

BOARD OF GOVERNORS

PUBLIC SESSION AGENDA

Thursday, November 17, 2022

Senate Chamber – Room 1079

5:45 pm – 7:15 pm

Members – Ibolya Agoston, Amanda Alexander, Kostas Bach, Allison Beswick, Darwyn Coxson, Joyce Henley, Darlene McIntosh, Joel McKay, Geoff Payne, Michael Reed – VICE-CHAIR, Paul Sanborn, Gregory Stewart, Catherine Wishart – CHAIR

1. **Acknowledgement of Territory**

2. **Chair's Remarks**

- Declarations of Conflict
- Correspondence Received

3. **Approval of Agenda**

That, the Agenda for the Public Session of the November 17, 2022 meeting of the Board of Governors be approved as presented.

4. **Approval of Minutes**

a. **Public Session Minutes of September 16, 2022 – page 4**

That, the Public Session Minutes of the September 16, 2022 meeting of the Board of Governors be approved as presented.

5. **Business Arising from Previous Public Session Minutes**

- a. Strategic Planning- Update – G. Payne

6. **Reports of Committees and Related Motions**

- (i) **Audit and Risk Committee** – G. Stewart, Chair – **page 9**

- (ii) **Governance and Human Resources Committee** – C. Wishart, Chair – **page 11**

- a. Annual Review of Board Rules – Revised Board Rules – C. Wishart - **page 17**

That, on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the Revised Board Rules as presented.

- b. New Academic Program Approval – W. Rodgers – **page 40**

That, on the recommendation of the Governance and Human Resources Committee, the new Joint Major in Anthropology and Political Science as recommended and approved by the UNBC Senate, as presented.

(iii) **Finance and Investment Committee** – A. Beswick, Chair - **page 46**

a. **Agreements, Scholarships, Bursaries and Awards** – W. Rodgers – **page 48**

That, on the recommendation of the Finance and Investment Committee, the Board of Governors approves the agreements, scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for the period of September 2022 to October 2022, as presented.

b. **2022/2023 UNBC Tuition Fees** – R. Somani – **page 77**

Whereas s.27(2) of the University Act grants the Board the authority to set, determine and collect fees;

And Whereas the Government of British Columbia's Tuition Limit Policy, limits domestic tuition and mandatory fee increases to the rate of inflation (2%);

Now therefore, on the recommendation of the President, and in compliance with the Government of British Columbia's Tuition Limit Policy, and the recommendation of the Finance and Investment Committee the Board approves the 2023/2024 Tuition Fee Schedule for the University of Northern British Columbia as presented including a differential fee increase for international undergraduate students as presented in the fee schedule.

Effective on approval of the Board.

c. **Delegation of Authority to the President to Approve Fees** – R. Somani

Whereas the University Act grants the Board the authority to set, determine and collect fees, and whereas;

The Government of British Columbia's Tuition Limit Policy limits domestic tuition and mandatory fee increases to the rate of inflation;

The UNBC Fees Committee reviews all fees and applications related to fees, considers submissions from interested and impacted parties, and provides advice and recommendations to the President with respect to fees, and;

Now therefore, on the recommendation of the Finance and Investment Committee, the Board delegates the authority to approve all fees for the 2023 – 2024 planning and budget cycle, except for tuition fees, to the President, acting with the advice of the UNBC Fees Committee and in compliance with the Province of British Columbia's Tuition Limit Policy, effective on approval of the Board.

Effective on approval of the Board.

d. **Approval of the Indirect Costs and Overhead Charge for Research and Instruction Service Policy** – K. Lewis – **page 83**

That, on the recommendation of the Finance and Investment Committee, the Board of Governors, the approval of the Indirect Costs and Overhead Charge for Research and Instruction Service Policy as presented.

Effective on approval of the Board

e. **Repeal of Indirect Costs and Overhead Charges for Research for Instructional Services Surpluses Policy** – K. Lewis – **page 89**

That, on the recommendation of the Finance and Investment Committee, the Board of Governors, repeal the Indirect Costs and Overhead Charges for Research for Instructional Services Surpluses Policy as presented.

Effective on approval of the Board

- f. Repeal of the Overhead Policy – K. Lewis – **page 95**
That, on the recommendation of the Finance and Investment Committee, the Board of Governors, repeal the Overhead Policy as presented.

Effective on approval of the Board

- g. **Repeal Regional Tuition Fee Supplement Policy** - K. Howitt – **page 101**

That, on the recommendation of the Finance and Investment Committee, the Board of Governors, repeal of the Regional Tuition Fee Supplement Policy as presented.

Effective on approval of the Board

7. Board Motions

None

8. Mandatory and Standing Reports – Public Session

a. Report of the President – G. Payne

- Regular Report – **page 105**
- COVID-19 – Update (verbal)
- Senate Update (verbal)

b. Public Reports of the Vice-Presidents, written

- Vice-President Academic and Provost – W. Rodgers – **page 115**
- Vice-President, Finance and Administration – R. Somani – **page 123**
- Interim Vice-President, Research and Innovation – K. Lewis – **page 136**

9. Other Business

a. Schedule of Upcoming UNBC Events

- November 23
 - UNBC Senate
- January 27
 - Joint Board and Senate Breakfast
- February 16
 - UNBC Employee Recognition Event

For more UNBC events, please visit www2.unbc.ca/events

10. Adjournment

BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	November 17, 2022
Agenda Item:	4.a. Public Session Minutes of September 16, 2022
Material:	1. Minutes of September 16, 2022
Motion:	<i>That, the Public Session Minutes of the September 16, 2022 meeting of the Board of Governors be approved as presented.</i>

BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	November 17, 2022
Agenda Item:	6.i. Audit and Risk Committee Report – G. Stewart
Material:	1. Audit and Risk Committee Quarterly Public Written Report

Audit and Risk Committee Report to the UNBC Board of Governors

Submitted by: Greg Stewart

Dates of meeting(s) since last report: November 3, 2022

Topics reviewed and discussed:

1. University Policy and Procedures Update

- *General discussion, questions, and points of consideration*
 - Updated on the University Policy and Procedure project and the ongoing tracking of work completed and the ongoing work.
 - Discussed the prioritization of what policies/procedures are identified as priorities.

2. Bank Reconciliations

- *General discussion, questions, and points of consideration*
 - Bank reconciliations were previously identified in the KPMG Audit management letters.
 - Committee was informed that the bank reconciliations have now been addressed and are up to date.

3. Travel Reimbursement Policy

- *General discussion, questions, and points of consideration*
 - Updated on the Travel Reimbursement Policy and the next steps for updating the policy
 - Assuming all proceeds smoothly over the next couple months, the committee is expecting to review the policy in January.

4. Board Evaluation

- *General discussion, questions, and points of consideration*
 - Identifying potential internal Board evaluation programs/systems.
 - Recommendation on how the process/program will be tabled for the committee in January.

BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	November 17, 2022
Agenda Item:	6.ii. Governance and Human Resources Committee Report
Material:	<ol style="list-style-type: none"> 1. Governance and Human Resources Committee Quarterly Public Written Report 2. Policy Development Timelines 2022-23 3. Governance Action Items Update - November 2022

***Governance and Human Resources Committee
Report to the UNBC Board of Governors***

Submitted by: Catherine Wishart

Date(s) of meetings since last report: November 2, 2022

Topics reviewed and recommendations made:

1. Governance

- Reviewed the Board policy development timelines (attached). While the timelines are ambitious, these policies are important for the organization's risk management, and for effective governance systems.
- Discussed the current Order-in-Council vacancy. The application deadline has been extended to November 30.
- Reviewed the recommended appointments to the UNBC Land Development Corporation as a governance function of the Board. The Finance and Investment Committee is forwarding the recommendation to the Board after their review.
- Reviewed the status of the Annual Governance Action Items (update attached).
- Reviewed Board of Governors' attendance for 2022. No concerns identified.
- Recommendations to the Board:
 - Revised Board Rules
 - Approval of the new Joint Major in Anthropology and Political Science

2. Human Resources

- Reviewed recent news about Indigenous identity discussions across Canada. This remains an important topic for UNBC as we move towards policy and procedure development. Extensive internal and external consultation is required. Administration will draft a development plan and timelines for Board to discuss at our January meeting.
- Recommendations to the Board:
 - None

Policy Development Timelines 2022-23

Policies requiring BOG approval only

Policy	Process	Anticipated date to Governance and HR Committee prior to required UNBC consultation process
Delegation of Board authority for the appointment of senior academic and administrative officers, and of faculty <ul style="list-style-type: none"> include required elements of reporting to BOG on annual or semi-annual basis, i.e., whether process for inclusive search was followed, EDI and Indigenous search, interview and hiring information 	Include a new policy or guidelines regarding standard practices for inclusive search processes for administrators not covered under specific search procedure policies. Linked policy: Search processes for Academic Vice-Presidents and other Senior Academic Administrators	January 2023
Appeals to the Board <ul style="list-style-type: none"> Consider having a small standing committee of the Board Include training for standing committee members 	Repeal current policy relating only to University Act provision and broaden in case future policies allow for appeal to the Board.	January 2023
Presidential review, and review prior to reappointment of the president	Combine two existing policies into one	January 2023
Acceptance of gifts	Underway through Research and Innovation	March 2023
Exempt staff employment standards	Underway through Human Resources	Spring 2023
Process for annual evaluation of the function and functioning of BOG and Committees	Via Audit and Risk Committee	Spring 2023
Whistleblower / safe disclosure <ul style="list-style-type: none"> Include required reporting to BOG 	To be reviewed by both Governance and HR, Audit and Risk Committees	June 2023

Policies requiring Senate **consultation and /or approval** and BOG approval

Policy	Purpose	Anticipated date to BOG and Senate for review
Process for search committee for selection of the president and vice-chancellor	Review and update	June 2023 or later
Search for Academic VPs and other senior academic administrators	Review and update	June 2023 or later
Indigenous identity policy	New policy to align with regional and national First Nation and Indigenous processes	November 2023

Governance Action Items Update November 2022

Action Item	Current Status
1. Complete new Strategic Plan and Vision	Underway. First Board consultation is at the November 2022 meeting.
2. A Board orientation and development site be developed to include materials readily available to BOG members. In particular, information on fiduciary responsibility and the university bi-cameral system will be included. As per the 2020 Lewis report, a statement of the duties and responsibilities of BOG members inside and outside the boardroom and including examples of actual and apparent conflicts of interest.	Initiated with transfer of existing materials to Teams site; some delay due to staffing changes in Governance Office.
3. In consultation the Board, the President determines how individual Board Members can advance the University's vision, mission, and reputation within the communities the University serves, and works with the Members to implement strategies.	Not yet begun.
4. Each September the Board holds an in-depth engagement session on its priorities and accountability mechanisms, the University's financial situation, the internal and external risk landscape, and other topics essential for informed decision making on matters expected to come to the Board in the governance year.	Held October 12 with discussions about the northern economic situation, national and global post-secondary trends, northern Indigenous issues, and northern social development issues.
5. The Board sets annual goals for the President against which presidential progress is measured.	Set in June 2022.
6. Specific Board-related policies be reviewed, revised, or developed as necessary, including: Procedures for Presidential Review; the President Search Procedures; Search Committees for Academic Vice-Presidents and other Senior Academic Administrators Procedures; Appointment of Senior Academic and Administrative	Policy schedule for 2022-23 has been developed.

Officers of the University, and of Faculty Policy; standard policy for inclusive search processes for administrators; whistle blower or safe disclosure policy; delegation of Board authority; Administrator employment standards; policy on appeals to the Board of Governors; policy on the acceptance of gifts.	
7. The Audit and Risk Committee develops a process for annual evaluation of the function and functioning of the Board and its committees.	Referred to the Audit and Risk Committee. Anticipated in June 2023.
8. Re-instate the Advisory Committee on Advancement, with a northern focus and an updated mandate.	Development of terms of reference underway, to be reviewed by both Finance and Investment, and Governance and HR Committees.
9. Advance the UNBC Land Trust structure and governance model.	Work continues on this initiative with administration and a sub-committee of the Board.

Meeting Date:	November 17, 2022
Agenda Item:	6.ii.a. Annual Review of Board Rules – C. Wishart
Material:	1. Revised Board Rules
Motion:	<i>That, on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the Revised Board Rules as presented.</i>

UNBC

Board of Governors

Rules

Board of Governors Rules – January 2022

Table of Contents

GOVERNING LEGISLATION	4
1. AUTHORITY TO ENACT RULES	4
2. INTERPRETATION – THE UNIVERSITY ACT AND ROBERT’S RULES OF ORDER ...	4
3. BOARD MEMBERSHIP	4
Duty to Act in the Best Interests.....	4
Attendance and Preparation.....	5
Removal from the Board	5
4. ELECTION AND ROLE OF THE CHAIR AND VICE-CHAIR.....	5
Election Process.....	6
Role and Authority of the Board Chair:.....	7
Role and Authority of the Vice-Chair:.....	7
5. BOARD SECRETARY AND RECORDING SECRETARY	7
6. POWERS AND DUTIES OF THE BOARD.....	8
7. DELEGATION OF AUTHORITY AND SIGNING RESOLUTIONS	8
8. CONFLICT OF INTEREST AND CONFIDENTIALITY	9
9. MEETINGS OF THE BOARD - REGULAR AND SPECIAL MEETINGS.....	9
Public, Closed and In-Camera Sessions.....	10
10. NOTICE OF MEETINGS	10
Waiver of Notice.....	10
11. AGENDAS AND MATERIALS	11
12. PRESENTATIONS TO THE BOARD	11
Recognizing Speakers from the Gallery at a Public Board Meeting	12
Orderly Conduct of Business.....	12
13. QUORUM.....	12
Failure to Achieve Quorum.....	12
Loss of Quorum During a Meeting	13
14. MOTIONS	13

	Methods of Voting	13
15.	RECORDINGS and MINUTES	14
16.	BOARD STANDING COMMITTEES – GENERAL PROVISIONS APPLICABLE TO ALL STANDING COMMITTEES.....	14
	Purpose and Authority	14
	Accountability to the Board.....	15
	Membership and Committee Chairs	15
	Frequency and Conduct of Committee Meetings.....	15
17.	BOARD STANDING COMMITTEES.....	16
	Membership, Duties and Authority of Each Committee:	16
	17.2 Executive Governance and Human Resources Committee	17
	17.3 Audit & and Risk Committee.....	18
	17.4 Finance & and Investment Committee.....	20
18.	ADVISORY BOARDS	21
19.	ANNUAL REVIEW OF BOARD RULES	21

GOVERNING LEGISLATION

The University of Northern British Columbia was established under the *University of Northern British Columbia Act [SBC 1990] c.28, (July 20th, 1990)*. The *UNBC Act* was repealed July 15th, 2002, after which time UNBC was, and is, governed under the provisions of the *University Act [RSBC 1996] c.468 ("the Act")*.

These Board Rules replace former Board Rules (~~September 2020~~ January 2022). Terms of Reference for the *Investment Advisory Committee* and the *Advisory Board on University Advancement* are dealt with separately and are attached to these *Rules* as Schedules I and II respectively.

1. AUTHORITY TO ENACT RULES

- 1.1 These Rules are enacted by the Board under the authority granted in the *University Act* [s. 27(2)(a)].
- 1.2 Amendments to these Rules require proper notice of Motion as provided herein, and require two-thirds support of the Members present and voting.

2. INTERPRETATION – THE UNIVERSITY ACT AND ROBERT’S RULES OF ORDER

- 2.1 In the event of a conflict or discrepancy between these Rules and the provisions of *the Act*, *the Act* will prevail.
- 2.2 If any procedural matter is not addressed, or is not adequately addressed by these Procedures, the Board will rely on Robert’s Rules of Order (latest edition), unless the Board Chair proposes reasonable alternate procedure(s) which are acceptable to at least two-thirds of the voting members present.

3. BOARD MEMBERSHIP

- 3.1 Membership on the Board is determined by *the Act* [s. 19(1)].

Duty to Act in the Best Interests

- 3.2 Board Members must act in the best interests of the University [s.19.1].

Attendance and Preparation

- 3.3 Board Members are expected to prepare for and attend all Board Meetings, and all meetings of any Committee(s) to which they have been assigned. The *Act* provides [s.22(2)] that, 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 his or her seat. The Executive Governance and Human Resources Committee in its Terms of Reference is tasked with monitoring Member attendance.
- 3.4 Board Members are expected to respond to notices of meetings, and to indicate when they are not able to attend a meeting in person, or via video or teleconference.
- 3.5 Voting or attendance by proxy is not permitted.

Removal from the Board

- 3.6 Removal from the Board is addressed in s. 22 of *the Act*, which includes at s. 22(1), provision for the removal of a Board Member for cause, and at 22(2) the provision that:

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 his or her seat.

- 3.7 In the event that any member is subject to the provisions of s. 22(2), the Board Chair will contact the Member to determine whether the Member wishes to continue to serve. If the Member wishes to continue to serve, a resolution will be taken to the Board to determine whether the Member's absences may be excused.

4. ELECTION AND ROLE OF THE CHAIR AND VICE-CHAIR

- 4.1 The Chair and Vice-Chair of the Board will be elected annually from among the Order in Council appointees, in June using an approved electronic survey tool or other emerging technologies deemed appropriate by the Executive Governance and Human Resources Committee. The result of the election(s) will be announced at the last regular scheduled Board meeting in June each year [s.19.2(1)].
- 4.2 In the event of a Chair resigning or being unable to fulfill the duties of Chair at any time during their term, the Vice-Chair will temporarily assume the role of Chair, and the Board shall hold an election for Chair as soon as

is practical to do so. A Chair elected under this section will hold the office for the duration of the term remaining of the Chair being replaced. A new election will then be held on the usual schedule as provided in s. 4.1 above.

- 4.3 In the event of a Vice-Chair being unable to fulfill the duties of Vice-Chair at any time during their term, the Board will hold an election for Vice-Chair as soon as practical to do so.

Election Process

- 4.4 Prior to the June Board meeting, the Chancellor, or in their absence the President, or in their absence the Provost, as the Chair of the Nominating Committee, will strike a Committee consisting of three or more Board members, including the Chancellor, who are either not eligible to run for election or who clearly communicate they will not run for election.

Advance nominations must be submitted in writing to the Nominating ~~Committee~~ Committee Chair no later than four weeks prior to the election date.

The Chair of the Nominating Committee will confirm that nominees are willing to stand for the position prior to the election and ask them to submit a short written statement to the Board.

Before the last regular scheduled June Board meeting, the Office of University Governance will conduct the election of Chair and Vice Chair using the approved ~~electronic~~ electronic survey tool, with the nominees' short statements to the Board being uploaded to the survey tool. Voting will be conducted by secret ballot. All voting members of the Board, including nominees, are eligible to vote. Advance voting is not permitted.

The results of the election will be declared at the last regular scheduled June Board meeting and noted in the minutes. The Chair and Vice Chair elect will assume their roles following the June meeting.

- 4.5 A Chair or a Vice-Chair may not serve for more than three (3) consecutive terms in their respective roles.
- 4.6 In the event that both the Chair and Vice-Chair are absent for a meeting, the Board may appoint one of the other Order in Council Members to Chair the meeting.

- 4.7 The Board may, by a two-thirds vote, at any time terminate the appointment of a Chair or Vice-Chair. In such a case, the Chancellor, or in their absence the President, or in their absence the Provost, will immediately open nominations for a new Chair or Vice Chair.

Role and Authority of the Board Chair:

- 4.8 In addition to chairing meetings of the Board, the Board Chair sits as a voting member of all Board Committees and Advisory Boards including: Investment Advisory sub-Committee, and the Advisory Board on Advancement. The Chair serves as the spokesperson for the Board and is a signing Officer authorized to approve the President's expenses.

The Chair maintains regular communication with the President and works to guide Board activities, oversee the setting of Board agendas and to create and respond to Board correspondence.

The Chair communicates with the Government of British Columbia's Crown Agencies and Board Resourcing Office to ensure vacancies on the Board are filled in a timely manner and, in consultation with the Executive Governance and Human Resources Committee of the Board, reviews the Board Competency Matrix to ensure the Board maintains a necessary range of expertise and diversity.

The Chair works with the Executive Governance and Human Resources Committee to provide performance feedback to the President.

Role and Authority of the Vice-Chair:

- 4.9 The Vice-Chair serves in the place of the Chair when the Chair is absent, or unable to act. The Board Chair may delegate any of the usual duties of the Chair, to the Vice-Chair, on an ad hoc basis, as appropriate or necessary.
- 4.10 Should the Board Chair wish to delegate any of the usual duties of the Chair to the Vice-Chair on a regular or continual basis, the Chair must provide notice of such delegation to the Board.

5. GOVERNANCE OFFICER BOARD SECRETARY AND RECORDING SECRETARY

- 5.1 The Senior Governance Officer acts in the role of the Board Secretary, and oversees the Office of University Governance's responsibilities for the organization and administration of the Board of Governors and organization governance records, including governance compliance matters. The Senior Governance Officer has custody of all records of the Board and of the University Seal. The Senior Governance Officer provides guidance and advice to the Board Chair and Board Committee Chairs on meeting protocols, governance requirements, and related matters. The Senior Governance Officer is appointed by and reports to the President for operational matters, while working closely with the Board Chair on best practice governance processes.

~~The Governance Officer will serve as Secretary to the Board, and will issue notices of meetings, and such other duties as assigned by the Board. The Secretary will have custody of all records of the Board and of the University Seal.~~

- 5.2 The Governance Officer is the Recording Secretary, ~~will keep the minutes~~ of the Board.
- 5.3 The President may appoint an Acting Board Secretary in the absence of the Senior Governance Officer.

6. POWERS AND DUTIES OF THE BOARD

- 6.1 The powers and duties of the Board are outlined in *the Act* [s. 27(1) & (2)].
- 6.2 *The Act* creates a bi-cameral system of governance for the University in which the Board has authority for the management, administration and control of the property, revenue, business and affairs of the university and Senate has authority for academic governance. Shared powers and the duty and responsibility to consult with the UNBC Senate, and to jointly decide certain matters with, and to approve certain actions and recommendations by, the Senate, are also outlined in *the Act* [s. 37 (1) & s. 38].

7. DELEGATION OF AUTHORITY AND SIGNING RESOLUTIONS

- 7.1 The Board may, by resolution in writing, approved by two-thirds of the voting members, delegate any of its powers with respect to the operation,

management and business affairs of the University to the President and Administration, on either an ongoing or ad hoc basis, and may designate and authorize an Officer or Officers of the University to sign legally binding documents on behalf of the University. The Board may, by resolution in writing approved by two-thirds of the voting members, amend or revoke any such delegation or authorization in the Board's discretion.

- 7.2 The Senior Governance Officer will ensure that any such resolutions are published with the Board Rules.

8. CONFLICT OF INTEREST AND CONFIDENTIALITY

- 8.1 Standards and expectations with respect to Conflict of Interest and Confidentiality are outlined in the Board Code of Ethical Conduct, reviewed and approved by the Board annually, and generally at the March meeting.
- 8.2 All members of the Board are required ~~expected~~ to review and sign the Code of Ethical Conduct annually.
- 8.3 *Declarations of Conflict* will be a standing item at the start of all Board and Board Committee Agendas.

9. MEETINGS OF THE BOARD - REGULAR AND SPECIAL MEETINGS

- 9.1 *The Act* requires that the Board meet at least once every three months [s. 26]. The Senior Governance Officer will present a proposed annual schedule of meetings for the Board's consideration, generally at the June meeting. The schedule will be included as a standing item for review at each regular meeting of the Executive Governance and Human Resources Committee.
- 9.2 If the President, or any three (3) or more members of the Board submit a written request for a special meeting of the Board, outlining the general nature and purpose of such meeting, and providing the text of any motion(s) the President or members wish to have considered at that meeting, the Board Chair will convene a meeting within two weeks of receipt of such a request.
- 9.3 Special or extraordinary meetings may also be called at the discretion of the Board Chair.

- 9.4 Board Committee meetings will be scheduled as needed by the Committee Chair and in consideration of Committee Members' availability. The dates for the regular Committee meetings will be included in the proposed annual schedule of meetings.

The Finance & Investment and Audit & Risk committees should meet quarterly at a minimum. The ~~Executive~~ Governance and Human Resources Committee should meet ~~eight-six~~ times per year at a minimum.

Public, Closed and In-Camera Sessions

- 9.5 Public sessions are open to the public. Closed sessions include Board Members and invited advisory staff or members of administration. In-Camera meetings are for Board Members only, with the Senior Governance Officer and Governance Officer present. The President is a voting member of the Board pursuant to *the Act* [s. 19(1) (b)] and will recuse themselves from regular in-camera meetings pertaining to their performance. The Senior Governance Officer will also recuse themselves from an in camera meeting when the Board discusses the President's performance unless otherwise indicated by the Board Chair.
- 9.6 At the discretion of the Chair, Board meetings may begin, and/or end with brief in-camera session(s), and the balance of the meeting will be divided into a Public and Closed Session.
- 9.7 Board Committee meetings will be conducted in Closed Sessions, unless otherwise specifically directed by the Board.

10. NOTICE OF MEETINGS

- 10.1 At least three (3) clear days' notice will be given to each Member, of the date, time and location of any meeting of the Board or a Board Committee. Notice will be deemed to have been given if communicated through the usual email address provided by UNBC to the Member for Board business, or if the Member has been contacted verbally by the Board Chair, the Office of University Governance Officer, or appropriate Committee Chair by phone or in person.

Waiver of Notice

- 10.2 If all Members are present and waive notice, a special or extraordinary meeting of the Board or of a Committee may be convened at any time. A meeting may also be convened without proper notice if all members

present waive notice **and** written consent or waiver can be obtained from those members who are absent.

- 10.3 If Notice is properly given, non-receipt by a Member does not invalidate any resolution passed or action taken at the meeting in question.

11. AGENDAS AND MATERIALS

- 11.1 Agenda items for Board or Committee Meetings should be submitted to the ~~Governance Officer~~ Office of University Governance at least two weeks prior to the meeting at which they are to be addressed. Materials for meetings will be circulated to Board or Committee members at least seven (7) days prior to a meeting.
- 11.2 Agendas for Board Meetings may include both a Regular and a Consent Agenda. If a Board Committee determines that an item is routine and does not require debate at the full Board, the Committee may recommend that the item or motion be placed on the Consent Agenda for the full Board. Prior to approval of the Consent Agenda, if any member of the Board requests that an item be removed and placed on the Regular Agenda, it will be removed.

12. PRESENTATIONS TO THE BOARD

- 12.1 If members of the public or members of the University Community wish to make a presentation to the Board, they must submit a written request to the Board Chair via the ~~Governance Officer~~ Office of University Governance at least ~~one week~~ five working days prior to a scheduled meeting of the Board. The requestor must indicate clearly the subject or issue the person or group wishes to address, and the name(s) and title or position, if applicable, of the intended speaker(s).

The Board Chair will consider *inter alia*, the relevance of the matter to the work and authority of the Board, the upcoming meeting agenda and priorities and, whether or not the Board has already addressed the issue. The Chair will determine whether and when a presentation will occur, whether the presentation will be heard in a Public or Closed session of the Board, the time to be allocated, and the number of speakers permitted. As a general rule, five (5) to ten (10) minutes will be allocated and one (1) speaker will present.

At the discretion of the Chair, a brief amount of time may be allowed at the meeting, for questions from the Board, to the Presenter(s). Presenters may include questions to the Board in their presentation, or leave

materials or questions with the Board, but neither the Board Chair, nor Members of the Board will respond to questions from a Presenter at the time of the presentation. The Board Chair, in consultation with the Board, will determine whether and how to respond.

The Chair will report any requests that are refused and provide a copy of the reasons for the refusal to the full Board, during the in-camera session of the Board meeting.

Recognizing Speakers from the Gallery at a Public Board Meeting

- 12.2 In exceptional circumstances, the Board Chair may recognize a speaker from the gallery during a public session of the Board, at the Chair's sole discretion. As with presentations arranged under section 12.1 above, the Board Chair may limit the time allowed for such a presentation and limit the number of speakers, and neither the Board Chair nor members of the Board will respond to questions from guests at the time of the presentation.

Orderly Conduct of Business

- 12.3 The Board Chair may, in the interests of ensuring the orderly and respectful conduct of Board Business, and in the interests of ensuring a meeting environment that is free of harassment or intimidation, order any person or persons removed from the gallery, or may direct that any Public meeting move into a Closed or In-Camera session at any time.

13. QUORUM

- 13.1 Quorum required for meetings of the Board is set by *the Act* [s.26(2)].
- 13.2 Rules with respect to quorum for Committees may be set by the Board, and require two-thirds support to change. Requirements for quorum cannot be amended or suspended to address an absence of required quorum at a meeting.

Failure to Achieve Quorum

- 13.3 If quorum is not achieved within fifteen (15) minutes of the time set for the start of a meeting, the meeting will be cancelled, unless the majority of the members present agree to allow an additional brief amount of time for absent members to arrive. If quorum is not achieved at the expiration of the additional time allowed, the meeting will be cancelled.

Loss of Quorum During a Meeting

- 13.4 If quorum is lost during a meeting, the Board Chair may either adjourn the meeting or suspend the meeting for fifteen (15) minutes, to allow the return or arrival of a sufficient number of members of the Board to restore quorum. If quorum cannot be restored in the time allotted, the meeting will be adjourned.
- 13.5 No Board official business may be conducted or decisions made, and no minutes or records will be kept for any time period during which a meeting does not have quorum.

14. MOTIONS

- 14.1 Notice of motions to be voted on in a Board or Committee meeting must be provided in advance, in meeting agendas. Motions may be introduced on the floor during a meeting if there are no objections from Members present. However, should *any* member raise an objection, a motion to allow the motion to be presented without notice, must pass with the support of two-thirds of the voting members present, or the motion must be postponed to the next meeting of the Board.
- 14.2 Motions require the support of the majority of Board or Committee members present at a meeting, unless otherwise provided in these Procedures.

Methods of Voting

- 14.3 Voting at the Board will be by voice or show of hands. However, if any member of the Board requests a recorded vote, prior to the vote being taken, the vote shall be recorded showing votes for, against and abstentions, without attribution. And, if any member of the Board requests a secret ballot, the vote shall be conducted by secret ballot. Balloted voting or elections shall be conducted by the Chancellor, or in their absence the President, or in their absence, the Provost or the Senior Governance Officer.
- 14.4 Members may participate in a meeting and in voting, via tele, video or web conference provided the technology allows them to hear everyone who is speaking, and provided they can be heard, and seen when using video or web conference (the Chair can use discretion if technological difficulties arise), by everyone else present and participating. The Office of University Governance ~~Officer will bear is responsible for responsibility of~~

managing remote meeting technology, and ensuring a technological process exists to provide Board Members with secret ballots where needed and if requested.

- 14.5 The Board Chair has the same right to vote as other members of the Board, and in an equality of votes for and against a matter, the question is resolved in the negative, and the Chair shall so declare [s.26(3)].
- 14.6 A resolution in writing signed and approved by all members of the Board or a Committee entitled to vote on the resolution or motion at a meeting of the Board is as valid as if it had been passed at a meeting.

15. RECORDINGS and MINUTES

- 15.1 Minutes will be ~~kept~~ taken by the Governance Officer - in accordance with the University's ~~standards~~ Minute Taking Policy and best practices for minute taking. Motions and action items are to be recorded, as well as a brief summary of key points of debate and rationale. Any member may request that a specific point of concern or an objection be included in the minutes. Notation of approximate time spent discussing agenda items is recommended. ~~Any member may request that a specific point of concern or an objection be included in the minutes.~~
- 15.2 Audio and/or video of Board meetings may be recorded by the Governance Officer for the purpose of reference in completing the meeting minutes. Once meeting minutes have been approved, recordings will be deleted unless otherwise ~~determined~~ determined by a majority of the Board. However, at the discretion of a majority of Board members, recordings of open session meetings of the Board may be regularly or irregularly broadcast or otherwise made available to the public.

16. BOARD STANDING COMMITTEES – GENERAL PROVISIONS APPLICABLE TO ALL STANDING COMMITTEES

Purpose and Authority

- 16.1 *The University Act* [RSBC 1996] c. 468 (*the Act*), authorizes the Board of Governors to appoint committees it considers necessary to carry out the Board's functions, and to confer on those committees the power and authority to act for the Board.

Accountability to the Board

- 16.2 Board Committees have no authority to direct Management, to speak on behalf of the Board, or to commit UNBC, unless specifically authorized to do so through the Board Rules, a Board motion or resolution, or other express directive from the Board.

Membership and Committee Chairs

- 16.3 The Board Chair and President are voting members of each Board Committee and count for quorum. When the Audit & Risk Committee is fulfilling its audit functions, the President may participate, but should recuse themselves from voting. The Chancellor is an ex-officio non-voting member of each Committee and does not affect quorum. The Board Chair will appoint ~~additional~~ members to serve on Committees as outlined below.
- 16.4 Members are appointed to Committees for unspecified terms, having regard for the balance and complement of expertise of members and the mandates of each Committee. The Board Chair will also consider availability, participation and attendance ~~when in~~ making and revising Committee assignments. The Board Chair may review and amend committee membership at any time, but will review the membership of all Committees at least annually.
- 16.5 The Board, on the recommendation of the Chair or the ~~Executive Governance and Human Resources~~ Committee may appoint an external non-voting member to a standing or ad hoc Committee of the Board to enhance Committee expertise or diversity of perspectives. Any such appointment requires the support of two-thirds of the voting members of the full Board, and will be for a set term, not exceeding one year, renewable a maximum of three times. Appointments under this section may be terminated at any time by a two-thirds vote of the Board. These external members may be drawn from within or outside of the University, and must sign a Code of Conduct and Confidentiality agreement prior to participating in a Committee meeting and prior to being provided with any Committee meeting materials.
- 16.6 The Board Chair will appoint a Chair of each Committee, and may alter Chair assignments at any time having regard for the considerations outlined above. The Chair will review Chair assignments at least annually.

Frequency and Conduct of Committee Meetings

- 16.7 The ~~Executive~~ Governance and Human Resources Committee should meet six times a year at minimum, and Committees related to Finance, Audit, Risk, and Investment should meet quarterly at minimum, and as often as deemed necessary by the Committee Chair.
- 16.8 Additional or special Committee meetings may be called as deemed necessary by the Board Chair or the Committee Chair, or; if any two (2) voting members of a Committee request in writing that a special meeting of the Committee be convened, the Committee Chair will call a meeting.
- 16.9 Board Committee meetings are Closed and meeting materials are to be treated as confidential. The Chair of a Committee may also, at their discretion, or at the request of a member, conduct a meeting, or portion of a meeting in-camera (as defined in the General Provisions of these Rules).
- 16.10 Board Members are entitled to attend any meeting of a Committee of the Board and to have access to the materials for that Committee, regardless of whether or not they are assigned as a voting member of the Committee, except those who may have a conflict with a specific item on an agenda.
- 16.11 Committees will follow the General Rules for Voting and for the Conduct of Meetings, followed by the Board.
- 16.12 Committees are authorized, as outlined below, to receive and review reports, provide advice and forward motions to the Board for either the Regular or Consent Agendas. A Committee may, in limited circumstances if expressly authorized by the Board to do so, make decisions on behalf of the Board, provided ~~however~~ that the Committees ~~shall~~ inform the Board of decisions made on delegated authority.

17. BOARD STANDING COMMITTEES

- 17.1 The following are the Standing Committees of the Board of Governors:
- ~~Executive~~ Governance and Human Resources Committee
 - Audit & Risk Committee
 - Finance & Investment Committee
 - Investment Advisory Committee (sub-committee of Finance & Investment)

Membership, Duties and Authority of Each Committee:

17.2 **Executive Governance and Human Resources Committee**

Membership – 6 voting members – quorum 3

Board Chair

Vice Chair

President

3 additional members approved by the Board.

Meeting Frequency

The Governance and Human Resources Committee meets six times during the Fiscal/Academic year at minimum but may meet more often if necessary.

The meeting schedule and the duration of each meeting will depend on committee members and committee guest(s) availability and committee workload.

Duties and Responsibilities

The Executive Governance and Human Resources Committee is authorized by the Board to receive reports, review and make recommendations to the Board with respect to:

- Board Rules
- Board Governance and human resources policies and procedures and other policies and procedures that are not within the scope of the Audit and Risk Committee or the Finance and Investment Committee
- University policies requiring Board approval
- Institutional relational agreements that require Board approval
- Form, substance and frequency of execution of the *Board Code of Ethical Conduct*
- Board Member orientation and training
- Annual Board meeting schedule
- Board evaluation forms, substance and practices
- Recommendations to the Ministry with respect to the Board competency matrix and postings
- Collective Bargaining strategy and desired outcomes
- Collective Agreements and policies relating to terms and conditions of employment
- Labour relations environment, including arbitrations or litigation
- Policy and procedures for annual Presidential reviews and for reviews prior to re-appointment
- Form, substance and frequency of Human Resources Complement and similar Reports

- Institutional Human Resources Policies
- Management structure and succession plans at the senior executive level
- Procedures for search and recommendation of candidates for President, Deans, University Librarian, Registrar & other Senior Academic Administrators
- Appointment of Vice Presidents
- Compensation models and adjustments
- President's recommendations for Promotion & Tenure
- Adjustments to President and Executive Compensation

The ~~Executive~~ Governance and Human Resources Committee may address other general Board matters as appropriate or as directed or referred by the Board or Board Chair.

17.3 **Audit & and Risk Committee**

Membership – 7 voting members – quorum 4

Board Chair

President

5 additional members approved by the Board Chair, one of whom shall be from the Finance & Investment Committee.

Meeting Frequency

The Audit and Risk Committee meets 4 times during the Fiscal/Academic year but may meet more often if necessary.

The meeting schedule and the duration of each meeting will depend on committee members and committee guest(s) availability and committee workload.

Duties and Responsibilities

1) Audit

The Audit & Risk Committee is authorized by the Board to receive reports, review and make recommendations to the Board with respect to:

- The integrity of the University's financial reporting process and system of internal controls regarding financial reporting and accounting compliance.

- The qualifications and independence of the University's external auditors.
- The performance of the external auditors and the internal auditor if applicable.
- The University's compliance with legal, statutory and regulatory requirements.
- The management of the principal risks that could impact the financial statements.
- Review and ensure that procedures are in place for the receipt, retention and treatment of complaints received by the University regarding accounting, internal accounting controls or audit matters.
- The selection and hiring of the external auditors.

2) *Risk*

While the responsibility for university's risk management approach rests with the UNBC Board of Governors, the Board has authorized the Audit & Risk Committee to support management in its risk management activities, maintain oversight of the risk management program, receive, and review risk reports and make recommendations to the Board. To fulfill its mandate, the Audit and Risk Committee will:

- Oversee, review, and approve the management's approach to risk management regularly or as significant changes in the business environment dictate.
 - Ensure risk assessments are preformed regularly.
 - Ensure the University has and maintains an effective on-going risk assessment process – risk identification, risk quantification, and risk evaluation.
 - Ensure the process identifies risk and opportunities.
 - Measures the potential impact and the likelihood of occurrence.
- Determine the risk appetite and tolerance.
- Review management's comprehensive framework, assessment and response to major risks facing the University.
- Review and recommend to the Board for approval ~~approve~~ appropriate policies and procedures relating to risk management governance, risk management practices, and risk control infrastructure.
- Ongoing monitoring of the University's compliance to the risk limit structure, policies, and procedures.

- Evaluate the effectiveness of the risk management process which may include the use of internal or external assurance providers.
- Oversee and ensure timely implementation of corrective actions to address risk management deficiencies.
- Review UNBC Board of Governors and its committees' roles and responsibilities pertaining to risk management and propose changes (structural or scope) to ensure risk identification and communication is appropriately addressed.

Authority

The Committee in fulfilling its audit function has the authority to conduct any investigation appropriate to fulfilling its responsibilities, and it has direct access to the internal and external auditors, as well as the management of the University.

The Committee may recommend that the Board of Governors retain special legal, accounting, consulting, or other experts the Committee deems necessary in the performance of its duties.

The Audit & Risk Committee may address other general matters as appropriate or as directed or referred by the Board or Board Chair.

17.4 Finance & and Investment Committee

Membership – 7 voting members – quorum 4

Board Chair

President

5 additional members approved by the Board Chair, one of whom shall be from the Audit & Risk Committee.

The Finance & Investment Committee is authorized by the Board to receive reports, and review and make recommendations to the Board with respect to:

- Financial decisions that are consistent with the University's strategic vision and priorities
- The University's financial operations, forecasts, projections and results
- The Annual Operating and Capital Budgets for approval
- Capital planning, construction and maintenance reports
- Contracts in accordance with the Board's Signing Resolutions and the University's Purchasing Policies, excluding externally funded research contract purchases.
- Annual Fees Schedule

- Signing resolutions and designation of the Signing Officers of the University
- Terms of Reference for an Investment Advisory Committee and Members to serve on the Investment Advisory Committee
- Finance and Investment Policies, on the recommendation of the Investment Advisory Committee
- Reports on Performance of Funds
- Terms of Reference for the Investment Advisory Committee are attached to these Rules as Appendix I and shall be considered part of these Rules, and as such, require notice of motion and two-thirds support for amendment.

The Finance & Investment Committee may address other general related matters as appropriate or as directed or referred by the Board or Board Chair.

18. ADVISORY BOARDS

- 18.1 *The University Act* [RSBC 1996] c. 468 (*the Act*) [s. 34(1)], authorizes the Board of Governors (the Board) to appoint advisory boards, with both internal and external members at the Board's discretion, and as the Board considers necessary. The Board may seek advice and request reports on any subject from an advisory board, as the board considers appropriate.
- 18.2 Under this authority, the following Advisory Boards have been appointed:
- Advisory Board on University Advancement
- 18.3 The Terms of Reference for the Advisory Board on University Advancement are attached to these rules as Appendix II and shall be considered part of these Rules, and as such require notice of motion and two-thirds support for amendment.

19. ANNUAL REVIEW OF BOARD RULES

- 19.1 The ~~Executive~~ Governance and Human Resources Committee will review these Rules annually; and will recommend amendments if and as needed to the Board for approval. As provided herein, amendments to these Rules, including amendments to Committee or Advisory Board Terms of Reference, requires support of two-thirds of the voting members of the Board, present.

~~20. RULES REPLACE BOARD BYLAWS (Dec.2006), and COMMITTEE TERMS of REFERENCE~~

~~20.1 On approval of the Board, these Rules replace the former Board Rules
(November 2020).~~

DRAFT

Meeting Date:	November 17, 2022
Agenda Item:	6.ii.b.New Academic Program Approval – W. Rodgers
Material:	1. New Academic Program Proposal – S-202210.04
Motion:	<i>That, on the recommendation of the Governance and Human Resources Committee, the new Joint Major in Anthropology and Political Science as recommended and approved by the UNBC Senate, as presented.</i>

Motion Number (assigned by
Steering Committee of Senate): S-202210.04

SENATE COMMITTEE ON ACADEMIC AFFAIRS

NEW ACADEMIC PROGRAM PROPOSAL

Motion: That the new Joint Major in Anthropology and Political Science be approved as proposed.

A. General Information

Program Title: Joint Major in Anthropology and Political Science (BA)

Program Objectives: Rationale: Many students are already taking courses in both Anthropology and Political Science. A joint major would better serve students who are interested in both disciplines while fostering inter-disciplinary connections across the Faculty of Indigenous Studies, Social Sciences and Humanities.

Credential upon Completion of the Program: Joint Major in Anthropology and Political Science (BA)

Program Offering the Degree: Anthropology

Proposed Start Date: January 2023

Suggested Institutional Priority: This joint major does not introduce new resources, faculty, or staff, and does not introduce new courses, but provides a new organization of study drawing from the existing programs of Anthropology and Political Science.

Relationship of Proposed Program to the Mandate of the Institution: This joint major would better serve students who are interested in both disciplines while fostering inter-disciplinary connections across the Faculty of Indigenous Studies, Social Sciences and Humanities.

Implications for the Cooperative Education Option: N/A

Specialties within Program: N/A

Related Programs at Other Institutions:

Many institutions have joint, double or interdisciplinary BAs between Anthropology and other disciplines including English: e.g., McMaster University; University of British Columbia; University of Alberta; University of Victoria

Relation to Existing Programs: This joint major reinforces and complements the existing Anthropology and Political Science programs. As students are already taking courses in both disciplines, offering a joint major would allow them to better realize their interests. One potential outcome would be higher student enrollments in both programs.

The content of this degree program was approved by a motion passed at the June 11, 2021 meeting of the Department of Political Science.

Articulation Arrangement: Articulation of specific courses would continue to be the responsibility of Anthropology and Political Science accordingly. There would be no change.

Consultations with Other Institutions: None

B. Program Description

Curriculum:

Program Requirements

The minimum requirement for completion of a Bachelor of Arts with a Joint Major in Anthropology and Political Science is 120 credit hours.

Lower-Division Requirement

ANTH 102-3 Anthropology – A World of Discovery
POLS 100-3 Contemporary Political Issues
POLS 200-3 Canadian Government and Politics
POLS 202-3 Canada in Comparative Perspective
POLS 230-3 International Relations
POLS 270-3 Political Philosophy: Antiquity to Early Modernity

Two of the following:

ANTH 200-3 Biological Anthropology
ANTH 205-3 Introduction to Archaeology
ANTH 213-3 Peoples and Cultures
ANTH 217-3 Language and Culture

Two additional courses (6 credit hours) of Anthropology at the 200 level.

Upper-Division Requirement

One of the following:

ANTH 300-3 Qualitative Methods
ANTH 301-3 Archaeological Lab Methods
ANTH 310-3 Practicing Anthropology
ANTH 312-3 Human Adaptability and Environmental Stress

One of the following:

ANTH 315-3 Anthropological Theory
ANTH 325-3 Archaeological Theory

POLS 303-3 Democracy and Democratization
POLS 370-3 Political Philosophy: Early Modernity to Post-Modernity
ANTH 460-3 Anthropology Capstone

Three additional courses (9 credit hours) in Anthropology at the 300 or 400 level.
Three additional courses (9 credit hours) in POLS at the 400 level.

Elective and Academic Breadth Requirement

Electives at any level in any subject sufficient to ensure completion of a minimum of 120 credit hours, including any additional credit hours necessary to meet the Academic Breadth requirement of the University (see [Academic Regulation 15](#)).

C. Need for Program:

Enrolment Projections: Initially, there is potential that between 2 and 5 students would graduate per year with a joint Anthropology and Political Science BA.

Cultural, Social and Economic Needs: None

Labour Market Demands: None

Other Benefits: To better serve students in the Faculty of Indigenous Studies, Social Sciences and Humanities.

D. Faculty:

Faculty list: The existing faculty in both Anthropology and Political Science would be involved in teaching the Joint Major. No new faculty would be required.

Expected Teaching Loads: No change from present.

Research Funding: Not applicable

E. Program Delivery:

Distance Learning Components: No change from present.

Class Size and Structure: No change from present.

Experiential Learning: No change from present.

F. Program Resources: No additional resources would be necessary.

Administrative Requirements: No change from present.

Operating Requirements: No change from present.

Capital Requirements: No change from present.

Start-up Costs: Not applicable

Special Resource Requirements: Not applicable

G. Library Resource Requirements: As there are no new courses there are no changes from present. No new library resource requirements are necessary. No Library form attached.

H. Evaluation:

Academic Quality of Program: Not applicable

Methods of Internal Institutional Review: Not applicable

Relevant External Program Experts: Not applicable

I. Miscellaneous: Not applicable.

Special Features: Not applicable.

Attachment Pages (in addition to required Library Form): 0 pages (No Library form was necessary)

J. Authorization

Faculty: Indigenous Studies, Social Sciences and Humanities

Faculty Council Motion Number(s): FISSSHFC.2022.09.15.03

Faculty Council Approval Date(s): September 15, 2022

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING

Brief Summary of Committee Debate:

Motion No.: SCAAF

Moved by:

Seconded by:

Committee Decision:

Approved by SCAAF: October 24, 2022
Date


Chair's Signature

For recommendation to ✓, **or information of** _____ **Senate.**

BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	November 17, 2022
Agenda Item:	6.iii. Finance and Investment Committee Report – A. Beswick
Material:	1. Finance and Investment Committee Quarterly Public Written Report

Finance and Investment Committee Report to the UNBC Board of Governors

Submitted by: Allison Beswick

Dates of meetings since last report: November 4, 2022

Topics reviewed and discussed:

1. Motions to be brought forward to the board

a. Discussion included:

- Land trust re-appointment of directors lead to more discussion around the working in the land trust to ensure that the policy is clear on what is needed
- Tuition fees – further discussion on the increases for international students and ensure that we are provided the services that they need to be successful

BOARD OF GOVERNORS – Public Meeting

Meeting Date:	November 17, 2022
Agenda Item:	6.iii.a. Agreements, Scholarships, Bursaries and Awards – W. Rodgers
Material:	1. Agreements, Scholarships, Bursaries and Awards as recommended by the Senate for the period of August 2022 & October 2022.
Motion:	<i>That, the Finance and Investment Committee recommends to the Board of Governors, the approval of the agreements, scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for the period of August 2022 to October 2022, as presented.</i>



Motion Number (assigned by SCS): SCSB20220824.03

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Andrea Johnson Memorial Award be approved.

Rationale: To activate the Andrea Johnson Memorial Award commencing the 2022-2023 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Research & Innovation Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: June 27, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220824.03

Moved by: Palmer

Committee Decision: CARRIED

Approved by SCSB: August 24, 2022
Date

Seconded by: Hanlon

Attachments: 2 pages


Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Andrea Johnson Memorial Award

Awards Guide Description/Intent: This award has been established in loving memory of Andrea Johnson who passed away suddenly January 31, 2022.

Andrea felt a deep, lifelong connection to rural Alberta, where she was born and raised on her family's farm near Consort. In later years, she enjoyed traveling home to spend time with family.

She also developed deep roots in northern B.C., a region she called home for 16 years. Andrea worked as the editor at the Quesnel Cariboo Observer and reporter at the Prince George Citizen as well as a Communications Officer with the College of New Caledonia. She was a dedicated member of the Rotary Club of Prince George Nechako and Rotary District 5040. Over the years, Andrea lead the Rotary Club through positions as Club President, Chair of the Public Relations Committee and Operation Red Nose spokesperson. She truly embodied the phrase Service Above Self and volunteered her time and talents to many other community groups and causes.

Andrea became a part of the UNBC community in 2015. She embraced her role as Communications Officer and used her background in journalism to tell the story of UNBC through her words and photographs. Andrea helped write the first draft of UNBC's history by telling the stories of students, alumni, faculty, founders and community supporters.

Through her work and volunteer activities, Andrea made meaningful connections with people at UNBC and across the north; she will be profoundly missed. Family, friends and colleagues of Andrea have established this award in her name to support students pursuing post-secondary studies at UNBC who exemplify a commitment to their community.

Donor: Family, friends and colleagues of Andrea Johnson

Value: \$2,000

Number: One

Award Type: Award

Eligibility: Available to a full-time undergraduate or graduate student who demonstrates a commitment to community service through volunteerism. First preference will be given to a resident of northern British Columbia.

Criteria: Satisfactory academic standing

Effective Date: Established 2022

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the UNBC Awards Office



Motion Number (assigned by SCS): SCSB20220824.04

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Dr. Eldon Lee Memorial Award be approved.

Rationale: To activate the Dr. Eldon Lee Memorial Award commencing the 2022-2023 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Research & Innovation Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: June 16, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220824.04

Moved by: Strather

Seconded by: Mayes

Committee Decision: CARRIED

Attachments: 2 pages

Approved by SCSB: August 24, 2022
Date


Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Dr. Eldon Lee Memorial Award

Awards Guide Description/Intent: Dr. Eldon Lee was born May 5, 1923 in California. He spent most of his childhood growing up on an isolated ranch in the Cariboo where he was homeschooled by his mother. He went on to graduate from Seattle Pacific College. From there, he attended the University of Washington Medical School, followed by a residency in Obstetrics and Gynecology in Vancouver and England. In 1962, Eldon became the first, and for many years the only OB/GYN north of Kamloops. In recognition of his tremendous contributions to the medical community, he was installed as a lifetime member of the Canadian Medical Association in 1995. He was later inducted into the Northern Medical Hall of Fame in 2009.

Eldon was a loving husband and father who embraced many passions in life. He was a cowboy rancher, RCAF bomber pilot during WWII, hunter, author, Greek scholar, and a Sunday school teacher, being passionate about his faith. Eldon was a strong supporter of UNBC and was one of the original 16,000 petition signers who lobbied the government for a university in northern BC. He was also a founding supporter of the Northern Medical Program (NMP). After delivering thousands of babies, it is only fitting that Eldon passed away in the wee hours of Labour Day on September 3, 2018 at UHNBC.

Donor: Marjorie Lee

Value: \$1,000

Number: One

Award Type: Award

Eligibility: Available to a student who has been accepted into the Northern Medical Program (NMP) and plans to remain in northern British Columbia following their studies. First preference will be given to a resident from a rural or northern community.

Criteria: Demonstrated financial need and satisfactory academic standing

Application Instructions: Applications will be available from the Northern Medical Program Student Affairs Coordinator in September each year. Applicants should attach a letter describing their intent to work in northern British Columbia following their studies if it is not already listed on their application.

Effective Date: Endowed 2022

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the Northern Medical Program



Motion Number (assigned by SCS): SCSB20220824.05

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Lake Biodiversity Scholarship be approved.

Rationale: To activate the Lake Biodiversity Scholarship commencing the 2023-2024 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Research & Innovation Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: July 22, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220824.05

Moved by: Palmer

Seconded by: Bankole

Committee Decision: CARRIED

Attachments: 2 pages

Approved by SCSB: August 24, 2022
Date


Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: Graduate

Award Name: Lake Biodiversity Scholarship

Awards Guide Description/Intent: Alan and Carolyn Lewis have established this scholarship to support student research that will help to increase our knowledge of biodiversity in lakes.

Donor: Carolyn and Alan Lewis

Value: \$1,250

Number: One

Award Type: Scholarship

Eligibility: Available to a full-time graduate student whose research relates to biodiversity in lakes. Preference will be given to students who have a specific interest in copepod crustaceans.

Criteria: Satisfactory academic standing

Note: This award is renewable for up to one year, subject to the recipient maintaining the criteria of satisfactory academic standing for this award.

Effective Date: Endowed 2022

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the Office of Research and Innovation.

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Coastal GasLink Nursing Bursary

Awards Guide Description/Intent: Coastal GasLink is committed to supporting the communities in which they live, work and play. There are many healthcare worker shortages in northern British Columbia. To address this need, Coastal GasLink has established this bursary to support students enrolled in the Northern Baccalaureate Nursing Program (NBNP) at UNBC.

Donor: Coastal GasLink

Value: \$2,000

Number: Five

Award Type: Bursary

Eligibility: Available to a full-time or part-time undergraduate student enrolled in the Northern Baccalaureate Nursing Program (NBNP) at the Peace River-Liard Campus who is a resident of northern British Columbia. First preference will be given to residents from local communities along the Coastal GasLink Project corridor including: Fort Nelson, Fort St. John, Dawson Creek, Chetwynd, Tumbler Ridge, Mackenzie, Bear Lake, Prince George, Vanderhoof, Fort St. James, Fraser Lake, Burns Lake, Houston, Telkwa, Smithers, Terrace, and Kitimat.

Criteria: Demonstrated financial need and satisfactory academic standing

Effective Date: Established 2022

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the UNBC Awards Office



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Jenabai Hussainali Shariff and Family Scholarship be approved.

Rationale: To activate the Jenabai Hussainali Shariff and Family Scholarship commencing the 2022-2023 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Research & Innovation Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: August 19, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220824.04

Moved by: Zogas

Committee Decision: CARRIED

Seconded by: Hanlon

Attachments: 2 pages

Approved by SCSB: September 28, 2022

Date

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: Scholarship

Award Name: Jenabai Hussainali Shariff and Family Scholarship

Awards Guide Description/Intent:

The Aga Khan Development Network (AKDN) seeks to ensure that children attending the Aga Khan Schools including Aga Khan Academies are equipped with the knowledge, skills, attitudes and values to help them interact effectively with the world and be contributing members of a pluralist society. Given Mr. Aziz Shariff's long association with AKDN and building on the Memorandum of Understanding between the University of Northern British Columbia (UNBC) and the University of Central Asia (UCA) established in 2021, the donor wishes to establish the Jenabai Hussainali Shariff and Family Scholarship through 0914852 B.C. Ltd. This award will support students from Northern Pakistan and Afghanistan, who have graduated from Aga Khan Schools including Aga Khan Academies to pursue their undergraduate education at UNBC.

Donor: 0914852 B.C. Ltd., represented by Mr. Aziz Shariff

Value: \$120,000 (\$20,000 per year X 4 years). This award is renewable for three (3) consecutive years, subject to the recipient maintaining satisfactory academic standing

Number of Scholarships per year: Six

Eligibility: Available to students from Northern Pakistan and Afghanistan who have graduated from Aga Khan School or Aga Khan Academy and are nominated by the AKDN through the Aga Khan Schools representative.

Criteria: Demonstrated financial need and academic excellence, as determined during the course of the nomination process by the AKDN through the Aga Khan Schools representative.

Effective Date: Established 2022

Recipient Selection: Nomination by the AKDN through the Aga Khan Schools representative.



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Ken and Rhonda McIntosh Scholarship be approved.

Rationale: To activate the Ken and Rhonda McIntosh Scholarship commencing the 2022-2023 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Research & Innovation Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: September 14, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220928.05

Moved by: Zogas

Seconded by: Stathers

Committee Decision:

Attachments:

Approved by SCSB: September 28, 2022
Date


Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: Athletic

Award Name: Ken and Rhonda McIntosh Scholarship

Awards Guide Description/Intent: Ken and Rhonda McIntosh are long-time supporters and donors of UNBC Athletics. They have established this award to support four UNBC athletes (one from each team) that display both academic proficiency and team leadership!

Donor: Ken and Rhonda McIntosh

Value: \$1,000

Number: Four

Award Type: Scholarship

Eligibility: Available to a full-time undergraduate or graduate student who is a member of a UNBC Varsity Athletic Team and has demonstrated excellent team leadership. One award will be available to each of the four UNBC Varsity Athletic Teams.

Criteria: Academic proficiency

Effective Date: Established 2022

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the UNBC Athletics Department



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Trails Charitable Foundation Award be approved.

Rationale: To activate the Trails Charitable Foundation Award commencing the 2022-2023 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Research & Innovation Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: September 14, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220928.06

Moved by: Gehloff

Committee Decision: CARRIED

Seconded by: Bankole

Attachments: 2 pages

Approved by SCSB: September 28, 2022

Date



Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: Athletic

Award Name: Ken and Rhonda McIntosh Scholarship

Awards Guide Description/Intent: Ken and Rhonda McIntosh are long-time supporters and donors of UNBC Athletics. They have established this award to support four UNBC athletes (one from each team) that display both academic proficiency and team leadership!

Donor: Ken and Rhonda McIntosh

Value: \$1,000

Number: Four

Award Type: Scholarship

Eligibility: Available to a full-time undergraduate or graduate student who is a member of a UNBC Varsity Athletic Team and has demonstrated excellent team leadership. One award will be available to each of the four UNBC Varsity Athletic Teams.

Criteria: Academic proficiency

Effective Date: Established 2022

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the UNBC Athletics Department



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Helen Thurwell Scholarship be approved.

Rationale: To revise the Helen Thurwell Scholarship commencing the 2023-2024 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Research & Innovation Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: August 17, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220928.07

Moved by: Stathers

Seconded by: Zogas

Committee Decision: CARRIED

Attachments: 2 pages

Approved by SCSB: September 28, 2022

Date



Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: Entrance

Award Name: Helen Thurwell Scholarship

Awards Guide Description/Intent: Helen Thurwell was born in 1896 and passed away in 1977 at the age of 81. She was raised from humble beginnings and always understood the importance of education. In 1914, Helen was the only female student to graduate from her high school in Saint John, New Brunswick. She worked hard all her life and instilled the value of education in her children who attended McGill University in the areas of commerce and physiotherapy. This award has been established to encourage female students to obtain post-secondary education and to acknowledge their academic achievement.

Donor: Vernon and Jacqueline Forster

Value: \$25,000 (\$6,250 per year X 4 years) This award is renewable for three (3) consecutive years, subject to the recipient maintaining academic proficiency.

Number: Two

Award Type: Scholarship

Eligibility: Available to a full-time female undergraduate student with demonstrated school or community involvement. The recipient must be a resident of northern British Columbia. First preference will be given to students enrolled in a Nursing, Engineering, Business or Bachelor of Science Program.

Criteria: Academic excellence

Application Instructions: Applicants must provide evidence of their school or community involvement to the Awards Office via awards@unbc.ca. Evidence may be in the form of up to two reference letters.

Effective Date: Endowed 1992, revised 2022

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the UNBC Awards Office



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Northern Family Support Program Award with a name change to Laurie Hill NFSP Award be approved.

Rationale: To revise the Northern Family Support Program commencing the 2022-2023 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Research & Innovation Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: August 17, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220928.08

Moved by: Bankole

Seconded by: Zogas

Committee Decision: CARRIED

Attachments: 2 pages

Approved by SCSB: September 28, 2022
Date


Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Laurie Hill NFSP Award

Awards Guide Description/Intent: In 2011, Dennis and Lesley Schwab had a vision. Thanks to the Schwab family and IDL Employees, the Northern Family Support Program (NFSP) has been helping families since 2013. The Program provides financial and social support to families in crisis within our community while UNBC students benefit from experiential learning.

This award is named in memory of the Schwab family's dearest friend, Laurie Hill, an educator whose nature was to always give blindly. She reached out to anyone in need and her passion for education and helping at risk individuals achieve their goals was unwavering.

Donor: Dennis and Lesley Schwab

Value: Variable

Number: Variable

Award Type: Award

Eligibility: Available to a student who contributes to the betterment, funding, promotion and sustainability of the Northern Family Support Program who is taking the Program course. First preference will be given to an exceptional student who embodies the original intent of the Program which is to give back to the community.

Criteria: Satisfactory academic standing

Note: Awarded in the spring semester following the Northern Family Support Program course

Effective Date: Endowed 2011, revised 2022

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the Northern Family Support Program which may include the School of Social Work Chair, School of Business Chair, Northern Family Support Program course instructor(s) and Northern Family Support Program clinical instructor



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the School of Engineering Bursary be approved.

Rationale: To revise the School of Engineering Bursary commencing the 2023-2024 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Research & Innovation Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: September 16, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220928.09

Moved by: Bankole

Seconded by: Zogas

Committee Decision: CARRIED

Attachments: 2 pages

Approved by SCSB: September 28, 2022
Date


Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: School of Engineering Bursary

Awards Guide Description/Intent: The UNBC School of Engineering has established this award to support students facing financial barriers while pursuing an education in engineering.

Donor: UNBC School of Engineering

Value: Variable

Number: Variable

Award Type: Bursary

Eligibility: Available to full-time undergraduate students enrolled in an Engineering Program. First preference will be given to students with the greatest financial need.

Criteria: Demonstrated financial need and satisfactory academic standing.

Note: This award aims to support students in each of the Engineering Programs and years of study.

Effective Date: Established 2021, revised 2022

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the UNBC Awards Office.



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the School of Engineering Scholarship be approved.

Rationale: To revise the School of Engineering Scholarship commencing the 2023-2024 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Research & Innovation Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: September 16, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220928.10

Moved by: Zogas

Committee Decision: CARRIED

Seconded by: Mayes

Attachments: 2 pages

Approved by SCSB: September 28, 2022
Date


Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: School of Engineering Scholarship

Awards Guide Description/Intent: The UNBC School of Engineering has established this award to recognize exceptional students pursuing an education in engineering.

Donor: UNBC School of Engineering

Value: Variable

Number: Variable

Award Type: Scholarship

Eligibility: Available to full-time undergraduate students enrolled in an Engineering Program.

Criteria: Academic excellence, overcoming adversity and demonstrating leadership.

Application Instructions: Students must submit an essay to the Awards Office that describes how they have overcome adversity and include information on their past and present academic and non-academic leadership roles.

Note: This award aims to support students in each of the Engineering Programs and years of study.

Effective Date: Established 2021, revised 2022

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the UNBC Awards Office and Chair of the School of Engineering.



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Spike Kendy Bursary be approved on the condition that SCII reviews and approves the revisions.

Rationale: To revise the Spike Kendy Bursary commencing the 2022-2023 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Research & Innovation Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Indigenous Content: Yes (Determined by the Development Officer)

Date to SCSB: September 14, 2022

***SCII Vetting Process:** (Section to be completed by SCII Committee Recording Secretary)

SCII Motion Number:

SCII Meeting Date:

SCII Brief Summary of Committee Discussion:

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220928.11

Moved by: Mayes

Seconded by: Hanlon

Committee Decision: CARRIED

Attachments: 2 pages

Approved by SCSB: September 28, 2022
Date


Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Spike Kendy Award

Awards Guide Description/Intent: Spike (Michael) Kendy worked for the Department of Indian Affairs and Northern Development Canada for many years. During the 1970's he worked closely with the people of the Tsilhqot'in and Secwépmeč Nations. He admired their courage, humour and resilience in the face of adversity. This bursary is meant to honour the spirit of these peoples by supporting educational success in the generations that follow.

Donor: Nan Kendy and family

Value: \$1,500

Number: One

Award Type: Award

Eligibility: Available to a full time undergraduate student who identifies as a member of the Tsilhqot'in or Secwépmeč Nations. If there are no eligible applicants, the award will be opened to a graduate student who identifies as Secwépmeč and is enrolled in the Education Program.

Criteria: Satisfactory academic standing

Effective Date: Established 2019, revised 2022

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the UNBC Awards Office



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Coastal GasLink Nursing Bursary be approved.

Rationale: To activate the Coastal GasLink Nursing Bursary commencing the 2022-2023 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Research & Innovation Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: September 14, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220928.03

Moved by: Stathers

Committee Decision: CARRIED

Seconded by: Hanlon

Attachments: 2 pages

Approved by SCSB: September 28, 2022
Date

Chair's Signature

For Information of Senate & Board



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Prkachin Award to Support Advanced Study in Psychology be approved.

Rationale: To revise the Prkachin Award to Support Advanced Study in Psychology commencing the 2023-2024 Academic Year.

Proposed By: Carolyn Chrobot, Development Officer – Community Engagement

Research & Innovation Contact: Carolyn Chrobot, Development Officer – Community Engagement

Faculty/Academic Department: N/A

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: Oct 24, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20221026.03

Moved by: Palmer

Committee Decision: CARRIED

Approved by SCSB: October 26 2022

Date

Seconded by: Zogas

Attachments: 2 pages



Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-Course ~~Undergraduate Awards~~

Award Name: Prkachin Award to Support Advanced Study in Psychology

Awards Guide Description/Intent: This ~~is an award~~ has been established to support an accomplished and motivated Psychology undergraduate student in the Honours program who wishes to pursue a graduate degree in Psychology.

Commented [TM1]: Made this language more consistent with other awards

Donor: Drs. Ken and Glenda Prkachin

Value: ~~\$1,300~~ \$1,500

Number: One

Award Type: Award

Eligibility: Available to a full-time undergraduate Psychology student. First preference will be given to a student who has been accepted into the Honours program with the. ~~The student must show the ability and clear~~ intention ~~to of~~ pursueing a graduate degree in Psychology or a closely related field.

Criteria: Academic excellence-

~~**Conditions:** Applicants must provide evidence of the ability to complete successfully for entry into a postgraduate program in Psychology or a closely related field. This includes enrolment in the Honours program in Psychology.~~

~~**Note:** The UNBC Awards Office will provide Drs. Ken and Glenda Prkachin with all eligible student applications (names and other identifying personal information omitted) for review and input.~~

Effective Date: Endowed 2014-. revised 2022

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the Psychology Department ~~UNBC Awards Office and with input from Drs Ken and Glenda Prkachin.~~



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Ricci Dalton Award be approved.

Rationale: To revise the Ricci Dalton Award commencing the 2023-2024 Academic Year.

Proposed By: Carolyn Chrobot, Development Officer – Community Engagement

Research & Innovation Contact: Carolyn Chrobot, Development Officer – Community Engagement

Faculty/Academic Department: N/A

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: Oct 14, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .Approved with minor editorial changes.

Motion No.: SCSB20221026.04

Moved by: Gehloff

Seconded by: Palmer

Committee Decision: CARRIED

Attachments: 2 pages

Approved by SCSB: October 26 2022

Date

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-Course ~~Undergraduate Awards~~

Award Name: Ricci Dalton Award

Awards Guide Description/Intent: This award was established in honour of long-time "UNBC staff member, Ricci Dalton, who worked as a Practicum Placement Coordinator and Education Advisor in the "School of Education". **This award is intended** for a Bachelor of Education student who demonstrates a positive attitude, respect for individuality, acceptance of diversity, and dedication to the teaching profession.

Donor: UNBC School of Education and Friends of Ricci Dalton

Value: \$500

Number: Two (1 to a student enrolled in Elementary Education, 1 to a student enrolled in Secondary Education)-

Award Type: Award

Eligibility: Available to full time undergraduate students enrolled in **their** second year of the Bachelor of Education Program.

Criteria: ~~Academic Excellence~~Satisfactory academic standing and demonstrated financial need-

Note: ~~Students must have a reference letter submitted by a Cooperating Teacher/Practicum Supervisor/BEd Professor via awards@unbc.ca-~~

Effective Date: Established 2015, revised 2022

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the School of Education and the UNBC Awards Office-

BOARD OF GOVERNORS – Public Meeting

Meeting Date:	November 17, 2022
Agenda Item:	6.iii.b. 2023/2024 UNBC Tuition Fees
Material:	1. Finance and Investment Committee Briefing Note
Motion:	<p><i>Whereas s.27(2) of the University Act grants the Board the authority to set, determine and collect fees;</i></p> <p><i>And Whereas the Government of British Columbia's Tuition Limit Policy, limits domestic tuition and mandatory fee increases to the rate of inflation (2%);</i></p> <p><i>Now therefore, on the recommendation of the President, and in compliance with the Government of British Columbia's Tuition Limit Policy, the Finance and Investment Committee recommends that the Board approves the <u>2023/2024 Tuition Fee Schedule</u> for the University of Northern British Columbia as presented including a differential fee increase for international undergraduate students as presented in the fee schedule.</i></p> <p><i>Effective on approval of the Board.</i></p>

FINANCE AND INVESTMENT COMMITTEE BRIEFING NOTE

AGENDA ITEM # 7 (b)

Meeting Date:	November 4, 2022			
Subject:	Proposed 2023/24 Tuition			
Purpose:	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
Submitted By:	Rahim Somani, Vice President, Finance and Administration			

1.0 KEY PRINCIPLES AND ASSUMPTIONS

1.1 Domestic Undergraduate and Graduate Students: Tuition fee increase is limited to the amount allowed under the Province of British Columbia Tuition Limit Policy, which is currently 2%.

1.2 International Undergraduate Students:

- a. **Students commencing studies prior to September 2021:** The proposed tuition fee increase is 2%, consistent with the proposed increase for the domestic students with the specific rate as noted in the table, based on date of admission.
- b. **Students commencing studies after August 31, 2021:** The proposed tuition fee increase is 4%, which is consistent to the rate used to determine tuition fee for the new students commencing their studies after August 31, 2021. The same tuition fee rate will be used for all new students commencing after August 31, 2022.

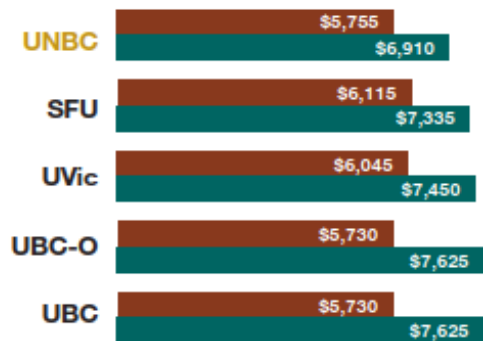
2.0 FINANCIAL IMPLICATIONS

- 2.1** The annual financial impact of the proposed increase in 2023-24 tuition fee based on current FTE enrolment levels for UNBC is approximately \$0.40M per year. That amount represents an estimated 40% to 50% of projected additional contractual obligations not funded as part of the mandate, such as career development increments and promotions.
- 2.2** The average impact of increase for the domestic undergraduate student is expected to be \$14/month for eight months based on a full-time course load of 30 credits per year.
- 2.3** Other Post-Secondary Institutions including research and teaching universities in British Columbia have been increasing the tuition fee for international undergraduate students at a higher rate as compared to domestic undergraduate students. UNBC implemented the differential increase for the first time in 2021. See Figure 1 for comparison of domestic and international tuition.

Figure 1: Domestic and International Tuition Comparison

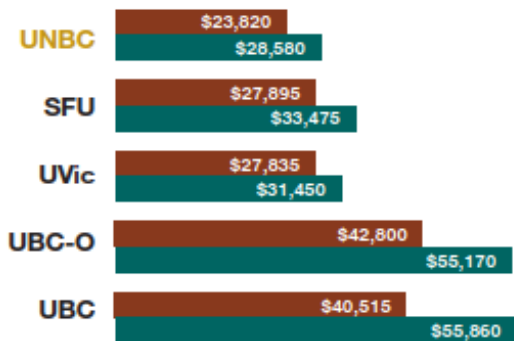
Domestic tuition costs

Based on average tuition amounts per year of a standard four-year degree. (Minimum 30 credits per year/Maximum 36 credits per year)



International tuition costs

Based on average tuition amounts per year of a standard four-year degree. (Minimum 30 credits per year/Maximum 36 credits per year)



Minimum / Maximum

Annual tuition costs are compared to other BC Research Universities, accounting for first-, second-, third-, and fourth-year tuition amounts. Minimum and Maximum tuition costs depend on factors such as total credit count per year and any program fee differentials applied.

2.4 Based on informal consultations, the RUCBC institutions are considering fee increase for international undergraduate students in the range of 4% to 10% with the anticipated average increase being ~4%.

3.0 TUITION FEE SCHEDULE FOR APPROVAL

3.1 The attached schedule presents the proposed tuition fees for 2023-24 for confirmation by the Finance and Investment Committee and recommendation to the Board of Governors for approval based on the assumptions outlined in section 1 above. It also presents the projected tuition fee rates for the subsequent four-year period, based on existing assumptions.

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Proposed 2023/24 Tuition Fees

(proposed to the Board of Governors November 17, 2022)

	For Approval				For information			
	2022/23	2023/24	Change (\$)	Change (%)	2024/25	2025/26	2026/27	2027/28
UNDERGRADUATE								
Basic Tuition Per Credit Hour								
- Domestic	191.88	195.72	3.84	2.0%	199.63	203.62	207.69	211.84
- International								
▪ Commencing Studies Between May 1, 2005 and August 31, 2019	671.58	685.01	13.43	2.0%	698.71	712.68	726.93	741.47
▪ Commencing Studies between September 1, 2019 and August 31, 2021	763.68	778.95	15.27	2.0%	794.53	810.42	826.63	843.16
▪ Commencing Studies September 1, 2021 Onward	793.94	825.70	31.76	4.0%	858.73	893.08	928.80	965.95
Post Baccalaureate Diploma Tuition Per Credit Hour	282.14	287.78	5.64	2.0%	293.54	299.41	305.40	311.51
Other Undergraduate Tuition Related Charges and Information								
- Course Challenge Fee	95.94	97.86	1.92	2.0%	99.82	101.82	103.86	105.94
- Co-operative Education Work Term Fees	575.65	587.16	11.51	2.0%	598.90	610.88	623.10	635.56
- BC Residents 65 and older								
▪ BC residents aged 65 or older eligible for admission, receive a waiver of tuition, subject to space availability								
- Withdrawal & Tuition Refund								
▪ 50% of tuition up to the date of withdrawal without academic penalty								
GRADUATE								
Minimum Program Fees								
Unless otherwise noted, the minimum total program fee for Masters level programs is:								
▪ For full-time studies, 3 (three) full-time tuition fee units								
▪ For part-time studies, 9 (nine) part-time tuition fee units								
International students								
▪ Full-time studies, 3 (three) full-time tuition fee units required.								
Maximum 9 (nine) semesters of study charged at full-time rates								
- All Masters level programs not specifically noted								
▪ Full-time unit	1,784.45	1,820.14	35.69	2.0%	1,856.54	1,893.67	1,931.54	1,970.17
▪ Part-time unit	943.21	962.07	18.86	2.0%	981.31	1,000.94	1,020.96	1,041.38
▪ Full-time unit - International (Fall 2022 new admissions)	2,498.23	2,548.19	49.96	2.0%	2,599.15	2,651.13	2,704.15	2,758.23
- Master of Arts in Disability Management, Master of Science in Health Sciences, and Master of Science in Nursing								
▪ Full-time unit	2,263.67	2,308.94	45.27	2.0%	2,355.12	2,402.22	2,450.26	2,499.27
▪ Part-time unit	1,188.42	1,212.19	23.77	2.0%	1,236.43	1,261.16	1,286.38	1,312.11
▪ Full-time unit - International (Fall 2022 new admissions)	3,169.14	3,232.52	63.38	2.0%	3,297.17	3,363.11	3,430.37	3,498.98
- Master of Education								
▪ Full-time unit	2,437.77	2,486.53	48.76	2.0%	2,536.26	2,586.99	2,638.73	2,691.50
▪ Part-time unit	1,279.83	1,305.43	25.60	2.0%	1,331.54	1,358.17	1,385.33	1,413.04
▪ Full-time unit - International (Fall 2022 new admissions)	3,412.88	3,481.14	68.26	2.0%	3,550.76	3,621.78	3,694.22	3,768.10

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Proposed 2023/24 Tuition Fees

(proposed to the Board of Governors November 17, 2022)

	For Approval				For information			
	2022/23	2023/24	Change (\$)	Change (%)	2024/25	2025/26	2026/27	2027/28
- Master of Engineering in Integrated Wood Design								
▪ Full-time unit (Domestic and International students)	5,413.33	5,521.60	108.27	2.0%	5,632.03	5,744.67	5,859.56	5,976.75
This program is full-time, with a minimum program fee of 3 (three) full-time units								
- Master of Applied Science - Engineering								
▪ Full-time unit	1,784.45	1,820.14	35.69	2.0%	1,856.54	1,893.67	1,931.54	1,970.17
▪ Full-time unit - International (Fall 2022 new admissions)	2,498.23	2,548.19	49.96	2.0%	2,599.15	2,651.13	2,704.15	2,758.23
- Master of Social Work								
▪ Full-time unit	2,089.53	2,131.32	41.79	2.0%	2,173.95	2,217.43	2,261.78	2,307.02
▪ Part-time unit	1,097.00	1,118.94	21.94	2.0%	1,141.32	1,164.15	1,187.43	1,211.18
▪ Full-time unit - International (Fall 2022 new admissions)	2,925.34	2,983.85	58.51	2.0%	3,043.53	3,104.40	3,166.49	3,229.82
- Special Education Graduate Certificate								
▪ Full-time unit	2,509.50	2,559.69	50.19	2.0%	2,610.88	2,663.10	2,716.36	2,770.69
▪ Full-time unit - International (Fall 2022 new admissions)	3,513.30	3,583.57	70.27	2.0%	3,655.24	3,728.34	3,802.91	3,878.97
This certificate program is full-time, with a minimum program fee of 3 (three) full-time units								
- Master of Business Administration								
▪ MBA Program Tuition - Domestic	7,269.27	7,414.66	145.39	2.0%	7,562.95	7,714.21	7,868.49	8,025.86
▪ MBA Program Tuition - International	8,489.66	8,659.45	169.79	2.0%	8,832.64	9,009.29	9,189.48	9,373.27
▪ MBA Program Fee - Domestic and International	451.01	460.03	9.02	2.0%	469.23	478.61	488.18	497.94
▪ Pre-MBA Program Course Fee - Domestic	672.92	686.38	13.46	2.0%	700.11	714.11	728.39	742.96
▪ Pre-MBA Program Course Fee - International	773.86	789.34	15.48	2.0%	805.13	821.23	837.65	854.40
This program is full-time, with a minimum program fee of 5 (five) full-time units								
Masters Time Extension - Per Semester - Domestic Only Except Where Noted								
- All Masters level programs not specifically noted	1,784.45	1,820.14	35.69	2.0%	1,856.54	1,893.67	1,931.54	1,970.17
- Master of Arts in Disability Management, Master of Science in Community Health, and Master of Science in Nursing	2,263.67	2,308.94	45.27	2.0%	2,355.12	2,402.22	2,450.26	2,499.27
- Master of Education	2,437.77	2,486.53	48.76	2.0%	2,536.26	2,586.99	2,638.73	2,691.50
- Master of Social Work	2,089.53	2,131.32	41.79	2.0%	2,173.95	2,217.43	2,261.78	2,307.02
- Master of Business Administration	1,345.85	1,372.77	26.92	2.0%	1,400.23	1,428.23	1,456.79	1,485.93
- Master of Business Administration - International	1,547.73	1,578.68	30.95	2.0%	1,610.25	1,642.46	1,675.31	1,708.82
Other Graduate Tuition Related Charges and Information								
- Continuing Registration Fee - Domestic Only	628.43	641.00	12.57	2.0%	653.82	666.90	680.24	693.84
- Non-Degree Graduate Students	992.54	1,012.39	19.85	2.0%	1,032.64	1,053.29	1,074.36	1,095.85
- Non-Degree Graduate Students - International	1,389.56	1,417.35	27.79	2.0%	1,445.70	1,474.61	1,504.10	1,534.18
- Graduate - Late Registration Fee	100.00	100.00	0.00	0.0%	100.00	100.00	100.00	100.00
- BC Residents 65 and older								
▪ BC residents aged 65 or older eligible for admission, receive a waiver of tuition, subject to space availability								

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Proposed 2023/24 Tuition Fees

(proposed to the Board of Governors November 17, 2022)

	For Approval				For information			
	2022/23	2023/24	Change (\$)	Change (%)	2024/25	2025/26	2026/27	2027/28
DOCTORAL								
Minimum Program Fees								
- Unless otherwise noted, the minimum total program fee for PhD level programs is 9 (nine) full-time units								
The time extension fee for domestic students is equal to the basic full time unit, per semester								
- PhD basic full-time unit	1,784.45	1,820.14	35.69	2.0%	1,856.54	1,893.67	1,931.54	1,970.17
- PhD basic full-time unit - International (Fall 2022 new admissions)	2,498.23	2,548.19	49.96	2.0%	2,599.15	2,651.13	2,704.15	2,758.23
Other Doctoral Tuition Related Charges and Information								
- Continuing Registration Fee - Domestic Only	628.43	641.00	12.57	2.0%	653.82	666.90	680.24	693.84
- Graduate - Late Registration Fee	100.00	100.00	0.00	0.0%	100.00	100.00	100.00	100.00

BOARD OF GOVERNORS – Public Meeting

Meeting Date:	November 17, 2022
Agenda Item:	6.iii.d. Approval of the Indirect Costs and Overhead Charge for Research and Instruction Service Policy– K. Lewis
Material:	1. Indirect Costs and Overhead Charge for Research and Instruction Service Policy
Motion:	<p><i>That, on the recommendation of the Finance and Investment Committee the Board of Governors, approve the Indirect Costs and Overhead Charge for Research and Instruction Service Policy as presented.</i></p> <p><i>Effective on approval of the Board.</i></p>

Policy

INDIRECT COSTS AND OVERHEAD CHARGES FOR RESEARCH AND INSTRUCTIONAL SERVICES

Number: FM 1

Classification: Financial Management

Approving Authority: Board of Governors

Designated Executive Officer: Vice President, Research and Innovation

Effective Date:

Supersedes: Indirect Costs and Overhead Charges for Research and for Instructional Services Surpluses Policy (1) and Overhead Policy (2)

Date of Last Review/Revision: 2008 (1) and 1998 (2)

Mandated Review Date: June 2029

Associated Procedures: General Research Procedures (to be developed)

Table of Contents

1.0	BACKGROUND.....	2
2.0	PURPOSE	2
3.0	SCOPE.....	2
4.0	DEFINITIONS.....	3
5.0	POLICY.....	4
6.0	REPORTING	5
7.0	AUTHORITIES AND OFFICERS.....	5
8.0	RELEVANT LEGISLATION.....	5
9.0	RELATED POLICIES AND OTHER ASSOCIATED DOCUMENTS.....	5

1.0 BACKGROUND

UNBC has a mandate to provide education and conduct research. Most research at UNBC is carried out under approved research grants and contracts. Development and management of these require some combination of administrative support including information technology, finance, purchasing, facilities and contract services, as well as library, laboratory, and certification resources. In most instances, it is not practical to determine or estimate the actual indirect costs attributable to a particular grant/contract. Therefore, overhead charges are calculated as a percentage of the direct costs of providing research or instructional services under the grant or contract.

2.0 PURPOSE

The purpose of this policy is to set out the principles for making recoveries and partially compensating the University for the indirect Costs associated with externally-funded research and instructional services.

3.0 PRINCIPLES

- 3.1 As a small, research intensive university, UNBC must be as efficient as possible with its limited resources and look for ways to leverage resources to support the research mission. Research activities result in added costs to UNBC operations, and these costs should be offset through the collection of overhead. Decisions on how overhead funds are spent should be transparent and supported by a strong rationale.
- 3.2 When an external client requests the University to provide educational services that are not related to the University's mandate, public funds should not be used to subsidize the provision of such services to an external client. The University must recover all of its direct costs as well as the indirect costs associated with providing the services under the contract.

4.0 SCOPE

- 4.1 This policy applies to all research and instructional services that occur on the University's premises and/or involve the use of the University's resources.

4.2 This policy does not apply to:

4.2.1 Institutional grants/contracts that do not fall under a Faculty/Division;

4.2.2 Gifts or sponsorships that are intended to be used to assist with the development of new or current University courses or programs;

4.2.3 Contracts for ancillary services such as Continuing Studies;

4.2.4 Contracts associated with scholarly or research conferences, meetings or seminars where:

- i. The conference is organized by UNBC faculty, staff or students on a not-for-profit basis; or
- ii. UNBC faculty, staff or students will receive the primary benefit of the conference.

5.0 DEFINITIONS

5.1 **Administrative/Administration Fees** is another term for Indirect Costs of Research.

5.2 **Direct Costs of Research** are those costs that are directly attributable to an individual research project

5.3 **Indirect Costs of Research** are real, ongoing, necessary operating expenses that support research but cannot be wholly attributed to any one research project. These generally fall into three categories:

5.3.1 Operation and maintenance of facilities and equipment that support research;

5.3.2 Administration and management of the entire research process from grant development (e.g. providing seed funds) and acquisition through to dissemination of results; and

5.3.3 Compliance with required certifications, safety and other regulations.

5.4 **Instructional Services** are educational services provided to external clients under a contract.

- 5.5 **Overhead** is another term for Indirect Costs of Research.
- 5.6 **Research Contract** is a legally binding agreement with set deliverables. A contract has a defined scope of work, obligations and responsibilities, and can include ramifications to the researcher or institution if the task is not accomplished.
- 5.7 **Research Grant** is a legally binding agreement. Funds are granted to a researcher with the expectation, but not the requirement, that set deliverables will be accomplished. The project is designed and initiated by the researcher, and there are few to no contractual commitments.
- 5.8 **Research Services** are services provided by UNBC research facilities such as Northern Analytical Laboratory Services, Wood Innovation Research Laboratory, Genetics Lab, etc.
- 5.9 **University Resources** include institutional infrastructure, services, and administrative supports.

6.0 POLICY

- 6.1 The university recovers some of the indirect costs of research from external funding agreements, at a flat minimum rate of the direct costs of the research or instructional service.
 - 6.1.1 The Board of Governors delegates authority to the Vice-President Research and Innovation to set the minimum rate and to adjust it periodically (see General Research Procedures). The Vice President, Research and Innovation reports any adjustments in the flat minimum rate to the Board of Governors.
 - 6.1.2 The only exceptions to the flat minimum rate for recovery of indirect costs of research and instructional services are as follows:
 - i. Tri-Agency grants (NSERC, SSHRC, CIHR) where the University receives Research Support Funds from the federal government; or
 - ii. When a funder policy does not allow overhead or has a lower posted rate.

- 6.2 The indirect costs recovered by UNBC from external agreements for research and instructional services is normally distributed as follows: 30% to the University General Operating and 70% to the Office of Research and Innovation.
- 6.3 Expenditures of these indirect cost recovery funds are restricted to the advancement, broadly defined, of the research mandate of the University, and in accordance with the definition of indirect costs in this policy. Indirect cost recoveries are not to be used to cover the direct costs associated with the research funding agreement that provided the funds.

7.0 REPORTING

- 7.1 The Provost and Vice President, Research and Innovation provides the President's Executive Council an annual report covering the previous calendar year on the overhead collected and the disbursement of those funds.
- 7.2 The Vice President, Research and Innovation reports any adjustments in the flat minimum rate to the Board of Governors.

7.0 AUTHORITIES AND OFFICERS

The authorities and officers for this policy are as follows:

Approving Authority: Board of Governors

Designated Executive Officer: Vice President, Research and Innovation

Procedural Authority: Provost and Vice President, Research and Innovation

Procedural Officer: Provost and Vice President, Research and Innovation

8.0 RELEVANT LEGISLATION

[*University Act*](#), RSBC 1996 C 468

9.0 RELATED POLICIES AND OTHER ASSOCIATED DOCUMENTS

General Research Policy

General Research Procedures

BOARD OF GOVERNORS – Public Meeting

Meeting Date:	November 17, 2022
Agenda Item:	6.iii.e. Repeal of Indirect Costs and Overhead Charges for Research for Instructional Services Surpluses Policy – K. Lewis
Material:	1. Indirect Costs and Overhead Charges for Research for Instructional Services Surpluses Policy
Motion:	<p><i>That, on the recommendation of the Finance and Investment Committee the Board of Governors, repeal of the Indirect Costs and Overhead Charges for Research for Instructional Services Surpluses Policy as presented.</i></p> <p><i>Effective on approval of the Board.</i></p>

**SUBJECT: INDIRECT COSTS AND OVERHEAD CHARGES FOR RESEARCH AND FOR
 INSTRUCTIONAL SERVICES SURPLUSES****1. Purpose**

The purpose of this policy is to compensate the University for its indirect operating costs of performing research and providing instructional services. These indirect costs include, but are not limited to, the costs of faculty time allocated to research activities, for the provision of instructional space, including facility maintenance and servicing (utilities), for the use and maintenance of equipment, for a proportionate share of other things such as insurance and legal services, and for services provided by the University - for example, through the Office of Research, Finance, Human Resources, Purchasing, Facilities, and the Library.

2. Scope

This policy applies to all research and instructional services that occur on the University's premises and/or involve the use of the University's resources.

This policy does not apply to:

1. Institutional contracts that do not fall under a College¹;
2. Gifts or sponsorships that are intended to be used to assist with the development of new or current University courses or programs;
3. Contracts for ancillary services such as Continuing Studies
4. Contracts with regard to scholarly or research conferences, meetings or seminars where:
 - (a) the conference is organized by UNBC faculty, staff or students on a not-for-profit basis; or
 - (b) UNBC faculty, staff or students will receive the primary benefit of the conference.

3. Authority/Responsibility

The Provost and the Vice President (Research) have the authority to make exceptions to this policy and to enforce and manage this policy.

4. Context: General

While the University's mandate is to provide a public good, it is often possible for the University to recover its indirect costs when revenues for offering an educational service exceed the direct costs or if research is sponsored so that the funder receives more than a fair benefit at the University's loss on indirect costs. The cost to the University of providing services under contract includes both direct costs (e.g. salaries and benefits of persons assigned to providing the service, materials, fax and courier charges) and indirect costs.

Most contracted services place an additional burden on some combination of administrative services including ITS services, Finance, Purchasing, and Contract services, Library resources, and utilities. In most instances, it is not practical to determine or estimate the actual indirect costs attributable to a particular contract. A common practice is to calculate an overhead charge as a percentage of the direct costs of providing the services under the contract.

¹ Where an institute is given its own Org number separate from any Program Org number.

Overhead charges have been applied to research contracts for a number of years. The percentages contained in this policy are similar/same to those applied to research contracts and similar to those levied by other Canadian universities that have developed policies on this topic.

It is recognized that each activity will have factors that affect how much it can contribute toward indirect costs. Thus, these factors weigh in determining the appropriateness of overhead and indirect costs charges, and the amount of overhead charged will vary.

5. Context: Research

It is recognized that a wide variety of research arrangements and agreements are in effect, ranging from those that meet all or most of the definitive criteria for a grant to those that meet all or most of the definitive criteria for a contract (see below). It is also recognized that each research funding arrangement may serve the aims and objectives of a Faculty member's research and the pedagogical and other aims and objectives of the University in different ways and to different degrees – that the University may derive benefits other than financial from the performance of research. These factors weigh in determining the appropriateness of overhead charges, and the amount of overhead charged will vary.

5.1 Characteristics of a Grant

Grants usually do not cover the full indirect costs of research and thus overhead included in a grant is often minimal and sometimes non-existent.

- There is no honorarium or other payment to the principal researcher.
- The project protocol is designed by the principal researcher and can be changed by the principal researcher.
- The monies are not attached to a specific performance outcome and cannot be retracted as a function of performance.
- Any patents or inventions belong to those making the invention and/or to the University, and not to the funding group.
- The project involves few contractual commitments, and does not involve proprietary data belonging to the funding group.
- The research project is initiated by the principal researcher.
- The funds are available in advance of expenditures and not in arrears.
- Capital equipment which may be purchased from the award belongs to the University and not to the funding group.

5.2 Characteristics of a Contract

A Research Contract is any legally binding agreement to perform research on behalf of an outside sponsor who, as a condition of sponsorship, requires a certain performance by the researcher, within a specified time frame, and acquires ownership, preferential use, and/or control of the research results or the publication of the research results.

Contract research is carried out under the terms of a written agreement which will normally include some or all of the following provisions:

- a description in specific terms of the work to be carried out for the contracting agency (statement of work) and when its components are to be completed (progress reports/final report);
- a budget providing for payments based on actual expenditures, except that some portion of each payment may be withheld (holdbacks) until the contracted work is complete and a final report submitted and accepted;
- that detailed financial records be maintained in order that financial statements can be prepared and expenditures audited;
- payment of a stipend, fee or honorarium to the principal investigator and co-investigators;
- restriction on the publication of research results for a limited time period;
- establish ownership, patent rights and licensing arrangements;

-
- confidentiality of information supplied and created;
 - considerations for acceptance and/or termination of the contract.

As the sponsor is receiving benefit from a research contract, a contribution to the indirect costs of research to the University is expected, and overhead will be charged in accordance with this policy (see Section 9).

Considerable care must be taken in the management and accounting of research contract funds as service contracts are inherently more restrictive than research grants.

6. Context: Instructional Services

The University occasionally agrees to provide educational services to external clients under a contract (hereinafter called an "Instructional Services Contract"). External clients may include government agencies, corporations (profit and non-profit), societies and others. The context in which such contracts arise covers a broad spectrum. At one end of the spectrum are contracts where the educational services that the external client seeks are services that the University would not undertake as part of the University's normal mandate. At the other end of the spectrum, the University may be seeking financial assistance and participation in the development of new educational programs or materials that fall within the University's normal mandate and that will likely benefit both the contractor and the University or its students. Other contracts will fall somewhere between the ends of the spectrum.

The University's Provincial operating grant, tuition revenue, and many charitable donations are intended to be used to fulfil the mandate of the University that is described in the University Act. When an external client requests the University to provide educational services that are neither directly nor indirectly related to the University's mandate, the aforementioned funds should not be used to subsidize the provision of such services to an external client. In such cases, the University should seek to recover all of its direct costs as well as a full measure of the indirect costs associated with providing services under the contract.

Where course materials or pedagogical techniques are being developed under an Instructional Services Contract and the University will have the right to use in its own programming, the services fall within the University's mandate. Therefore it may be justified to reduce the percentage of overhead sought in the Instructional Services Contract.

7. Negotiation and Administration of University Contracts

The University alone has the legal capacity to enter into contracts which bind the University. Thus contracts for research and instructional services must be between the University and the contracting agency, and may not be written in the name of an individual, Program, Institute, Centre, School, or College. Any written document to which the University is a party must be executed by the designate of the Board. In the case of research contracts, the Vice President (Research) holds delegated authority, within limits, to sign on behalf of the University. In the case of instructional contracts, the Provost holds delegated authority, within limits, to sign on behalf of the University. Early discussion with the appropriate office is encouraged to establish appropriate budget terms including relevant rates of overhead to cover indirect costs.

8. Personal Contracts

Personal contracts negotiated between an individual and an external agency, and signed by that individual, will not be accepted for administration by the University, nor may University facilities be used for activities carried out under such contracts except as provided in Section 10 below.

9. Including Overhead in Budgets for Contract Services

9.1 Preparation of Budget

Instructors and principal investigators must include in the budgets prepared for submission to contracting agencies all items which can be charged legitimately to the project, including overhead. If, in so doing, the total cost of the proposed research project is greater than the sponsor is either willing or able to pay, then the cost of the project is also beyond the University's range of support. Reducing or omitting costs included in a research proposal with the expectation that the University will be able to absorb them is unrealistic since the University has neither the mandate nor the financial resources to subsidize contract services. Nevertheless, it may be feasible to reduce the amount of the work required to fit the resources available to fund it. Responsibility for a budgetary shortfall is ultimately the responsibility of the Instructors or principal investigator.

9.2 Amount of Overhead

An overhead charge to compensate for indirect costs associated with the project shall be established by the Provost or the Vice President (Research), in consultation with the Instructors or principal investigator respectively. The amount of overhead levied depends on a variety of conditions including the nature of the funding body, the purpose of the project, the extent to which the contract supports the academic program (e.g., employment of graduate students, provision of needed equipment), the number of specific deliverables, the specificity of time requirements for completion of the contract, the degree of transfer of ownership of intellectual and physical property to the sponsor, payment arrangements and the extent of special services required (e.g. legal advice, external audit). In small contracts (less than \$5,000) or where there is little or no payroll component, it may be more appropriate to levy an administrative fee rather than an overhead rate. Advice should be sought from the appropriate office on the applicability of this arrangement in particular circumstances.

9.2.1 Government of Canada - Research Agreements

When a research contract or agreement is with a Canadian Government ministry or agency, the overhead charges specified in the 1982 agreement between the Department of Supply and Services (D.S.S.) and the Association of Universities and Colleges of Canada (A.U.C.C.) shall apply.

These overhead rates, agreed to by all universities and colleges in Canada conducting contract research for the federal government, are as follows:

- 65% of Direct Payroll Costs (including fringe benefits) for on campus work;
- 30% of Direct Payroll Costs (including fringe benefits) for off campus work;
- 2% of Travel and Subsistence expenses.

Any deviation from these figures must be approved by the Vice President (Research).

9.2.2 Corporations and Other Agencies

If a service contract is with a corporation or an agency other than the Government of Canada, overhead may be levied. Normally the minimum rate will be 40% of the direct payroll costs including fringe benefits.

10. Use of University Facilities for Non-University Research

The University encourages faculty and staff to develop linkages with the private and government sectors, both as a means to expand research opportunities and to transfer technology developed in university laboratories or know-how developed by the University faculty and staff to the public sector.

In some cases, University personnel may wish to request permission to use University facilities, services, or materials for outside work. Permission must be obtained from the Vice President (Research). The demand for use of University facilities and services may create pressure on Colleges and Programs to make these facilities available and, at times, may potentially place University personnel in conflict of interest situations. University needs take priority over use of facilities for non-university research. The guidelines below were developed in an effort to facilitate outside work that

may require the use of University facilities while at the same time ensuring that the University's interests are protected.

10.1 User Agreements for University Resources

The University may permit an employee to use facilities, services and materials for outside work conditional on obtaining prior permission from the Provost or Vice President (Research). The Provost or Vice-Provost will, normally in consultation with the Dean and other concerned personnel, establish a fee for:

- use of these facilities,
- services,
- materials, and,
- time which employees, other than the principal investigator, devote to said work.

The use of laboratory or other facilities or services is a privilege normally extended only to University personnel.

A User Agreement, establishing the terms and conditions under which use is permitted, and costs to the faculty member, is to be signed prior to use of such facilities. The services required and the related charges are written into the Agreement. The holder of the User Agreement is expected to ensure that proper records are maintained of use of space and equipment. These records will be stored with the Program Chair or laboratory supervisor and must be accessible for audit and monitoring.

The User Agreement will describe the work to be undertaken, and the resource required including the amount of time to be devoted to the work by the principal researcher, the time of other employees (e.g., technicians), and the facilities, services and materials required. All costs (including the nominal cost of the researcher's time) need to be estimated. The fee charged for such work should include rental for the space and use of the equipment, technical and other services, materials and supplies, and other costs which may be incurred. The Provost or Vice President (Research) has the final authority to set such fees. Normally the Dean of the College and other concerned personnel will be consulted to establish appropriate fees. Where work is for a non-profit organisation the fees may be reduced.

The User Agreement is to be signed by the Provost or Vice President (Research) and the university employee using the facilities. If the work is done through a corporate entity (e.g., a company owned wholly or partly by an employee), the User Agreement must also be signed by an authorized officer of that corporation.

11. Disbursement of Overhead Funds within UNBC

Overhead monies will be disbursed 50% to the Provost or the Vice President (Research), 25% to the Dean of the College, and 25% to the Program Chair. Expenditures of these monies are restricted to the advancement, broadly defined, of the mandate of the University, including, but not limited to, support functions in ITS, Human Resources, Purchasing, Finance, and other areas.

11.1 Annual Report

An annual report covering the previous calendar year is to be made to President's Executive Council by the Provost and the Vice President (Research), the Deans and the Program Chairs on the overhead funds collected and the disbursement of those funds.

Meeting Date:	November 17, 2022
Agenda Item:	6.iii.f. Repeal of Overhead Policy (from 1998) – K. Lewis
Material:	1. Overhead Policy
Motion:	<p><i>That, on the recommendation of the Finance and Investment Committee the Board of Governors, the repeal of the Overhead Policy as presented.</i></p> <p><i>Effective on approval of the Board.</i></p>

SUBJECT: OVERHEAD POLICY**1. Purpose**

The purpose of overhead charges is to compensate the University for the general cost of faculty time allocated to research activities, for the provision of space, its maintenance and servicing (utilities), for the use and maintenance of equipment, for a proportionate share of other costs such as insurance and legal services, and for services provided by the University's support staff, e.g., in the Business office, the Human Resources office, Purchasing, Facilities, Registrar's office, Library.

2. Scope

This policy is applicable to all faculty and staff undertaking research that occurs on the University's premises and/or using the University's equipment or personnel.

3. Authority

The Associate Vice-President (Research) is directly responsible to the Vice-President (Academic) in ensuring this policy and these procedures are followed.

4. Policy

It is recognized that a wide range of research contracts are in effect, from those that meet all or most of the definitive terms for a grant to those that meet all or most of the definitive terms for a contract (see below). It is also recognized that contracts may serve the aims and objectives of a Faculty member's research and the pedagogical and other aims and objectives of the University in different ways and degrees. Consequently, the appropriateness of overhead charges and their amount may vary accordingly.

All contract research accepted by the University, unless otherwise exempted, must provide either an allowance for overhead at University approved rates, or a tabulation of direct and indirect costs of conducting the research. Exemptions from overhead or variations in the standard rates require the approval of the Dean of the College in which the research is to be conducted and the Associate Vice-President (Research).

4.1 Characteristics of a Grant

- There is no honorarium or other payment to the principal researcher.
- The project protocol is designed by the principal researcher and can be changed by the principal researcher.
- The monies are not attached to a specific performance outcome and cannot be retracted as a function of performance.
- Any patents or inventions belong to the principal researcher and/or to the University, and not to the funding group.
- The project is open and does not involve proprietary data belonging to the funding group or any other contractual commitment.
- The research project is initiated by the principal researcher.
- The granting support funds are available in advance of expenditures and not in arrears.
- Capital equipment which may be purchased from the award belongs to the University and not to the funding group.
- Funds are not normally provided to cover the indirect or infrastructure costs of research which include

faculty time, libraries, computing services, lab space and equipment, administrative services, and physical plant operating expenses.

4.2 Characteristics of a Contract

A Research Contract is any legally binding agreement to perform research on behalf of an outside sponsor who, as a condition of sponsorship, requires a certain performance by the researcher, within a specified time frame, and acquires ownership, preferential use, and/or control of the research results or the publication of the research results.

Contract research is carried out under the terms of a written agreement which will normally include some or all of the following provisions:

- A description in specific terms of the work to be carried out for the contracting agency (statement of work) and when its components are to be completed (progress reports/final report).
- A budget providing for payments based on actual expenditures, except that some portion of each payment may be withheld (holdbacks) until the contracted work is complete and a final report submitted and accepted.
- That detailed financial records be maintained in order that financial statements can be prepared and expenditures audited.
- Provision for the payment of a stipend, fee or honorarium to the principal investigator and co-investigators, if any.
- A contribution to the indirect costs (overhead) of the University.
- Restriction on the publication of research results for a limited time period.
- Establish ownership, patent rights and licensing arrangements.
- Provide for confidentiality of information supplied and created.
- Establish considerations for acceptance and/or termination of the contract.

4.3 Negotiations and Administration of Contracts

Only the University has the legal authority to enter into contracts that are binding on the University. Thus contracts for research services must be between the University and the contracting agency, and cannot be written in the name of an individual, Program, Institute, Centre, School, Faculty or College. Thus any written document to which the University is a party must be executed by the designate of the Board, in the case of research contracts, the Associate Vice-President (Research) who has authority to sign contracts for research projects.

Early discussion with Deans and Vice-Presidents are encouraged at any time.

Research contracts are inherently more restrictive than grants and considerable care must be taken in the management and accounting of contract funds.

4.4 Personal Contracts

Personal contracts for research negotiated between an individual and an external agency and signed by that individual will not be accepted for administration by the University, nor may University facilities be used for activities carried out under such contracts. Occasional exceptions to this policy may be approved by the Associate Vice-President (Research).

4.5 Costing of Contract Research

Principal investigators must include in the budgets prepared for submission to contracting agencies, all items which can be charged legitimately to the research project, including overhead. If, in so doing, the total cost of the proposed research project is greater than the sponsor is either willing or able to pay, then the cost of the project is also beyond the University's range of support. Reducing or omitting costs included in a research

proposal with the expectation that the University will be able to absorb them is unrealistic since the University does not have the obligation or the financial resources to subsidize contract research. Nevertheless, it may be feasible to reduce the amount of the work required to fit the resources available to fund it. Responsibility for a budgetary shortfall is ultimately the responsibility of the principal investigator.

4.6 Amount of Overhead Charges

An overhead charge to compensate for indirect costs appropriate to the research activity shall be established by the Office of Research Services in consultation with the principal investigator, the Program Chair and the Dean. The amount of overhead levied depends on a variety of conditions including the nature of the funding body, the purpose of the research being conducted, the extent to which the contract supports the academic program (e.g., employment of graduate students, provision of needed equipment), the number of specific deliverables, the specificity of time requirements for completion of the contract, the degree of transfer of ownership of intellectual and physical property to the sponsor, payment arrangements and the extent of special services required (e.g. legal advice, external audit).

In small contracts (less than \$5,000) or where there is little or no payroll component, it may be more appropriate to levy an administrative fee rather than an overhead rate. Advice should be sought from the Associate Vice-President (Research) on the applicability of this arrangement in particular circumstances.

4.6.1 Government of Canada

When a research contract or agreement is with a Canadian Government ministry or agency, the overhead charges specified in the 1982 agreement between the Department of Supply and Services (D.S.S.) and the Association of Universities and Colleges of Canada (A.U.C.C.) shall apply.

These overhead rates, agreed to by all universities and colleges in Canada doing contract research for the federal government, are as follows:

- 65% of Direct Payroll Costs (including fringe benefits) for on campus work;
- 30% of Direct Payroll Costs (including fringe benefits) for off campus work;
- 2% of Travel and Subsistence expenses.

Any deviation from these figures must be approved by the Associate Vice-President (Research).

4.6.2 Corporations and Other Agencies

If the research contract is with a corporation or an agency other than the Government of Canada, an overhead rate may be levied up to a maximum of 100% of the direct payroll costs including fringe benefits.

4.6.3 Consulting Work

Consulting work is commercial in nature and some or all of the following conditions are normally found in contracts for its performance: payments to the principal investigator; restriction or prohibition of publication; deliverables which are very specific as to method and quality control; penalties associated with time delays; assignment of all or a major portion of the rights to copyright, patents, inventions or industrial know-how; substantial holdbacks to be paid on delivery or after delivery of the final report; exclusion of graduate students or other faculty and staff members because of confidentiality of data.

The University does not usually engage in consulting work unless the following conditions are met:

- a. such work is in the public interest and is related to the purposes of the University,
- b. no other party is available to conduct the work,

- c. the University has special facilities which are not otherwise available and which are not fully committed to other work.

As a teaching and research institution, the University receives certain tax exemptions which preclude it from engaging in commercial activities without bringing that status into question.

Faculty and certain staff members are entitled to engage in consulting work but must obtain permission before doing so as required by the provisions of collective agreements under which they are employed and the general regulations of the University regarding such activities.

Consulting work when undertaken by the University will be charged an overhead rate of not less than 100% and not more than 150% of all direct payroll costs including fringe benefits. In addition, the University shall be paid a fee for the use of any University space, equipment or facilities and compensated for the time which employees devote to the work.

4.7 Leasing of University Facilities for Non-University Research

The University encourages faculty and staff to develop linkages with the private and government sectors, both as a means to expand research opportunities and to transfer technology developed in university laboratories or know-how developed by the University faculty and staff to the public sector.

In some cases, Faculty members may wish to request permission to use University facilities, services, or materials by an employee for outside work and consulting. Permission must be obtained from the Associate Vice-President (Research).

As such outside activities increase, the demand for use of University facilities and services also increase, creating pressure on Colleges and Programs to make available to Faculty members these facilities and, at times, potentially placing Faculty members in conflict of interest situations.

The guidelines below were developed in an effort to facilities such outside work and consulting arrangements that may require the use of University facilities while at the same time ensuring that the University's interests are protected.

4.7.1 Guidelines

The University will permit an employee to use facilities, services and materials for outside work and consulting, conditional on obtaining the permission of the Associate Vice-President (Research), Dean of the College and Program Chair and, where appropriate, negotiating a fee for use of these facilities, services and materials, including compensation for the time which employees, other than the principal investigator, devote to said work. University needs have priority and the use of laboratory or other facilities or services is a privilege extended primarily to University personnel. The Dean or Program Chair should consult with the Associate Vice-President (Research) prior to negotiating a fee for rental and other services.

A User's Agreement, establishing the terms and conditions under which use is permitted and costs to the faculty member, is to be signed prior to use of such facilities. The services required and the related charges are written into the Agreement.

The Faculty member is expected to ensure that proper records are maintained of use of space and equipment. These records will be stored with the Program Chair or laboratory supervisor and must be accessible for audit and monitoring.

The Agreement describes the work to be undertaken, the amount of time to be devoted to the work by the principal researcher, the time of other employees (e.g., technicians), and the facilities, services and materials required. All costs (including the nominal cost of the researcher's time) need to be

estimated. The fee charged for such work may include rental for the space and use of the equipment, technical and other services, materials and supplies, and other costs which may be incurred. The Associate Vice-President (Research), in consultation with the Dean of the College, should be consulted for costs of use of space.

The Agreement is to be signed by the Faculty member and, if the work is done through a corporate entity (e.g., a Faculty member's company), by an authorized office of the corporation. University signatures will include those of the Program Chair, Dean, Associate Vice-President (Research) and Vice-President (Academic).

4.8 Disbursement of Overhead Funds within UNBC

Overhead monies will be disbursed to the Associate Vice-President (Research) (50%), the Dean of the College (25%), and the Program Chair (25%). Expenditures of these monies are restricted to the advancement, broadly defined, of the research mandate of the University.

Meeting Date:	November 17, 2022
Agenda Item:	6.iii.g. Repeal Regional Tuition Fee Supplement Policy
Material:	1. Repeal Regional Tuition Fee Supplement Policy
Motion:	<p><i>That, on the recommendation of the Finance and Investment Committee the Board of Governors, the repeal of the Regional Tuition Fee Supplement Policy as presented.</i></p> <p><i>Effective on approval of the Board.</i></p>

SUBJECT: REGIONAL TUITION FEE SUPPLEMENT

1. Purpose

UNBC has an integrated set of course offerings with the northern colleges. Typically, students are presented with a joint list of University courses that apply for UNBC degree credit. These courses may be offered by either UNBC or one of the northern colleges.

The Regional Tuition Fee policy permits students attending selected first and second year University of Northern British Columbia courses at the regional colleges to effectively pay a reduced rate of tuition, equivalent to the level set by the colleges for University transfer courses. The mechanism used to facilitate this program will be to award each student a Supplement equivalent to the differential in tuition fees between the colleges and the University of Northern British Columbia.

This arrangement will allow students to register simultaneously with UNBC and the colleges without incurring differential tuition fee charges.

2. Scope

This policy applies to all students taking designated first and second year UNBC credit courses offered within Northern Lights Community College region, Northwest College region, University College of the Cariboo region that overlaps with the UNBC region, and the College of New Caledonia region exceeding 75 kilometres of the City of Prince George.

3. Authority

The responsibility for ensuring this policy and these procedures are carried out lies with the Director of Regional Operations.

4. Course Designation

Annually a list of courses will be prepared and recommended to the Board of Governors for designation as courses where a tuition supplement will be made available.

5. Eligibility

5.1 For the Supplement Credit

All students enrolled in designated first and second year UNBC **credit courses** offered within Northern Lights Community College region, Northwest College region, University College of the Cariboo region that overlaps with the UNBC region, and the College of New Caledonia region exceeding 75 kilometres of the City of Prince George will be assessed tuition fees based on the UNBC tuition fee rates. A Supplement will be awarded on the differential between college tuition fees and UNBC tuition fees. Students from the regions taking courses on the Prince George Campus will pay full tuition fees without eligibility for a differential supplement.

Students enrolled in third and fourth year UNBC courses offered through the regional colleges will be assessed full UNBC tuition fees.

6. Enrolment/Tuition Fee Payment/Supplement Credit Applied

Enrolment for all UNBC courses will be processed through the Registrar's Office in accordance with established registration and admission policies. A credit will be assessed based on the differential between college tuition fees and UNBC's tuition fees as outlined above, herein referred to as a Supplement credit.

A credit will not be awarded for the difference in admission fees, application fees, and other such fees between the colleges and the University.

7. Impact on Financial Aid

When applying for financial aid the application will reflect the student's net cash requirements (tuition fees assessed less the Supplement awarded).

8. Course Withdrawal

The University's Admissions Withdrawal Fee policy will apply to all regional students enrolled in UNBC courses. The graduated penalty scheduled will be applied to the UNBC tuition less the Supplement credit (net cash payment). The Supplement award attributable to the withdrawals would be reversed for T4A purposes up to and including the sixth week of classes.

9. Tax Information

9.1 Tuition Receipt

The University is responsible for issuing an appropriate receipt for tuition fees in excess of \$100 to support the tuition tax credit claimed by the student. The tuition fee receipt would be issued for full UNBC tuition prior to assessment of a Supplement credit, regardless of the amount actually paid. The student will be eligible for a non-refundable tax credit equal to the lowest marginal tax rate multiplied by the amount of the tuition fees and the former education deduction.

9.2 Supplement (T4A)

Under the CAUBO income tax guide "where an amount paid is in fact a scholarship, bursary, fellowship or prize for achievement, form T4A must be completed and issued to the student by the end of February of the year following the year in which the payment was made". The Supplement credit referred to above would fall under this reporting requirement with a T4A issued to the student to be included in income under paragraph 56(1)(n) of the Income Tax Act.

The Income Tax Act provides an exemption for scholarships, fellowships, bursary or prizes for achievement to the extent that the total of these amounts do not exceed \$500.

Example:

a) Student "X" is enrolled in Northern Lights College taking 3 (3 credit) UNBC courses.

i) UNBC Tuition Fees (3 courses, 3 credits each at \$75.25 per credit hour)=\$677.25

· A Tuition Fee Receipt will be issued for \$677.25 plus other UNBC fee considered as tuition fees for income tax purposes.

ii) Differential of Supplement Credit

UNBC Tuition	\$ 677.25
Less Northern Lights College Tuition Fees	\$ 342.00
Differential	\$ 335.25

- The Registrar's Office will collect net tuition fees of \$335.25
- A T4A **will not** be issued as the award does not exceed \$500.
- For a differential exceeding \$500 a T4A will be issued

b) Student "Y" enrolled in ten (10) UNBC first and second year courses at Northern Lights Community College (Full Year)

i)	UNBC Tuition	\$2,257.50
	NLC Tuition	\$1,140.00
	Supplement Credit	\$1,111.75

BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	November 17, 2022
Agenda Item:	9.a. Report of the President
Material:	1. Quarterly Public Written Report of the President

Office of the President and Vice Chancellor

Report to the UNBC Board of Governors

Submitted by: Dr. Geoffrey Payne, President and Vice-Chancellor

For the Period: September 17th - November 17th, 2022

1.0 Overview

Outlined below are several key areas of focus that have been active during the period since my last report provided at the September Board of Governors meeting in Terrace. Throughout the summer and as detailed in the extensive and comprehensive reports received from the Vice-Presidents and Direct reports within my portfolio, there has been much progress. We do however continue to have areas that need attention and support that are being addressed. During our weekly President Executive Council meetings and additional one-to-one meetings, I continue to be updated and work with the Vice-Presidents and the Executive Director of Strategy and Staff to support the University as a whole. Additionally, my focus continues to be more University wide and externally focused as I support the University through my engagements throughout the North, provincially, nationally, and internationally.

2.0 President's Office

In addition to the Vice-Presidents as direct reports, the President also has the following units reporting through their Directors. Highlighted are some of the of key accomplishments from those departments over the period of the report.

- Office of Equity, Diversity & Inclusion
- Office of University Governance
- Office of Communications & Marketing
- Office of University Athletics
- Chief Information Security Officer

2.1 Office of Equity Diversity & Inclusion (AVP Litt)

Under AVP Litt's leadership, the focus has been on both the Equity, Diversity and Inclusion portfolio as well a supporting the Indigenous portfolio during its transition. Below is the report focused on activities within those two key areas for the University.

Office of Equity Affairs:

We are excited to announce that Mindy Gobbi commenced as Specialist, EDI, effective October 31, 2022. The Specialist will be the first point of contact for students, staff and faculty, will be supporting staff and faculty with training, education and EDI best practices, creating and updating EDI online site and resources and overseeing the initiation of safe disclosures on campus. The hiring of the Specialist position allows for the AVP, EDI, to finalize the departmental strategic plan, create a policy review plan and continue to foster and strengthen collaborative connections with EDI leaders across Canada.

With the leadership vacancies in Office of Indigenous Initiatives (OII) and First Nations Centre (FNC), AVP Litt is working closely with the staff to ensure that they feel supported, day-to-day deliverables are being met and working with the community and Human Resources to find strong Indigenous leaders to step into the administrative and leadership oversight the departments require for success.

Office of Indigenous Initiatives (OII):

The OII was a department implemented to engage with the UNBC community to indigenize all aspects of the University. The objective was to ensure indigeneity is embedded across the University, including student life, teaching, learning, curriculum, governance, faculty, campus space, planning and research. The office also was accountable for developing and maintaining the Aboriginal Service Plan.

The AVP, EDI, is currently overseeing this office and providing interim support until critical positions have been filled. Once the positions have been filled, the AVP is hoping to continue consultations towards next steps.

The premise as to why the office was initiated remains intact and enhanced with this change, with no impact on the strategic vision. The changes make the office more physically accessible, the connection with FNC stronger, and the FNC staff and OII staff being with the same portfolio allow for a collaborative transfer of communication, planning and strategy between Indigenous student services, strategic planning, community consultation and input and connection with other departments on campus at large.

The AVP, EDI, is working on the Aboriginal Service Plan submission and is working at creating a robust plan, so that as Indigenous leaders step into the vacant roles, there is clear institutional direction, approved community programming and planning and governmental sign-off of the academic year's structure.

The AVP is working at ensuring Indigenous staff and faculty are closely connected to the report as it is developed and finalized. There will be student-led focus groups in November to ensure clear student input, and there has been connection with community via Regional Advisory

Council meetings, notes and work done by the Manager, OII, prior to their departure and the information and documentation staff and faculty have provided the AVP for the submission.

Two areas of growth and opportunity which would improve efforts within this portfolio are a strengthened relationship with the school district and College of New Caledonia, and an Institutional Indigenous Advisory Council.

First Nations Centre:

The FNC is being heavily utilized by students this semester, which is wonderful news, but without full staffing numbers, it is causing strain on the current staff, who are working diligently at meeting current student needs. The AVP, EDI, is working with current staff and Human Resources to try and fill vacant positions with suitable, strong candidates as quickly as possible. The Wellness Centre has gratefully stepped in to provide additional mental health support to current Indigenous students.

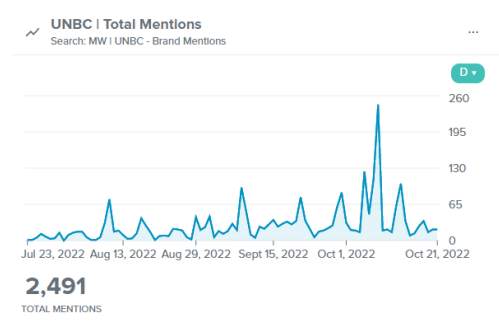
2.2 Office University Governance (Senior Governance Officer Howitt)

The Office of University Governance is currently dealing with challenges around staffing resources. The Governance Officer for Access, Privacy and Records Management, and the Administrative Assistant position remain vacant. The Senior Governance Officer is developing a plan to address the immediate and long-term needs of that office. The area of access and privacy is highly competitive area to recruit from and has proven particularly difficult given the current labour market. The Senior Governance Officer is overseeing the portfolio in the interim. Despite the staffing challenges, the Office of University Governance continues to support and organize the regular cycle and volume of formal Board, Senate and related committees meetings, for which that Office has accountability, including the recent Board Engagement session. Other critical areas the Office has been focussed on are as follows:

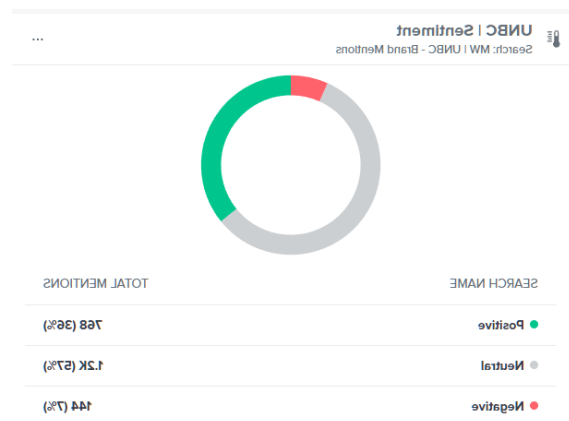
- the renewal and development of new University policies and procedures, repealing of outdated ones, and overseeing the University policies and procedure framework;
- re-establishing the Office of Chancellor and providing support to the Chancellor;
- supporting the Board in drafting new and revising current policies and procedures considered critical, drafting and posting the current vacant Board position, the recent review/formatting of Board Rules, and continued support to the Board in fulfilling their annual action items;
- supporting Senate with the implementation of the Governance Review recommendations.

2.3 Office of Communications & Marketing (Director Wood)

Communications continues to actively promote UNBC student, faculty and institutional successes via traditional media (newspaper, radio, TV). Guess which day was the release of the Maclean's rankings!



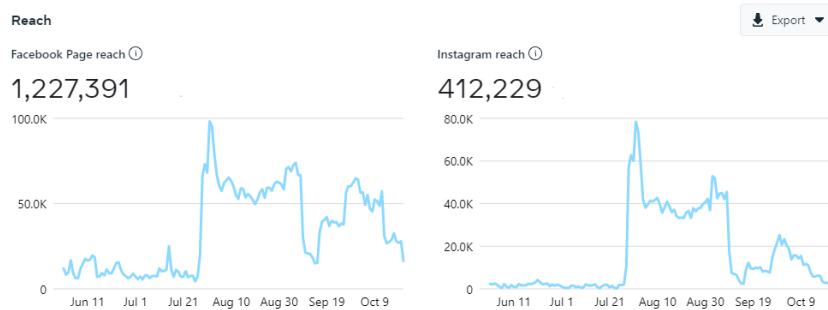
Of those stories, we enjoy positive sentiment in the tone of the story's delivery (This is AI generated - manually adjusting the sentiment score would dramatically increase our positive scores)



UNBC remains the second largest “main” University social media account in the province in terms of followers. Note the quantity of content released (the last column) is equal to or greater than much larger universities in many cases.

	University of British Columbia The University of British Columbia (UBC) is a global centre for research and te...	293.1K	↑ 625	59
	University of Northern British Columbia UNBC is ranked among Canada's best small universities by Maclean's magazi...	178.6K	↓ 8	51
	Simon Fraser University We are Canada's engaged university. We engage with communities, organiza...	79.8K	↑ 1.2K	51
	University of Victoria Victoria, BC Canada	56.4K	↑ 554	40
	Vancouver Island University The official Facebook page for Vancouver Island University - A page to share ...	37.4K	↑ 118	31

Our reach has improved dramatically since making a concerted effort to include more short video content in late July.



All of the above is done with the intention of continually building an audience that will speak well of UNBC and act as third-party validators. That “family and friend” audience is key when recruiting students, as seen in recent student recruitment survey data, which is why we invest so much of our time in media relations and social media content generation.

2.4 Office of University Athletics (Director Murdoch)

With Director Murdoch’s leadership the University Athletics (U SPORTS/ Canada West Varsity Soccer and Basketball) continue to be a vibrant and important component of UNBC that has impact and transcends into strong community engagement.

Student Athlete Successes

- ✓ 95 Student Athletes (10 International Athletes)
- ✓ 30 of 75 rostered players (40%) will be recognized in November 2022 U SPORTS Academic All Canadians from 21/22 season with GPA of 3.67 or higher.

Athletic Successes/Excellence/Accolades

- ✓ Historical season for both women’s soccer (WSOC) and men’s soccer (MSOC)
 - i. MSOC lost in quarter finals after finishing 3rd in the Pacific Division
- ✓ Canada West Accolades
 - i. WSOC: 1 - First Team All-star, 2- Second Team All-stars
 - ii. MSOC: 2 First Team Allstars, 2 Second Team All-stars, 1 All Rookie Team
 - iii. Coach of the Year – MSOC – Steve Simonson
 - iv. Player of the Year – MSOC – Michael Henman
- ✓ U SPORTS Accolades
 - i. MSOC Coach of the Year Steve Simonson
 - ii. MSOC 1st Team All Canadian Michael Henman

UNBC Accolades

- ✓ 2 CASE VIII awards
 - i. Nats’ilnik: UNBC’s historic Indigenous logo and jersey – Communications and Storytelling

- ii. Nats'ilnik: UNBC's historic Indigenous logo and jersey – Leadership: Diversity, Equity and Inclusion Initiatives
- ✓ Canada West – Top Social Media Campaign of the Year – Indigenous Jersey
- ✓ Canada West – Video of the Year (Indigenous Jersey – Six Sigma produced)

Community Impact

- ✓ Our new 2022 initiatives included themed game nights:
 - i. Inclusion Night
 - ii. PRIDE Night
 - iii. Nats'ilnik Nights
- ✓ Legacy Night on November 10, 2022 is estimated to raise \$60,000 to \$80,000
 - i. Keynote Kaleb Dahlgren – survivor of the Humbolt Bronco bus accident
 - ii. Pre-event VIP dinner with key UNBC donors
 - iii. Brings over 300 community members together to celebrate and support our athletes
- ✓ We have a new partnership and brand MOU with Prince George Minor Basketball, Terrace Minor Basketball, Jr. Timberwolves

3.0 UPDATES ON KEY AREAS

3.1 British Columbia Post-Secondary Funding Review

As summarized in my report in September the provincial government funding review for post-secondary institutions continues through Phase 1 that will be followed in Phase 2 leading to recommendations led by the Ministry of Advanced Education Skills and Training. There have not been any updates on Phase 1 since my last report.

3.2 Research Universities of British Columbia Council (RUCBC)

On October 13th, UNBC hosted the Presidents of the Research Universities of BC (University of British Columbia, University of Victoria, Simon Fraser University, Royal Roads University and Thompson Rivers University). This was the first meeting of that group in Prince George in over 15 years. During the visit the Presidents discussed several key topics which included:

- BC Government Post-Secondary Funding Review
- Joint Natural Hazards Initiative
- Canada-Asia Singapore Meeting (February 2023)
- Digital Research Infrastructure
- Digital Learning Strategy
- Technology Seat Expansion

Following the meetings, UNBC hosted a networking event with the Presidents and UNBC Executive, UNBC Directors, community leaders, and UNBC Board. The event aimed to build relationships and highlight successful collaboration and partnerships.

3.3 Strategic Plan Renewal

The renewal of UNBC's Strategic Plan is underway. Prime Strategy are the successful consultants to lead the process. They will join the November 17th meeting and provide an overview of the planning process. Information is attached.

Phase 1: July – August (COMPLETED in September) Selection of Consultant	Outcome: Selected Prime Strategy to facilitate the process.
Phase 2: Sept – October (In Progress) Process Design and Planning	Update: Steering Committee met November 7/8 to inform the process design. The process will be launched on November 22 nd with speeches from Chancellor, BOG Chair, President and Vice-President of Senate; followed by an informal reception #yourvoice, #yourUNBC. Outcome: A shared understanding of project expectations and desired outcomes, alignment on vision, and process design.
* Phase 3: November to February Strategic Assessment Development (Research, Consultation, Engagement)	Outcomes: Summary report of consultations as well as consensus on areas of opportunity and vision for the future.
Phase 4: April to July Strategic Plan Development	Outcomes: Consensus on a clearly defined strategic plan that will serve as UNBC's action plan for the next 5-years. ~ April – Draft Strategic Framework ~ June – Final Strategic Framework ~ July 24 – Final Strategic Plan content

3.4 Regional Advisory Council

UNBC reinstated in person Regional Advisory Councils this fall and so far, I had the pleasure of attending those held in Fort St. John and in Terrace (Quesnel is scheduled for November 29th). The themes emerging from the discussions continue to reinforce the need for distributed learning models, collaboration and partnerships, and greater community engagement.

3.5 University Advancement

Although the Office of University Advancement is not currently active, the overarching activities of Advancement are collaboratively supported through the Office of Research & Innovation with connections to the Office the President and University Athletics. We are furthering our discussions around a need for strategic advice and connections in advancing the mission and reputation of the University through community and business relations, alumni engagement, fundraising, donor relations and stewardship, and government relations. We expect to propose a framework in January 2023 for Board's approval.

3.6 Graduation Celebrations for the Classes of 2020 and 2021

On October 21st, we had an opportunity to celebrate the achievements of the graduating classes of 2020 and 2021. Over 300 students returned to cross the stage and celebrate with family and friends. Our student community and alumni are extremely important to who we are as an University and having so many graduates return highlights how important UNBC was to them in their journey to where they are today.

3.9 Leadership Searches

This month we are conducting interviews with candidates for Vice President Research and Innovation.

3.6 Broader Engagement

I continue to re-establish and enhance connections with our broader community and stakeholders. This will continue be a growth area within my portfolio to benefit the University through a variety of connections, opportunities and integral relationships. Below is a selected report of key meetings and engagements that have occurred during this period to bring the following to the attention of the Board and the University Community.

- On September 19th, I attended the launch of the Virtual Witness Blanket exhibition with the Canadian Museum of Human Rights in Vancouver.
- On September 21st, I attended the UNBC Alumni Council Meeting to engage with UNBC Alumni.
- On September 28th, Dr. Rodgers and myself toured the campus and met with a number of departments to engage and listen.
- On September 28th, I attended the re-naming of the UNBC Rotunda Gallery to the Robert Fredrick Gallery.
- On September 29th, I continued partnership meetings with Chief Louie from Nadleh Whuten First Nation.
- On September 29th, I provided remarks at the unveiling of Reconciling Light by Simon Daniel James.
- On September 30th, I attended the National Truth and Reconciliation event at Lheidl T'enneh Memorial Park of which UNBC was a sponsor.

- On October 5th, Dr. Rodgers and myself met with two key community members around the potential development of a Veterinary School to be housed at UNBC.
- On October 6th, I undertook Kairos Blanket Exercise which was extremely powerful and reflective.
- On October 12th, I provided remarks at the Life Sciences BC Northern Showcase event on the value and opportunities for clinical and translational applied research in Northern BC
- October 14th, I attended the Prince George Chamber Business Excellence Awards where UNBC presented the UNBC Sustainability Award
- October 17th, I attended the UNBC Graduation Celebration in Gitxsan
- October 24th-27th, I attended the Universities Canada Presidents Meetings in Ottawa themed “Forwarding Together: Trailblazing Beyond Recovery”. I also joined the Universities Canada President committee on International Engagement.
- October 31st-November 2nd, I attended the Times Higher Education meeting of Universities and Sustainable Development Goals at the University of Glasgow in Scotland.

4.0 Summary

Overall, it continues to be a busy and exciting time for UNBC, I continue to work with the UNBC community to establish a positive foundation to move UNBC forward in a strategic direction that supports the continued success in achieving the University’s mission and mandate.

BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	November 17, 2022
Agenda Item:	9.b. Reports of the Vice-Presidents – Vice-President Academic and Provost
Material:	<ol style="list-style-type: none">1. Quarterly Public Written Report of the Vice-President Academic and Provost2. Macleans Rankings Comparison 2012-2023

Report to the UNBC Board of Governors

Submitted by: Dr. Wendy Rodgers, Vice-President Academic and Provost

Reporting Period: September 2022 to November 2022

1. Portfolio Overview

1.1. The portfolio of the Vice-President Academic and Provost comprises:

- Office of Faculty Relations
- Campus Support Team
 - Institutional Research
 - UNBC regional campuses
- Centre for Teaching, Learning and Technology
- Deans and Faculties
 - Faculty of Business and Economics
 - Faculty of Environment
 - Faculty of Human and Health Sciences
 - Faculty of Indigenous Studies, Social Sciences and Humanities
 - Faculty of Science and Engineering
 - Division of Medical Sciences
- Integrated Planning
- Registrar
 - Enrolment
 - Graduate Administration
 - International
 - Records and Systems
- Student Recruitment
- Student Success
 - Academic Success
 - Access Resource Centre
 - Advising
 - Health Services
 - Housing
 - Student Health and Wellbeing
 - Work Integrated Learning
- University Library

2. Preamble

2.1. One of the most important goals being reinforced at UNBC is the digital infrastructure transformation. Planning is underway in a systematic and expedited manner with leads across UNBC to improve the effectiveness and currency of our processes, systems, and reporting. This involves identifying the most urgent changes, establishing a sequence of steps to bring all the assembled units forward

based on priorities and readiness, and then identifying the means that will allow us to expedite and achieve the desired state of service excellence and quality experience for students, employees, and wider university community.

- 2.2. In parallel, a review of the data and digital reporting functionality across UNBC units is underway to understand the current state, define the desired future state, and collectively identify what is needed to expedite prioritized enhancements. This approach will move us towards our goal of more accessible data and digitized reporting capabilities at UNBC.
- 2.3. Complementing the above two priorities is the budget and planning process which is being led by the Vice-President Academic and Provost and the Vice-President Finance and Administration. The process consists of the consolidation of the unit goals and tactics which are being themed into each strategic area of focus:
- Community and outreach
 - Graduate programs and research
 - Human capital
 - Optimization and digital transformation
 - Strategy and governance
 - Student experience and academic programs (all students and programs)
 - Student services and success
 - Revenue generation and diversification
 - Staff and faculty services and success (new)
- 2.4. Workshops with the Collaborative Leadership Forum (CLF), consisting of the Vice-Presidents, Associate Vice-Presidents, Deans, and Directors, are underway to prioritize the consolidated unit goals and tactics. The anticipated outcomes include:
- Fostering awareness and aligning goals, tactics, and priorities for an integrated approach across UNBC units.
 - Reviewing and discussing resource allocations and commitments to support and enable the achievement of the strategic priorities.
 - Identifying gaps and challenges for strategic investments that will allow us to quickly adapt and expedite the priorities in response to the changing landscape of post-secondary.

3. Unit Reports

- 3.1. The following are highlights of key initiatives and collaborations of the Office of the Vice-President Academic and Provost that support UNBC's Strategic priorities
- 3.2. Office of Faculty Relations
- The Office of Faculty Relations advise faculty members and academic administrators on a variety of issues related to employment terms and the application of the Collective Agreement. The Office also supports the renewal of the Collective Agreement through supporting the bargaining process.

- The Fall is a busy time for many across the University. With the full complement of new Faculty Deans and Vice President Academic now in place, the Office of Faculty Relations serves to support our academic administrators in the implementation of the UNBC Faculty Association Collective Agreement. Ensuring consistency in interpretation and application of the collective agreement helps reduce the potential for grievances.
- The Office of Faculty Relations, with support of President's Executive Council, hosted a workshop on negotiations in October for the senior academic administrators and exempt staff to provide greater understanding of collective bargaining and support for the bargaining team.
- The University and the Faculty Association continue to engage in positive communications, consultation, and collegial relations. This mutual respect has stabilized the relationship between the University and the Faculty Association, which is especially important because the parties will be preparing for negotiations in 2023.

3.3. Centre for Teaching, Learning and Technology

- The CTLT supported all units in the transition of the LMS tool from Blackboard/Learn to Moodle and achieved a major milestone with the completion of the implementation in time for the start of F22.

3.4. Faculties

- 3.4.1. Restarting the cycle of external program reviews in 2022-23 beginning with English, International Studies and Biochemistry & Micro Biology. The restart involves a refresh of the process while continuing to ensure the Deans and Chairs are supported through the process.

3.4.2. Faculty of Indigenous Studies, Social Sciences and Humanities (FISSSH)

- Recruitment is underway in 2022-23 for four tenure-track positions (English, History, Global and International Studies, and First Nations Studies).
- Delivery of an Inaugural Professorial Lecture is planned for 27 October 2022.
- Search is underway for an Acting Chair, First Nations Studies.
- Developing an advertising and marketing strategy for FISSSH courses/programs to support increased enrolment.
- Developing a School Outreach Framework to coordinate and guide the efforts across FISSSH.
- Delivery of the First Nations Language Certificate programs are underway with the Haisla Nation and Gitksan (Kispiox).
- External Program reviews are in progress in the Department of English, and the Department of Global and International Studies.
- Continuing to steward the following programs through the Ministry approval processes: the Interdisciplinary Studies (IDIS) PhD program, the Bachelor of Nisga'a Language Fluency Degree, and the Wilp Wilxo'oskwhl Nisga'a Certificate and Diploma of Nisga'a Language Fluency (anticipated start date of September 2023 or January 2024). The latter requires revisions and motions for approval through the UNBC Senate.
- Growth of the FISSSH Research Committee, which includes the recent recruitment of two new Graduate student representatives, and alignment of Faculty research goals and activities with the Office of Research and Innovation.
- Event planning is underway for the 3MT and Research Week for Winter 2023.

3.4.3. Faculty of Human and Health Sciences

- The School of Nursing completed the site visit for the Canadian Association of Schools of Nursing accreditation renewal of the Northern Collaborative Baccalaureate of Nursing Program. This is a collaborative program with College of New Caledonia and Coast Mountain College.

3.4.4. Faculty of Science and Engineering

- Engineering continues to prepare for accreditation for undergraduate programming this Fall with our Joint Environmental Engineering Degree with UBC and early in the new year with our new 4 year programs in Civil and Environmental Engineering programs.

3.4.5. Division of Medical Sciences

- Continuing to facilitate various aspects of the planning and implementation of the UBC Physical Therapy and Occupational Therapy degree programs. This includes the ongoing support for the first cohort of the Occupational Therapy program, and the second cohort of the distributed Physical Therapy program at UNBC.
- Continuing to collaborate with Northern Health, Northern Medical Program, and other UNBC health programs in developing an Inter-Professional Training Centre in Prince George. The next step involves confirmation of the specific program offerings, and the details of the training plan to align with the provincial requirement for violence prevention for clinical placement students in Nursing, Social Work, and OT/PT.

3.5. Student Recruitment

- In the Fall 2022 semester, the first two incoming students who completed the signup form during the BC Summer Games held in Prince George in July began their studies at UNBC, taking advantage of the \$2,000 tuition credit for BC Summer Games athletes. During the sign-up period, over 170 athletes signed up to be eligible to claim the \$2,000 tuition credit if they begin studies at UNBC by the Fall 2027 semester.
- Between September and October, Student Recruitment led 14 campus tours for a total of 81 student guests. Around half of these tours were large groups tours from origins that included Witset, Wet'suwet'en, Gitxaala (Kitkatla), Houston, and Vanderhoof.
- Student Recruitment Officers began their in-person recruitment travel to high schools, colleges, and education fairs across Western Canada. In the months of September and October, Student Recruitment Officers (with support from Student Advising) visited 119 high schools or community events in British Columbia and 26 high schools in Alberta. Across the 119 BC events, another 36 high schools were invited to join the event, for a total reach of 155 BC high schools and 26 Alberta high schools. The BC travel circuit continues through November. Outreach travel to Yukon Territory and Ontario will also occur in November. Marketing supported the development of our promotional prospective student viewbooks and Indigenous Student Handbooks, as well as our updated branded information booth setup.
- In the months of September and October, Student Recruitment scheduled five online information sessions on various topics. Guest speakers from Student Advising, the Office of the Registrar, and Awards and Financial Aid supported these events. Marketing helped to promote these events through our website and social media accounts.
- On October 19, Student Recruitment partnered with UNBC HR to attend BlackPress Media's Education and Career fair in Prince George at the Roll-a-Dome. We also brought information

material from UNBC Continuing Studies to represent a broad range of education and career opportunities at UNBC.

- On October 25, UNBC Student Recruitment hosted the first on-campus, in-person Indigenous Education Update Lunch in the UNBC Gathering Place since the start of the COVID-19 pandemic. 14 Indigenous Education advocates from First Nations, local schools, colleges, and organizations attended for a day that included information sharing about student services at UNBC and where three highly enrolled programs were featured. In addition to the Future Students team, UNBC's First Nations Centre, Student Advising, Counselling Services, Academic Success Centre, Psychology Department, Health Sciences Department, and Social Work Department supported the event. Dana Hospitality provided catering support.
- In October, Student Recruitment Officers began visiting local Prince George high school Parent-Teacher Nights to be available for parent/guardian questions and to promote future information sessions and campus tours. There are a few more dates scheduled for semester 1, and we have already booked the semester 2 schedule.
- In October, Student Recruitment began visits to local Prince George high school Career-Life Education (CLE) 10 classes to deliver an audience-appropriate presentation about the benefits of higher education, the postsecondary landscape in British Columbia, and how UNBC excels in this space as well as nationally and internationally for its teaching, research, wellness, cultural and student life supports.
- On October 24, Carmen Brown began as an International Student Recruitment Officer. This position is a new role at UNBC, borne out of the restructuring of the International Office, led by Kimberly Read and Amy Beyer. Carmen reports jointly to Amy, the Associate Registrar of International, and Dennis Stark, the Director of Student Recruitment.

3.6. Student Success

- Returning to a fully in-person UNBC Orientation for September 2022 was a success.
- The reorganization of the Student Success portfolio is now complete and included the hiring of new positions: Graduate Student Leadership and Engagement Coordinator; Restorative Relations and Student Supports Coordinator; Manager, Student Experience and Planning; and Manager, Student Health and Wellness.
- The Student Success teams continue to be engaged in Strategic Enrollment Management and retention efforts and initiatives across the institution. An exceptional student experience and improved retention rates are a top priority for all work units within Student Success.
- Student Success along with the Office of Equity Affairs are moving forward with the adoption of the National Standards for Mental Health and Well-Being for Post-Secondary Students and the creation of a Customized Mental Health Framework and Audit Tool at UNBC.
- The Interior and Northern Work Integrated Learning (INWIL) project – a tri-university, multi-year partnership with UBCO and TRU, funded by the Ministry of Advanced Education – is coming to an end in 2022. The project was a success and helped grow our profile and capacity for WIL opportunities and career services at UNBC.
- Non-academic misconduct is transitioning towards a blended Restorative Justice model. We are currently working with a RJ consultant to help develop institutional-wide training materials and a robust implementation plan.
- The Wellness team continues to work on the implementation plans for the electronic medical records (EMR) cloud based service. This project is expected to be completed by early 2023.

3.7. International Education

- Continuing to support the new Associate Registrar International in the restructuring of the International Education endeavor and integration with the Registrar's Office and related activities in Recruitment and Student Affairs, and the academic units.

3.8. Registrar

- Onboarding graduate admissions CRM functionality which will enable better tracking of graduate applicants, automated and coordinated communications (e.g. decision letters, checklist items), and better supporting recruitment, conversion and more efficient admissions.
- Kicked off the Banner Document Management project with ITS and other areas of the university; this is a priority project for the Office of the Registrar to implement a fully digital document management system.
- Fall exam schedule required the use of the Northern Sports Centre for the first time since Winter 2019—this is due to the highest number of students on campus in face-to-face classes since the pandemic.
- Scheduling is starting its 2023-24 scheduling cycle; there continues to be a large number of new administrative staff in our faculties so planning and delivery of more training and one-on-one workshops is needed to support the departments with their scheduling responsibilities.
- Welcoming the new Associate Registrar, Records & Systems, Jen Heard to the tea in October.
- Four of six new positions within the International unit have now been filled; hiring for the fifth position is underway with the creation of the profile as the first step.
- Continue to oversee the hiring of tenure-track faculty with proven research excellence or promise; recruiting Faculty in First Nations Studies, Engineering, Psychology, Education, Nursing, and Social Work.
- Supporting the work of the Active Research Committee and the Office of Research and Innovation in planning UNBC's Research Week in February/March.

Maclean's Magazine University Ranking

UNBC Ranks

Category	Year of information release										
	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Overall (out of 19 Universities)	2	1	5	2	2	2	1	1	2	3	2
Students who have won national awards	3	1	1	1	2	1	1	2	3	3	3
Student/Faculty Ratio	*1	2	2	2	2	3	3	3	3	2	2
Faculty who have won national awards	8	2	11	12	6	5	5	4	4	4	4
SSHRC Grants	4	9	8	7	12	5	7	6	7	10	8
NSERC/CIHR Grants	7	8	7	8	13	14	13	10	9	8	7
Total Research Dollars	3	3	4	4	4	7	3	2	5	3	1
Operating Budget	3	3	3	1	1	1	6	4	6	5	4
Library Expenses	*6	8	11	11	2	4	4	5	3	6	6
Library Acquisitions	6	1	9	9	9	1	2	2	1	10	2
Scholarships and Bursaries (% of expenses)	19	8	15	15	16	*15	15	16	15	16	12
Student Services (% of expenses)	6	9	10	10	12	10	10	11	9	8	6
National Reputational Ranking (out of 19*)	4	*11	40	34	35	34	37	37	37	39	33
Highest Quality (out of 49)	36	40	39	35	38	38	40	38	38	41	40
Most Innovative (out of 49)	31	35	39	28	33	28	30	36	34	39	30
Leaders of Tomorrow (out of 49)	28	39	36	28	32	26	34	33	26	30	26

**Indicates a tie*

BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	November 17, 2022
Agenda Item:	9.b. Reports of the Vice-Presidents – Vice-President, Finance and Administration
Material:	1. Quarterly Public Written Report of the Vice-President, Finance and Administration

Report to the UNBC Board of Governors

Submitted by: Rahim Somani, Vice President, Finance and Administration

Meeting Date: November 17, 2022

1.0 Portfolio Overview

1.1 The portfolio of the Vice President, Finance and Administration currently comprises:

- ⇒ Office of the Vice President, Finance and Administration
- ⇒ Financial Services (Colleen Smith, Associate Vice President)
- ⇒ Business Services and Continuing Studies (Lisa Haslett, Director)
- ⇒ Facilities Management and Capital Planning (David Claus, Director)
- ⇒ Human Resources (Kerry Roberts, Director)
- ⇒ Information Technology (IT) Services (Trevor Fuson, Chief Information Officer)
- ⇒ Safety and Security (Interim distribution to Facilities Management and HR)
- ⇒ UNBC Land Trust (Christie Ray, Sr. Advisor Business Development)
- ⇒ Integrated Planning (Bernadette Patenaude, Director - joint reporting with VPAP)

2.0 Transformation of Finance and Administrative Services

2.1 The significantly stretched human resource capacity in finance and administration and IT resource constraints remain key challenges that are resulting in exhaustion, burnout and affecting the pace of optimization and digitization. This is further compounded by existing vacancies, employee turnover, short-term illnesses, long-term disability cases, and recruitment challenges.

2.2 To systematically address this challenge, we are planning for the transformation of Finance and Administrative Services that will begin with an externally facilitated review coordinated through a working group. The request for proposal (RFP) has been posted for sourcing a suitable consultant/firm. The review will look at what we do and explore how we can do it better, more efficiently, and effectively (see Appendix B). The key deliverables include:

- 2.2.1 The assessment of the current state organization structure identifying potential gaps and misalignment(s).
- 2.2.2 Recommendation for a “desired-state transformative organization structure” for UNBC Finance and Administrative Services including People plan that is aligned with service expectations with a view to value addition.
- 2.2.3 Proposed implementation approach to reach the desired-state organization structure.
- 2.2.4 Proposed road map to support the future state and achieve the desired transformation.

3.0 The Budget and Planning Process

3.1 The 2023-24 budget and planning process is progressing as per updated schedule. The progress during the reporting period included collation of annual goals and objectives received from all units, discussions at the Collaborative Leadership Forum (CLF) and the Senate

Office of the Vice President, Finance and Administration

Committee on University Budget (SCUB), Capital Planning Workshop, and an interim update to the Finance and Investment Committee (FIC) of the UNBC Board of Governors.

4.0 Quarterly Report for Q2 2022-23

- 4.1 The quarterly report for Q2 2022-23 will be circulated by mid-November 2022.

5.0 Enterprise Risk Management (ERM)

- 5.1 University-wide risks have been identified and categorized into strategic, governance, people, financial, operational, and facilities. These risks are informing the budget and planning process for 2023-24. The major risks as per the participatory ranking include:

- a. limited capacity and over-stretched employees.
- b. lack of strategic enrollment management.
- c. business interruption.
- d. limited capacity and constraints for information technology support.
- e. employee recruitment and retention.
- f. academic programming and the changing landscape of higher education.

- 5.2 The desired-state transformative organization structure will propose the relevant capacity and organization structure to systematically implement and sustain ERM function within UNBC.

6.0 Human Capital

- 6.1 In consultation with the AVP EDI, the hiring processes and relevant policies are currently being reviewed. Working with the Continuing Studies (CS) the employee onboarding and orientation is being reviewed and redesigned to leverage CS systems and skills to deliver a quality onboarding experience. The initial kick off meetings have been initiated and the project plan is in the development stage. The work on the position management, data cleaning, and system-generated reporting continues with some delays due to staff turnover and limited IT support.
- 6.2 The bargaining plan for CUPE 3799 and 2278-03 has been agreed with the Board and Public Sector Employers' Council (PSEC). Moreover, PSEC has also provided the mandate and the proposed packages are being worked out. The bargaining is expected to begin in coming months. Work on the exempt compensation framework including performance management and progression has been initiated and is expected to be completed in coming months. The Exempt handbook outlining the benefits of the group is expected to be completed by the end of November.
- 6.3 Since January, HR has opened over 250 recruitment competitions for faculty and staff positions (new positions and vacancies due to employee turnover or internal transfers and processed more than 1,200 contracts related to Sessional Instructors, Teaching Assistants, and Student-Staff. The recruitment of 65 faculty and staff positions is in progress.
- 6.4 The recommended service provider for the Employee Assistance Program has been selected through the request for proposal process and the contract is in the final stages. The Off Campus Workplace Location Program has been drafted and is in the final stages of the consultation process and is expected to be finalized by January 2023.

Office of the Vice President, Finance and Administration

7.0 Process Optimization and Digitization

- 7.1 The workflow automation through digitizing the paper-based forms is progressing based on available capacity and resources. The current state is:

Forms / Processes	Current state mapping	Optimize without systems renewal	Workflow design / development	Test, adapt and sign-off	Communicate and implement
Average Time Required	1-3 months	1-3 months	2 months	2-3 months	3-6 months
Leave request	100%	100%	100%	100%	45%
Employee request	100%	100%	100%	45%	
Access device	100%	100%	50%		
Travel authorization and claim	100%	100%	10%		
Cheque requisition and PD claim	100%	100%			
Web access	100%	100%			
Spending authority	100%	100%			
Hiring of Sessional Instructors	100%				

- 7.2 The payroll process has been reviewed through a series of lean sessions facilitated by KPMG to map the current state, identify pain points, and opportunities. The organizing framework of the payroll services is currently being implemented starting with adding additional supports to drive efficient and integrated approach.

8.0 Capital Projects

- 8.1 All projects are progressing within budget ensuring complete adherence to the safety standards; several projects have been delayed due to staffing and material delivery constraints and are expected to be completed within the budget year.
- 8.2 The new accessible sidewalk for Charles J. McCaffray Hall south entrance is nominally complete (missing handrails) but has some remedial work underway to improve quality.
- 8.3 Key risks include workforce availability, budgetary pressures due to escalating material costs, and shipping delays from global supply chain disruption. Short term COVID illnesses, long term disability cases and departures have risen in recent months.
- 8.4 The Five-Year Capital plan has now been submitted to the Ministry of Advanced Education, with a response anticipated following the spring provincial budget announcement. A capital planning workshop was facilitated with CLF and an open space planning session is planned with Deans, Chairs, and researchers.
- 8.5 The current phase of the David Douglas Botanical Gardens Expansion is in-progress, and the scope is currently being reviewed by the UNBC executives. The work for this season involves site clearing of a portion of the site (predominantly area that has been previously disturbed) and installation of a Visitor's Kiosk. Subject to confirmation, detailed design will progress over the winter, with excavation and garden construction scheduled for the spring. Final preparation of the License Agreement (for the Society to have use of the land) is in progress.

9.0 Facilities Management

- 9.1 All facilities are open and operating in compliance with regulatory requirements. The specific Fire Safety Plan updates are in progress and slightly delayed due to staff turnover.

Office of the Vice President, Finance and Administration

- 9.2 The Bioenergy Plant has offset 88% of natural gas usage YTD against the annual goal of 85%. The plant has been operating over 99% through quarter 2 but is expected to drop off due to the fall shutdown in preparation for the winter heating season.

10.0 Information Technology Services (ITS)

- 10.1 ITS is working with Microsoft to host free training for the most frequently used and newly introduced products starting from mid-November. Budget planning and technology reviews are underway to upgrade the aging computers and monitors for classrooms and labs in 2023.

IT Strategy and Roadmap

- 10.2 The development of the Information Technology (IT) strategy is in progress. This will incorporate inputs from the various diagnostics, surveys, and other feedback from the University community. The governance model for ITS will be implemented thereafter. ITS continues to hire talent as quickly as possible, market conditions continue to pose a challenge in recruiting and retaining staff.

Client Services

- 10.3 The client services group continued its support to the UNBC community, particularly related to the Multi-Factor Authentication, introduction of a new LMS (Moodle) by the Centre for Teaching, Learning, and Technology, and the new version of the Virtual Desktops. The desktop operating system is upgrading to the Windows 11 operating system. Reception from the early adopters has been positive within the UNBC community.

IT Infrastructure

- 10.4 UNBC's network systems are handling ~230% increase in traffic compared to the summer semester. A similar increase in demand has been seen for on-campus data systems. UNBC's IT Infrastructure group has been able to predict future consumption patterns, which has allowed for proactive increases to allocation with no negative impact to the UNBC community.

Educational Technologies

- 10.5 Equipment for the Mobile Meeting Carts has arrived allowing the team to start construction of the carts that will soon be deployed to appropriate locations.

Enterprise Systems

- 10.6 The team took rapid action involving extraordinary efforts to manage serious vulnerabilities to ensure systems were secured and available during critical period. Several key upgrades were performed on Enterprise Resource Planning (ERP) system for regulatory compliance and to support major upgrade that will improve the student experience for activities like registration.

Key Project Updates

- 10.7 The summary updates for key projects are summarized below:
- 10.7.1 The website upgrade: delayed due to staff turnover and mitigated through recruitment and building internal capabilities through training and professional development.
- 10.7.2 Upgrades and integrations to Infosilem and StarRez: completed.

Office of the Vice President, Finance and Administration

10.7.3 Improvements to the student portal will begin in November to improve the student experience, communication pathways, and the ability of students to access services.

10.7.4 Banner Document Management will begin shortly for substantial optimization. Initial focus will be technical followed by working with functional areas, starting with the Office of the Registrar, to begin transforming manual paper-based processes.

10.7.5 Fleet card support has been implemented within FAST and a major upgrade to FAST is in progress that will enable better budget management capabilities.

11.0 Safety and Security

11.1 As an interim arrangement, due to departure of the Director, Safety and Security, (a) the security and parking services are reporting to the Director, Facilities Management, (b) safety to the Director, Human Resources, and (c) insurance (University, College, Institute Protection Program-UCIPP) to the AVP Financial Services. The desired-state transformative organization structure will recommend a long-term organizing framework for safety and security at UNBC.

11.2 The Human Resources team is in the process of looking at the current state of the Occupational Health and Safety (OH&S) program at UNBC and are looking for ways to increase safety awareness and compliance across the UNBC community. The HR leadership along with the new Health and Safety Manager (starting from November 14, 2022) and the Director, Research and Innovation are reviewing the entirety of the OH&S portfolio. As safety is a number one priority at UNBC the team will be focusing support towards ensuring compliance and increased awareness of safety within UNBC community.

12.0 Business Services

12.1 Business Services continues to advance a strong service excellence focus, with the third annual employee engagement and service culture surveys planned for November, and commitment to intentional effort in service goals and feedback mechanisms this Fall. The Business Services Key Indicators to be included in the quarter report for Q2 2022-23 continues to show positive trend. Specific highlights include:

Hospitality Services

12.2 The last 6 months has shown a swift recovery in the hospitality services. Increases were experienced in every area: Food, Guest Accommodations bookings, and Conference & Events Services. This presented many challenges for staff to adjust to the increase, but with supportive teamwork from Facilities Maintenance, Janitorial, Housing & Residence Life, and Educational Media Services, the increase was managed successfully.

12.3 Good Earth Coffeehouse opened in the Canfor Winter Garden at the end of September, after a renovation to the space and increased social seating in the area. Feedback has been overwhelmingly positive. A Meal Plan Satisfaction Survey issued to students at the end of October will inform action items to implement before the end of the Fall Semester.

12.4 In September, UNBC welcomed a new Executive Chef. Chef Skylar greeted the UNBC community with a personal message:

Office of the Vice President, Finance and Administration

Hello! My name is Skylar Dennis, I'm an Indigenous Canadian who has lived in Prince George since 1996. I'm originally from Stellako, B.C. and from the Caribou Clan. I was partially raised by my grandparents, and that's where I learned how to make some of my grandma's food, Bannock being the main one. I got my first taste of cooking in a large kitchen at the age of 17 when I was part of the Native Friendship Center Smokehouse Program. I then moved to CNC and completed the Professional Cook Certifications. I have now worked here at UNBC for 6 years, and I'm excited to take on the role of Executive Chef for the first time. I am honored to take on the role and will do my best to serve everyone.

Retail Services

- 12.5 The bookstore carries on with solidifying processes in a new system, Bookware. To enhance sales reporting, and positively impact student experience, the bookstore will be integrating an existing e-text provider into Bookware for the Winter semester. The Retail Services Strategic Action Plan for 2023-2026 is now complete, and focus this year end is enhancing textbooks area, both physical layout and system improvements.

Housing & Residence Life

- 12.6 As of mid-August, Housing was at full capacity with a waitlist of approximately 50 students. Unfortunately, due to international study permit challenges, an historically large number of last-minute cancellations occurred. There is a steady number of applications for the January semester, so closer to capacity is anticipated next year (current 93% capacity).
- 12.7 This was the first year Housing made the change to host move-in before the Labour Day long weekend, and observed an overwhelming positive response to student participation, relationship, and community building, as well as support for students before the rest of on campus orientation and first week of classes. Over the last quarter, Housing filled all existing staff vacancies and are operating with a full team.
- 12.8 Work continues for restorative justice implementation and shift to holistic approaches for Housing and all on-campus students for non-academic misconduct, students of concern, and students in crisis.

Northern Sport Centre

- 12.9 The NSC hosted the installation of the 8th Chancellor and 6th President and Vice-Chancellor and the graduation celebration of Class of 2020 and 2021.

Continuing Studies

- 12.10 Continuing Studies continues to expand its reach and variety of programming. Multiple programs reached maximum capacity, with over 50% of the students participating from outside the Prince George region.
- 12.11 In terms of support for internal efforts, Continuing Studies coordinated training for over 20 CUPE 3799 members this past fall in programs such as Administrative Assistant Professional Certificate, Project Management Core Certificate, and the Occupational Health and Safety Practitioner Certificate.

Office of the Vice President, Finance and Administration

- 12.12 Continuing Studies has been leading the Working Group for Micro-credentials, which has created a draft for the Micro-credentials Framework structure. At the same time, Continuing Studies has developed and delivered non-credit micro-credentials. This fall Continuing Studies offered a fully funded Indigenous Entrepreneurship Micro-credential to 24 Indigenous learners, sponsoring 4 of the students directly and utilizing Provincial funding for the remainder. Continuing Studies partnered with Emily Carr University of Art and Design to support learners in participating in their Micro-credentials, and increased offerings through partnership with the Ontario College of Art and Design University.
- 12.13 Continuing Studies is expanding its offerings in International Short-Term Programming and has signed a partnership agreement with ForwardHop Inc. to support the delivery in the new year. Continuing Studies also launched the Northern Health Respectful Relationships: Cultural Safety Online course and is supporting almost 500 Northern Health employees who are actively taking the course.













13.0 UNBC Land Trust

- 13.1 After the discussion of the “what we heard” document by the Land Trust Ad hoc Committee of the UNBC Board of Governors, a briefing note along with relevant details have been shared with the UNBC Land Development Corporation (LDC). The LDC will review these documents and provide their input on development viability, financial feasibility and required parameters to the Ad hoc Committee for their consideration.










Appendix A: Key Priorities and Action Items – Status Update
Action Items and Timelines to be updated/amended, as required on an ongoing basis

 Not Started
  Initiated
  Partially Completed
  Substantially Completed
  Completed

*** represent tasks that will be completed as part of or as a follow-up to the proposed review of Finance and Administrative Services as referred to in section 2.0 and Appendix B. Therefore, tentative completion dates have been adjusted accordingly.

Action Items	Tentative Completion Date	Status
1. Strategic Planning and Budget		
a. Conceptualize and implement the strategic planning and budget framework and formalization of Strategic Planning and Budget Sub-Committee for 2022-23 cycle.	September 2021	
b. Finalize annual plan and budget 2022-23 document and presentations.	March 2022	
c. Conceptualize the strategic planning and budget framework for 2023-24 cycle.	September 2022	
d. Conceptualize and start implementing dashboard reporting framework for financial and administrative services – will continue to evolve, as required based on feedback.	September 2022	
e. Finalize the strategic deferred maintenance and long-term capital planning framework.	June 2023	
2. Enterprise Risk Management		
a. Finalize conceptual framework and complete risk interviews, validation, and ranking.	April 2022	
b. Finalize UNBC enterprise risk register and implementation framework.	April 2023	
c. Conceptualize the organizing framework for Audit and Risk at UNBC.	April 2023	***
d. Conceptualize and implement fraud risk assessment framework.	April 2023	***
e. Finalize emergency response plan.	June 2023	
a. Conceptualize and integrate UNBC risk appetite into enterprise risk management.	August 2023	
b. Implement individual risk registers for critical areas.	December 2023	
3. Human Capital		
a. Finalize the bargaining plan for CUPE 3799 and CUPE 2278.	March 2022	
b. Implement the training and development framework for CUPE employees.	September 2022	

Office of the Vice President, Finance and Administration

Action Items	Tentative Completion Date	Status
c. Conceptualize the framework for effective engagement and development of managers and employees within administrative services.	April 2023	***
d. Conceptualize the exempt compensation framework including performance management and performance-based progression.	December 2022	
e. Conceptualize the performance management framework for people's development within administrative services.	June 2023	***
4. Strategy, Optimization and Digital Transformation		
a. Complete environment scan and set strategic priorities for administrative services.	September 2021	
b. Complete the lean review for payroll processing facilitated by KPMG.	August 2022	
c. Start implementing the process optimization and digitization initiative and conceptualize an institutional framework for ongoing review and process optimization.	December 2022	
d. Implement the revised organizing framework for human resources.	December 2021	
e. Implement the changes related to re-alignment of Health and Wellbeing Portfolio	March 2022	
f. Finalize and implement an effective organizing framework for payroll services.	April 2023	***
g. Finalize an effective people's plan and organizing framework for Financial Services.	April 2023	***
h. Review and finalize an effective people's plan and organizing framework for Safety and Security and Contract and Supply Chain Management.	April 2023	***
i. Standardize meeting schedule and agenda for UNBC Pension Plan; review and revise governing documents.	December 2022	
5. Revenue Generation and Diversification		
a. Establish and operationalize UNBC Land Development Corporation and provide orientation to UNBC community including Board of Governors.	March 2022	
b. In coordination with the ad hoc Committee of the Board of Governors, revalidate the working assumptions, action items, timelines, and the next steps for UNBC Land Trust development.	October 2022	

Appendix B: Transformation of Finance and Administrative Services**1.0 Overall Summary**

- 1.1 Building upon the strength of the UNBC community; dedication, commitment, and resilience of its faculty and staff; and grounded in the collective acknowledgment for a desired transformative change, UNBC is embarking upon an exercise to develop a roadmap for the proposed transformation journey for UNBC Finance and Administrative Services.
- 1.2 This exercise will be informed and driven by ideas, innovations, suggestions, and a persistent message for a desired transformative change that has been conveyed on an ongoing basis by the UNBC community since I joined as the Vice President, Finance and Administration.
- 1.3 We want to take the time to look at what we do and explore how we can do it better, more efficiently, and effectively. Our goal is to have an optimal and transformative organization structure that realigns our positions and people to make the best use and provide opportunities for growth. We will be working with an independent consultant and have set-up a committee to oversee this exercise.

2.0 Current Challenges

- 2.1 There has been no systematic review of UNBC Finance and Administrative Services in the recent and distant past resulting in organic evolution without adequate processes and systems support.
- 2.2 Manual, incongruent and paper-based processes, and systems that are not fully integrated.
- 2.3 Variable talent including skills and talent gaps due to employee turnover and lack of adequate human capacity and resources – misalignment of needs, expectations, and capacity.
- 2.4 Single point of knowledge, often due to employee turnover, lack of career progression and growth opportunities.
- 2.5 Workload issues and employee burnout.
- 2.6 Inability to provide higher-level, value-added, and strategic support due to inefficiencies, workload, and staffing challenges.
- 2.7 Inability to progress process review and integration (due to lack of capacity and spending time in current state processes to maintain operational needs).
- 2.8 Inability to progress systems upgrades and automation (due to lack of capacity and spending time in current state processes to maintain operational needs).

3.0 Review of Finance and Administrative Services

- 3.1 Given the stage of UNBC's evolution, there is a shared acknowledgment of the critical need for service integration, value addition, automation, and transformation to meet the UNBC community's expectations as part of UNBC's strategic plan refresh.

Office of the Vice President, Finance and Administration

- 3.2 The exercise will be facilitated by a third-party consultant, to be selected through a Request for Proposal (RFP) process, so that UNBC benefits from their expertise and best practices to achieve the desired solutions (see section 6 for the RFP Evaluation Committee).
- 3.3 The consultant will engage with relevant participants, and the entire assignment, including the engagement process, will be overseen by a working group appointed for this assignment (see section 7 for Working Group).

4.0 Indicative Tasks and Deliverables

- 4.1 The assessment of the current state organization structure identifying potential gaps and misalignment(s).
- 4.2 Recommendation for a “desired-state transformative organization structure” for UNBC Finance and Administrative Services.
- 4.3 Proposed organization structure and People plan that is aligned with service expectations with a view to value addition. The desired-state transformative organization structure:
- ⇒ will align the adequate people capacity/profile for relevant functions and jobs that addresses the current-state challenges;
 - ⇒ may result in changing the job profiles, reporting relationships, integration and alignment that will result in providing the desired employee experience, satisfaction, growth, and development; and
 - ⇒ will enable people to systematically grow with the organization and continue to provide a higher level of operational, analytical, and strategic support.
- 4.4 Proposed implementation approach to reach the desired-state organization structure.
- 4.5 Proposed road map to support the future state and achieve the desired transformation.

5.0 Indicative Timelines

- 5.1 The Request for Proposal (RFP) has been posted.
- 5.2 The assignment may take 2-3 months depending upon the start date and selection of the project consultant and expected to be completed by end-March 2023.

6.0 RFP Evaluation Committee

- 6.1 RFP Evaluation Committee comprises:
1. Rahim Somani
 2. Arleta Lucarelli
 3. Twylla Hamelin
 4. Alex Castley
 5. Christie Ray
 6. Leslie Burke

Office of the Vice President, Finance and Administration

7.0 Working Group

7.1 Working Group comprises:

1. Twylla Hamelin (Chair)
2. Christie Ray (Project Management and Liaison Support)
3. Deborah Roberts
4. Kimberly Read
5. Mark Barnes
6. Alex Castley
7. Jason McCannon
8. Kiran Kullar
9. Kevin Schretlen
10. Nicole Neufeld
11. Tamara Sweet

BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	November 17, 2022
Agenda Item:	9.b. Reports of the Vice-Presidents – Interim Vice-President, Research and Innovation
Material:	1. Quarterly Public Written Report of the Interim Vice-President, Research and Innovation

Report to the UNBC Board of Governors

Submitted by Dr. Kathy Lewis, Interim Vice President, Research and Innovation (and Graduate Programs)
Board Meeting Date: 17 November 2022.

1. Highlights

The Office of Research and Innovation has been busy with administering funding and programs that promote student engagement in research – details are provided below. This is a very busy time as we support tri-agency grant applications that are due either internally or externally, during the fall semester. I have revised a number of important research-related policy and procedure documents which are in various stages of review and consultation.

2. Overview of Office of Research and Innovation (ORI) Portfolio

The ORI portfolio consists of:

2.1 Direct Reports:

- Research support and project officers, research ethics support, graduate scholarships and internal grants, research contracts, donor relations, prospect research and administrative support.
- Research Facilities, Centres, and Services: Pacific Institute for Climate Solutions (UNBC Program Manager), Quesnel River Research Centre, Centre for Technology Adoption for Aging in the North, TeejLab, Research Data Centre, Northern Health Sciences Research Facility, Research Ethics Board¹
- Research Services: High Performance Computing, Enhanced Forestry Lab, Northern Analytical Services Lab

2.2 Autonomous Institutes or Centres, reporting to or supported by ORI

- National Collaborating Centre for Indigenous Health, Natural Resources and Environmental Studies Institute, Community Development Institute, Health Research Institute, John Prince Research Forest, Aleza Lake Research Forest

3. Reports from Centres, Institutes and Boards

Annual report for activities in 2021 received from the UNBC Landscape Ecology Research Chairs. This group operates in part out of the Quesnel River Research Centre. Highlights include: 1) a new award from Environment and Climate Change Canada to continue work on impacts from the Mount Polley mine tailings pond breach; expansion of the work with Upper Fraser Fisheries Conservation Alliance to enhance Chinook salmon populations in the Upper Fraser; and 3) ongoing work in the Nechako basin with a focus on sediment transfer and contaminants.

4. Research Grants, Contracts and Outreach (received since last report)

- Paul Winwood, Associate Vice President Division of Medical Sciences, was awarded a UBC – Strategic Investment Fund – to support capacity building for clinical research in Northern BC

¹ REB is an independent decision-making body supported administratively by the ORI

- 4 PICS Community Connections Seed Grants were funded under the Research Strategic Initiatives Grant (RSIG – internal funds) (\$38,373). An additional \$37,600 (17 applications) in other RSIGs were funded for the July-Sept quarter.

5. Student Research Support and Engagement (received since last report)

- 9 Research Project Awards (RPAs) were funded in the fall competition
- UNBC, in collaboration with Mitacs, is launching the Indigenous Research Award (October). The awards will provide Indigenous students with an opportunity to participate in a research project with a faculty supervisor. Awards will begin in January 2023.

6. Research Facilities and Infrastructure

I attended the Quesnel River Research Centre open house in October. This facility has had some improvements that have enabled production of endangered Chinook stocks in partnership with the Department of Fisheries and Oceans and the Upper Fraser Fisheries Conservation Alliance. The QRRC has developed a large grant application that is focused on the addition of a combined laboratory and office building. Significant support for this has come from UNBC Facilities team and is greatly appreciated.

7. Graduate Programs

- A Research Assistant has been selected to assist with development of a Graduate Manual/Handbook. This handbook will assist graduate students with navigating their careers at UNBC from pre-admission through to completion. It will also include professional development links.
- I continue to work with the VP Academic and Provost on development and implementation of a graduate governance structure that will address gaps in pan-institutional graduate matters.

8. Partnerships and Advancement Activities

- New SCSB Approved Donor Funded Awards:
 - Jenabai Hussainali Shariff and Family Scholarship
 - Trails Charitable Foundation Award
 - Ken and Rhonda McIntosh Scholarship
 - Coastal GasLink Nursing Bursary
- Revised SCSB Approved Donor Funded Awards :
 - Spike Kendy Bursary
 - Helen Thurwell Scholarship
 - Laurie Hill NFSP Award
 - School of Engineering Scholarship
 - School of Engineering Bursary
- Changes to advancement related staffing:
 - The vacancy in the Advancement Information Specialist Position, resulting from a resignation, has recently been filled.
 - A sponsorships coordinator has been hired and is working closely with Athletics and ORI on sponsorship opportunities.
 - Fundraising Team Lead is initiating and implementing interdepartmental collaboration with Finance. Quarterly meetings have been set up with a focus on data integrity, record management, fiscal responsibility, departmental accountability, and Canada Revenue Agency

compliance. At each meeting we will perform an internal audit of fundraising gift records from the previous quarter.

- [Timberwolves Legacy Night](#) – UNBC fundraising event November 10th at 7:00pm. All proceeds go directly to scholarships and bursaries for UNBC student-athletes.

9. Youth Engagement and Outreach

- UNBC, in collaboration with Mitacs, is piloting the Indigenous Research Ambassador Program. Marion Erickson is the Administrative Lead. 12 Indigenous Research Ambassadors have been selected. 4 are starting now, 4 more will start in February 2023 and the final cohort (4) will start in August 2023. Each cohort will have a 6-month term.
- 6 Research Ambassadors are on board. They have been active across campus engaging with students and championing research at UNBC.
- Go ENG Girl was held on Saturday, Oct 15th, 2022. This free event introduced girls and non-binary youth from grades 7-10 to the world of Engineering. About 30 youth attended along with a handful of parents. The event commenced with a presentation from Dr. Natalie Linklater, who introduced engineering and how to support girls in STEM. Followed by a hands-on building activity run by UNBC Engineering students and judged for design by Dean Roberts. We concluded with a panel Q&A and pizza lunch. Go ENG Girl is popular with the PG community and an excellent opportunity to highlight UNBC's Engineering programs. We received significant sponsorship from Radloff and DWB, as well as from the professional association for BC Engineers and Geoscientists.
- Computer Science Club – this program consists of 5 sessions on Saturdays during the Fall semester. This is a 5-day crash course on programming, robotics, game design and more. There are 12 participants aged 9-12 enrolled and three sessions have been completed. There was significant interest in this program, and we plan to run additional sessions from January to March.
- The UNBC Wildlife Society (mentored by Dr. Heather Bryan) hosted thirty grade 4/5 students from Nusdeh Yoh Elementary (Aboriginal choice school) on Oct 25th. They toured the First Nations Centre and saw the Bear Transformation Exhibit. They also viewed our wildlife specimen collections and learned how monitoring cameras are used for wildlife research.

10. Priorities for upcoming months

- Continue efforts to complete revisions to Office of Research and Innovation policies and procedures to support the incoming VP Research and Innovation
- Resume work on course-based masters programs
- Assist VP Academic and Provost with implementation of graduate governance structure, and development of new programs in areas of high need.