of public resources.**

5. Governance and Accountability

The University of British Columbia is committed to the core values of academic freedom, advancing and sharing knowledge, excellence, integrity, mutual respect, equity, and the public interest.

5.1 Governance Framework

In terms of the provincial legislative context, important distinctions exist between a university and other agencies or crown corporations, distinctions founded in long traditions and legislative support for the autonomy and independence of universities as seats of knowledge.

The *University Act* sets out the responsibility of the Board of Governors for the management, administration, and control of the property, revenue, business, and affairs of the University. Provincial financial reporting requirements, environmental and workplace codes also apply. Within this legislative context, the Board of Governors retains wide latitude to set policy for the University.

The provincial government respects and is legally bound not to interfere with the academic policies, administration and standards of the University (*University Act* s48).

The Board of Governors must ensure that the University is well managed and that procedures are in place to review all aspects of its operations with a view to increasing quality. It is also the responsibility of the Board of Governors to monitor the fiscal vitality of the University, and to determine that all possible areas of revenue enhancement are pursued.

It is important to note that responsible stewardship of public resources is mandated throughout the University.

The Office of the University Counsel maintains a PDF collection of all policies approved by the Board of Governors, as well as associated procedures and guidelines currently in effect.

5.2 Institutional and Academic Governance

One important distinction setting UBC apart from many other organizations is the division of governance roles and responsibilities in a university. The University operates as an integrated institution; both the Board of Governors and the Senates (Okanagan, Vancouver and the Council of Senates) are governing bodies of the University. The traditional bicameral system of both a board and senate is refined in modern universities under legislative roles which separate business activities from the academic integrity of the institution.

The role of the governing bodies is that of strategic oversight (to be informed about, but not supervise or direct, the day-to-day activities, risks and successes of the organization), setting overall vision and strategic direction, and periodically assessing operational status relative to that direction.

The Board of Governors is responsible for the business of the University – its administration, finances, operations, assets and place in the community – and the integrity of such. Governors are committed to ongoing assessment and improvement in support of UBC’s leadership role as a complex institution in exciting times.

The Senates have a more focused responsibility for the academic integrity of the University, subject to the Board’s involvement where academic matters interface with matters of business and the larger community.

The *University Act* provides for Board interaction with UBC’s Senates in a number of areas, including the consideration of recommendations from the Senates for the establishment of faculties and departments, and the provision of chairs, institutes, fellowships, scholarships, exhibitions, bursaries and prizes.

Legislated Roles – Board and Senates

FINANCIAL	BoG	Senates
<i>University Act</i> s.27(2)(s) Enter into agreements on behalf of the University	X	
<i>University Act</i> s.27(2)(l), s.37(1)(e), s.38.2(4) Receive from the President, analyze, and adopt the budgets for operating and capital expenditures	X	X
<i>University Act</i> s.27(2)(m) Set, determine and collect academic and athletic fees, including library fees, laboratory fees, examination fees, etc.	X	
<i>University Act</i> s.27(2)(m,n), s.27.1 Set, determine and pay over fees for student clubs and alumni organizations	X	
<i>University Act</i> s.27(2)(o) Administer funds, grants, fees, endowments and other assets	X	
<i>University Act</i> s.27(2)(w) Pay to municipality a grant (not to exceed municipal taxes or amount specified by Minister)	X	
<i>University Act</i> s.57 Invest University money available for investment	X	
<i>University Act</i> s.31 Procure short-term borrowing to meet the expenditures of the University	X	
<i>University Act</i> s.58 Borrow money for the purpose of acquiring land for the use of the University, or for erecting, repairing, adding to, furnishing or equipping a building or structure for the use of the University	X	
PROPERTY	BoG	Senates
<i>University Act</i> s.27(2)(d) Maintain and keep in proper order and condition the real property of the University; erect and maintain the buildings and structures; and, make rules respecting the management, government and control of the real property, buildings and structures	X	
<i>University Act</i> s.50(1), s.55 Acquire land or personal property for the purposes of a university	X	
<i>University Act</i> s.50(2) Mortgage, lease or dispose of University land	X	
<i>University Act</i> s.51 Expropriate land necessary for University purposes	X	

<i>University Act s. s.27(2)(e)</i> Provide for conservation of the heritage sites of the University, including any heritage buildings, structures and land of the University	X	X
<i>University Act s.27(2)(t)</i> Regulate, prohibit and impose requirements in relation to the use of real property, buildings, structures and personal property of the University, including in respect of noise, activities and events, vehicle traffic and parking, and pedestrian traffic	X	
ACADEMIC Appointments and Faculty	BoG	Senates
<i>University Act s.27(2)(f)</i> Establish procedures for the recommendation and selection of candidates for senior academic administrators, including the President, deans, librarians and the Registrar	X	X
<i>University Act s.27(2)(g), s.28</i> Appoint President, deans, Librarian, Bursar, Registrar, academic staff, officers and employees	X	
<i>University Act s.37(1)(k)</i> Determine members of teaching and academic staff who are members of each Faculty		X
<i>University Act s.27(2)(k)</i> Provide for chairs, institutes, fellowships, scholarships, exhibitions, bursaries and prizes	X	
<i>University Act s.60(3)</i> Hear appeals concerning suspension of staff members	X	
ACADEMIC Courses of Study	BoG	Senates
<i>University Act s.37(1)(i), s.38, s.48(2)</i> Establish or discontinue any faculty, department, course of instruction, chair, fellowship, scholarship, exhibition, bursary or prize	X	X
<i>University Act s.27(2)(i)</i> Consider recommendations from the Senate concerning establishment of faculties and departments	X	X
<i>University Act s.27(2)(j), s.29</i> Provide for the establishment of faculties and departments	X	X
<i>University Act s.37(1)(f)</i> Revise courses of study, instruction and education for all faculties and departments	X	X
<i>University Act s.37(1)(h)</i> Grant degrees, diplomas and certificates		X
<i>University Act s.37(1)(n)</i> Provide for the preparation and publication of a University calendar		X
<i>University Act s.37(1)(d)(s)(t)</i> Determine matters regarding examinations		X
<i>University Act s.37(1)(r)</i> Enter into agreements with any corporation or society in British Columbia entitled under any Act to establish examinations for admission to the corporation or society	X	X
ACADEMIC Student Access, Awards and Discipline	BoG	Senates
<i>University Act s.27(2)(r)</i> Set total number of students for the university or its faculties and make rules to achieve these targets	X	X
<i>University Act s.37(1)(c)</i> Determine academic qualifications for admission and in which faculty the applicant will register		X
<i>University Act s.37(1)(g)</i> Determine matters related to geographic access to academic programs		X
<i>University Act s.27(2)(q)</i> Provide student loans	X	
<i>University Act s.37(1)(i), s.38</i> Recommend the establishment or discontinuance of scholarships, bursaries, exhibitions and prizes	X	X

<i>University Act s.27(2)(k)</i> Provide for scholarships, bursaries, exhibitions and prizes	X	
<i>University Act s.37(1)(j)</i> Award scholarships, bursaries, exhibitions and prizes	X	
<i>University Act s.37(1)(v)</i> Hear final appeal in student disciplinary matters		X
MISCELLANEOUS	BoG	Senates
<i>University Act s.9(1)</i> Rules governing procedure for the transaction of business by the convocation		X
<i>University Act s.27(2)(p)</i> Matters regarding the seal and arms of the University	X	
<i>University Act s.37(1)(l,m)</i> Make rules for the management and conduct of the library; provide for the conservation of heritage objects and collections		X
<i>University Act s.37(1)(u), s.38(1)(2), s.38.2(4)</i> Terms of affiliation with other universities, colleges or institutes of learning including modification or termination of the affiliation	X	X
<i>University Act s.37(1)(w)</i> Relations with other post-secondary institutions in B.C.		X
<i>University Act s.38.2(4),s.43(1)</i> Rules concerning nominations, elections and voting		X

5.3 University Executive

Governance of the University is balanced between the Board of Governors and the Senates, and flows through the President's Office to the portfolios of the Vice-Presidents, an important component of UBC's governance framework also known as 'the Administration'.

Executive officers and management (including the President, senior administrative officers and associated systems,) provide general supervision and direction of the business and academic work of the University, in accordance with, and to effectively implement, the strategic framework and oversight directions of the Board of Governors and the Senates.

The Board of Governors establishes operational policies within which the Administration operates. The execution of UBC policies (as approved by the Board of Governors) is monitored by the Board through a variety of formal and informal reports from the Administration on the affairs of the institution.

The role of the **President** is to provide oversight and direction for the operation of the University, in accordance with the strategic framework and directions of UBC's governing bodies, the Board of Governors and the Senates.

The **Deputy Vice-Chancellor and Principal** is the senior administrator for UBC's Okanagan campus and is a core member of UBC's executive leadership team.

The **Provost and Vice-President Academic, UBC Vancouver** is responsible for the academic mandate of the University at its Vancouver campus, providing leadership in planning, policy development, and management of resources to achieve strategic goals.

The **Provost and Vice-President Academic, UBC Okanagan** is responsible for the academic mandate of the University at its Okanagan campus, providing leadership in planning, policy development, and management of resources to achieve strategic goals.

The **Vice-President Development & Alumni Engagement** portfolio champions UBC's visions and values, fosters alumni engagement and attracts supporters to advance the institution. The Alumni unit works in strategic partnership with alumni UBC, UBC's alumni association.

The **Vice-President External Relations** portfolio is the University's central planning and coordinating office for University relations and communications, both internally and externally, with government and the community.

The **Vice-President Finance & Operations** oversees UBC's \$2B+ operating budget across the Vancouver and Okanagan campuses. The portfolio is also responsible for managing UBC's infrastructure, building operations, and ancillary businesses.

The portfolio of the **Associate Vice-President Finance & Operations**, UBC Okanagan encompasses campus operations, planning and development, finance, risk management, IT, media and classroom services, and payment and procurement services for the Okanagan campus.

UBC Health, under the auspices of the **Vice-President Health**, works to enable interprofessional and collaborative health education and interdisciplinary research to train people, develop knowledge, and shape policy, seeking to address inequities and improve the systems that produce health. Ranked among the world's top medical schools, UBC's Faculty of Medicine is a leader in both the science and the practice of medicine, with more than 12,000 faculty and staff training the next generation of doctors and health care professionals.

With a workforce of over 14,000 individuals, UBC is organized into a number of staff and faculty employee groups. The **Vice-President Human Resources** portfolio provides support and advice to UBC departments and offers a range of services for faculty and staff, including recruitment and employment, training and development for faculty and staff, labour relations, benefits administration, and the development of human resource policies.

Research is a central component of UBC's mandate as a public university. The **Vice-President Research & Innovation** strongly supports the University's research enterprise through strategic efforts to attract research funding, maintain modern facilities and equipment, steward partnerships with the public and private sectors and with other institutions, recruit and retain leading thinkers, and mobilize knowledge beyond the campus.

The **Vice-President Students** is responsible for shaping the student experience and learning environment for undergraduate and graduate students attending UBC, and actively supports the University's Place and Promise strategic commitments through a focus on improving the student experience across all of them. The portfolio also liaises on behalf of the University with student governments and select groups that represent and support students.

The **Office of the University Counsel**, staffed by a team of lawyers and other professionals who report to the University Counsel, is responsible for all the legal affairs of UBC (with the exception of labour and employment matters).

6. UBC Campuses and Affiliated Boards

6.1 UBC Campuses

UBC's two major campuses—in Vancouver and the Okanagan, encompass 18 faculties, 12 schools and two colleges —attract, nurture and transform more than 61,000 students from Canada and 140+ countries around the world.

UBC Vancouver is located at the western tip of the Point Grey Peninsula, where it has been for most of its 100-year history. The campus is home to more than 42,000 undergraduate and nearly 10,000 graduate students, enrolled in programs in 25 faculties and schools.

UBC Okanagan opened in Kelowna in 2005. More than 8,300 students from throughout the Okanagan region, across Canada and 80 other countries are enrolled in undergraduate and graduate programs in eight faculties and schools.

Also in Vancouver, UBC Robson Square is a vibrant learning centre in the heart of downtown; UBC's Centre for Digital Media at the Great Northern Way Campus is located in Mount Pleasant.

UBC provides clinical education to Faculty of Medicine students at 75 health care facilities across BC.

6.2 UBC-Affiliated Boards

The **Faculty Association of The University of British Columbia** (UBCFA) was formed in 1920 for the purpose of facilitating members' social and employment relationship with the University. A registered non-profit society incorporated under the *Society Act* in British Columbia, the UBC Faculty Association is also a voluntarily recognized union and the sole bargaining agent for UBCFA members under the protection and rules of the *Labour Relations Code of British Columbia*. The UBC Faculty Association represents members in matters arising out of the Collective Agreement and out of the collective bargaining relationship with the University.

alumni UBC, The University of British Columbia's alumni association, was founded in 1917, for the purpose of linking alumni to the University and to each other, and to support the mission and activities of the University. There are now more than 300,000 UBC alumni, with membership growing by about 10,000 every year. *alumni UBC* is governed by an independent Board of Directors. The Executive Director is also Associate Vice-President Alumni, reporting to the University through the Vice-President Development & Alumni Engagement.

UBC Investment Management Trust (IMANT) was established in March 2003. A wholly owned subsidiary of The University of British Columbia, IMANT's role is to provide comprehensive investment management for the UBC Endowment Fund, the Staff Pension Plan, UBC's Working Capital Fund and other UBC funds. IMANT's governance structure — an independent Board of Directors includes members from the business community and from UBC — was established by UBC's Board of Governors. IMANT reports to the Board of Governors through the Vice-President Finance & Operations.

Pursuant to the *University Act* and the *Municipalities Enabling & Validating Act*, UBC's Board of Governors provides governance for all UBC Vancouver academic and non-institutional development activity.

UBC Properties Trust (UBCPT) is a private trust created to carry out real estate development activities on behalf of the University. UBC Properties Investments Ltd is the trustee of UBC Properties Trust, operating with a Board of Directors comprising eight external directors and three members of UBC's Administration, including the President.

The mandate of UBCPT, as approved by the Board of Governors, is to:

- service and lease market-oriented sites on a prepaid basis for 99 years
- manage and/or dispose of off-campus real estate properties acquired by UBC, usually through donations
- undertake the planning and/or development of UBC institutional projects, including infrastructure when requested by UBC
- advise UBC, where appropriate, on management and development of institutional land holdings

UBC Properties Trust reports to the Board of Governors through the Vice-President Finance & Operations, who also administers contractual development duties and tasks.

The **UBC Staff Pension Plan (SPP)** is a defined-benefit plan with fixed contributions from both the University and Plan members, managed by UBC Investment Management Trust and invested in a variety of asset classes through external investment managers. The UBC Board of Governors receives regular SPP reports, including annual financial statements. The SPP Board of Directors comprises nine members, four appointed by the UBC Board of Governors and four elected by SPP members. The UBC Board of Governors also appoints an independent non-voting Chair.

The **University Neighbourhoods Association (UNA)** is a not-for-profit organization incorporated under the *Society Act of British Columbia* in May 2002. The UNA operates within the guidelines of its constitution and bylaws and in accordance with the *Neighbours' Agreement* between the UNA and UBC. The UNA represents the residents of the local areas and Hampton Place, and delivers municipal-like services to them. The Neighbours' Fund is an unincorporated entity that collects a Services Levy from residents and residential developers located on the University's properties. Pursuant to the *Neighbours' Agreement*, funding for the annual operations of the University Neighbourhoods Association are transferred to UNA and managed directly by them. UNA budgets and Neighbours' Fund financial statements are presented to the Board annually (for approval and information respectively).

Great Northern Way Campus (GNWC) Trust was established under the laws of the Province of British Columbia to develop a range of academic activities for the Vancouver area; it was set up in 2001, following a gift from Finning of an 18-acre site on the False Creek Flats. British Columbia Institute of Technology (BCIT), Emily Carr University of Art & Design (ECUAD), Simon Fraser University (SFU) and The University of British Columbia (UBC) each own a 25% interest. GNWC Trust financial statements are provided to the Board of Governors annually for information.

The Trust has two principal activities:

- the operation of The Centre for Digital Media, which offers a Masters of Digital Media graduate degree, jointly operated and accredited by all four partners; and,
- the revitalization of its land parcel to bring together businesses, academia and the general community into an emerging district for the digital and creative sectors.

TRIUMF is Canada's national laboratory for particle and nuclear physics, owned and operated as a joint venture by eleven Canadian universities, under a contribution from the National Research Council of Canada. The eleven universities are the University of Alberta, Carleton University, the University of Victoria, Simon Fraser University, The University of British Columbia, the University of Toronto, the University of Guelph, the University of Manitoba, Université de Montreal, Queen's University and York University. TRIUMF financial Statements are presented to the Board of Governors annually for information.

The **American Foundation for The University of British Columbia**, one of UBC's international charitable foundations, is a registered charity under United States law. It has a single class of members, which is made up of members of the UBC Board of Governors. The Bylaws of the Foundation require that the members, being the members of the Board of Governors of UBC, shall conduct an Annual General Meeting for the Foundation. It is currently the convention to hold the AGM for the American Foundation at the December Board of Governors meeting.

The **Hamber Foundation** was established in 1964 by Aldyen Irene Hamber, in memory of her husband Eric Werge Hamber. Mrs. Hamber also bequeathed a portion of her estate to the Hamber Foundation. The Foundation makes grants for cultural, educational and charitable purposes within the Province of British Columbia. Since 1965, in excess of \$12M has been distributed by the Hamber Foundation throughout BC.

The Hamber Foundation is incorporated under the *Society Act of British Columbia* and is registered under the *Income Tax Act of Canada* as a private charity. A volunteer board of governors manages and allocates the Foundation's assets. Of the nine governors, six are nominees of other bodies: two of the UBC Board of Governors, two of the BC Division of the Canadian Medical Association, and two of the Benchers of the Law Society of British Columbia.

The **University of British Columbia Foundation** was established as a corporation in 1987 under the *University Foundations Act*. The Foundation is designated under the *Act* as an agent of the Crown in right of the Province of British Columbia, which further stipulates that the Foundation shall consist of five members, two from the UBC Board of Governors and three from the public at large. Its purpose is to develop public awareness of The University of British Columbia, and to encourage financial support for the University and its programs. UBC maintains the accounting records and manages the day-to-day operations of the Foundation. The financial statements of the Foundation are forwarded to the Board of Governors annually.

The **UBC Alma Mater Society (AMS)** represents more than 48,000 students at UBC's Vancouver campus and the affiliated colleges. The AMS Student Council has representatives from each of the schools and Faculties of UBC, as well as the five members of the Executive, two representatives of the Student Senate Caucus, and the two Vancouver student-elected Governors.

The **Students' Union Okanagan of UBC (SUO of UBC)** represents all students - graduate and undergraduate - studying at UBC Okanagan. The SUO Board of Directors consists of five executives, four directors at large (including the Okanagan student-elected Governor) and eight Faculty representatives.

The **Graduate Student Society (GSS)** represents students registered in the Faculty of Graduate and Post-Doctoral Studies at the Vancouver campus. The GSS Council is comprised of executive members and graduate students elected from each graduate department of the University. Along with the GSS Executive Committee (elected annually by graduate students), the GSS Council is responsible for the administration of the Graduate Student Society.

The **BC Medical Association Board of Directors** is made up of 39 voting members; eight non-voting members attend Board meetings at the invitation of the Board.

VGH and UBC Hospital Foundation is a registered charity that raises funds for the latest, most sophisticated medical equipment, world-class research and improvements to patient care for Vancouver General Hospital, UBC Hospital, GF Strong Rehab Centre and Vancouver Coastal Health Research Institute.

6.3 UBC-Controlled Subsidiaries

UBC-controlled subsidiaries are defined as those entities which the University controls either by majority share ownership (companies) or majority membership (societies and foundations), and trusts which exist for the benefit of UBC whose trustees are UBC controlled (three only).

Entity	What is it?	Functional Status	Ongoing administrative oversight within UBC
American Foundation for UBC	American charitable organization	US donations conduit	Development Office / Financial Services
Drug Development Incorporation (DDI)	Partnership with various universities, hospitals and private enterprises	Created to identify, select and advance academic discoveries to the pre-clinical state and to secure commercialization partners	Treasury
Hong Kong Foundation for UBC	Hong Kong charitable organization	Hong Kong donations conduit	Development Office / Financial Services
UBC Investment Management Trust	Subsidiary company	Investment management of endowment, working capital and staff pension plan	Treasury
UBC Research Enterprises	Subsidiary company	Minor flow through of revenue funding; conduit for research funding	UILO / Financial Services
UBC Society for Education of Young Children	Subsidiary society	Minor flow through of revenue funding; conduit for research funding	Housing and Conferences / Treasury

UK Foundation	UK charitable organization	Incorporated in April 2004; charitable status registered	Development Office / Financial Services
UBC Properties Investment Ltd. (UBCPIL) UBC Properties Trust (UBCPT) (Trustee to the Trust)	Subsidiary company and Trust, respectively	Land development activity for community and endowment wealth creation; institutional project management	VP Finance & Operations VP External Relations
Village Gate Construction Ltd	UBCPIL subsidiary company	Construction of rental projects	
Village Gate Homes Ltd	UBCPIL subsidiary company	Management of rental projects	
Hawthorn Green General Partner Ltd	UBCPIL subsidiary company	Construction of Phase 1 co-development housing project	
Logan Lane Co-Development Company	UBCPIL subsidiary company	Construction of Phase 2 co-development housing project	
Clements Green Co-Development Company	UBCPIL subsidiary company	Construction of Phase 3 co-development housing project	
Wesbrook Place Co-Development Company	UBCPIL subsidiary company	Construction of Phase 3 co-development housing project	

7. Composition of the Board

7.1 Appointment/Election to the Board of Governors

Members of the UBC Board of Governors represent a diversity of backgrounds and bring to the Board the views of their various constituencies. A Governor appointed due to position or familiarity with related or stakeholder interests and concerns is not a delegate or democratic representative of any interest or group. While such a Governor may express and take into account those interests and concerns, nothing in the *Code of Conduct and Conflict of Interest Guidelines for the Board of Governors*, or in the circumstances of a Governor's appointment, relieves any Governor from the duty to act in the best interests of the University and with a view to advancing its welfare.

Appointment to the UBC Board of Governors involves several appointment and election processes.

The **Chancellor** is appointed by the Board of Governors on nomination by *alumni UBC* and after consultation with the Senates. The Chancellor serves as the titular head of the University, presides over all major ceremonies, and is an ex officio member of the Board of Governors, the Senates, and the Council of Senates.

Appointment by the Province

Eleven people are appointed to the UBC Board of Governors by the Lieutenant Governor in Council, two of whom are to be appointed from among persons nominated by the University's alumni association. Generally, government appointment policy provides that a member may serve a one-year term, a second two-year term and a final term of three years, for an overall maximum of six years on a particular board. The Lieutenant Governor in Council may, at any time, remove from office an appointed member of the Board.

The provincial Crown Agencies and Board Resourcing Office is responsible for:

- establishing guidelines for provincial appointments to agencies
- ensuring that all provincial appointments are made on the basis of merit following an open, transparent and consistent appointment process
- ensuring that appointees receive appropriate orientation and ongoing professional development with respect to agency governance issues

Election by UBC Students, Faculty and Staff

Election of faculty members, non-academic staff, and Okanagan students is overseen by Senate & Curriculum Services. The UBC Alma Mater Society oversees the election of Vancouver students.

Elected faculty and staff are elected to serve a three-year term and may be elected to a second three-year term, for a maximum of six consecutive years. Students are elected for one-year terms, to a maximum of six consecutive terms. Terms may be extended until a successor is found if necessary.

The Board Secretariat maintains an analytical framework for assessing desired competencies, expertise, skills, background, and personal qualities that are sought in potential candidates for appointment to the Board of Governors. This framework is shared with all bodies that appoint, elect, or nominate Board members.

7.2 Key Personnel

Key personnel in the work of the Board are the Governors themselves, the Board Chair and the President, as well as staff fulfilling the responsibilities of the Board Secretariat.

The **Chair of the Board** is one of the eleven members appointed by the Lieutenant Governor and is elected to the position of Chair by a vote of the Board of Governors as a whole, following a process approved by the Board of Governors in December 2015. The Board Chair typically has responsibility for Board affairs and performance, including setting meeting agendas and running meetings effectively, engaging all Governors and managing frank discussion with a view to consensus, promoting sound working relationships with UBC Administration and senior officials, and timely and accurate reporting and communications, including an annual report to the Minister.

The **Board Vice-Chair** is one of the eleven members appointed by the Lieutenant Governor in Council and is appointed to the role of Vice-Chair by a vote of the Board of Governors as a whole, following a process approved by the Board of Governors in June 2021. The Vice-Chair typically assists the Board Chair in fulfilling the Chair's leadership responsibilities for the Board of Governors. From time to time, the Board Chair and Vice-Chair will agree to specific responsibilities. The Vice-Chair is accountable primarily to the Board Chair.

The **Chancellor** is the senior statesperson of the University. The Chancellor holds office for three years and after that until a successor is appointed; a retiring Chancellor is eligible for reappointment to a maximum of six years.

The **President and Vice-Chancellor** is responsible for leading the Administration, developing and implementing budgets and strategic plans for the University, reporting to the Board, and for external communications as the spokesperson of the University, including preparing an annual report. As chief executive officer, the President of the University is a member of the Board of Governors, has general supervision over all academic work and is responsible for directing the operation of the University and its business affairs. The President oversees all teaching and administrative staff, officers and employees of the University, as well as other powers and duties that may be assigned by the Board of Governors.

The **Board Secretariat** acts in the role of Secretary for the Board of Governors, and is responsible for the organization and administration of Board of Governors and organization governance records, including:

- governance compliance matters
- recommending the schedule (including date, time and location) of regular Board and Committee meetings at least one year in advance
- overseeing the delivery of information to the Governors on a timely basis to keep them fully apprised of all matters material to Governors and necessary for them to carry out their duties, including the sufficient and timely advance distribution of all background material required to enable the Governors to form appropriate judgments on issues coming before the Board at its meetings

7.3 Assessment and Evaluation of Board Performance

An important principle of good governance is the need for leaders to continually increase their understanding of organization and governance best practices, and their own performance in this context. The Board of Governors, through the Governance Committee, requires periodic review of key personnel responsibilities, committee mandates and effectiveness, and best-practice standards.

7.4 Committees of the Board

Pursuant to section 27(2)(c) of the *University Act*, the Board has constituted a number of committees to provide an efficient mechanism for targeted discussions. The committees of the UBC Board of Governors are arranged according to the following general principles and procedures, approved by the Board of Governors in March 2000:

- committees shall operate to reinforce the wholeness of the Board of Governors as a collective
- the purview of the Committees is primarily based on the organizational needs of the University and alignment with its strategic plan, as approved by the Board of Governors
- committees are organized to assist the Board of Governors in conducting its work efficiently and effectively
- committees will ordinarily assist the Board of Governors by reviewing, monitoring and recommending policies, policy alternatives and implications for Board deliberation

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- apart from the Executive Committee, meetings of which may be called to make decisions in contingent circumstances between regularly scheduled Board meetings, Committees do not speak or act for the Board of Governors except when formally given such authority for specific and/or time-limited purposes
 - committees will review matters requiring consideration by the Board of Governors under the *University Act* and will recommend approval by the Board as consent items or as items for discussion
 - committee deliberations with regard to confidential matters follow Board Meetings Policy GA8
 - the committee structure will enhance the accountability of the President to the Board of Governors by ensuring that committees do not exercise authority over University staff

The Chair of the Board of Governors appoints Governors to Committees based on qualifications and interest, and to avoid potential conflicts of interest.

Board Committees hold the following general responsibilities:

The **Audit Committee** considers matters relating to internal and external financial reporting, internal and external audit processes and reports, enterprise risk management, and internal controls at UBC for the purposes of:

- providing recommendations to the Board where Board decisions are required or where the Audit Committee otherwise considers it desirable to make recommendations
- making decisions on behalf of the Board where the Board has delegated authority to the Audit Committee to do so
- considering any reports submitted for information and responding to any requests from the UBC administration for advice and input

The **Employee Relations Committee** considers matters relating to employment of staff and faculty members at UBC for the purposes of:

- providing recommendations to the Board where Board decisions are required or where the Employee Relations Committee otherwise considers it desirable to make recommendations
- making decisions on behalf of the Board where the Board has delegated authority to the Employee Relations Committee to do so
- considering any reports submitted for information and responding to any requests from the UBC administration for advice and input

The **Executive Committee**:

- meets as needed between regularly scheduled Board meetings to make decisions on behalf of the Board where the Board Chair determines that it would not be preferable to deal with the applicable matter through the Board's electronic approval process
- receives nominations from the UBC alumni association for the appointment and reappointment of UBC's Chancellor, and, after consultation with the Council of Senates, makes recommendations to the Board for the appointment and reappointment of UBC's Chancellor

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- oversees the process for the appointment and extension of appointment of UBC's President
 - considers matters relating to the performance and compensation of UBC's President and Vice-Presidents
 - provides input to the President regarding organizational structure and reviews of the portfolios of the President and Vice-Presidents
 - provides input to UBC's President regarding succession plans for UBC's Vice-Presidents and Associate Vice-Presidents
 - considers any other matters where it is desirable to engage the Chairs of all of the Board's standing committees or any other matters that the President wishes to raise with the Executive Committee

The **Finance Committee** considers matters relating to the financial affairs of UBC other than those matters that are within the mandate of the Audit Committee for the purposes of:

- providing recommendations to the Board where Board decisions are required or where the Finance Committee otherwise considers it desirable to make recommendations
- making decisions on behalf of the Board where the Finance Committee has the delegated authority to do so
- considering any reports submitted for information and responding to any requests from the UBC administration for advice and input

The **Governance Committee** considers matters relating to the organization, operations, procedures, and performance of the Board and the Board's Committees for the purposes of:

- providing recommendations to the Board where Board decisions are required or where the Governance Committee otherwise considers it desirable to make recommendations
- making decisions on behalf of the Board where the Board has delegated authority to the Governance Committee to do so
- considering any reports submitted for information and responding to any requests from the UBC administration for advice and input

The **Indigenous Engagement Committee** has the primary responsibility of monitoring Indigenous strategies and initiatives at the University, to ensure that progress is being made, and to recommend any necessary direction of resources. There will be four primary areas of focus:

- ensuring compliance with any statutory responsibilities while at the same time promoting greater awareness and recognition of Indigenous peoples within Canada, with the goal to develop more functional and productive relationships between Indigenous peoples and the broader community
- identifying and securing funding to support Indigenous faculty, Indigenous learners and institutional initiatives, including support for curricular development, independent Indigenous-faculty-led research, collaborative research of value to Indigenous peoples and communities, and related projects that may lead to more functional and productive relationships

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- developing a more detailed understanding of Indigenous strategies developed at the University, the programs and initiatives that currently exist and are being established, and the unmet needs of Indigenous faculty, Indigenous students and Indigenous communities that the University might address
 - evaluating and providing annual progress reports on the Indigenous Strategic Plan and other indicators of University progress in its handling of Indigenous affairs, and holding the University and its administration accountable for progress made towards realizing its commitments in these areas

Recognizing that section 27(1) of the *University Act* vests governance over UBC's property, revenue, business, and affairs in the Board and section 37(1) of the *University Act* vests UBC's academic governance in the Senates and the Council of Senates, the **Learning & Research Committee** considers matters relating to learning and research for the purposes of:

- providing recommendations to the Board where Board decisions are required or where the Learning & Research Committee otherwise considers it desirable to make recommendations
- making decisions on behalf of the Board where the Board has delegated authority to the Learning & Research Committee to do so
- considering any reports submitted for information and responding to any requests from the UBC administration for advice and input

The **People, Community & International Committee** considers matters relating to UBC's desire to attract, engage, and retain a diverse and inclusive community of outstanding students, faculty, and staff, and to engage with its alumni and the local and global communities for purposes of:

- providing recommendations to the Board where Board decisions are required or where the People, Community & International Committee otherwise considers it desirable to make recommendations
- making decisions on behalf of the Board where the Board has delegated authority to the People, Community & International Committee to do so
- considering any reports submitted for information and responding to any requests from the UBC administration for advice and input

The **Property Committee** considers matters relating to the acquisition, disposition, development, and management of real property for the purposes of:

- providing recommendations to the Board where Board decisions are required or where the Property Committee otherwise considers it desirable to make recommendations
- making decisions on behalf of the Board where the Board has delegated authority to the Property Committee to do so
- considering any reports submitted for information and responding to any requests from the UBC administration for advice and input

The **Land Use & Operational Sustainability Committee** recommends to the Board of Governors – through the Property Committee – the adoption, amendment, or repeal of Land Use Rules; ensures that there has been appropriate public consultation process in the development, amendment, or repeal of rules for non-institutional parts of the campus; and, manages compliance with Land Use Rules and governance requirements.

The **Sustainability & Climate Action Committee** considers matters relating to sustainability, climate action, and responsible investment at UBC for the purposes of:

- providing recommendations to the Board where Board decisions are required or where the Sustainability & Climate Action Committee otherwise considers it desirable to make recommendations;
- making decisions on behalf of the Board where the Board has delegated authority to the Sustainability & Climate Action Committee to do so; and,
- considering any reports submitted for information and responding to any requests from the UBC administration for advice and input

8. Responsibilities and Standards

8.1 Role and Responsibilities: Individual Governors

Communication and Interaction

Governors are expected to participate fully and frankly in the deliberations and discussions of the Board and its Committees. They are expected to apply informed and reasoned judgment to each issue that arises, and express opinions, ask further questions and make recommendations that they think are necessary or desirable, and in the best interest of the University.

During deliberations, Governors are expected to present their views in a clear, organized and relevant manner, show respect for others and exercise tolerance for other perspectives, and be adaptable, flexible and open minded in the consideration and implementation of change.

When considering decisions, Governors should assess issues from many perspectives and consider the impact of decisions on the University's internal and external environments (e.g., faculty, students, staff, stakeholders, community).

Knowledge

Governors must devote the necessary time and attention required to make informed decisions on issues that come before the Board. While management will provide Governors with all of the information deemed needed in order to discharge their responsibilities, Governors have a responsibility to ask for all information they believe necessary to make an informed decision.

Governors are expected to be generally knowledgeable about the University's mandate, goals and objectives, and operations. Governors must also maintain an understanding of the community, business and political environments within which the University operates.

Governors are expected to be knowledgeable about their statutory and legal obligations.

Governance versus Management

Governors are expected to understand the difference between their governance role and the Administration's operational role.

Broadly speaking, a member of the UBC Board of Governors has two fundamental legal obligations – *Fiduciary Duty* and *Duty of Care*:

Fiduciary Duty

A Governor is required to act honestly and in good faith with a view to serving the best interests of the University.

Key elements of this legal responsibility:

- a Governor must act in the best interests of the University and not in self interest or in the interest of others
- a Governor must disclose to the Board any personal interests that he or she holds that may conflict with the interests of the University
- a Governor cannot take personal advantage of opportunities that come before them in the course of performance of their duties as a Board member unless the opportunity and the interest is disclosed and the University explicitly permits it
- a Governor must keep confidential information confidential in accordance with the requirements set out in the *Code of Conduct and Conflict of Interest Guidelines for the Board of Governors*

A Governor elected or appointed due to position or familiarity with related or stakeholder interests and concerns is not a delegate or democratic representative of any interest or group. While such a Governor may express and take into account those interests and concerns, nothing in the Code, or in the circumstances of a Governor's election or appointment, relieves any Governor from the duty to act in the best interests of the University and with a view to advancing its welfare. Elected Governors faced with the possibility of conflict between the interests of the constituency that elected them and the interests of the University are bound to act in the best interest of the University.

Duty of Care

In discharging their responsibilities, each Governor must exercise the care, diligence and skill of a reasonably prudent person in comparable circumstances. This means:

- Governors must be proactive in the performance of their duties: attending meetings, participating in a meaningful way, and being vigilant to ensure the University is being properly managed
- the expectations of a Governor will depend upon the skills and experience that the Governor brings to the Board relative to the particular matter(s) under consideration

Governors shall act in the highest ethical manner and with integrity in all professional dealings.

Public Statements

Each Governor has an important role as an ambassador of the University, but should not speak on behalf of the University. The President and such other persons who may be designated by the President (such as the Director of UBC Public Affairs) are the spokespersons for the University.

The Board Chair is the only spokesperson for the Board of Governors and, in this connection, the Board Chair consults the President.

Requests for Information — From Governors

Board members who are concerned about University policies, practices or procedures are encouraged to bring such matters to the Board for discussion.

Prior to such discussion, Governors should exercise discretion in any comments which they find necessary to make on such matters to persons who are not Governors.

Requests from Governors for information should be raised at the regularly scheduled meetings of the Board or with the President between such meetings. In the absence of the President, requests may be directed to the Board Secretary.

Requests for Information — To Governors

Governors will be approached either personally or by letter from time to time by students, faculty members, staff members and members of the public with requests for information about University affairs, and will receive possible complaints about University operations or suggestions for the consideration of the University.

All such matters should be referred immediately to the Board Secretary, who will direct the request to the Board Chair or to the Administration, as appropriate.

8.2 Role and Responsibilities: Board Chair

The principal role of the Board Chair is to provide leadership to the Board of Governors.

The Board Chair is accountable to the Board, acts as a direct liaison between the Board and the Administration, and represents the Board internally and externally, including acting as a spokesperson for Board decisions where appropriate.

Nominating Committee

The Board has established a Nominating Committee for the office of Chair of the Board. The Nominating Committee is responsible for developing recommendations for the Board for the appointment of the Chair and for the reappointment of an incumbent Chair.

The Nominating Committee consists of four members:

- the Chancellor (as Chair of the Nominating Committee)
- one appointed member (Chair of the Governance Committee)
- one elected member to be selected by the Chair of the Nominating Committee
- the President (non-voting)

Recommendation for the Appointment of the Board Chair

When there is a pending vacancy in the office of Chair, the Nominating Committee consults with the Board to identify one or more candidates for the office of Chair of the Board of Governors. The Committee determines a final candidate and presents the name of the candidate and the proposed term to the Board of Governors for its consideration and approval.

Appointments are normally for two years, but may be for one, two or three years, to be determined based on the needs and circumstances of the Board and the Chair-elect, and as specified by resolution of the Board.

The elected Chair takes office upon expiration of the term of the incumbent.

Recommendation for the Reappointment of the Board Chair

The Board Chair is eligible for reappointment to the office of Board Chair.

Prior to the expiry of the incumbent Chair's term of appointment, the Nominating Committee:

- determines whether the incumbent Chair wishes to be considered for reappointment
- asks the Board for nominations for candidates for Chair (before making nominations, Board members must ensure that candidates are willing to be considered)
- invites Governors for their expressions of interest in serving as Chair

The Nominating Committee considers all candidates and consults with the Board. Based on its consultation with the Board and its own deliberations, the Nominating Committee recommends one candidate to the Board.

In the event that the incumbent Chair is recommended, the term of appointment is normally for two additional years, but it may be for one, two or three years, to be determined based on the needs and circumstances of the Board and the incumbent Chair, and as specified by resolution of the Board.

Duties and Responsibilities

The specific duties and responsibilities of the Board Chair are to:

- keep abreast generally of the activities of the University and its management
- lead the annual review of the President's goals and performance
- support and provide advice and counsel to the President
- foster a constructive and harmonious relationship between the Board of Governors and the Administration
- act as a liaison between the Administration and the Board, between the government (as represented by the Minister or other officials) and the Board, and between the Senates and the Board
- oversee any issues raised with respect to conflict of interest
- appoint Committee Chairs and membership of each Committee

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- call meetings of the Board of Governors
 - chair meetings of the Board of Governors
 - develop and set the Agenda for Board meetings and determine the contents of Board briefings (in concert with the President)
 - contribute to positive internal relationships by representing the Board of Governors at community functions and activities
 - foster good relations between the University and the community by representing the Board at community functions and activities
 - approve expense claims from Governors (related to attendance at Board and Committee meetings, and other Board events)

In addition, the Board Chair shall perform other such functions as may be ancillary to the responsibilities described above and as may be delegated to the Board Chair by the Board of Governors from time to time.

Support

The Board Chair is supported by the Board Secretary; the Board Secretary reports to the Board Chair and to the President.

8.3 Role and Responsibilities: President

Appointment

The British Columbia *University Act* provides that the Board of Governors appoint the President and Vice-Chancellor of the University on terms and conditions it considers appropriate. The President reports to the Board.

A UBC Presidential Search Committee (composed of Board members and representatives from the Senates, faculty, staff, students and alumni of both UBC Vancouver and UBC Okanagan) develops a recommendation to the Board of Governors (through the Executive Committee) for the appointment of a new President of the University.

Role of the President

As chief executive officer of the University, the President shares the University's vision, promotes its values, embraces its mission and ensures that it meets its goals.

The President is an ex officio member of the Board of Governors and its Committees (with the exception of the Audit Committee) for the full term of appointment to the office.

The President is the ex officio Chair of both Senates. In addition, the President is an ex officio member of all Committees of both Senates (except the Senates' standing committees of final appeal for students in matters of academic discipline), an ex officio member of each faculty and, in the absence of the Chancellor, Chair of the Convocation.

Duties and Responsibilities

General

- to lead the University in pursuing the strategies, plans and policies approved by the President
- to plan, organize and direct all facets of the University's operations within the approved strategic plan framework
- to oversee operational management in a manner that ensures the University's resources are safeguarded and optimized
- to encourage excellence, quality, innovation, enterprise and a collegial spirit

Strategic Operational Plans

- develop and recommend the strategic plan to the Board of Governors for review and approval. The strategic plan is drafted in collaboration with the Administration and other staff, key constituents and the Board
- review with the Board the University's progress in achieving the objectives set out in the strategic plan and the operational and capital plans
- develop and recommend the annual operational and capital plans and budgets to the Board of Governors for review and approvals (annual operational and capital plans and budgets are drafted in collaboration with the Administration and other staff, key constituents and the Board)

Academic Leadership

- exercise academic leadership to enhance the University's academic quality and stature, as well as the national and international reputation of its undergraduate, graduate and professional programs

Monitor Risk

- ensure the integrity of the University's internal control and management systems
- identify and report to the Board principal risks of the University's business
- to ensure the implementation of systems to manage these risks

Monitor Trends

- keep abreast of trends and developments within the general university sector with potential to impact on the success of the University

University Policies

- develop and implement operational policies to guide the University within the limits prescribed by the framework of the strategic directions adopted by the Board
- foster an environment of equity and transparency throughout the University community

Ethics

- ensure the University maintains a high level of ethical business conduct and operates within the limits of the law

Human Resources

- provide strong, effective and highly visible leadership to senior management team members and all employees
- provide the Governors with exposure to the University's key management at Board and Committee meetings
- review with the Board appointments to senior management positions, prior to making such appointments
- establish and maintain a management development and succession plan for annual Board approval

Internal and External Communications

- act as the primary spokesperson for the University and oversee the development and implementation of a communications program (faculty, students, stakeholders and the public) by developing and implementing a communications program
- ensure the University is represented amongst its various constituencies in a manner that promotes its best interests
- maintain a positive working relationship with local, provincial and federal agencies and key stakeholders, including First Nations, neighbourhood associations and secondary and post-secondary educational institutions across British Columbia

Annual Personal Objectives

- establish, in conjunction with the Board Chair, an annual list of personal performance objectives (within the context of the strategic plan) to be achieved in the forthcoming year

Governance

- ensure (in conjunction with the Board Chair) that the Board of Governors, its Committees, and senior University executives work together in the best interests of the University in an atmosphere of trust and respect
- ensure the Board is thoroughly informed of administrative or academic implications, fiduciary obligations and the risks of legal constraints which affect the operations of the University
- to make recommendations regarding policy and/or strategic direction for the University
- review material issues and ensure that the Board Chair and other Governors are provided with relevant and timely information
- seek Board of Governors approval prior to accepting outside board appointments

In addition, the President shall perform other such functions as may be ancillary to the responsibilities described above and as may be delegated to the President by the Board of Governors from time to time.

Media and the General Public

The President establishes a presence and takes a leadership role in representing the University to the media and general public.

President's Key Relationships

Board of Governors Chair

The President meets regularly and as required with the Board Chair to review important issues and to ensure the Board Chair is provided with relevant and timely information.

Faculty and Staff

The President develops and maintains effective relationships with the faculty members and staff of the University.

8.4 Role and Responsibilities: Chancellor

The Chancellor is the senior statesperson of the University and serves as the titular head of the University, presides over all major ceremonies, and is an ex officio member of the Board of Governors, the Senates, and the Council of Senates for the full term of appointment to the office.

Election and Term

Consistent with section 11 of the *University Act* and with the *University Amendment Act*, the Board of Governors of The University of British Columbia appoints the Chancellor on nomination by *alumni UBC* and after consultation with the Council of Senates.

The Chancellor holds office for three (3) years. He or she is eligible for reappointment upon agreement of all the parties, but may not hold office for more than six (6) consecutive years.

In order to provide an efficient vehicle by which a candidate can be nominated by alumni UBC in consultation with the Council of Senates and other stakeholders, a Chancellor Search Committee is formed to seek and consider nominations for the office of Chancellor.

If the current Chancellor is eligible for reappointment, the Chancellor Search Committee will consider whether or not he or she should be reappointed.

The Chancellor Search Committee forwards the name(s) of the nominee(s) to the Board's Governance Committee for review and recommendation to the full Board of Governors for approval.

Duties and Responsibilities

The specific duties and responsibilities of the Chancellor are to:

- confer all University degrees
- participate in the governance of the University as a member of the Board of Governors;
- act as the Chair of the Convocation
- represent the University at such events as shall be deemed appropriate by the Chancellor in consultation with the University Administration

8.5 Role and Responsibilities: Board Vice-Chair(s)

The principal role of the Board Vice-Chair is to assist and support the Board Chair in carrying out the Board Chair's responsibilities in providing leadership to the Board of Governors. To provide more flexible and broad assistance in this regard, the Board Chair may from time-to-time recommend that the role of Vice-Chair be shared among two appointed Board members, who would serve as co-Vice Chairs.

Recognizing that an effective working relationship between the Chair and Vice-Chair is integral to the fulfilment of the responsibilities of each role, the Board Chair will recommend a candidate or candidates for the position of Board Vice-Chair and the Vice-Chair or Vice-Chairs are primarily accountable to the Board Chair. As a Vice-Chair has the potential to act for the Board Chair, the selection of candidates for the Vice-Chair role are subject to the *University Act* s.27(2)(b) that stipulates selection from "amongst its members appointed by the Lieutenant Governor in Council".

Appointment and Term

The Vice-Chair or Vice-Chairs of the UBC Board of Governors are selected from among the appointed members of the Board, following this Board-approved process:

- The Board Chair recommends a nominee or nominees to the Governance Committee for consideration and will seek the input of Board members in determining the nominee(s)
- The Governance Committee recommends one or two nominated Vice-Chair candidate(s) to the full Board of Governors for approval
- The Vice-Chair'(s) term of appointment will normally be two years, unless specified otherwise by resolution of the Board of Governors.

Reappointment

A Vice-Chair is eligible for reappointment. Reappointments will normally be for terms of two years unless specified otherwise by resolution of the Board of Governors. The Board Chair will recommend reappointment to the Governance Committee, which will provide a recommendation to the Board of Governors.

Duties and Responsibilities

A Board of Governors Vice-Chair will assist the Board of Governors Chair in the fulfilment of the Board Chair's duties, as requested by the Board Chair and as agreed by the Vice-Chair(s).

If the situation is such that the Board Chair is unwilling or unable to fulfil the role until the end of their term, a Vice-Chair will act as Chair until the Board approves a new Chair, as per the approved process for election of a Board Chair.

Should there be more than one Vice-Chair, the Chair of the Governance Committee will consult with the Vice-Chairs to determine which of the Vice-Chairs should be recommended to the Board to serve as Interim Board Chair for this period. Following that consultation, the Governance Committee will recommend to the Board which of the Vice-Chairs will take on the role of Interim Board Chair.

In the event of the absence or disability of the Board Chair, a Vice-Chair shall have all the powers and perform all the duties of the Chair.

Qualifications

Candidates will have served at least one year on the Board of Governors or have comparable UBC experience gained through service on another UBC-related board.

Candidates will have demonstrated leadership at the Board and a strong, visible commitment to the values and strategic priorities of UBC.

8.6 Communications

It is the responsibility of the Board of Governors to ensure the University has a plan in place to communicate effectively with faculty, students, stakeholders and the public, and to accommodate feedback from those parties.

Speaking on Behalf of the University

The President or designate is the spokesperson for the University.

The Chair of the Board only is the spokesperson for the Board and, in this connection, the Chair consults the President.

The Chair will seek guidance from the Board of Governors, in consultation with the President, to determine the items which will be released publicly.

Public Statements on Matters not discussed at Meetings

Board members who are concerned about University policies, practices, or procedures are encouraged to bring such matters to the Board for discussion.

Prior to such discussion, members should exercise discretion in any comments which they find necessary to make in public.

Letters to the Board

Letters addressed to the Board of Governors are forwarded immediately on receipt to the Board Chair, and are circulated to all Governors at the next Board meeting, as per a November 2003 Board of Governors resolution. The Board Secretary may, at their discretion, refer letters that have been inappropriately addressed to the appropriate person or authority.

8.7 Meetings and Attendance

Governors should expect to attend and prepare for all regularly scheduled Board and Standing Committee meetings (of which they are members). Unless excused by resolution of the Board, a member who does not attend at least half of the regular meetings of the Board in any year is deemed to have vacated their seat. Governor attendance records are subject to disclosure under the *Freedom of Information and Protection of Privacy Act*.

On an occasional basis, Governors should expect to:

- represent the University on related Boards or Committees;
- attend special events; and,
- represent the University at community events

Attendance by teleconference or videoconference is permissible, provided that suitable facilities are available so that all Governors can communicate with each other at all relevant times during the meeting. It is the University's practice to provide both videoconferencing and teleconferencing facilities for use at Board and Committee meetings. Confirmation of remote should be provided to the Board Secretary in advance of meetings.

8.8 Preparation for Meetings

The Administration will provide Governors with the materials necessary to prepare for meetings well in advance of Board and Committee meetings. Governors are expected to review provided materials in preparation for discussion at meetings and to request, where appropriate, additional information that will allow the Governor to properly participate in the Board's deliberations, make informed judgments and exercise oversight.

Whenever possible, Governors should advise the Board Chair and President in advance of introducing significant and previously unknown information at a Board meeting.

8.9 Compensation of Board Members

Members of the UBC Board of Governors are volunteers and serve the University without remuneration.

The following Board of Governors resolution outlines the process for reimbursement of out-of-pocket expenses:

BE IT RESOLVED that members of the Board of Governors who incur out-of-pocket expenses as a result of attendance at official Board functions and meetings should submit a claim for reimbursement for out-of-pocket expenses to the Chair of the Board of Governors for approval; and,

THAT in the case of the Board Chair, a claim for reimbursement should be submitted to the Chancellor for approval; and,

FURTHER, that payment of such approved claims be made out of University General Revenues.

Board members wishing to make a claim under the foregoing resolution should submit a completed expense form (accompanied by original receipts) to the Board Secretariat.

Parking

In accordance with a resolution passed by the Board of Governors in June 1983, parking permits are granted to Board members for their personal use during their entire tenure of office.

8.10 Responding to Media Requests

As stated above, the Chair of the Board of Governors speaks on behalf of the Board and, in this connection, consults with the President. However, Governors are approached from time to time with requests for information or interviews with the media. In those situations, the following protocol is to be followed:

- When a Governor receives an interview request, they should forward it to the Board Secretary and the Board Chair.
- Next, both the Board Chair and Board Secretary can advise whether a Governor should take the interview request. Ultimately, the Governor should be allowed to make the final decision.
- If an interview request is accepted, then the Governor will write talking points that will be sent to the Board Secretariat Office for review.
- Then the Board Secretariat Office may provide advice on the talking points, especially around areas of confidentiality and ensuring Governors do not speak on behalf of the Board. Ultimately, it will be the Governor's responsibility and choice to incorporate feedback.
- Finally, the Governor will take the interview and once the article is released, forward it to the Board Secretariat Office for the record.

9. Meetings

9.1 Annual Meeting Schedule

As per the *University Act*, the Board of Governors is required to meet at least every three months. Additional meetings, including strategic sessions and meetings held in response to emerging/urgent circumstances, are scheduled at the discretion of the Board Chair.

Board of Governors and Standing Committee meetings are generally scheduled for the full day.

Each regular meeting of the Board of Governors includes a period of in camera discussion of Governors only (including the President) and a separate period of in camera discussions without the President.

A reception and/or dinner is held on the evening preceding each Board of Governors meeting, an opportunity for Board members to connect informally with each other and with representatives of a variety of government and non-government groups, invited on a rotating basis.

In February 2021, the Board of Governors approved the following annual calendar framework, effective January 2022:

<i>January</i>	Board of Governors
<i>March</i>	Standing Committees
<i>March</i>	Board of Governors

<i>May</i>	Board and Executive Retreat
<i>May</i>	Board of Governors
<i>June</i>	Standing Committees
<i>June</i>	Board of Governors (UBC Okanagan)
<i>September</i>	Standing Committees
<i>September</i>	Board of Governors
<i>November</i>	Standing Committees
<i>December</i>	Board of Governors

9.2 Voting

In the case of a tie vote on a motion, the motion is defeated, and the Chair must so declare.

A resolution in writing, signed by all of the Governors who would be entitled to vote on that resolution at a meeting of the Board, is as valid as if it had been passed at a meeting of the Board.

9.3 Closed Meetings

Meetings of the Board of Governors are divided into two parts, the ‘open’ and the ‘closed’. The open part is held first, allowing the Board to defer consideration of an item to the closed part of the meeting if it emerges in the course of discussion that the item should be considered in private.

If a Board member wishes to question the designation of an agenda item as either open or closed, the member should direct the request to the Board Secretary as far as possible in advance of the time of the Board meeting. The Board Secretary will take up the request with the Chair of the Board, who will consult the Executive Committee of the Board before resolving the question.

If a decision is made to move an agenda item from the closed to the open part of the meeting, it may not be appropriate to release documentation on that item to the public, since documentation may have been prepared on the assumption that it was not for public release. The decision as to whether documentation is to be made public will be made by the Board Chair in consultation with the Executive Committee.

Confidentiality

Material for closed sessions of meetings, whether it is circulated prior to meetings or distributed at the meetings, is confidential and is only for the personal use of the members of the Board and the members of the University Executive to carry out their duties as members of the Board or the University Executive, as the case may be. Such material may be published or otherwise released only after formal and specific approval of the Board Chair and/or the President to do so, unless the material is already in the public domain.

9.4 Agendas and Meeting Documents

Agenda items for regular meetings of the Board are set in accordance with the Board of Governors' agenda-setting process:

- Drawing from a database that includes calendared standing items, items submitted by the Administration, and items prepared in response to prior Board direction, the Board Secretariat prepares draft Committee agendas for review.
- The Board Secretary works closely with the President, the Vice-Presidents and the Committee Chairs to ensure that all items are strategic and timely, and to ensure that reports provide Governors with sufficient information to support informed decision making.
- Draft agendas are distributed to the President's Executive Committee, Committee Chairs and the Board Chair for review.
- Committee agendas are revised in response to feedback, and final drafts are reviewed at a meeting of the University Executive.
- As agendas are finalized, Vice-Presidents prepare reports for the listed items. The 'open' or 'closed' status of items as requested by Vice-Presidents and as per Board Meetings Policy GA8 is confirmed at this point.
- Reports are reviewed by the President prior to distribution to the Board of Governors.
- The Board agenda includes a compilation of items forwarded by the Committees for Board information or approval.
- Ultimate approval of the Board Agenda sits with the Board Chair, who reviews the agenda prior to the Board meeting.

The agenda package for each regularly scheduled Board meeting is available at least one week prior to Committee meetings. As required in preparation for a meeting, the Board or any individual Governor may also request and receive additional material or information from the employees of the University, through the Board Secretariat.

9.5 Visitors, Press and Staff at Meetings

The number of staff, Committee representatives and/or professional advisors in attendance will depend on the requirements of the Board of Governors at each meeting. Space restrictions limit the number of additional attendees at Board meetings.

Requests to attend Board meetings should be directed to the Board Secretariat.

10. Appendices

10.1 Provincial Legislation and Guidelines

University Act

http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_96468_01

University Act Part 6 – Board of Governors

http://www.bclaws.ca/civix/document/id/consol25/consol25/00_96468_01#part6

Responsible Ministry: Advanced Education and Skills Training

<https://www2.gov.bc.ca/gov/content/governments/organizational-structure/ministries-organizations/ministries/advanced-education-skills-training>

Crown Agencies and Board Resourcing Office (CABRO)

<https://www2.gov.bc.ca/gov/content/governments/organizational-structure/ministries-organizations/central-government-agencies/crown-agencies-and-board-resourcing-office>

General Conduct Principles for Public Appointees (Province)

<https://www2.gov.bc.ca/gov/content/bcpublicsectorboardapplications/learn/board-member-information>

Accountability Requirements for Public Sector Organizations

<https://www2.gov.bc.ca/gov/content/governments/services-for-government/public-sector-management/plan-report/accountabilities>

Freedom of Information & Protection of Privacy Act

http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96165_00/

Municipalities Enabling & Validating Act

http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_01044_01#part10/

University Foundations Act

http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_96471_01

10.2 UBC Policies and Guidelines

Code of Conduct and Conflict of Interest Guidelines for the Board of Governors

<https://universitycounsel-2015.sites.olt.ubc.ca/files/2019/09/UBC-Code-of-Conduct-for-Board-of-Governors-final-approved-June-14-2017.pdf>

Board Meetings Policy GA8

https://universitycounsel-2015.sites.olt.ubc.ca/files/2019/08/Board-Meetings-Policy_GA8.pdf

Board Meeting Rules

<https://universitycounsel-2015.sites.olt.ubc.ca/files/2020/06/BoG-Meeting-Rules-and-Practices-Jun-2020.pdf>

Committee Meeting Rules

<https://universitycounsel-2015.sites.olt.ubc.ca/files/2021/06/Committee-Meeting-Rules-and-Practices-Jun-2021.pdf>

Discrimination Policy

<http://www.universitycounsel.ubc.ca/policies/policy3.pdf>

Repository of Board of Governors Policies, Procedures, Rules, and Guidelines

<https://universitycounsel.ubc.ca/board-of-governors-policies-procedures-rules-and-guidelines/policies/>

Summary of UBC Policies & Expectations for UBC Faculty & Staff (PDF)

<http://bog3.sites.olt.ubc.ca/files/2015/10/UBC-Code-Conduct-Oct-2014-Revised-Sept2015.pdf>

UBC Academic Calendar Policies & Regulations

<http://www.calendar.ubc.ca/Vancouver/index.cfm?tree=3,33,86,0>

UBC Stewardship Statement

<http://universitycounsel.ubc.ca/ubc-stewardship-statement/>

UBC-UBC Faculty Association Collective Agreement

<http://www.hr.ubc.ca/faculty-relations/collective-agreements/collective-bargaining-framework/>

10.3 UBC Links

UBC Strategic Plan: *Shaping UBC's Next Century*

<https://strategicplan.ubc.ca/>

Board of Governors

<http://bog.ubc.ca/>

Board of Governors Committees

<https://bog.ubc.ca/board-committees/>

Governor Biographies

<https://bog.ubc.ca/board-members/>

UBC Administrative & Governing Bodies

<http://www.ubc.ca/about/administrative-governing-bodies.html>

UBC Faculty Association (UBCFA)

<http://www.facultyassociation.ubc.ca/>

UBC Senates

<https://senate.ubc.ca/>

Vancouver Campus

<https://www.ubc.ca/our-campuses/vancouver/>

Okanagan Campus

<http://ok.ubc.ca/welcome.html>

UBC Robson Square

<http://robsonsquare.ubc.ca/>

UBC Overview & Facts

<http://www.ubc.ca/about/facts.html>

UBC Employee Groups

<http://www.hr.ubc.ca/faculty-staff-resources/employee-groups/>

A Brief History of UBC

<https://archives.library.ubc.ca/general-history/a-brief-history-of-ubc/>

UBC Stories: 100 Years of Discovery

<http://www.ubc.ca/stories/2015-fall/100-years-of-discovery/>

Alma Mater Society (AMS)

<http://www.ams.ubc.ca/>

Students' Union Okanagan of UBC (SUO of UBC)

<https://www.ubcsuo.ca/>

Graduate Student Society (GSS)

<http://www.gss.ubc.ca/>

10.4 Institutional Memberships

Association of Governing Boards of Universities & Colleges

<http://agb.org/>

Canadian University Boards Association (CUBA)

<http://www.cuba-accau.ca/>

Governance Professionals of Canada

<http://www.cscs.org/>

Research Universities' Council of British Columbia

<http://www.tupc.bc.ca/>

U15 Group of Canadian Research Universities

<http://u15.ca/>

Universities Canada

<http://www.univcan.ca/>

10.4 Affiliated Boards

alumni UBC

<https://www.alumni.ubc.ca/>

UBC Investment Management Trust (IMANT)

<http://www.ubcimant.ca/>

UBC Properties Trust (UBCPT)

<http://www.ubcproperties.com/>

UBC Staff Pension Plan

<https://www.pensions.ubc.ca/staff/>

10.5 Frequently Used Acronyms

A

AAFC	Agriculture & Agri-Food Canada
AAPS	Association of Administrative & Professional Staff
ACA	Annual Capital Allowance
ACOA	Atlantic Canada Opportunities Agency
ACST	Advisory Council on Science & Technology
ADM	Assistant Deputy Minister
AGM	Association of Governing Boards of Universities and Colleges
ATIP	Access to Information & Privacy Office

B

BCAIU	British Columbia Association of Institutes & Universities
Represents non-research intensive universities and institutes in BC	British Columbia Institute of Technology Capilano University Emily Carr University of Art & Design Justice Institute of British Columbia Kwantlen Polytechnic University Nicola Valley Institute of Technology University of the Fraser Valley Vancouver Island University
BCAT	British Columbia Council on Admissions
BCBC	Business Council of British Columbia
BCCIE	British Columbia Centre for International Education
BCGEU	British Columbia Government & Service Employees' Union
BCIC	British Columbia Innovation Council
BCIT	British Columbia Institute of Technology
BCKDF	British Columbia Knowledge Development Fund
BCTIA	British Columbia Technology Industry Association
BDC	Business Development Bank of Canada

C

CAC	Community Amenity Charge (UBC)
CANARIE	Canadian Network for the Advancement of Research, Industry & Education
CASA	Canadian Alliance of Student Associations
CAUT	Canadian Association of University Teachers
CBAC	Chancellor's Borrowing Advisory Committee
CCA	Council of Canadian Academies
CCGG	Canadian Coalition for Good Governance
CCL	Canadian Council on Learning
CCSIP	Canada-California Strategic Innovation Partnership
CDW	Central Data Warehouse
CEAA	Canadian Environmental Assessment Agency
CEPA	<i>Canadian Environmental Protection Act</i>

CERC	Canada Excellence Research Chair
CFI	Canada Foundation for Innovation
CFIS	College for Interdisciplinary Studies
CFS	Canadian Federation of Students
CHRP	Collaborative Health Research Projects Program
CIAR	Canadian Institute for Advanced Research
CIDA	Canadian International Development Agency
CIHR	Canadian Institutes of Health Research
CMEC	Council of Ministers of Education in Canada
CRA	Canada Revenue Agency
CUFA BC	Confederation of University Faculty Associations of British Columbia
CUPE	Canadian Union of Public Employees

D

DCC	Deferred Capital Contribution (municipal)
DFAIT	Department of Foreign Affairs and International Trade
DFO	Fisheries & Oceans Canada
DM	Deputy Minister
DPOH	Designated Public Office Holder
DQAB	Degree Quality Assessment Board

E

EC	Environment Canada
EEM	Environmental Effects Monitoring
EIIS	Environmental Issues Inventory System
EMPR ('empire')	Ministry of Energy, Mines & Petroleum Resources
EOA	Environmental Assessment Office

F

FFS	Fee for Service
FPP	Faculty Pension Plan (UBC)
FPSE	Federation of Post-Secondary Educators of BC
FOIPPA	<i>Freedom of Information and Protection of Privacy Act</i>
FTE	Full-Time Equivalent

G

G5	University of Alberta
Canada's five leading research-intensive universities	The University of British Columbia McGill University Université de Montreal University of Toronto
GLE	Government Letter of Expectation
GMSL	General Municipal Services Levy
GNW	Great Northern Way Campus
GoC / GC	Government of Canada
GPOF	General Purpose Operating Fund

GRE	Government Reporting Entity
GVRD	Greater Vancouver Regional District (legal / official name of Metro Vancouver)

H

HQP	Highly Qualified Person
HRSDC	Human Resources & Skills Development Canada
HSE	Health, Safety, Environment
HST	Harmonized Sales Tax

I

ICR	Indirect Costs of Research
IIC	Infrastructure Impact Charges (UBC)
IMANT	Investment Management Trust (UBC)
INAC	Indian & Northern Affairs Canada
ISI	International Student Initiative
ITAC (UBC)	Information Technology Advisory Council
ITAC	Information Technology Association of Canada

K

KIP	Knowledge Infrastructure Program (federal)
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L

LEED	Leadership in Energy & Environmental Design
LEEF	Leading Edge Endowment Fund
LGA	<i>Local Government Act</i>

M

MPSE	Ministry of Post-Secondary Education & Future Skills
MEVA	<i>Municipalities Enabling & Validating Act</i>
MLA	Member of the Legislative Assembly
MoF	Ministry of Finance
MoTI	Ministry of Transportation & Infrastructure
MP	Member of Parliament

N

NATES	National Analysis of Trends in Emergencies System
NCE	National Centres of Excellence
NEES	National Environmental Emergencies System
NRC	National Research Council
NRCAN	Natural Resources Canada
NSERC	Natural Sciences & Engineering Research Council

O

OAG	Office of the Auditor General (Canada)
OECD	Organization for Economic Cooperation & Development
OIPC	Office of the Information & Privacy Commissioner for British Columbia
ONA	Okanagan Nation Alliance

ORS	Office of Research Services
P	
PCO	Privy Council Office
PMO	Prime Minister's Office
PPPAC	Public Private Partnership Approval Committee
PSE	Post-Secondary Education
PSEC	Public Sector Employers' Council
PSI	Post-Secondary Institution
PTC	Premier's Technology Council
PWGSC	Public Works & Government Services Canada
PWIAS	Peter Wall Institute for Advanced Studies
R	
RGS	Regional Growth Strategy
RINC	Recreational Infrastructure Canada
RISe	Researcher Information Services
RRU	Royal Roads University
RUCBC	Research Universities' Council of British Columbia
S	
SFU	Simon Fraser University
SME	Small and Medium Enterprises
SPP	Staff Pension Plan (UBC)
SSHRC	Social Sciences & Humanities Research Council
STATCAN	Statistics Canada
STED	Small Business, Technology & Economic Development
T	
TRU	Thompson Rivers University
U	
U15 Group of Canadian research-intensive universities	Dalhousie University McGill University McMaster University Queen's University The University of British Columbia Université de Montreal Université Laval University of Alberta University of Calgary University of Manitoba University of Ottawa University of Saskatchewan University of Toronto University of Waterloo University of Western Ontario
UBCM	Union of BC Municipalities

UBCPT	UBC Properties Trust
UC	Universities Canada
UEL(O)	University Endowment Lands (Office)
UILO	University Industry Liaison Office
UNA	University Neighbourhood Association
UNBC	University of Northern British Columbia
UPSEA	University Public Sector Employer's Association
UVic	University of Victoria

V

VSB	Vancouver School Board
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W

WD	Western Economic Diversification Canada
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