

## **Finance, Property and Investment Committee Terms of Reference**

### **Mandate**

The Finance, Property and Investment Committee (“the Committee”) strives to strengthen and enhance the Board of Governors’ roles and responsibilities and is advisory to the Board. The role of the Committee is to advise the Board in fulfilling its oversight responsibilities for the financial affairs of the University including the establishment and monitoring of sound financial strategies, budgets, and policies which ensure long-term financial sustainability. The Committee also makes recommendations to the Board which ensure that property and facilities development is aligned with policies, principles and strategies, and advises on how to enhance the University’s investment position and/or portfolio performance.

### **Composition**

Upon the recommendation of the Board Chair, the Committee shall be comprised of:

1. Committee Chair (voting)
2. Board Chair (ex-officio, voting)
3. Board Vice Chair (ex-officio, voting)
4. President (ex-officio, voting)
5. Chancellor (ex-officio, voting)
6. No less than eight (8) voting members of the board, a majority of whom shall be public or alumni members, two of whom should be financially literate or financial experts

The Committee Chair will be appointed as per the Board Bylaws, must be a member of the Audit and Risk Committee, and must be a financial expert.

Financial expert is defined as someone who may have all or some of the following: an education and experience as a public accountant, auditor or principal financial officer, comptroller or principal accounting officer; a professional certification in accounting or audit; experience in preparing, auditing, analyzing or evaluating audited financial statements of comparable institutions; experience with internal accounting controls; an education or experience in property development or management; an education or experience in investment management and/or an understanding of audit committee functions. The Board Chair will determine if a member meets this definition.

### **Resources**

The Office of University Governance shall be a resource to the Committee, specifically relating to governance, logistics and record keeping for the Committee. Additional resources to the committee are the President and Vice-Presidents, and General Counsel, as required.

If the Board or Committee determines that an External Advisor or an External Committee Member with particular expertise is needed to participate on a Committee, the Board may choose to appoint such persons as additional resources.

### **Duties and Responsibilities**

The Committee shall fulfill the following duties and responsibilities in keeping with the Committee Mandate:

**A. Finance Functions**

1. Review and monitor the University's operating budgets, financial results, and related risks on a quarterly basis. Approve corrective actions when required.
2. Review and monitor major capital project expenditures, and related risks, on a quarterly basis. Approve corrective actions when required.
3. Review and recommend for approval levels of spending authority, loans, and lines of credit.
4. Review and recommend for approval annual operating and capital budgets, including the financial submission in the University's Financial Plan and ensure the annual budgets and financial objectives of the University align with the strategic objectives of the University.
5. Review and recommend for approval annual tuition and fees, in accordance with provincial policy.
6. Review and recommend for approval international student tuition fees.
7. Recommend for approval to the Board any contract where the value exceeds the level of spending authorized for the President.
8. Monitor debt management including extent and methods of obtaining external borrowing for operating and capital expenditures. Make related recommendations to the Board when required.
9. Monitor trends with implications for the financial sustainability of the University or which present risk to the strategic plan approved by the Board. Approve corrective actions when required.

**B. Property Functions**

1. Identify and assess strategic risks and opportunities associated with facilities and land and recommend for approval to the Board policies as required.
2. Recommend for approval to the Board the multi-year Campus Master Plan, including the budget to support the plan. Monitor the execution of the Campus Master Plan and recommend to the Board corrective action when required.
3. Identify the impact of the Campus Master Plan on the wider community, and ensure collaboration occurs with different levels of government regarding campus and facilities development.
4. Make recommendations to the Board regarding the acquisition or disposal of University property, the acquisition or construction of new space, the major renovation of existing space, or the decommissioning or disposition of existing space.
5. Provide guidance and recommendations to the Board relating to current and future facilities, land, buildings, and infrastructure that support the University's strategic objectives.
6. Monitor the progress of capital projects and other significant related matters.
7. Oversee performance and management of The MacEwan University Land Trust.

**C. Investment Functions**

1. Oversee the University's investment of endowed and non-endowed assets.
2. Advise Administration and recommend to the Board on how to enhance the University's investment position or portfolio performance consistent with approved investment policy.
3. As required, review the University's investment and cash management strategies, including risk profile, policies and procedures with Administration and its investment advisors.

4. Monitor risks and opportunities associated with investment of the University's operating and endowment monies. Recommend to the Board corrective action when required.
5. As per the Endowment Policy, determine annually, the expendable from pooled earnings on endowment funds based on recommendations by University Advancement and the President of the Foundation.
6. Review the appointment of, monitors the performance of, and take actions as appropriate, regarding external investment managers and advisors.
7. Monitor the performance of the investments, review the annual distribution from the endowment funds, and report to the Board when required.
8. Review, at least annually, the actual and expected risk-return profile of the investment programs; the continued appropriateness of the Investment Policy; and the cost effectiveness of the investment program.

**D. Policy and Other Matters**

1. Review and approve changes to existing University policies relating to the Committee's mandate as set out in the University's Policy Document Framework and identified in Appendix A.
2. Review and recommend new University policies relating to the Committee's mandate,
3. Consider risks associated with items before the Committee and make recommendations to the Board.
4. Consider other matters at the request of the Board.

**Workplan Development**

The Committee will develop an annual workplan for recommendation to the Board of Governors for approval.

**Accountability**

The Committee shall report its discussion to the Board by maintaining minutes of its meetings and providing an oral report at each Board meeting.

**Terms of Reference Review**

The Committee will review its Terms of Reference annually and recommend to the Board of Governors any required changes.

Approved: October 12, 2023

Next Review: October 2024