



<b>SUBJECT</b>	Updates to the Terms of Reference for the Finance, Learning & Research and Property Committees
<b>SUBMITTED TO</b>	Governance Committee
<b>MEETING DATE</b>	November 21, 2024
<b>SESSION CLASSIFICATION</b>	Recommended session criteria from Board Meetings Policy: OPEN
<b>REQUEST</b>	<p><b>APPROVAL REQUESTED</b></p> <p>IT IS HEREBY RESOLVED that the Governance Committee, in accordance with authority delegated by the Board of Governors, approves:</p> <ul style="list-style-type: none"> <li><i>i.</i> The amended Terms of Reference for the Finance Committee, as set out in Appendix 1 to the briefing;</li> <li><i>ii.</i> The amended Terms of Reference for the Learning &amp; Research Committee, as set out in Appendix 2 to the briefing; and,</li> <li><i>iii.</i> The amended Terms of Reference for the Property Committee, as set out in Appendix 3 to the briefing, and</li> <li><i>iv.</i> The amended Terms of Reference to be effective on the approval of the Governance Committee.</li> </ul>
<b>LEAD</b>	Karen Hakkarainen, Board Secretary
<b>SUPPORTED BY</b>	N/A

## EXECUTIVE SUMMARY

At its September 25, 2024 meeting, the Board of Governors approved amendments to a number of Board Policies following the completion of a review process aimed at rationalizing the number of policy-required reports coming to the Board and its Committees. The Secretariat has undertaken a review of the Standing Committee Terms of Reference to ensure that they reflect the changes in reporting that were approved as part of the policy process. This briefing sets out amendments to the committees' Terms of Reference as required to align with the policy amendments approved thus far and recommends the amended Terms of Reference to the Governance Committee for approval. It is anticipated that further policy amendments will be considered at the December 5, 2024 Board meeting, which may give rise to additional amendments to committee Terms of Reference.

## SUMMARY OF AMENDMENTS

Not all of the reports that were implicated in the policy review are referenced in the committees' Terms of Reference. The following table summarizes the policy changes approved in September, their impact on reporting, and whether these changes require amendments to committee Terms of Reference. The amendments set out in the table below are reflected in the amendments proposed in blackline to the Terms of Reference for the Finance Committee (Appendix 1), the Learning & Research Committee (Appendix 2), and the Property Committee (Appendix 3).

Policy	Responsible Committee	Reporting Change	Corresponding Committee Terms of Reference Amendment
<b>Disaster Management Policy (SC10)</b>	Audit	A new report to the Board of Governors detailing the University's Disaster Preparedness, Response, Recovery, and Mitigation measures will be brought forward at least every three years	None – disaster management reporting is not mentioned in the Audit Committee Terms of Reference
<b>Business Expenses Policy (FM8)</b>	Audit	<i>Report re Creation or Repeal of any Rules and Material Amendments to Rules under Business Expenses Policy</i> (no longer required)	None – this report is not mentioned in the Committee's Terms of Reference
<b>Board Appointments Policy (AP3)</b>	Employee Relations	<i>Annual Delegation of Authority for Appointments</i> (no longer required)	None – this report is not mentioned in the Committee's Terms of Reference
<b>Naming Policy (GA6)</b>	Executive	<i>Approval of Recommendations from the Naming Committee re Places</i> (no longer required)	Pending – Executive Committee Terms of Reference will need to be updated once the amendments to Naming Policy GA6 are also approved by the two Senates
<b>Endowment Policy (FM5)</b>	Finance	<ul style="list-style-type: none"> <li>• <i>UBC Investment Management (UBCIM) Quarterly Portfolios Review</i> (now biannual)</li> <li>• <i>Endowment Status Report</i> (content changed to incorporate other discontinued reporting)</li> <li>• <i>Report Regarding Endowment Stabilization Accounts</i> (discontinued, to be incorporated into annual <i>Endowment Status Report</i>)</li> <li>• <i>Report on Aggregate Information re New Endowment Funds</i> (discontinued, to be incorporated into annual <i>Endowment Status Report</i>)</li> </ul>	Appendix A – Section (p) to be amended to reflect change in frequency of UBCIM reports.  The retained <i>Endowment Status Report</i> is mentioned in the Committee's Terms of Reference, and can be left unchanged. The discontinued reports are not mentioned.
<b>Retained Risk Policy (FM10)</b>	Finance	<i>Retained Risk Annual Report and Retained Risk Fee Recommendations for Approval</i> (no longer required)	None – this report is not mentioned in the Committee's Terms of Reference
<b>Regulatory Framework Policy (GA2)</b>	Governance	<i>Report re Revisions to Board Policies and Procedures Made by OUC to Correct Clerical Errors, etc.</i> (no longer required)	None – this report is not mentioned in the Committee's Terms of Reference
<b>Honorifics Policy (LR1)</b>	Learning & Research	<i>Approval of Establishment of New Chairs</i> (no longer required)	None – this is not mentioned in the Committee's Terms of Reference
<b>Killam Professors Policy (LR6)</b>	Learning & Research	<i>Recommendations and Approvals of "University Killam Professor" Designations</i> (no longer required)	None – this is not mentioned in the Committee's Terms of Reference

Policy	Responsible Committee	Reporting Change	Corresponding Committee Terms of Reference Amendment
<b>Technology Equity Policy (LR8)</b>	Learning & Research	<ul style="list-style-type: none"> <li>• <i>Report of Summary of Transactions Approved under the Technology Equity Policy</i> (no longer required)</li> <li>• <i>Approval of Investment in UBC Technology – Guidelines for Staff</i> (no longer required)</li> </ul>	<p>Reference to report to be struck from Committee Terms of Reference (Appendix A – Section (n))</p> <p>Reference to report to be struck from Committee Terms of Reference</p>
<b>Deaccessioning Policy (UP11)</b>	Learning & Research	<i>Report on Deaccession of Works of Art by Repatriation and/or Cultural Materials over \$100k in Value</i>	Reference to be struck from Committee Terms of Reference (Delegated Authority – Section 2.1.2)
<b>Land Use Policy (UP12)</b>	Property	<ul style="list-style-type: none"> <li>• <i>Approval of Amendments to Plans under the Land Use Policy</i> (operational plans no longer included, only Neighbourhood and Campus/Strategic plans)</li> <li>• <i>Report re Approval of Any Guidelines Adopted, Amended, or Repealed under the Land Use Policy</i> (no longer required)</li> </ul>	<p>Amendment to Delegated Authority Section 2.1.5 required to reflect that only Neighbourhood and Campus/Strategic Plan amendments require approval</p> <p>None – this report is not mentioned in the Committee’s Terms of Reference.</p>
<b>Capital Projects Policy (FM11)</b>	Property	<p>Approval of Capital Projects over \$5 Million</p> <p>Approval of Capital IT Projects over \$5 Million</p> <p>Approval of Internal Loans over \$5 Million</p> <p>Board 4 Reports for Board approved projects</p>	<p>Property Terms of Reference Delegated Authority Section 2.1.2 &amp; Finance Committee Terms of Reference Delegated Authority Section 2.1.8 increase the lower limit from \$5 to \$10 million</p> <p>Finance Committee Terms of Reference Delegated Authority Section 2.1.9 increase the lower limit from \$5 to \$10 million</p> <p>Property Committee Terms of Reference Appendix A Section R increase the lower limit from \$5 to \$10 million</p>

A similar analysis of Terms of Reference will be undertaken following the consideration of further policy amendments to streamline reporting in December. Committee Workplans will also be updated to reflect these changes following the December 2024 Board of Governors meeting.

## APPENDICES

1. Amendments to the Terms of Reference for the Finance Committee, set out in blackline
2. Amendment to the Terms of Reference for the Learning and Research Committee, set out in blackline
3. Amendments to the Terms of Reference for the Property Committee, set out in blackline



## 1. MANDATE

- 1.1. Pursuant to section 27(2)(c) of the *University Act*, the UBC Board of Governors (the “**Board**”) has established a standing committee of the Board to address finance-related matters (the “**Finance Committee**”).
- 1.2. 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:
  - 1.2.1. providing recommendations to the Board where Board decisions are required or where the Finance Committee otherwise considers it desirable to make recommendations;
  - 1.2.2. making decisions on behalf of the Board where the Finance Committee has the delegated authority to do so; and
  - 1.2.3. considering any reports submitted for information and responding to any requests from the UBC administration for advice and input;(collectively, the “**Mandate**”).
- 1.3. Appendix A of these Terms of Reference sets out some examples of matters that fall within the Mandate. This list is provided for illustrative purposes only and is not intended to be exhaustive or constrain in any way the definition of the Mandate set out in section 1.2.

## 2. DELEGATED AUTHORITY

- 2.1. The Finance Committee hereby has the authority to make the following decisions on behalf of the Board:
  - 2.1.1. to set, determine and authorize the UBC administration to collect the fees on behalf of the Board for:
    - 2.1.1.1. instruction, research, and all other activities at UBC, except:
      - 2.1.1.1.1. annual or recurring tuition increases and proposals for international tuition increases applying to incoming students, which require Board approval;
      - 2.1.1.1.2. non-credit credentials, as set out in the Vancouver Senate Policy V-129 where approval of fees has been delegated to the Provost and Vice-President Academic for the Vancouver Campus; and,
      - 2.1.1.1.3. non-credit credentials, as set out in the Okanagan Senate Policy O-129 where approval of fees has been delegated to the Provost and Vice-President Academic for the Okanagan Campus;
    - 2.1.1.2. non-refundable acceptance deposits paid by international students;
    - 2.1.1.3. extramural instruction;
    - 2.1.1.4. public lecturing, library fees, and laboratory fees;
    - 2.1.1.5. examinations, degrees, and certificates;



- 2.1.1.6. the use of any student or alumni organizations in charge of student or alumni activities, including the Alma Mater Society and the UBC Student's Union Okanagan; and,
- 2.1.1.7. the building and operation of a gymnasium or other athletic facilities;
- 2.1.2. to authorize the UBC administration to pay over on behalf of the Board:
  - 2.1.2.1. the fees collected for a student or alumni organization that the organization may request; and,
  - 2.1.2.2. the fees collected for a student society or a provincial or national student organization in accordance with the *University Act*;
- 2.1.3. to authorize the UBC administration to impose fees on and collect fees on behalf of the Board from students who are not members of a student society, and remit those fees to the student society in accordance with the *University Act*;
- 2.1.4. to authorize the UBC administration to administer funds, grants, fees, endowments, and other assets on behalf of the Board;
- 2.1.5. to provide for student loans and other forms of financial assistance;
- 2.1.6. to invest money belonging to UBC and which is available for investment, including approving the Statements of Investment Policies and Procedures;
- 2.1.7. to create UBC's budget framework which sets the guiding principles between costs, government funding, and tuition fee levels, and amendments thereto;
- 2.1.8. to provide Board 1 Approval, Board 2 Approval, and Board 3 Approval for IT Projects (as defined in the Capital Projects Policy) valued between \$510,000,000 and \$20,000,000 in accordance with the Capital Projects Policy;
- 2.1.9. to approve Internal Loans (as defined in the Capital Projects Policy) between \$510,000,000 to \$20,000,000;
- 2.1.10. to authorize the UBC administration to:
  - 2.1.10.1.1. collapse endowments; and
  - 2.1.10.1.2. vary the documentation governing endowments;
- 2.1.11. to approve changes to the documentation that governs the UBC Faculty Pension Plan;
- 2.1.12. to approve changes to the documentation that governs the UBC Staff Pension Plan, including, without limitation, the Staff Pension Plan's Funding Policy, Governance Policy and Terms of Reference; and,
- 2.1.13. to approve annually the budget of the University Neighbourhoods Association (UNA).



### 3. COMPOSITION

- 3.1. In addition to the ex officio members as required by the *Committee Meeting Rules and Practices*, the Finance Committee will have up to nine members, all of whom are to be selected in accordance with the *UBC Board of Governors' Meeting Rules and Practices* as may be amended from time to time. Those additional members will include:
  - 3.1.1. the Board Vice-Chair;
  - 3.1.2. three elected Governors, one of each from the faculty, staff and student Governors; and
  - 3.1.3. up to five Governors who have been appointed by the Lieutenant Governor in Council.

These Terms of Reference were approved on ~~June 27~~November 21, 2024.



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**APPENDIX A**  
**FINANCE COMMITTEE MANDATE**

Further to section 1.3 of the Finance Committee Terms of Reference, the following sets out examples of matters that fall within the Mandate:

- a) Board Policies for which responsibility has been assigned to the Finance Committee by the Governance Committee pursuant to its Terms of Reference
- b) annual budgets
- c) actual and budgeted results
- d) tuition fee levels
- e) capital expenditure proposals
- f) debt management policies and recommendations to borrow funds
- g) financial strategies
- h) financial policies and practices for long-term financial sustainability
- i) fiscal strategy
- j) financial statements and annual reports of UBC-controlled, related, or affiliated entities
- k) Annual Debt Report
- l) Capital Planning and Prioritization Process
- m) Endowment Status Report
- n) UBC Faculty Pension Plan Reports
- o) UBC Staff Pension Plan Reports
- p) UBC Investment Management ~~Trust~~ (UBC-IM~~ANT~~) ~~Quarterly~~ Biannual Portfolio Review
- q) Responsible Investing Updates
- r) Student Housing and Community Services Financial & Operational Annual Update
- s) general oversight of the implementation and operationalization of the Integrated Renewal Program
- t) University Neighbourhoods Association Annual Budget
- u) Campaign and Fundraising Biannual Reports



**APPENDIX B\***  
**BOARD POLICIES ASSIGNED TO FINANCE COMMITTEE**

<b>Policy #</b>	<b>Policy Short Title</b>
FM1	<a href="#">Late Payment Policy</a>
FM2	<a href="#">Purchasing Policy</a>
FM4	<a href="#">Research Over-Expenditure Policy</a>
FM5	<a href="#">Endowment Policy</a>
FM6	<a href="#">Fundraising Policy</a>
FM9	<a href="#">Term Investments Policy</a>
FM10	<a href="#">Retained Risk Policy</a>
LR3	<a href="#">Grants During Leave Policy</a>
LR5	<a href="#">Research Grants Policy</a>
LR10	<a href="#">Financial Aid Policy</a>
UP3	<a href="#">Surplus Equipment Policy</a>
UP4	<a href="#">Vending Machine Policy</a>

\* For information only; not included in TOR as approved



## 1. MANDATE

- 1.1. Pursuant to section 27(2)(c) of the *University Act*, the UBC Board of Governors (the “**Board**”) has established a standing committee of the Board to address learning and research-related matters (the “**Learning & Research Committee**”).
- 1.2. 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:
  - 1.2.1. providing recommendations to the Board where Board decisions are required or where the Learning & Research Committee otherwise considers it desirable to make recommendations;
  - 1.2.2. making decisions on behalf of the Board where the Board has delegated authority to the Learning & Research Committee to do so; and
  - 1.2.3. considering any reports submitted for information and responding to any requests from the UBC administration for advice and input;(collectively, the “**Mandate**”).
- 1.3. Without limiting the Mandate set out in section 1.2, the Learning & Research Committee shall:
  - 1.3.1. promote, support, and enhance the learning and research community at UBC by reviewing policies and actions and making recommendations to the Board that enhance UBC’s standing as a global leader in research excellence, discovery, scholarship, and creative endeavours;
  - 1.3.2. develop the Board’s policies and principles in regard to the learning and research community at UBC, and ensure that policies and principles are properly maintained, fostering a strong and diverse learning and research culture that embraces the highest standards of integrity, collegiality, and service;
  - 1.3.3. review (in open session) Board policies as assigned by the Governance Committee;
  - 1.3.4. review and make recommendations to the Board regarding all matters relating to intellectual property and technology transfer of research at UBC;
  - 1.3.5. review recommendations of the Council of Senates, the UBC Vancouver Senate, and the UBC Okanagan Senate on all matters relating to learning and research, and advise the Board when, under the *University Act*, it should consult with any or all of these bodies, with the exception of budgetary matters; and,
  - 1.3.6. advise and assist the Board and the President in advancing the learning and research related objectives of UBC’s strategic plan.
- 1.4. Appendix A of these Terms of Reference sets out some further examples of matters that fall within the Mandate. This list is provided for illustrative purposes only and is not intended to be exhaustive or constrain in any way the definition of the Mandate set out in section 1.2.



## 2. DELEGATED AUTHORITY

2.1. The Learning & Research Committee hereby has the authority to make the following decisions on behalf of the Board:

2.1.1. to approve recommendations from the Okanagan Senate, the Vancouver Senate, and the Council of Senates related to learning and research matters at UBC; ~~and,~~

~~3.0.0. to approve the deaccessioning of works of art or cultural materials that may be recommended to the Board pursuant to the Deaccessioning Policy (UP11).~~

## 4.3. COMPOSITION

~~4.1.3.1.~~ In addition to the ex officio members as required by the *Committee Meeting Rules and Practices*, the Learning & Research Committee will have at least four members, all of whom are to be selected in accordance with the *Board Meeting Rules and Practices* and the *Committee Meeting Rules and Practices* as may be amended from time to time. Those additional members will include:

~~4.1.1.3.1.1.~~ one elected student Governor;

~~4.1.2.3.1.2.~~ one elected faculty Governor; and

~~4.1.3.3.1.3.~~ two Governors who have been appointed by the Lieutenant Governor in Council.

These Terms of Reference were approved by the Board on ~~June 27~~ November 21, 2024.



**APPENDIX A**  
**LEARNING & RESEARCH COMMITTEE MANDATE**

Further to section 1.4 of the Learning & Research Committee Terms of Reference, the following sets out examples of matters that fall within the Mandate:

- a) Academic Excellence Funds updates
- b) Reports and updates on establishment of new endowments
- c) Communication and consultation regarding approvals of academic programs and fees
- d) Campus as a Living Lab
- e) Faculty SWOT analyses
- f) Flexible Learning updates
- g) Innovation activities at UBC
- h) Inter-Campus Mobility
- i) Okanagan Campus Academic Plan
- j) Okanagan Campus Research Plan
- k) President's Excellence Chairs updates
- l) UBC Research Excellence Clusters Initiative
- m) University Librarian Report
- ~~n) University Industry Liaison Office (UILO) Report~~
- ~~o) \_\_\_\_\_ Notable Distinctions~~
- ~~p) Annual Enrolment Reports~~

**APPENDIX B\***  
**BOARD POLICIES ASSIGNED TO LEARNING & RESEARCH COMMITTEE**

<b>Policy #</b>	<b>Policy Short Title</b>
AP10	<a href="#">Postdoctoral Fellows Policy</a>
GA5	<a href="#">Vancouver Archives Policy</a>
HR1	<a href="#">CV Policy</a>
LR1	<a href="#">Honorifics Policy</a>
LR2	<a href="#">Research Policy</a>
LR4	<a href="#">Tuition Consultation Policy</a>
LR6	<a href="#">Killam Professors Policy</a>
LR7	<a href="#">Disability Accommodation Policy</a>
LR8	<a href="#">Technology Equity Policy</a>
LR9	<a href="#">Human Research Policy</a>
LR11	<a href="#">Inventions Policy</a>
LR12	<a href="#">Teaching Materials Policy</a>
SC6	<a href="#">Scholarly Integrity Policy</a>
SC11	<a href="#">Wireless Network Policy</a>
SC12	<a href="#">Students Abroad Policy</a>
SC14	<a href="#">Information Systems Policy</a>
UP11	<a href="#">Deaccessioning Policy</a>

\* For information only; not included in TOR as approved



## 1. MANDATE

- 1.1. Pursuant to section 27(2)(c) of the *University Act*, the UBC Board of Governors (the “**Board**”) has established a standing committee of the Board to address property matters (the “**Property Committee**”).
- 1.2. The Property Committee considers matters relating to the acquisition, disposition, development, and management of real property for the purposes of:
  - 1.2.1. providing recommendations to the Board where Board decisions are required or where the Property Committee otherwise considers it desirable to make recommendations;
  - 1.2.2. making decisions on behalf of the Board where the Board has delegated authority to the Property Committee to do so; and,
  - 1.2.3. considering any reports submitted for information and responding to any requests from the UBC administration for advice and input;(collectively, the “**Mandate**”).
- 1.3. Appendix A of these Terms of Reference sets out some examples of matters that fall within the Mandate. This list is provided for illustrative purposes only and is not intended to be exhaustive or constrain in any way the definition of the Mandate set out in section 1.2.

## 2. DELEGATED AUTHORITY

- 2.1. The Property Committee hereby has the authority to make the following decisions on behalf of the Board:
  - 2.1.1. to review and approve Agency Agreements with UBC Properties Investments Ltd;
  - 2.1.2. to provide Board 1 Approval, Board 2 Approval, and Board 3 Approval for Construction Projects (as defined in the Capital Projects Policy) valued over ~~\$510~~,000,000 and up to \$20,000,000 in accordance with the Capital Projects Policy;
  - 2.1.3. to approve the Terms of Reference of the Development Permit Board;
  - 2.1.4. to approve the granting of Statutory Rights of Way;
  - 2.1.5. to approve the adoption, amendment, or repeal of [Neighbourhood Plans and Campus/Strategic Plans](#) (as defined in the Land Use Policy) or any other documents that the Property Committee is authorized to adopt, amend, or repeal under the Land Use Policy; and,
  - 2.1.6. to set, determine, and authorize the UBC administration to collect the fees on behalf of the Board for infrastructure impact charges, community amenity charges, and development cost charges.

## 3. COMPOSITION

- 3.1. In addition to the ex officio members as required by the *Committee Meeting Rules and Practices*, the Property Committee will have up to eight members, all of whom are to be selected in accordance with the *Board Meeting Rules and Practices* and the *Committee Meeting Rules and Practices* as may be amended from time to time. Those additional members will include:
  - 3.1.1. the Chair of the Finance Committee;
  - 3.1.2. two elected Governors; and,
  - 3.1.3. up to five Governors who have been appointed by the Lieutenant Governor in Council.

These Terms of Reference were approved by the Board on ~~June 27~~[November 21](#), 2024.



## APPENDIX A PROPERTY COMMITTEE MANDATE

Further to section 1.3 of the Property Committee Terms of Reference, the following sets out examples of matters that fall within the Mandate:

- a) Board Policies for which responsibility has been assigned to the Property Committee by the Governance Committee pursuant to its Terms of Reference
- b) land use
- c) endowment wealth creation from long-term leasing
- d) development objectives
- e) management, administration, and control of UBC's real property
- f) capital plans for buildings and infrastructure
- g) acquisition or disposal of real property
- h) campus plans
  - i) land use plans
  - j) neighbourhood plans
  - k) public realm plans
  - l) design guidelines, requirements, and frameworks
- m) property and associated strategic aspects of the University Neighbourhoods Association (UNA) arising through the work of the UNA-UBC Liaison Committee (other than the UNA budget, which is considered by the Finance Committee, and community aspects of the University Neighbourhoods Association, which are considered by the People, Community & International Committee)
- n) Neighbours' Agreement with the University Neighbourhoods Association
- o) off-campus property initiatives
- p) property-related objectives of UBC
- q) UBC Rapid Transit Strategy Updates
- r) post-completion reports for Construction Projects (as defined in the Capital Projects Policy) valued between ~~\$5~~\$10,000,000 and \$20,000,000
- s) UBC Properties Trust updates
- t) student housing growth plans
- u) progress reports regarding seismic resilience plans
- v) Development Permit Board Annual Report (UBC Vancouver)
- w) Land Use Plan, Transportation and Engagement Monitoring Principles Monitoring Report
- x) UBC Okanagan *GamePlan* Updates
- y) UBC Okanagan Learning Factory Follow Up
- z) Campus security annual reports



**APPENDIX B\***  
**BOARD POLICIES ASSIGNED TO PROPERTY COMMITTEE**

<b>Policy #</b>	<b>Policy Short Title</b>
FM11	<a href="#">Capital Projects Policy</a>
SC2	<a href="#">Smoking/Vaping Policy</a>
SC5	<a href="#">Extreme Environmental Conditions Policy</a>
SC9	<a href="#">Alcohol Policy</a>
UP2	<a href="#">Charitable Appeals Policy</a>
UP5	<a href="#">Equipment/Services Use Policy</a>
UP8	<a href="#">Signage Policy</a>
UP9	<a href="#">Space Rental Policy</a>
UP10	<a href="#">Advertising Policy</a>
UP12	<a href="#">Land Use Policy</a>
UP13	<a href="#">Space Management Policy</a>

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