

BOARD OF GOVERNORS

PUBLIC SESSION AGENDA

Thursday, June 22, 2023 Senate Chambers Room 1079 6:00 pm – 7:15 pm

Members – Ibolya Agoston, Amanda Alexander, Allison Beswick, Dakota Den Duyf, Kyndra Farrell, Joyce Henley, Darlene McIntosh, Joel McKay, Trevor Morrison, Phil Mullins, Geoff Payne, Michael Reed – VICE-CHAIR, Gregory Stewart, Todd Whitcombe, 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 June 22, 2023 meeting of the Board of Governors be approved as presented.

4. Approval of Minutes

a. Public Session Minutes of May 29, 2023 - page 4

That, the Public Session Minutes of the May 29, 2023 meeting of the Board of Governors be approved as presented.

b. Public Session Minutes of June 1, 2023 - page 6

That, the Public Session Minutes of the June 1, 2023 meeting of the Board of Governors be approved as presented.

c. Public Session Minutes of June 5, 2023 - page 8

That, the Public Session Minutes of the June 5, 2023 meeting of the Board of Governors be approved as presented.

5. Business Arising from Previous Public Session Minutes

6. Reports of Committees and Related Motions

- (i) Audit and Risk Committee G. Stewart, Chair
 - a. **Travel and Business Expenses Policy** R. Somani **page 11**That, on the recommendation of the Audit and Risk Committee, the Board of Governors approves the Travel and Business Expenses Policy as presented.
 - b. FTE Audit Report to March 31, 2023 W. Rodgers page 39

- (ii) <u>Governance and Human Resources Committee</u> C. Wishart, Chair page 44
 - a. Board of Governors Appointment Delegation Policy C. Wishart page 48

 That, on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the Board of Governors Appointment Delegation Policy.
 - b. University Advancement Advisory Board G. Payne page 54

 That, on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the revised membership for the University Advancement Advisory Board.
 - Memorandum of Understanding LaSalle College Vancouver Inc. G. Payne –
 page 59

That, on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the Memorandum of Understanding between UNBC and LaSalle College Vancouver as proposed by the UNBC Senate.

- (iii) Finance and Investment Committee A. Beswick, Chair page 66
 - a. **Agreements, Scholarships, Bursaries, and Awards** K. Lewis page 68

 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 March 2023 to May 2023, as presented.

7. Board Motions

a. **2022/2023 Institutional Accountability Plan and Report** – G. Payne – page 88

That, the Board of Governors approves the 2021/2022 Institutional Accountability Plan and Report (IAPR) as presented, and releases it to the Ministry of Advanced Education.

8. Mandatory and Standing Reports – Public Session

- a. Report of the President G. Payne
 - President's Annual Report on Management's Progress against Strategic Priorities page
 161
 - President's Report page 174
 - Office of Indigenous Initiatives
 - o Office of Equity, Diversity and Inclusion
 - Senate Update (verbal)
- b. Public Reports of the Vice-Presidents, written
 - Vice-President, Academic and Provost W. Rodgers page 177
 - Vice-President, Finance and Administration R. Somani page 184
 - Climate Change Accountability Report page 200
 - Interim Vice-President, Research and Innovation K. Lewis page 213

9. Other Business

a. Future Ready Plan – Correspondence from Ministry of Post-Secondary Education and Future Skills
 – C. Wishart – page 219

- b. Summary Notes from the April 2023 Post-Secondary Board Governance Workshop C. Wishart page 222
- c. Schedule of Upcoming UNBC Events
 - Regular Quarterly Board Meeting and Reception in Quesnel September 15
 - Informal Senate & Board Get together October 24, 2023

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

10. Adjournment

BOARD OF GOVERNORS – PUBLIC SESSION Approved for Submission:

Catherine Wishart UNBC Board Chair



BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 22, 2023
Agenda Item:	6.i.a. Travel and Business Expense Policy Approval
	Travel and Business Expenses Policy
Material:	
	For Information Only:
	2. Travel and Business Expenses Procedures
	3. Travel Expense Rates
	4. Travel Reimbursement – To Be Repealed by PEC
	5. Donations Made by UNBC – To Be Repealed by PEC
	6. For Information: Entertainment/Hosting Expenses – To Be Repealed by PEC
	That on the vecommendation of the Audit and Diek Committee the Pound of
Motion:	That, on the recommendation of the Audit and Risk Committee, the Board of Governors approves the Travel and Business Expenses Policy as presented.



Policy

TRAVEL AND BUSINESS EXPENSES POLICY

Number: FM 2

Classification: Financial Management Approving Authority: Board of Governors Designated Executive Officer: Vice-President,

Finance and Administration

Effective Date:

Supersedes: April 2009

Date of Last Review/Revision: April 2023

Mandated Review Date: April 2027

Associated Procedures: Travel and Business Expenses Procedures

Table of Contents

1.0	PURPOSE	2
2.0	PRINCIPLES	2
	SCOPE	
4.0	DEFINITIONS	3
5.0	POLICY	4
6.0	AUTHORITIES AND OFFICERS	5
7.0	RELEVANT LEGISLATION	5
	RELATED POLICIES AND OTHER ASSOCIATED DOCUMENTS	



1.0 PURPOSE

The purpose of this policy is to ensure that University-related travel and business expenditures are managed in a consistent and cost-effective manner that supports the University's mission.

2.0 PRINCIPLES

- 2.1 As a publicly funded institution, the University, through its governing bodies, employees, and volunteers, is accountable for the effective use of its resources and for ensuring those resources are deployed in the best possible way. University funds may be used for reasonable and appropriate expenditures incurred to conduct University business.
- 2.2 Travellers, and others arranging University travel, should make the most economical travel arrangements possible, consistent with the purpose of the travel, while also considering the effective use of a traveller's time.

3.0 SCOPE

- 3.1 This policy applies to all travel and business expenditures paid from University administered funds unless expressly indicated otherwise by the funding organization.
- 3.2 External funders may have specific restrictions or allowances that differ from the University's policies, in which case the policies and procedures of the funding agency apply.
- 3.3 Unless there are specific procedures established elsewhere, by contract or external agency, these procedures apply to all travel and business expenses incurred on behalf of the University.
- 3.4 Unless otherwise noted in these procedures, if an individual seeks exception to the policy or procedures, the individual must obtain prior approval of their supervisor/one-up and the Procedural Officer. The individual seeking exception must provide: a written description of the exception being sought, the rationale for seeking the exception, confirmation that the exception will be covered by the applicable Unit's budget, and any other documentation requested by the supervisor/one-up and the Procedural Officer.



4.0 DEFINITIONS

For the purpose of this policy and related procedures, the following definitions apply:

- 4.1 <u>Appropriate Documentation</u> includes receipts and other supporting documents, as well as a statement of the purpose of the expenditure.
- 4.2 <u>Budget (or Fund) Holder</u> authority for travel and business expenses may only be delegated one level down from the Budget Holder to a position in a direct reporting relationship.
- 4.3 <u>Business Expenses</u> include all expenses that advance the University's mission including hospitality, entertainment, food, beverages, and social or recreational activities.
- 4.4 **CRA means** Canada Revenue Agency.
- 4.5 **Expense/Expenditure** refers to the dollar amounts incurred for travel and/or business expenses.
- 4.6 **Hospitality** The provision of food and beverages, social or recreational activities, events and functions and gifts in support of the educational, research or service activities of the University. Hospitality normally involves:
 - 4.6.1 hosting an external individual guest, visitor, prospective faculty, staff or student, benefactor, or stakeholder; or
 - 4.6.2 employee-only activities such as work meetings, social functions, gifts, and awards.
- 4.7 **Per Diem** A fixed allowance for which no receipts are required.
- 4.8 **Reasonable and Appropriate** expenses are deemed to be based on sound judgment and moderation.

The following questions should be considered when determining whether an expense is reasonable and appropriate:

4.8.1 Does the expense need to be incurred and is there value for UNBC?



- 4.8.2 Is there an alternative that is less expensive but still appropriate, safe and convenient?
- 4.8.3 Are there alternatives to travel that mitigate the production of greenhouse gas emissions?
- 4.8.4 Would this expense be considered excessive/unreasonable from the general public's view?
- 4.8.5 Is it an arm's length transaction (e.g., no conflict) that conforms to sound business practice?
- 4.8.6 In the case of research activities, does the expense contribute to the direct costs of the research/activities for which the funds were awarded? Is the expense effective and economical, not resulting in personal gain for members of the research team?
- 4.9 **Receipt** is a document indicating that a specified sum of money has been received as an exchange for specifically itemized goods or services showing date, item(s), cost, taxes if applicable, method of payment (for example, credit card, cash) and merchant name.
- 4.10 <u>Traveller</u> is the employee, student, or member of the Board of Governors who is travelling on behalf of the University and is the claimant.

5.0 POLICY

- 5.1 All employees and others incurring expenses on behalf of the University have a fiduciary responsibility to use UNBC funds in a responsible manner. All expenses must be incurred in accordance with this Policy and the *Travel and Business Expenses Procedures*.
- 5.2 University funds may be used for travel and business expenditures of members of the Board of Governors and Senate, employees, students, and others incurred on university business in support of the University's mission.
- 5.3 Travel and business expenditures incurred must be properly approved, reasonable and appropriately documented in accordance with the procedures issued by the Vice-President, Finance and Administration.



- 5.4 Expenses that are not directly related to a University activity, exceed reasonable amounts, or do not comply with this or other policies, are the responsibility of the individual who incurred them.
- 5.5 Travel and business expenditures should be paid for using the University's corporate purchasing card (except for meal per diem amounts), where possible, or by the individual traveller requesting reimbursement.
- When booking travel, consideration is to be given to the potential risk and impact on University operations of several senior management members or members of one department travelling together on the same flight, vehicle or other mode of transportation. Travellers are expected to weigh the benefits of the travel against the environmental costs of travel.
- 5.7 Eligible expenses while on sabbatical leave must be pre-approved by an employee's supervisor/one-up.

6.0 AUTHORITIES AND OFFICERS

The authorities and officers for this policy are as follows:

Approving Authority: Board of Governors

Designated Executive Officer: Vice President, Finance and Administration

Procedural Authority: Vice President, Finance and Administration

Procedural Officer: Director, Financial Services

7.0 RELEVANT LEGISLATION

Income Tax Act of Canada

Canadian Revenue Agency <u>T4130 - Employers' Guide to Taxable Benefits and</u> Allowances

8.0 RELATED POLICIES AND OTHER ASSOCIATED DOCUMENTS

8.1 Travel and Business Expense Procedures



Procedures

TRAVEL AND BUSINESS EXPENSES PROCEDURES

Number: FM 2.1

Classification: Financial Management Approving Authority: Vice President,

Finance and Administration

Designated Executive Officer: Director of

Finance

Effective Date:

Supersedes: April 2009

Date of Last Review/Revision: April 2023

Mandated Review Date: April 2027

Parent Policy: Travel and Business Expenses Policy

Table of Contents

1.0	PURPOSE	2
2.0	PURPOSEPROCEDURES	2
	2.1 Reimbursement of Claims - General	
	2.1 Reimbursement of Claims – Travel Expenses	3
	2.3 Hospitality and Entertainment	7
	2.4 Expenses while on Sabbatical Leave	9
	2.5 Donations	9
	2.6 Gifts, Awards, and Recognition	9
	2.7 Cell phone and other mobile device plans	10
	2.8. Non-allowable Expenses	10



1.0 PURPOSE

The purpose of these procedures is to provide guidance to individuals incurring or approving travel and business expenditures, to set the levels of expenditures that will be paid by the University of Northern British Columbia (UNBC) with respect to travel and business expenditures, and to describe the related procedures and approval processes.

2.0 PROCEDURES

2.1 Reimbursement of Claims - General

2. 2.

- 2.1.1 All claims for reimbursement of non-per diem expenses must be supported by detailed receipts from vendors. The University is moving to digital document management solutions; however, until such options are implemented and finalized, hard copies of documents are currently preferred.
- 2.1.2 All requests for reimbursement of allowable travel expenses (please see below) must be submitted to Financial Services on a Travel Claim Form within 30 calendar days of travel.
- 2.1.3 Purchases made on a UNBC Purchasing Card must comply to the Travel and Business Expense Policy and these procedures. If an employee has a UNBC Purchasing Card, they must use this card and not a personal card (unless they are claiming meal per diem amounts in which case for meal expenses only, their personal card should be used). Refer to the Purchasing Card Manual for details on submitting claims for expenses incurred on a UNBC Purchasing Card.
- 2.1.4 All requests for reimbursement must include appropriate approval and/or pre-approval as noted in the applicable sections below.
- 2.1.5 Unless otherwise noted below, all dollar amounts referenced in these procedures refer to Canadian dollars.
- 2.1.6 Reimbursement of expenses permitted to be claimed under these Procedures or the *Travel and Business Expenses Policy* is always subject to the applicable Unit having the necessary budget to cover



- the expense. Individuals must take the necessary steps to determine whether their Unit's budget has sufficient funds to cover the expense prior to incurring an expense.
- 2.1.7 No receipts are required for the per diem allowances. In exceptional circumstances, an appropriately approved Lost Receipt Declaration may be substituted for a lost receipt.

2.1 Reimbursement of Claims – Travel Expenses

2.2.1 General Travel

- i. Travellers are strongly encouraged to weigh the benefits of the travel against the environmental costs of travel and consider the use of available technology as a substitute for face-to-face meetings and conferences where possible.
- ii. All travel must be pre-approved using the Travel Authorization Form.
- 2.2.2 All requests for reimbursement of allowable travel expenses (please see below) must be submitted on a Travel Claim Form within 30 calendar days of travel. Unless the expenses were incurred on an employee's purchasing card, in which case the employee should refer to the Purchasing Card Manual as to how to submit the claim.
- 2.2.3 A signed Travel Authorization Form must be attached to all claim forms. When the amounts claimed do not exceed the budget submitted on the form, it is not necessary to also have the supervisor/one-up's signature on the travel claim.
- 2.2.4 All appropriately approved and documented travel claims are subject to a two-to-three-week turnaround from the date of receipt in Financial Services for reimbursement.

2.2.5 Travel Advances

- It is not the intent of the University that employees be required to personally finance their travel expenses while on approved University business.
- ii. A travel advance will be provided to an employee with approval from their supervisor/one-up when needed.
- iii. The request must be made on a cheque requisition and must have a copy of an approved Travel Authorization form attached.



- iv. Requests for advances may be made no sooner than three weeks prior to the commencement of the travel and a completed Travel Claim, with all receipts, must be submitted within 30 days of the travel to account for the disposition of the advance.
- v. All future requests for reimbursement or travel advances will be held pending the submission of the Travel Claim.
- vi. Travel advances are not available for goods and services that can be arranged through Contracts & Supply Chain Management or paid using a University Purchasing Card (e.g., air fare, car rentals). Individuals who wish to pay for these types of purchases themselves must be prepared to cover the expenditures until travel is complete.
- vii. A person who is not a University employee cannot be granted a travel advance. Budget holders wishing to provide travel funds in advance to a non-UNBC employee must take the advance in their own name. The budget holder is solely responsible for this advance and must provide the receipts attached to an approved Travel Claim form in the same manner as if they were travelling.

2.2.6 Accommodations

- i. Travellers are expected to stay in standard accommodations considered reasonable in the circumstances. Normally, accommodation expenses will not exceed the rate of a single standard room, or equivalent, unless approved by the appropriate Vice President, the President or the Board Chair.
- ii. To the extent possible, Government or CAUBO rates should be requested for travel within Canada (contact <u>purchasing@unbc.ca</u> prior to travel).
- iii. Private accommodation such as lodging with friends, colleagues, or relatives is an allowable expense, which can take the form of a direct payment or a reasonable gift in lieu of payment. Reimbursement without receipts may be provided at the allowance rate per night set out in Appendix 1.

2.2.7 Transportation

i. Air: Whenever possible, air travel should be booked well in advance to take advantage of lower rates. If a travel agent contract is active, employees are encouraged to use the travel agent for more complex travel arrangements and to ensure the most economical price. The University generally reimburses for



economy class only. An employee may book a ticket at different levels of economy to take advantage of additional features such as checked baggage and seat selection. An employee may book premium economy only if they can prove that the fare is cheaper than the economy class fare. Business Class airfare may be allowable, with prior approval of the appropriate Vice-President, the President or the Board Chair, in any of the following circumstances:

- The flight is over eight hours in duration and the traveller is expected to conduct business within a few hours upon arrival;
- b. The traveller is accompanying a donor, sponsor, or similar senior official on the trip; or
- c. The traveller provides appropriate documentation supporting medical reasons for the higher class of airfare.
- ii **Rail:** Travel by rail taken by the most direct route is reimbursable, keeping in mind that the cost is reasonable and comparable to booking economy airfare.
- iii. **Personal Automobile:** When an employee's personal vehicle is used in the performance of University business, mileage may be claimed at the rate indicated in Appendix 1. This allowance is intended to cover all operating costs of the vehicle, including fuel, insurance, and maintenance. Employees are responsible for ensuring that any use of personal vehicle for business purposes complies with their personal insurance requirements. However, where air service to the destination is also available, the total allowance claimed may not be in excess of the equivalent advance booking economy airfare.
- iv. **Rental Vehicles:** For reasons of economy or efficiency, employees travelling out of town may rent a small to mid-size vehicle. If a group is travelling together an upgrade is acceptable to accommodate the increased passengers. An upgrade may also be permitted depending on the purpose or geography of the trip. Government or CAUBO rates should be requested whenever possible (contact purchasing@unbc.ca prior to travel). Please note that the mileage allowance noted in Appendix 1 is available only when a personal vehicle is used.



v. **Other Transportation Expenses:** Other transportation expenses incurred while travelling on University business, such as parking fees (away from normal work location), bridge and highway tolls, taxis, public transportation, and ferry charges are allowable upon submission of receipts.

2.2.8 Meals

- i. Reasonable meal expenses while travelling on University business are allowable when not otherwise provided (e.g. conferences, hosts, carriers). To claim meals, travel must normally begin before 7 a.m. on the date of departure to claim breakfast, begin before 12:00 noon on date of departure to claim lunch, and end after 6 p.m. on the date of return to claim dinner.
- ii. Travellers should claim meal per diem allowances without receipts, at the rates set out in Appendix 1; in limited situations, an employee may choose to submit receipts for actual meal costs instead of claiming per diem amounts. In these cases the meal amounts are capped at the per diem amounts and this request must be pre-approved by the employee's supervisor/one-up.

2.2.9 Other Travel Expenses

- i. Registration and/or conference fees paid by an employee can be claimed.
- ii. Reasonable costs of phone calls or internet fees allowing the traveller to stay in touch with their immediate family are allowable while on University business.
- iii. Dry cleaning and laundry expenses after seven days of University business travel upon submission of receipts.
- iv. Immunization costs incurred for approved foreign business travel, as recommended by the Public Health Agency of Canada.
- v. Costs of obtaining visas and other necessary travel documents (excluding passport) required for approved foreign business travel.
- vi. Additional dependent care expenses (child and elder care) incurred as a result of University travel, if unpaid alternatives are



- not available, with written approval in advance from an employee's supervisor/one-up and upon submission of receipts.
- vii. Spousal/partner travel costs are allowable if it can be shown that their presence is essential and directly contributes to the accomplishment of the University's mission. In these limited circumstances, with written approval in advance of the appropriate Vice President, the President, or the Chair of the Board of Governors, these expenses are allowed.

2.2.10 Minor reimbursable items

Travellers may claim the per diem for incidental expenses without receipts when travelling for a full day (more than 10 hours), at the rate noted in Appendix 1.

2.3 Hospitality and Entertainment

- 2.3.1 Normally hospitality involves an external individual (e.g., guest, visitor, prospective faculty, staff or student, benefactor, or stakeholder) who supports the educational, research or service activities of the University. Hospitality may also be provided to employees and paid by the University for such activities.
- 2.3.2 Expenses may include, but are not limited to, food, beverages, social or recreational activities, and gifts. The most common categories of hospitality include:
 - i. Meals and social functions
 - ii. Work meetings
 - iii. Departmental social functions
 - iv. University-wide functions
- 2.3.3 **Meals and social functions:** Must be supported by detailed receipts, a written statement of the purpose of the social function, and the number of attendees. Names of the attendees may be requested for clarification of expense claims and reporting purposes.
- 2.3.4 **Work Meetings:** Meals or refreshments provided at work meetings attended solely by University faculty and staff are permitted if the purpose of the meeting is work related (such as planning, education, collaboration, etc.) and the cost per individual is



- reasonable. Consumption of alcohol is not permitted. Individuals scheduling work meetings and arranging meals or refreshments must consider the business purpose, frequency, and regularity of incurring such expenses.
- 2.3.5 **Departmental Social Functions:** Generally, departments may incur reasonable costs of up to two employee social events per calendar year. Examples of social events include holiday receptions, employee picnics, BBQs, etc., but exclude retirement functions and University-wide functions which are addressed separately below. Alcohol, if available, must be paid for personally and University funds must not be used for this purpose.
 - i. To ensure a social function is not considered a taxable benefit, events must be open to all employees in a department and the primary purpose cannot be team building, recognition for completing a task or project, or thanks for a job well done, as these reasons are considered by CRA to be employment related compensation.
 - ii. In the event that an employee hospitality function is not open to all employees in a department or the primary purpose is to enable team building or celebrate the completion of a task/project or thanks for a job well done, the cost per employee is considered a taxable benefit and must be included in the employee's taxable earnings.
- 2.3.6 Retirement Functions: Departments may use University funds to subsidize retirement functions for faculty and staff over and above the limit of two employee social events as described above, provided costs are reasonable. Alcohol, if available, must be paid for personally and University funds must not be used for this purpose.
- 2.3.7 **University-Wide Functions:** The University may sponsor a variety of social functions where the University is considered to be the primary beneficiary. Examples include, but are not limited to, Employee Recognition Awards, Convocation Luncheons, and retirement functions. These events are generally organized by Human Resources, the Office of the President, or other central group. A modest amount of alcohol may be provided in appropriate circumstances



2.4 Expenses while on Sabbatical Leave

2.4.1 Eligible expenses while on sabbatical leave must be pre-approved by an employee's supervisor/one-up.

2.5 Donations

- 2.5.1 Generally, University funds are not used for donations to other charitable organizations or to UNBC.
- 2.5.2 In limited circumstances, a donation may be permitted. As a registered charity, UNBC can only make donations to qualified donees. Generally, a qualified donee is a registered charity; organizations such as registered Canadian amateur athletic associations, registered Canadian municipalities, the United Nations, and other various registered organizations may also be considered qualified donees.

2.6 Gifts, Awards, and Recognition

- 2.6.1 The following sections provide general guidance regarding gifts, awards, and recognition. The taxable status of gifts is ultimately subject to acceptance by CRA. Guidance regarding the taxable status of gifts and awards is provided in the CRA publication T4130 Employers' Guide to Taxable Benefits and Allowances and additional information may be found here. If you have questions regarding gifts, awards, and recognition, please contact Financial Services at finance@unbc.ca prior to making an expenditure.
- 2.6.2 Gifts, awards, and recognition to non-employees
 - Modest gifts given to external individuals as a result of the normal exchange between persons doing business together are acceptable provided that ethical and proper business practices are not compromised.
 - ii. Cash and near-cash (gift certificates/gift cards) gifts are considered taxable income by the CRA and therefore should not be used.
- 2.6.3 Gifts, awards, and recognition to employees
 - This section is not intended to discourage the use of personal funds to contribute to the cost of gifts to employees if that is part of the culture within a department.



- ii. For employees, cash or near-cash (gift certificates/gift cards) received is treated as taxable earnings from employment, regardless of the value and must be reported to Payroll by December 1 in the calendar year in which the gift is provided.
- iii. In certain circumstances and special occasions, non-cash gifts or awards may be purchased from University funds. University funds cannot be used for gifts of alcohol. The following occasions are examples of when a non-cash gift may be acceptable:
 - a. a wedding or birth of a child
 - b. retirements
 - c. long service awards

2.7 Cell phone and other mobile device plans

- 2.7.1. Employees requiring a mobile device for their work must generally enroll in a UNBC plan, which is paid directly by the employee's unit or other appropriate University funding source.
- 2.7.2. With written approval in advance from the appropriate Vice-President or higher level of authority, employees may be reimbursed for the use of a personal plan. If approved, the University reimburses up to a maximum of the lowest negotiated voice, data and long-distance rate plans, upon submission of receipts, on a quarterly basis.

2.8. Non-allowable Expenses

- 2.8.1. Non-allowable expenses include, but are not limited to:
 - i. interest charges on overdue personal credit card balances;
 - ii. fines, e.g., library, parking, traffic;
 - iii. personal entertainment including, but not limited to, movies, mini-bar charges, and sightseeing trips;
 - iv. airport lounge access fees;
 - v. alcohol, when not included as part of a meal;
 - vi. extra costs incurred when accompanied by family/friend;
 - vii. passport expenses;
 - viii.penalties from failure to cancel reservations, except in circumstances where timely cancellation was not possible; and



ix. political donations, including donations to any federal or provincially registered party or to any candidate standing for federal, provincial, or municipal election.





Appendix I

TRAVEL EXPENSE RATES

Associated Procedures: Travel and Business Expenses Procedures

Travel Expense Rates

(Rates effective xxxxxxxx xx, 2023)

		Travel within Canada	Travel to continental US	Travel outside of Canada & continental US (International)
Meal per	Breakfast	\$18 CAD	\$18 USD	
diems	Lunch	\$20 CAD	\$20 USD	75% of the
	Dinner	\$42 CAD	\$42 USD	Federal
	Total	\$80 CAD	\$80 USD	Treasury
Private vehic	le usage			Board rates
(no receipts re	equired; see	\$0.62	for the country	
section xx.xx)				visited as
Private acco	mmodations			described in
(no receipts required; see		\$40 (CDN	the National	
section xx.xx)				Joint Council
Incidental expenses (no receipts required; see section xx.xx)		\$10 CAD	\$10 USD	Travel Directive, Appendix D – Allowances*

^{*}Link as of xxxxx, 2023:

https://www.njc-cnm.gc.ca/directive/app_d.php?lang=eng%22%20/l%20%22s140-tc-tm

This appendix will be reviewed annually on March 31 or sooner as required.

FM 2.1 Appendix I xxx xx, 2023 Page 1 of 1

UNIVERSITY OF NORTHERN BRITISH COLUMBIA



Policies and Procedures

SUBJECT: TRAVEL REIMBURSEMENT

The purpose of this policy is to outline the procedures to be followed by all University employees when incurring business related travel expenses and submitting travel claims.

2. Scope

This policy and its procedures apply to all employees of the University travelling on University operating funds or other funds such as research grants. They have been developed for standardization, based on the following principles:

- to ensure that individuals travelling on University business do not incur any personal financial hardship;
- to meet the requirements of the University auditors;
- to meet the requirements of the shivershy additional to meet the requirements of granting agencies (NSERC, SSHRC, CIHR, etc.); and
- to ensure that all travel expenditures are reasonable and appropriate.

Authority/Responsibility 3.

The Vice-President (Administration and Finance) is responsible for the implementation of this policy.

4. Procedure

4.1. Non-Tri-Council Travel Claim Form

All Non-Tri-Council requests for reimbursement of allowable travel expenses (please see below) must be submitted on a Travel Claim Form within 30 days of travel. The claim form must be completed in full as follows:

- name of individual travelling, department they belong to, phone number;
- purpose of travel including dates of travel, destination;
- itemized record of expenditures with all original receipts attached where applicable;
- fund, organization and account coding information;
- signature of claimant; and
- signature of supervisor. **

** A signed Travel Authorization form must be attached to all claim forms. Where the amounts claimed do not exceed the budget submitted on this form it is not necessary to have the supervisor's signature on the travel claim as well.

When expenditures are submitted in foreign currency, all conversions will be done at the current rate, as provided by the University's bank unless the claimant provides proof of the rate they paid (either a credit card statement or bank receipt).

Duly sworn claims submitted for which no original receipts are available will not be considered for reimbursement where the amounts are greater than \$10.00. No receipts are required for the per diem allowances. In exceptional circumstances, an affidavit may be substituted for lost receipts (the Affidavit is available from the Purchasing department).

All travel claims will be subject to a two-week turnaround for reimbursement.

4.2 Travel Authorization Form

A *Travel Authorization form* must be completed in advance of any travel (please see the *Travel Authorization* policy on this subject). This form provides information regarding the purpose of the travel, dates and destination as well as a budget for the trip. The form requires the signature of the employee's supervisor, and an approved form indicates the consent of the University for the employee to conduct business as requested and to be absent from the campus. All travel claims must be accompanied by a copy of the completed and approved Travel Authorization to be eligible for reimbursement.

4.3 Travel Advances

It is not the intent of the University that employees be required to finance their travel expenses from their own pocket while on University business. A travel advance will be provided to an employee with approval from their supervisor. The request should be made on a cheque requisition and must have a copy of an approved Travel Authorization form attached. Requests for advances may be **made no sooner than three weeks** prior to the commencement of the travel and a completed travel claim, with all original receipts, must be submitted within 30 days of the travel to account for the disposition of the advance. All future requests for reimbursement or travel advances will be held pending the submission of the travel claim.

PLEASE NOTE: Travel advances will *NOT* be made available for those goods and services for which arrangements can be made through Purchasing (i.e. air fare, car rentals). Those individuals who wish to use their own credit cards to pay for these types of purchases must be prepared to finance these expenditures themselves until the travel has been completed. Travel advances will not be given to any person who is not an employee of the University. Budget holders wishing to provide travel funds in advance to a guest must take the advance in their own name. The budget holder will then be solely responsible for this advance and must provide the original receipts attached to an approved Travel Claim form in the same manner as if they themselves were travelling.

5. Tri-Council Travel Claims (applies to Tri-Council Grant Holders ONLY)

5.1 Travel Claim Requirements

All Tri-Council Agencies (NSERC, SSHRC, and CIHR) Travel claims must be accompanied by the following information so that the expenses of the entire trip can be assessed by the granting agency:

- i) Purpose of the trip
- ii) Dates and Destinations (person or institution visited)
- iii) Official supporting documentation (e.g., prospectus or program, indicating the dates of conferences and workshops)
- iv) Details of daily claims for expenditures relating to those visits
- v) Details of any vehicle used
- vi) Original receipts, such as hotel bills, car rental agreements (credit cards slips are not valid receipts)
- vii) Original air travel tickets AND boarding passes (airline boarding passes will not be accepted in lieu of ticket receipts except in the case of electronic tickets)

5.2 Supporting Documents

The Tri-Council Agencies do not want situations where travel-related expenses are reimbursed without all the required supporting documentation. Travel Claims that do not contain all supporting documents for that particular trip, whether the expenses are to be reimbursed or have already been claimed, will be returned to the claimant by the UNBC Finance Office as the expenses for the entire trip must be submitted together in one batch. For example, when airline tickets are purchased through Purchasing, and there is no link between the trip's other expenses (hotel, car

rental and per diem) and the airfare, the travel claim will not meet the Tri-Council Agencies' compliance verification process.

5.3 Claimants Other Than Grantee

For claimants other than the Tri-Council Grantee, the affiliation with the Grantee's research group must be specified on the claim form. If the traveler is a student, the travel claim must be signed by the Grantee. In the event that the traveler is the Grantee or a visiting researcher, the travel claim must be countersigned by the Chair or Dean confirming the relevance of the travel to the research being funded.

5.4 Eligible Tri-Council Travel Cost

Eligible travel and subsistence costs can be found in the Tri-Agency *Financial Administration Guide – Use of Grant Funds* section.

5.5 Funding Agency Audit

Travel expenses and supporting documents are subject to audits for compliance and evaluation of eligibility by funding agencies.

6. Allowable Expenditures

6.1 Per Diem - Domestic Travel

While travelling on University business in Canada a per diem allowance should be claimed to cover meal and incidental costs while away from home. Employees who are travelling partial days or attending functions where meals are provided should claim only those meals for which they incurred the expense. Effective April 1, 2001, the total allowable per diem is \$54.00 (if travel occurs in the United States, the reimbursement will be based on US funds) split as follows:

Breakfast	\$12. ⁰⁰
Lunch	\$15. ⁰⁰
Dinner	\$22. ⁰⁰
Incidentals	\$ 5. ⁰⁰

It should be noted that the meal per diem incorporates the cost of the food, beverage and gratuity as well as any incidental costs. While \$54.00 is the daily maximum, it is acceptable to claim less than that amount if desired. Receipts are *not* required when claiming a per diem.

6.2. International Travel

While travelling internationally on University business the per diem allowance will be reimbursed at 75% of the Federal Treasury Board rates for the country visited as described in the Treasury Board Travel Directive Appendix D – Allowances. Allowances in the United States of America are the same as in Canada but paid in US funds.

6.3 Meal Expenses - Business Meeting

When a business meeting is conducted over a meal, the associated costs may be claimed (for food, beverages and gratuity). Original receipts must be submitted when requesting reimbursement and must indicate the purpose or nature of the University business discussions and identify, by name, all individuals attending. Please ensure that the per diem for this meal is not also claimed.

¹ http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/TBM_113/d-eng.asp (Search by name of country visited)

6.4 Accommodation

To the extent possible, hotel accommodation should be arranged where provincial government rates are honoured or where prices are moderate. Original receipts must be submitted as proof of payment.

A per diem of \$30.00 is available to employees who stay with relatives or friends. It is intended that this per diem be provided to the host.

6.5 Telephone

Long distance calls for business purposes are reimbursable as are fax charges and internet charges. Personal calls are not reimbursable. Original receipts must be submitted as proof of payment.

6.6 Transportation

6.6.1 Air

Whenever possible, air travel should be booked well in advance to take advantage of lower rates. MyTravel is the exclusive travel agents of the University and where possible, all arrangements must be made through them. The University will reimburse for economy class only. Original receipts must be submitted as proof of payment.

6.6.2 Taxis

The University will reimburse taxi fares to and from the airport to the location of business meetings and accommodation. The airport shuttle bus should be used whenever possible. Original receipts must be submitted as proof of payment.

6.6.3 Rail

Travel by rail taken by the most direct route is reimbursable. However, where air service to the destination is also available, the total rail fare claimed may not be in excess of the equivalent advance booking economy airfare. Original receipts must be submitted as proof of payment.

6.6.4 Personal Automobile

When the personal vehicle of an employee is used for the performance of University business allowance of \$0.49/km may be claimed. This allowance is intended to cover the costs of fuel and lubricants as well as wear and tear. However, where air service to the destination is also available, the total allowance claimed may not be in excess of the equivalent advance booking economy airfare. Associated costs that may be claimed with submission of original receipts are: parking fees (including airports), bridge and highway tolls, and ferry charges.

6.6.6 Rental Vehicles

If required for reasons of economy or efficiency, employees travelling out of town may rent a small to mid size vehicle. If a group is travelling together an upgrade is acceptable to accommodate the increased passengers. Original receipts must be submitted as proof of payment. Whenever possible, the following agencies should be used to take advantage of negotiated government rates:

- National
- Enterprise
- Budget
- Thrifty
- Avis

Original receipts must be submitted to recover associated costs such as fuel, parking, bridge and highway tolls, and ferry charges. Please note that the \$0.49/km allowance is available only when a personal vehicle is used.

7. Associated Costs

Registration and/or conference fees paid by the employee can be claimed. Original receipts must be provided that show both the cost of the conference and evidence of payment. A credit card statement will be acceptable providing it is accompanied by a copy of the registration form.

8. Non-allowable Expenditures

The following expenditures will not be considered eligible for reimbursement:

- gratuities
- laundry or dry-cleaning
- mini-bar or movie charges
- personal phone calls
- extra costs incurred when accompanied by family/friend (such as double instead single rates on a room)
- liquor (when not included as part of a meal)

et expense:

OBERNATION

OBERNATION

FOR INFORMATION The incidental portion of the per diem allowance is intended to offset expenses such above. as those listed

UNBC

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Policies and Procedures

To provide guidelines on gifts to individuals external to the UNBC, donations to not-for-profit organizations and sponsorships to organizations.

To make a distinction between gifts, donations and sponsors.

2. Scope

This policy is applicable university-wide. The policy applies to all University administered funds.

3. **Authority**

The Vice-President (Administration and Finance) is responsible for the administration of this policy.

4. Context

UNBC is a publicly funded institution as well as a registered not-for-profit charitable organization that generally does not contribute financially to other not-for-profit charitable organizations. Stewardship of public assets and the prudent expenditure of University funds require guidelines with respect to the appropriate use of such funds. UNBC is required to report charitable gifts made to registered not-for-profit charitable organizations to the Canada Revenue Agency. UNBC must ensure gifts and donations are correctly identified for reporting and audit purposes.

5. Limitations to Donations and Contributions

- (a) No monies may be disbursed to any federally or provincially registered political party.
- (b) No monies may be disbursed to any candidate standing for federal, provincial, or municipal election.
- (c) No monies may be disbursed to any organization which primarily provides funds to third-party organizations (e.g. the United Way).

Also, UNBC does not provide gifts and donations to for-profit businesses or organizations. Only under rare circumstances does UNBC provide sponsorships to other organizations (see "Sponsorships" below). If University funds are used for sponsorship, the University unit responsible must ensure the expenditure is in compliance with the sponsor/donor terms and conditions.

UNBC will not provide gifts, donations and sponsorships except as outlined below.

6. **Gifts**

The purchase of gifts for staff members is governed by the Employee Tributes policy. The purchase of gifts for distinguished visitors is governed by the Honoraria General policy. Hospitality

Finance

for University visitors, guests and benefactors is governed by the Entertainment/Hosting Expenses policy. The purchase of gifts for First Nations Elders is governed by the Honorarium First Nations Elders policy.

7. Donations

Any funds administered by UNBC cannot be used for the purpose of making a donation to another not-for-profit organization. The only exceptions are the President, Provost, Vice-Presidents, Directors and Deans who are required to attend public fundraising events by virtue of the position they hold (e.g. purchasing a table at a Chamber of Commerce event).

Donations of surplus equipment can be made to a not-for-profit organization. The *Surplus University Assets* policy specifies conditions under which University assets are deemed to be surplus. When an asset is deemed surplus, it may be donated to a not-for-profit organization. The Director of Purchasing, Contract and Risk Management administers the donation of surplus assets, as approved by President Executive Council.

Donations of equipment to staff are not permitted. University assets must be disposed of in accordance with the *Surplus University Assets* policy.

8. Sponsorship

UNBC recognizes the value of maintaining a community presence through the sponsorship of events that benefit the University and enhance the image of the University (such as the purchase of a corporate table at fund raising events, a donation to an event field to advertising space for the University, or to support a student group or alumni event).

9. Fundraising Dinners and Events

In the case of federal or provincial political fundraising dinners or events, UNBC officials or representatives are free to attend political fundraising dinners or events as an invited guest. However, under no circumstances will expenses associated directly or indirectly with a political event be reimbursed. All university staff are free to attend such events at their own expense.

Finance





SUBJECT: ENTERTAINMENT/HOSTING EXPENSES

1. Purpose

The purpose of this policy is to provide for proper control of expenses under the category of Entertaining/Hosting.

2. Scope

This policy is applicable throughout the University for all entertaining/hosting and related expenses that may from time to time be approved by the appropriate authority as outlined in this policy.

3. Authority

The Accounts Payable Officers report to the Manager, Financial Services & Systems and are responsible for the administration of this policy. Authority for this policy rests with the Vice-President (Administration & Finance) and Vice-President (Academic & Provost) through the Director, Finance & Budgets.

4. Policy

Broad University sanctioned functions or conferences are not covered under this policy. Hospitality for University visitors, guests and benefactors will typically take the form of meals, and should be undertaken involving a minimum number of employees. Such entertainment will normally be arranged for individuals or groups visiting the University, guest lecturers, government officials, representatives of other institutions, researchers, and for prospective employees being interviewed.

5. Home Entertainment

In situations where entertainment at a University employee's home is more desirable and less costly, receipts for purchases of food and refreshments may be submitted instead of a restaurant receipt.

6. Application of Guidelines

These guidelines will apply in all cases where hosting is determined by the appropriate budget holder to be a necessary activity in those areas for which they have authority. Examples of where hosting is appropriate would include:

- a) all official visitors to the University
- by prospective employees and spouses (when hosting prospective employees who are accompanied by a spouse)
- distinguished visiting lecturers
- d) graduate defenses
- e) special student recognition events
- f) workshops and seminars involving University employees (such occasions should occur infrequently and not on a regular basis)
- g) meetings occurring outside normal business hours or extending over a normal meal period where arrangements to meet could not be scheduled easily during regular business hours (such occasions should occur infrequently and not on a regular basis).



POLICIES AND PROCEDURES

In addition, the following types of events may be appropriate but would require prior approval by either the Vice President (Administration and Finance) or the Vice President (Academic) & Provost as appropriate:

- a) team/morale building exercises or retreats
- b) welcoming events for new employees
- activities involving spouses of employees when hosting prospective employees who are accompanied by a spouse

Examples of where hosting would **not** be appropriate would include:

- a) social occasions such as departmental Christmas parties
- meal expenses incurred during 'social meals', defined as two or more individuals from the University eating together
- c) coffee supplies for meetings of employees during normal work hours

7. Alcohol

a) In general, alcohol should not be served at University functions. Exceptions must be approved by the Vice-President (Administration and Finance). The Finance and Purchasing Departments are authorized to reject purchase orders and invoices charged to University budgets for the cost of liquor served at all university functions unless an exception has been granted in advance of such functions.

For exceptions to be granted, they must comply with the following provisions:

- a) Special arrangements must be made if there are any invited guests under the age of 19. At these events, alcohol service areas must be separated clearly and completely from any non-alcoholic beverage areas; and in these instances, a bartender is required and no self-service is permitted.
- b) There must be established time limits for the serving of alcohol, and those times must be shorter than the duration of the event.
- c) Alcohol may not be served to persons who appear to be intoxicated.

It is also recognized that those with appropriate budget authority may host official visitors to the University as part of their regular responsibilities. In such cases, reasonable costs for meals and alcoholic beverages within the approved budget will not be questioned. However, the Finance Department is expected to monitor such accounts and take up any concerns or questions with the appropriate Executive Officer.

8. Reimbursement

In requesting reimbursement, claimants should be reminded that all expenses are to be incurred responsibly with concern for as much economy as is reasonable.

Employees must have advance authority, either as an expectation of the position held or from an administrative head of unit, to incur entertainment expenses on behalf of the University. Except where indicated otherwise, entertainment expenses are approved for reimbursement by one administrative level higher than the person claiming reimbursement. Employees and the individual who approves payment are responsible for ensuring that claims for expenses are in accordance with this policy.



POLICIES AND PROCEDURES

Request for reimbursement should be made on the appropriate form (with receipts attached), indicating the following:

- a) date
- b) name of individual(s) entertained
- c) purpose of the hospitality

Requests for reimbursement should be approved the by department budget holder. However, when the claimant is also the budget holder, an approval at a more senior level must be obtained.

University of Northern British Columbia will reimburse in accordance with the following maximums (a BEREPER gratuity not to exceed 15% may be added to the total where applicable):

For home hosting:

- Receptions \$7.00 per person a)
- Luncheon \$12.00 per person b)
- Dinner \$20.00 per person c)

For restaurant hosting:

- a) Breakfast - \$10.00 per person
- b) Luncheon - \$20.00 per person
- c) Dinner - \$40.00 per person

The number of individuals for whom restaurant hosting expenses will be reimbursed are as follows:

- In the case of a single visitor a maximum of the guest and three University i. employees.
- In the case of a visitor accompanied by a spouse a maximum of the guest and ii. spouse of the guest, and two others, one of which may be the spouse of a University employee.
- In the case of a group of official visitors, the total number of the group as iii. approved by the appropriate Dean/Director. In such case, the Dean/Director is encouraged to maintain a reasonable balance between the number of University employees and the number of visitors.

Requests for reimbursements in excess of the above maximums must be approved by the Vice President (Administration & Finance) or Vice President (Academic & Provost) for deviation from policy.



BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 22, 2023
Agenda Item:	6.i.b. FTE Audit Report to March 31, 2023
Material:	Annualized FTE Audit Report

Student Full Time Equivalent (FTE) Enrollment Report of

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

And independent Auditor's Report thereon Year ended March 31, 2023



KPMG LLP 177 Victoria Street, Suite 400 Prince George BC V2L 5R8 Canada Telephone (250) 563-7151 Fax (250) 563-5693

INDEPENDENT PRACTITIONER'S REASONABLE ASSURANCE REPORT

To the Board of Governors of the University of Northern British Columbia and the Minister of the Ministry of Advanced Education, Skills and Training, Province of British Columbia

We have undertaken a reasonable assurance engagement of the accompanying Student Full-Time Equivalent (FTE) Enrollment Report ("subject matter information") of the University of Northern British Columbia ("the Entity") for the year ended March 31, 2023.

Management's Responsibility

Management is responsible for the preparation and presentation of the subject matter information in accordance with the requirements of the Ministry of Advanced Education, Skills and Training as set out in its *Student FTE Enrolment Reporting Manual for Institutions in the BC Post-Secondary Central Data Warehouse* effective April 1, 2005 and as last modified in April 2023 ("applicable criteria").

Management is also responsible for such internal control as management determines necessary to enable the preparation and presentation of the subject matter information that is free from material misstatement, whether due to fraud or error.

Practitioner's Responsibilities

Our responsibility is to express a reasonable assurance opinion on the subject matter information based on the evidence we have obtained. We conducted our reasonable assurance engagement in accordance with Canadian Standards on Assurance Engagements (CSAE) 3000, Attestation Engagements Other than Audits or Reviews of Historical Financial Information. This standard requires that we plan and perform this engagement to obtain reasonable assurance about whether the subject matter information is free from material misstatement.

Reasonable assurance is a high level of assurance, but is not a guarantee that an engagement conducted in accordance with this standard will always detect a material misstatement when it exists.



Page 2

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users of our report.

The nature, timing and extent of procedures performed depends on our professional judgment, including an assessment of the risks of material misstatement, whether due to fraud or error, and involves obtaining evidence about the subject matter information.

We believe the evidence we obtained is sufficient and appropriate to provide a basis for our opinion.

Practitioner's Independence and Quality Control

We have complied with the relevant rules of professional conduct/code of ethics applicable to the practice of public accounting and related to assurance engagements, issued by various professional accounting bodies, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

The Firm applies Canadian Standard on Quality Control 1, Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance Engagements and, accordingly, maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Opinion

In our opinion, the subject matter information of the University of Northern British Columbia for the year ended March 31, 2023 is prepared, in all material respects, in accordance with the applicable criteria.

Specific Purpose of Subject Matter Information

The subject matter information has been prepared in accordance with the applicable criteria referred to above.

As a result, the subject matter information may not be suitable for another purpose.

Restriction on Use and Distribution

Our report is intended solely for the Board of Governors of the University of Northern British Columbia and the Minister of the Ministry of Advanced Education, Skills and Training, and should not be used by, or distributed to, other parties.

Chartered Professional Accountants

LPMG LLP

Prince George, Canada May 15, 2023

	2022/23 Final FTE Report for Post-Secondary Finance	!			Date Reported:	April 28, 202	3	
	University of Northern British Columbia			ı	nstitution Contact:	Dr. Wendy R	odgers, VP Academic & Provost	
	FTE Targets as at March 31, 2023				Email: wendy.rodgers@unbc.ca			
			Phone Number:	250-960-561	1			
	Section 1 Program Level Details							
Graduate	PROGRAM	Ministry Code	CIP Code	FTE Target	FTE Actuals	Utilization	Comments	
	Bachelor of Science in Nursing	NURS	51.3801	278	286	103%		
	Bachelor of Science in Nursing (Northern Baccalaureate	NURS	51.3801					
3	Nursing Program)		51.3805	38 40	19	50%		
3 3	Nurse Practitioner Masters in Nursing	NURS NURS	51.3801	10	49 7	122% 73%		
3	Rural Nursing with Remote Certification	NURS	51.3811	24	13	54%		
3	Other Graduate Level Health Sciences	HLTH	51.0000	21	37	174%		
	Civil and Environmental Engineering (Degrees)	AVED	14.08	280	93	33%		
3	AVED graduate level (Masters or Doctoral) balance	AVED	Multiple	414	406	98%		
		AVED	Multiple				includes 29.07 FTE continuing studies for credit and 36.1FTE exist	
	AVED all other programs			2,647 3,752	1,595	60% 66.7%	delivery engineering (unbc/ubc joint EVEN)	
	Total Ministry			3,752	2,504	66.7%		
	Section 2 SkilledTradesBC Trades Training							
	Section 3 International Not Reported in Section 1 Abo	ve						
Graduate	PROGRAM				FTE Actuals		Comments	
3	International graduate level (Masters or Doctoral)			_	49 253		includes undeclared GR 1.11FTE	
	International all other (e.g.Baccalaureate,certificate) Total International			-	301			
	Total international							
	Section 4 Total Enrolment							
	PROGRAM	Ministry Code	CIP Code	FTE Target	FTE Actuals	Utilization	Comments	
	Total Ministry			3,752	2,504	67%		
	Total STBC			0	0			
	Total Domestic			3,752	2,504			
	Total International			_	301			
	Total Domestic and International				2,806			
	Section 5 Supplementary Information							
Graduate	SUPPLEMENTARY INFORMATION	Ministry Code	CIP Code	FTE Target	FTE Actuals	Utilization	Comments	
G	Total graduate level (Masters or Doctoral) included in	Multiple	Multiple	485	499			
3	section 1			403		103%		
	Health Externally Funded Domestic sources	Multiple	51.0000	_	0		funding support from sources other than the Ministry	
	Health Externally Funded International sources	Multiple	51.0000		7		funding support from sources other than the Ministry (international tuition FTEs)	
	,						11207	
3	International Reported in Section 1 Above (Domestic	Multiple	Multiple		141			
	Tuition) graduate level (Masters or Doctoral)							
	International Reported in Section 1 Above (Domestic	Multiple	Multiple		22			
	Tuition) all other (e.g. baccalaureate, certificate)							
	Online Delivery Domestic All programs	Multiple	Multiple		725			
	Online Delivery Domestic All programs Online Delivery International All programs	Multiple	Multiple Multiple		725 58			
	Online Delivery International All programs			-				
	Online Delivery International All programs Official Languages Education French Language		Multiple	-				
	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2)	Multiple	Multiple 05.0124	-				
	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or		Multiple 05.0124 13.1325	-				
	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the	Multiple	Multiple 05.0124 13.1325 13.1402	=	58			
	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the Faculty of Arts in collaboration with the Faculty of	Multiple	Multiple 05.0124 13.1325	_	58			
	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the	Multiple	Multiple 05.0124 13.1325 13.1402	_	58			
	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the Faculty of Arts in collaboration with the Faculty of Education for students planning to be teachers of Core French, French Immersion or Francophone Programs.	Multiple AVED	Multiple 05.0124 13.1325 13.1402 55		58			
	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the Faculty of Aris in collaboration with the Faculty of Education for students planning to be teachers of Core French, French Immersion or Francophone Programs. Section 6 <to 1,3="" 5="" and="" combine="" components="" for<="" of="" sections="" td=""><td>Multiple AVED</td><td>Multiple 05.0124 13.1325 13.1402 55</td><td></td><td>0</td><td></td><td></td></to>	Multiple AVED	Multiple 05.0124 13.1325 13.1402 55		0			
Graduate	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the Faculty of Arts in collaboration with the Faculty of Education for students planning to be teachers of Core French, French Immersion or Francophone Programs. Section 6 <to 1,3="" 5="" and="" combine="" combined<="" components="" for="" of="" sections="" td=""><td>AVED RRU, SFU, UBC, U</td><td>Multiple 05.0124 13.1325 13.1402 55</td><td>FTE Target</td><td>0 FTE Actuals</td><td>Utilization</td><td>Comments</td></to>	AVED RRU, SFU, UBC, U	Multiple 05.0124 13.1325 13.1402 55	FTE Target	0 FTE Actuals	Utilization	Comments	
Graduate	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the Faculty of Arts in collaboration with the Faculty of Education for students planning to be teachers of Core French, French Immersion or Francophone Programs. Section 6 <to 1,3="" 5="" above<="" and="" combine="" combined="" components="" for="" in="" international="" of="" reported="" section="" sections="" td=""><td>AVED RRU, SFU, UBC, U</td><td>Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC></td><td>FTE Target</td><td>0 FTE Actuals</td><td>Utilization</td><td>Comments</td></to>	AVED RRU, SFU, UBC, U	Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC>	FTE Target	0 FTE Actuals	Utilization	Comments	
Graduate	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the Faculty of Arts in collaboration with the Faculty of Education for students planning to be teachers of Core French, French Immersion or Francophone Programs. Section 6 <to 1,3="" 5="" above="" above<="" and="" combine="" combined="" components="" for="" in="" international="" of="" reported="" section="" sections="" td=""><td>AVED RRU, SFU, UBC, U</td><td>Multiple 05.0124 13.1325 13.1402 55</td><td>FTE Target</td><td>68 0 FTE Actuals 162 301</td><td>Utilization</td><td>Comments</td></to>	AVED RRU, SFU, UBC, U	Multiple 05.0124 13.1325 13.1402 55	FTE Target	68 0 FTE Actuals 162 301	Utilization	Comments	
	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the Faculty of Arts in collaboration with the Faculty of Education for students planning to be teachers of Core French, French Immersion or Francophone Programs. Section 6 <to 1,3="" 3="" 5="" above="" and="" combine="" combined="" components="" for="" in="" international="" international<="" of="" reported="" section="" sections="" td="" total=""><td>AVED RRU, SFU, UBC, U</td><td>Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC></td><td></td><td>62 301 464</td><td></td><td>Comments</td></to>	AVED RRU, SFU, UBC, U	Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC>		62 301 464		Comments	
	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the Faculty of Arts in collaboration with the Faculty of Education for students planning to be teachers of Core French, French Immersion or Francophone Programs. Section 6 <to (masters="" 1,3="" 3="" 5="" above="" and="" aved="" combine="" combined="" components="" doctoral)<="" for="" graduate="" in="" international="" level="" of="" or="" reported="" section="" sections="" td="" total=""><td>AVED RRU, SFU, UBC, U</td><td>Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC></td><td>FTE Target 485 3,267</td><td>68 0 FTE Actuals 162 301</td><td>Utilization 103% 61%</td><td>Comments</td></to>	AVED RRU, SFU, UBC, U	Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC>	FTE Target 485 3,267	68 0 FTE Actuals 162 301	Utilization 103% 61%	Comments	
	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the Faculty of Arts in collaboration with the Faculty of Education for students planning to be teachers of Core French, French Immersion or Francophone Programs. Section 6 <to 1,3="" 3="" 5="" above="" and="" combine="" combined="" components="" for="" in="" international="" international<="" of="" reported="" section="" sections="" td="" total=""><td>AVED RRU, SFU, UBC, U</td><td>Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC></td><td>485</td><td>FTE Actuals 162 301 464 499</td><td>103%</td><td>Comments</td></to>	AVED RRU, SFU, UBC, U	Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC>	485	FTE Actuals 162 301 464 499	103%	Comments	
	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the Faculty of Arts in collaboration with the Faculty of Education for students planning to be teachers of Core French, French Immersion or Francophone Programs. Section 6 <to (masters="" 1,3="" 3="" 5="" 7="" above="" all="" and="" aved="" by="" combine="" combined="" components="" doctoral)="" for="" graduate="" grouping<="" in="" international="" level="" of="" or="" other="" program="" programs="" reported="" section="" sections="" summary="" td="" total=""><td>AVED RRU, SFU, UBC, U</td><td>Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC></td><td>485 3,267</td><td>FTE Actuals 162 301 464 499 2,005</td><td>103% 61%</td><td>Comments</td></to>	AVED RRU, SFU, UBC, U	Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC>	485 3,267	FTE Actuals 162 301 464 499 2,005	103% 61%	Comments	
	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the Faculty of Arts in collaboration with the Faculty of Education for students planning to be teachers of Core French, French Immersion or Francophone Programs. Section 6 <to (masters="" 1,3="" 3="" 5="" 7="" above="" all="" and="" aved="" by="" combine="" combined="" components="" doctoral)="" for="" graduate="" grouping="" grouping<="" in="" international="" level="" of="" or="" other="" program="" programs="" reported="" section="" sections="" summary="" td="" total=""><td>AVED RRU, SFU, UBC, U</td><td>Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC></td><td>485 3,267 FTE Target</td><td>FTE Actuals 162 301 464 499 2,005</td><td>103% 61% Utilization</td><td></td></to>	AVED RRU, SFU, UBC, U	Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC>	485 3,267 FTE Target	FTE Actuals 162 301 464 499 2,005	103% 61% Utilization		
	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the Faculty of Arts in collaboration with the Faculty of Education for students planning to be teachers of Core French, French Immersion or Francophone Programs. Section 6 <to (masters="" 1,3="" 3="" 5="" 7="" above="" all="" and="" aved="" by="" combine="" combined="" components="" doctoral)="" for="" graduate="" grouping="" health<="" in="" international="" level="" of="" or="" other="" program="" programs="" reported="" section="" sections="" summary="" td="" total=""><td>AVED RRU, SFU, UBC, U</td><td>Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC></td><td>485 3,267 FTE Target 411</td><td>FTE Actuals FTE Actuals 2,005 FTE Actuals 410</td><td>103% 61% Utilization 99.8%</td><td></td></to>	AVED RRU, SFU, UBC, U	Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC>	485 3,267 FTE Target 411	FTE Actuals FTE Actuals 2,005 FTE Actuals 410	103% 61% Utilization 99.8%		
Graduate G	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the Faculty of Arts in collaboration with the Faculty of Education for students planning to be teachers of Core French, French Immersion or Francophone Programs. Section 6 <to (masters="" 1,3="" 3="" 5="" 7="" above="" all="" and="" aved="" by="" combine="" combined="" components="" doctoral)="" expansion<="" for="" graduate="" grouping="" health="" in="" international="" level="" of="" or="" other="" program="" programs="" reported="" section="" sections="" summary="" td="" tech="" total=""><td>AVED RRU, SFU, UBC, U</td><td>Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC></td><td>485 3,267 FTE Target 411 280</td><td>FTE Actuals 162 301 464 499 2,005 FTE Actuals 410 93</td><td>103% 61% Utilization 99.8% 33.1%</td><td></td></to>	AVED RRU, SFU, UBC, U	Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC>	485 3,267 FTE Target 411 280	FTE Actuals 162 301 464 499 2,005 FTE Actuals 410 93	103% 61% Utilization 99.8% 33.1%		
	Online Delivery International All programs Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the Faculty of Arts in collaboration with the Faculty of Education for students planning to be teachers of Core French, French Immersion or Francophone Programs. Section 6 <to (masters="" 1,3="" 3="" 5="" 7="" above="" all="" and="" aved="" by="" combine="" combined="" components="" doctoral)="" for="" graduate="" grouping="" health<="" in="" international="" level="" of="" or="" other="" program="" programs="" reported="" section="" sections="" summary="" td="" total=""><td>AVED RRU, SFU, UBC, U</td><td>Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC></td><td>485 3,267 FTE Target 411</td><td>FTE Actuals FTE Actuals 2,005 FTE Actuals 410</td><td>103% 61% Utilization 99.8%</td><td></td></to>	AVED RRU, SFU, UBC, U	Multiple 05.0124 13.1325 13.1402 55 NBC and UVIC>	485 3,267 FTE Target 411	FTE Actuals FTE Actuals 2,005 FTE Actuals 410	103% 61% Utilization 99.8%		



BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 22, 2023	
Agenda Item:	6.ii. Governance and Human Resources Report	
Material:	Governance and Human Resources Committee	



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

Submitted by: Catherine Wishart

Date(s) of meetings since last report: March 24 (e-vote on appointment), May 29 (e-vote on

appointment), June 7, 2023

Topics reviewed and recommendations made:

1. Governance

- o Reviewed the draft Board Appointment Delegation policy.
- Reviewed recommended amendment to the University Advancement Advisory Board terms of reference.
- Reviewed Board agendas.
- Reviewed annual Board schedule.
- Reviewed annual Governance Action Items Update.
- Reviewed Indigenous Membership Verification Plan (interim and long-term).
- Recommendations to the Board:
 - MOU with LaSalle College
 - Delegation of Board Appointment Delegation policy.
 - Revised TOR for University Advancement Advisory Board.

2. Human Resources

- Reviewed new administration appointments.
- Reviewed executive compensation for the President.
- Reviewed annual report on harassment and discrimination.
 - Discussion re expanding information available in this report to be able to identify trends or consistent areas of concern.
- Recommendations to the Board:
 - New administration appointments.
 - President's compensation.



Governance Action Items Update June 2023

Action Item	Current Status
1. Complete new Strategic Plan and Vision	Underway with excellent community response and engagement. Expect completion by early summer with roll-out in fall 2023.
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 examples of actual and apparent conflicts of interest should be included.	Continuing. Initiated with transfer of existing materials to Teams site. BOG sessions on bicameral governance, university finances, academic matters, and student enrolment recorded in fall/winter 2023 for on-going use. Several board members participated in the April 2023 provincial Post-Secondary Board Governance Workshops, hosted by the Ministry of Post-Secondary Education and Future Skills. The provincial government has updated their
	general certificate units for board members, and the Ministry of Post-secondary Education and Future Skills updated its orientation for Board members.
3. In consultation with 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. Will likely connect to the University Advancement Advisory Board work, which begins in fall 2023.
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 externals risk landscape, and other topics essential for informed decision making on matters expected to come to the Board in the governance year.	Complete and on-going. Held October 2022 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.	Complete for 2022-23 academic year; set in June 2022. To be reported on in June 2023, with goals for 2023-24 developed and presented for review.
6. Specific Board-related policies be reviewed, revised, or developed as necessary, including: Procedures for Presidential Review; the President	Underway. Policy schedule for 2022-23 has been developed. Three first drafts (presidential review, president search



Search Procedures; Search Committees for Academic Vice-Presidents and other Senior Academic Administrators Procedures; Appointment of Senior Academic and Administrative 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.	procedures, delegation of Board authority) went to Governance & Human Resources Committee in January 2023 and are in the consultation stage. Policies on employment equity, intentional diversity hiring, and procedures for academic vice-presidents and other senior academic administrator selection and review, along with the updated exempt handbook (administrator employment standards) were approved by the Board in March 2023.
7. The Audit and Risk Committee develops a process for annual evaluation of the function and functioning of the Board and its committees.	Committee developed a draft survey process and tested it in May 2023, with results to go to the Board in June 2023.
8. Re-instate the Advisory Committee on Advancement, with a northern focus and an updated mandate.	Terms of reference for the University Advancement Advisory Board approved at January 2023 Board of Governors meeting. Recommended membership will be presented to the Board at the June 2023 Board of Governors meeting, with UAAB work to begin in fall 2023.
9. Advance the UNBC Land Trust structure and governance model.	Underway. Work continues between administration and the Land Development Corporation. Information on the Land Trust is readily available to Board members on the SharePoint site.



BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 22, 2023	
Agenda Item:	Board of Governors Appointment Delegation Policy	
g		
Material:	Board of Governors Appointment Delegation Policy	
Motion:	That, on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the Board of Governors Appointment Delegation Policy, as presented.	



Policy

BOARD OF GOVERNORS APPOINTMENT DELEGATION POLICY Number: GV 4

Classification: Governance

Approving Authority: Board of Governors **Designated Executive Officer:** President

Effective Date: Supersedes: N/A

Date of Last Review/Revision: May 2023

Mandated Review Date: May 2030

Associated Procedures: N/A

BACKGROUND

Table of Contents

1.0

2	PURPOSE	2.0
2	SCOPE	3.0
3	POLICY	4.0
3	REPORTING	5.0
4	AUTHORITIES AND OFFICER	6.0
4	RELEVANT LEGISLATION	7.0
ASSOCIATED DOCUMENTS5	RELATED POLICIES AND OT	8.0



1.0 BACKGROUND

The *University Act* empowers the Board of Governors to make appointments at the University. To facilitate the efficient management, administration and control of the University, the Board of Governors may delegate some of its powers and confer on the delegate the power and authority to act for the Board.

2.0 PURPOSE

The purpose of this Policy is to establish the authority for specific appointments at the University.

3.0 SCOPE

- 3.1 This policy applies to
 - 3.1.1 faculty, staff, and graduate teaching assistants in job categories which require membership in the following employee groups: Faculty Association, CUPE 3799, AND CUPE 2278;
 - 3.1.2 academic services (including but not limited to research associates, postdoctoral research fellows, research skills development trainees, and research managers);
 - 3.1.3 senior academic and administrative officers other than the president and vice-presidents, including, but not limited, the following:
 - associate vice-presidents;
 - ii. vice provosts;
 - iii. executive directors;
 - iv. directors;
 - v. university librarian;
 - vi. deans:
 - vii. university registrar;
 - viii. associate deans; and
 - ix. other similar positions.
 - 3.1.6 exempt administrative employees; and
 - 3.1.7 student employees.
- 3.2 This policy does not apply to guest lecturers.

[GV 4]



- 3.3 Any positions not specifically named in this Policy continue to be appointed by the Board of Governors, or as may be set forth in other policies. These include, but are not limited to, the following:
 - President
 - Vice-Presidents (Academic and Administrative)

4.0 POLICY

- 4.1 Delegation of Authority
 - 4.1.1 The Board of Governors delegates to the President or designate the authority to appoint:
 - i. faculty requiring membership to the Faculty Association;
 - ii. academic and administrative associate vice-presidents, and vice provosts;
 - iii. administrative executive directors, directors and managers; and
 - iv. university librarian, deans, university registrar, associate deans, and academic directors;
 - 4.1.2 The Board of Governors delegates the appropriate Vice President or designate the authority to appoint the following positions:
 - i. academic services:
 - ii. staff requiring membership to CUPE 3799 or CUPE 2278;
 - iii. exempt administrative employees; and
 - iv student employees.

5.0 REPORTING

- 5.1 In September of each year, or as otherwise requested by the Board of Governors, the President or their designate provides the Board of Governors a report of specific delegated appointments from the past 12 months. The report must include the following permanent or regular delegated appointments:
 - tenure and tenure-track faculty appointments;
 - all other regular or on-going faculty appointments;
 - academic and administrative associate vice-presidents, and vice-provosts;
 - deans, academic directors, university librarian and university registrar;
 - administrative executive directors, directors and managers;
 - all other administrative positions (CUPE and exempt); and



- all academic services positions.
- 5.2 Summary reporting is to include the following:
 - 5.2.1 Individual names and appointments for:
 - o tenure or tenure-track faculty appointments
 - academic and administrative associate vice-presidents, and viceprovosts;
 - deans, academic directors, university librarian and university registrar;
 and
 - o administrative executive directors and directors.
 - 5.2.2 Amalgamated information for all positions, including:
 - numbers of positions vacated;
 - o number of new positions created;
 - o number of positions filled;
 - number of difficult-to-fill permanent positions (vacant more than four months); and
 - o any positions for which standard search procedures were not followed.
 - 5.2.3 EDI information by amalgamated appointment group outlined in section 5.1:
 - Number of applicants
 - Number of self-identified Indigenous or EDI applicants
 - Number of self-identified Indigenous or EDI applicants interviewed
 - Number of Indigenous or EDI individuals hired
- 5.3 The Board of Governors may, from time to time, request additional reports regarding appointments covered by this Policy.

6.0 AUTHORITIES AND OFFICERS

The authorities and officers for this policy are as follows:

Approving Authority: Board of Governors Designated Executive Officer: President

Procedural Authority: President

Procedural Officer: Senior Governance Officer

7.0 RELEVANT LEGISLATION

BC's University Act [RSBC 1996] c. 468



8.0 RELATED POLICIES AND OTHER ASSOCIATED DOCUMENTS

- 8.1 Vice-Presidents and Other Senior Academic Administrators Selection and Review Procedures (GV 3.1)
- 8.2 Existing selection procedures that reference Board approval. Upon approval of the Board of Governors, the authority delegated in this policy is paramount and the following procedures will require resulting updates:
 - 8.2.1 Selection Procedures for Director Student Services (2002)
 - 8.2.2 Selection Procedures for the Chair of Physical Therapy Program (2008)
 - 8.2.3 Selection Procedures for Associate Vice President Medicine at UNBC and Assistant Dean of Medicine UBC (2002)
- 8.3 Existing selection procedure that does not reference Board approval or notification: 8.3.1 *Appointment of Acting Administrators* 2008





BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 22, 2023	
Agenda Item:	6.ii.b. University Advancement Advisory Board	
Material:	Appendix II – Terms of Reference - UAAB	
Motion:	That, on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the revised membership for the University Advancement Advisory Board.	



Appendix II – Terms of Reference

University Advancement Advisory Board (UAAB)

Approving Authority: Board of Governors

Effective Date:

Date of Last Review/Revision: January 2023

Table of Contents

1.	MEMBERSHIP	1
2.	MEETING FREQUENCY	1
3.	DUTIES AND RESPONSIBILITIES	2
4.	CONDUCT AND CONFLICT OF INTEREST	2
5.	REVIEWS	3
6.	REPORTING	3
7	COMMITTEE SUPPORT	-



1. MEMBERSHIP

- 1.1 The membership of the University Advancement Advisory Board (UAAB) consists of the following:
 - Board of Governors OIC Member <u>appointed</u> by the Chair of the Board of Governors (Chair of UAAB)
 - President and Vice-Chancellor
 - Senior administrator responsible for Advancement activities
 - A Member of the Alumni Council to be appointed by the Alumni Council
 - Minimum of seven and up to ten Members, who represent a diversity of regional, national, and international businesses and organizations with a demonstrated commitment to northern BC.
- 1.2 Other individuals may be invited by the UAAB Chair to attend all or any part of a meeting.
 - Executive Director, Strategy and Staff (Committee Secretary)
 - Development Officer (Recording Secretary)
- 1.3 Any member of the Board of Governors (Board) or UAAB may nominate an individual for membership on the UAAB by forwarding the name of the nominee and appropriate supporting information to the UAAB Committee Secretary.
- 1.4 UAAB members must be recommended to the Finance and Investment Committee, who recommend approval to the Board.
- 1.5 The term of appointment of members of UAAB is three years, renewable for an additional two terms up to a maximum of nine years.
- 1.6 In the event that a UAAB member is also a Board member and is removed from the Board, they will be removed from the UAAB.

2. MEETING FREQUENCY

2.1 UAAB meets at least three times annually. Additional meetings may be called by the Chair.



3. DUTIES AND RESPONSIBILITIES

UAAB is established by the Board and is accountable to the Board through the UAAB Chair. UAAB advises and assists the Board in advancing the mission and reputation of the University through community and business relations, alumni engagement, fundraising, donor relations and stewardship, and government relations. The responsibilities of UAAB include the following:

- 3.1 provide introductions to further develop prospects in support of the strategic plan;
- 3.2 connect the University to regional, national and international individuals, businesses and organizations for the purpose of enhancing relationships, fundraising, fostering partnerships and positive connections to the University;
- identify opportunities for the University related to fundraising, special project development, recruitment, and alumni relations;
- 3.4 provide guidance and support to ensure the University safeguards and enhances its reputation, identity, brand, and profile;
- 3.5 where appropriate, invite friends of the University to support advancement initiatives;
- 3.6 propose and evaluate fundraising initiatives;
- 3.7 provide advice on the stewardship of donors;
- 3.8 advise on the development of relevant policies; and
- 3.9 provide relevant reports for the University community and the Board.

4. CONDUCT AND CONFLICT OF INTEREST

- 4.1 Given the high-profile role of the UAAB and the confidential nature of information that may be made available to the UAAB, members are required to agree to the terms of a Code of Conduct, which includes confidentiality and conflict of interest provisions.
- 4.2 Should an individual not do so independently, the Chair has the authority to direct any member of the UAAB to recuse themselves from a meeting, or discussion within a meeting, should the Chair believe that such member has a real or potential conflict of interest with respect to any subject or material to be reviewed or addressed by the UAAB.



5. REVIEWS

UAAB conducts an annual self-assessment of its performance against these Terms of Reference and reports its findings to the Finance and Investment Committee of the Board, and may recommend amendments to the Terms of Reference to that Committee.

6. REPORTING

The UAAB provides relevant reports at a minimum twice annually to the Board through the Finance and Investment Committee.

7. COMMITTEE SUPPORT

The Executive Director, Strategy and Staff, is the Committee Secretary, and the Development Officer is the Recording Secretary and provides administrative support to UAAB.



BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 22, 2023	
Agenda Item:	6.ii.c. Memorandum of Understanding	
rigenda Item.	onice internorandam of onderstanding	
Material:	MOU – LaSalle College Vancouver Inc.	
Motion:	That, on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the Memorandum of Understanding between UNBC and LaSalle College Vancouver as proposed by the UNBC Senate.	



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

S-202305.36

SENATE COMMITTEE ON ACADEMIC AFFAIRS

PROPOSED MOTION

Motion: That the Memorandum of Understanding between UNBC and LaSalle College

Vancouver Inc. be approved as proposed.

Effective Date: Upon entering into the agreement (date of signatures)

Rationale: To join efforts to develop projects and assess opportunities for mutually beneficial collaboration.

Motion proposed by: Dr. Wendy Rodgers

Academic Program: Initially School of Business, but not exclusive

Implications for Other Programs / Faculties? Dependent upon project detail

Faculty(ies): Initially Business and Economics, but not exclusive

Faculty Council / Committee Motion Number(s): Not applicable

Faculty Council / Committee Approval Date(s): Not applicable

Attachment Pages (if applicable): ____5__ pages

INFORMATION TO MEETING	BE COMPLETED AFTER SEN	ATE COMMITTEE ON ACADEMIC AFFAIRS
Brief Summary of	Committee Debate:	
Motion No.:	SCAAF 202305.36	
Moved by: Wendy	Rodgers	Seconded by: Rebecca Schiff
Committee Decisi	on: CARRIED	
Approved by SCA	AF: May 17, 2023 Date	Chair's Signature
For recommendat	ion to $\underline{\hspace{1cm}}$, or information	of Senate.

Page 1 of 1 Template Updated: April 2021



MEMORANDUM OF UNDERSTANDING

THIS MEMORANDUM OF UNDERSTANDING ("MOU"), dated as of May ___, 2023, is made and entered by and between:

University of Northern British Columbia, a corporation continued under the University Act of British Columbia, having an office at 3333 University Way, Prince George, BC V2N 4Z9, ("UNBC")

and

LaSalle College Vancouver Inc incorporated under the laws of British Columbia, Canada, with its registered office located at 2665 Renfrew Street, Vancouver, BC V5M 0A7 ("LCV").

UNBC and LCV shall hereinafter individually be referred to as a "Party" and collectively as the "Parties".

WHEREAS UNBC is a publicly funded research university legislated by the province of British Columbia;

WHEREAS LCV is considered a boutique-design school offering applied arts programs that help graduates build rewarding, lifelong careers with more than 30 programs located at Vancouver (the "Territory");

WHEREAS the Parties intend to join efforts to develop projects and assess opportunities in collaboration as contemplated hereafter in the Territory (the "Project(s)");

WHEREAS the Parties understand and acknowledge that this agreement merely constitutes a statement of their mutual intentions and discussions in connection with Projects, and therefore does not constitute a binding agreement upon any party;

WHEREAS the terms and conditions of this MOU are valid and effective from the date on which the MOU is entered into by the Parties;

NOW, THEREFORE, in consideration of the premises and mutual covenants herein contained, the Parties hereby agree as follows:

1. PURPOSE

1.1. The purpose of this MOU is to register and regulate the initial understandings of the Parties in connection with any Project. It is understood that the terms and conditions of an eventual agreement for a specific Project ("Participation Agreement") will be negotiated and contracted between the parties at a later date.

2. TERM AND NEGOTIATION CONDITIONS

- 2.1. This MOU will be in effect for a period of two (2) years expiring April 30, 2025 (the 'Term").
- 2.2. The Parties agree to make reasonable efforts to reach a Participation Agreement on each

proposed Project.

- 2.3. The Parties shall have six (6) months from the first proposal of each Project to arrive at a Participation Agreement for the individual Project.
- 2.4. The initial Project under consideration includes the following:
 - ➤ Create an articulation agreement with LCV Associate of Arts Business Concentration to a Bachelor level UNBC business-related degree;
 - ➤ Discuss potential co-delivery of a business-related Bachelor degree;
 - > Discuss pathways to and from LCV credentials to UNBC credentials; and
 - > Discuss mutually beneficial financial models including net revenue sharing.

3. COSTS AND EXPENSES

3.1. Each Party shall bear its own costs and expenses incurred that are related to this MOU and to any Definitive Agreement.

4. INTELLECTUAL PROPERTY

4.1. The Parties agree that all intellectual property including but not limiting trademarks, copyright, patents, design rights and know-how related to the Project belong to the party who developed such intellectual property, being liable to any damages caused as a result of a breach to this provision.

5. CONFIDENTIALITY

- 5.1. "Confidential Information" means any information provided by one Party (the "Provider") to the other (the "Recipient") relating to a Project, whether written or otherwise. In order to constitute Confidential Information for the purposes of this Agreement, the Provider must clearly identify such information in writing as being confidential, or if the disclosure takes place orally or in some other non-tangible form, the Provider must summarize it in writing and identify it as being confidential within ten (10) days of the disclosure. Furthermore, such information will not be considered Confidential Information for the purposes of this Agreement if and when it:
 - (i) is made subject to an order by judicial or administrative process requiring it to be disclosed;
 - (ii) is published or becomes available to the general public other than through a breach of this Agreement;
 - (iii) is obtained by the Recipient from a third party with a valid right to disclose it, provided that said third party is not under a confidentiality obligation to the Provider;
 - (iv) is independently developed by employees, agents or consultants of the Recipient who had no knowledge of or access to the Confidential Information; or
 - (v) was possessed by the Recipient prior to its receipt from the Provider

In accordance with the Freedom of Information and Protection of Privacy Act, R.S.B.C. 1996, c. 165, ("FIPPA"), the Recipient will keep and use all Confidential Information in confidence solely for the purpose set forth in this agreement and any subsequent Participation Agreement will not disclose any part of Confidential Information to any person, firm, corporation, or other entity. Without limiting the generality of the foregoing, the Recipient will not use, manufacture, or sell Confidential Information or any device or

means incorporating any Confidential Information, and will not use any Confidential Information as the basis for the design or creation of any device or means beyond the scope of the Project. Notwithstanding any termination or expiration of this Agreement, the obligations of confidentiality in this section will survive and continue to be binding upon the Recipient, its successors, and assigns until three (3) years after such termination or expiration.

5.2. LCV acknowledges that the University is subject to the access and privacy provisions of the FIPPA which creates a right of access to records under the custody and control of public bodies subject to specific, limited exceptions.

6. TERMINATION

- 6.1. Either Party can withdraw from this MOU at any time with no penalty by delivering a 30-day prior written notice to the other Party.
- 6.2. This MOU shall be automatically terminated after the Term or upon the occurrence of any of the following events:
 - 6.2.1. issuance of a withdrawal notice by either Party, whether with or without fair cause;
 - 6.2.2. in case an Event of Default takes place.
- 6.3. Each of the following events shall constitute an "Event of Default":
 - 6.3.1. a Party commits any substantial breach of any of the terms or conditions of, or omits to perform or observe any of its substantial undertakings or obligations under this MOU and the same shall not have been remedied within ten (10) days of the relevant Party being notified of such breach or omission;
 - 6.3.2. a Party's participation in the Project is prevented or materially restricted by the action of any government of state or agency of the same;
 - 6.3.3. a Party suffers financial distress to the extent of a creditor taking possession of any substantial part of the business, or any action is taken or legal proceeding started pursuant to the bankruptcy or insolvency of a Party, or the winding-up, liquidation or dissolution of a Party and/or a Party suspends or ceases to carry on its business.

7. NOTICE

7.1. Except as otherwise specifically provided, all notices authorized or required between the Parties by any of the provisions of this MOU, shall be in writing, in English and delivered in person or by courier service or by electronic mail and addressed to such Parties as designated below. A notice given under any provision of this MOU shall be deemed delivered only when received by the Party to whom such notice is directed, and the time for such Party to deliver any notice in response to such originating notice shall run from the date the originating notice is received. "Received" for purposes of this Section shall mean actual delivery of the notice to the address of the Party to be notified specified in accordance with this section. Each Party shall have the right to change its address at any time and/or designate that copies of all such notices be directed to another person at another address, by giving written notice thereof to the other Party.

UNBC

3333 University Way Prince George, BC V2N 4Z9 Or by email to: Dr. Geoff Payne (Geoff.payne@unbc.ca)

LaSalle College Vancouver Inc

2665 Renfrew Street
Vancouver, BC V5M 0A7
Or by email to:
Dr. Jason Dewling, President Western Canada and Asia Pacific (idewling@lasallecollegevancouver.com)

8. GOVERNING LAW AND DISPUTE RESOLUTION

This MOU shall be governed by, and be construed in accordance with, the laws of the Province of British Columbia and the laws of Canada applicable in British Columbia, which shall be deemed to be the proper law of this Agreement.

9. MISCELLANEOUS

- 9.1. **Assignment**. Neither Party shall assign any of its rights and/or obligations in this MOU to any third party without the prior written consent of the other Party.
- 9.2. **Amendment**. This MOU may not be amended or modified except by written agreement signed by each of the Parties.
- 9.3. **Severability**. Any provision in this MOU that is illegal, void or unenforceable will be ineffective to the extent only of such illegality, voidness or unenforceability and such illegality, will not invalidate any other provision of this MOU.
- 9.4. **No Waiver**. Any failure of either Party to enforce any of the provisions of this MOU or to require compliance with any of its terms at any time during the term of this MOU shall in no way affect the validity of this MOU, or any part hereof, and shall not be deemed a waiver of the right of such Party thereafter to enforce any and each such provisions.
- 9.5. **Headings**. Titles and headings of all Sections of this MOU are for convenience of reference and do not form a part of this MOU and shall not in any way affect the interpretation of this MOU.
- 9.6. **Third-Party Beneficiaries**. The provisions of this MOU are intended for the sole benefit of the Parties hereto and their respective successors and permitted assigns, and no other person shall have any rights hereunder.
- 9.7. **Entire Agreement**. This MOU constitutes the entire agreement between the Parties hereto in regard to the subject matter hereof, and supersedes any and all prior agreements, communications and understandings, whether written or oral, regarding such subject matter.

UNBC LCV cont.

- 9.8. **Counterparts**. This MOU may be executed in more than one counterpart, each of which shall be deemed to be an original, and all of which together shall constitute one and the same document.
- 9.9. **Third parties.** Any commercial arrangement with third parties shall be subject to separate legally binding agreements as agreed by the Parties.
- 9.10. **Independent Parties.** Each Party hereby declares to be an independent contractor, with no employment relationship between UNBC and the persons employed by the LCV.

By signing below, the Parties agree to the terms of this MOU as of the day and year first above written.

For LaSalle College Vancouver Inc

For University of Northern British
Columbia

Name: Dr. Jason Dewling

Name: Dr. Geoff Payne

Title: President, Western Canada Asia Pacific Title: President and Vice Chancellor



BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 22, 2023	
Agenda Item:	6.iii. Finance and Investment Committee Report	
Material:	Finance and Investment Committee Report to UNBC Board of Governors	



Finance and Investment Committee Report to the UNBC Board of Governors

Submitted by: Allison Beswick

Dates of meetings since last report: May 15, 2023, June 14, 2023

Topics reviewed and discussed:

1. Motions to be brought forward to the board

- a. Contract Award Recommendations
 - Prince Sheetmetal & Heating Ltd. to install a new roofing system in the Geoffrey R. Weller Library
 - Trane Technologies to improve the life cycle and improve sustainability for the existing chillers.
- b. Contract Renewal
 - o 5-year-contract renewal for TargetX Contract
- c. Other motions
 - UNBC Advancement Advisory Board
 - o Agreements, Scholarships, Bursaries and Awards
 - UNBC Investment Corporation

2. Other Reports and Updates reviewed and discussed

- a. Routine Capital 2022-23 Year End
- b. Northern Sport Centre Ltd. Financials and Annual Report
- c. Endowment Portfolio-Annual Update R. Somani
- d. Land Trust Update



BOARD OF GOVERNORS - Public Session

Meeting Date:	June 22, 2023	
Agenda Item:	6.iii.a. Agreements, Scholarships, Bursaries, and Awards	
	hat, 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 March 2023 to May 2023, as presented.	
Material:	 Senate Committee on Scholarships and Bursaries (SCSB) Proposed Motion For Information Only: Annual Report to Senate of March 29, 2023 	



Motion Number (assigned by SCS):

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Pharmasave Prince

George Scholarship be approved.

Rationale: To activate the Pharmasave Prince George Scholarship 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: Mar 22, 2023

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20230517.04

Moved by: PalmerSeconded by: StathersCommittee Decision:CARRIEDAttachments:2 pages

Approved by SCSB: May 17, 2023

Date Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Pharmasave Prince George Scholarship

Awards Guide Description/Intent: Pharmasave Prince George is proud to support studentathletes with the intention of becoming pharmacists. They stand behind their community with a passion to support students involved in athletics and health sciences, connecting UNBC students with the pharmacy industry.

Donor: Pharmasave Prince George

Value: \$500 Number: One

Award Type: Scholarship

Eligibility: Available to a full-time student-athlete, enrolled in the School of Health Sciences who has completed 60 credit hours. First preference will be given to a student who

demonstrates an interest in becoming a pharmacist.

Criteria: Academic Proficiency

Effective Date: Established 2023

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by

the UNBC Athletics Office



Motion Number (assigned by SCS):	
----------------------------------	--

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Vohora LLP Scholarship

be approved.

Rationale: To activate the Vohora LLP 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: Yes

Date to SCSB: March 17, 2023

*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.: SCSB20230517.05

Moved by: PalmerSeconded by: ZogasCommittee Decision: CARRIEDAttachments: 1 page

Approved by SCSB: May 17, 2023

Date Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Vohora LLP Scholarship

Awards Guide Description/Intent: Founded in Prince Rupert, BC in 1975, Vohora LLP is a full-service chartered professional accounting firm. They have grown significantly and established offices in Vancouver, Surrey, Mission, Terrace and Smithers. Vohora LLP is excited to support and encourage accounting students from northern BC who are interested in entering the accounting industry and pursuing their professional designations.

Donor: Vohora LLP

Value: \$5,000 Number: Two

Award Type: Scholarship

Eligibility: Available to a full-time undergraduate student enrolled in the Bachelor of Commerce program with a declared Major in Accounting who has completed 60 credit hours and is a resident of northern British Columbia. First preference will be given to an Indigenous student.

Criteria: Academic proficiency

Effective Date: Established 2023

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 Access Engineering

Consultants Ltd. Scholarship be approved.

Rationale: To revise the Access Engineering Consultants Ltd. Scholarship

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: March 22, 2023

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20230517.06

Moved by:PalmerSeconded by:HanlonCommittee Decision:CARRIEDAttachments:1 page

Approved by SCSB: May 17, 2023

Date Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Access Engineering Consultants Ltd. Scholarship

Awards Guide Description/Intent: Access Engineering Consultants Ltd. (Access) is a hardworking, values-driven local engineering firm, inspired by the community of Prince George. They are proud to offer this award to an engineering student interested in a career in structural engineering. Access is excited to support the UNBC Engineering Program and contribute to the

growth of the industry in Prince George.

Donor: Access Engineering Consultants Ltd.

Value: \$2,500 Number: One

Award Type: Scholarship

Eligibility: Available to a full-time undergraduate student in the Civil Engineering Program who has completed at least 60 credit hours. First preference will be given to a student who demonstrates <u>an</u> intention of <u>pursuing</u> a career in structural engineering.

Criteria: Academic excellence
Effective Date: Established 2023

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by

the UNBC Awards Office

Deleted: With a passion for innovation,

Deleted: Engineering Consultants Ltd.

Deleted: s

Deleted: having

Deleted:



Motion Number	(assigned by	SCS):	

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the College Heights

Veterinary Clinic Ltd Award be approved.

Rationale: To revise the College Heights Veterinary Clinic Ltd 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: March 28, 2023

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20230517.07

Moved by: Palmer Seconded by: Zogas

Committee Decision: CARRIED Attachments:

Approved by SCSB: May 17, 2023

Date Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: College Heights Veterinary Clinic Ltd Award

Awards Guide Description/Intent: The owners of College Heights Veterinary Clinic came from Argentina to Canada, looking for a better life for their family. They moved to Prince George, <u>and</u> in 2012 opened the<u>ir</u> clinic. They love the life and community in Northern BC, and decided to establish this award for students from low income families who wish to attend UNBC and, if they are doing well, continue to support them for the duration of their diploma/degree. The recipient can be working towards any career and is encouraged to stay in the North after graduation.

Donor: College Heights Veterinary Clinic Ltd

Value: <u>\$1500</u>

Number: One

Award Type: Award

Eligibility: Available to a full-time undergraduate or graduate student who is a resident of Northern British Columbia. First preference will be given to students who plan to pursue a career in Northern British Columbia following their studies.

Criteria: Demonstrated financial need and academic proficiency.

Note: This award is renewable for up to three years, subject to the recipient maintaining the

criteria of academic proficiency for this award.

Effective Date: Established 2020, revised 2023

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation

by the UNBC Awards Office.

Deleted: where,

Deleted: \$1,000

Formatted: Font: Not Bold

Deleted:



Motion Number (assigned by SCS):

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Pretivm Award with a

name change to Newcrest Award be approved.

Rationale: To revise the Pretivm Award 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: March 29, 2023

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: . .

Motion No.: <u>SCSB20230517.08</u>

Moved by: PalmerSeconded by: ZogasCommittee Decision: CARRIEDAttachments: 1 page

Approved by SCSB: May 17, 2023

Date Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Newcrest Award

Awards Guide Description/Intent: Newcrest Mining Ltd. ("Newcrest"), headquartered in Melbourne, Australia, has established a strong presence in northern British Columbia with two operating mines in the region – the Brucejack Mine, located approximately 65 km north of Stewart, and the Red Chris Mine, approximately 80 km south of Dease Lake. Newcrest's vision is to be the Miner of Choice and to be valued by both its people and its communities. As part of this commitment, local hires are given preference for all positions whenever possible, and Newcrest works directly with community employment coordinators to connect locals with job opportunities at the mines and its office in Smithers. The total mine site workforce includes approximately 1,300 people in Brucejack and 1,200 in Red Chris, working on rotation in management, trades, logistics, mining, milling and a spectrum of mine and camp support roles.

With this award, Newcrest wants to support students from northern BC pursuing a degree in Natural Resources, Environmental Studies, Human Resources, Computer Science or Engineering Programs.

Donor: Newcrest Mining Ltd.

Value: \$5,000 Number: One Award Type: Award

Eligibility: Available to a full-time undergraduate or graduate student enrolled in a Natural Resources, Environmental Studies, Human Resources, Computer Science or Engineering Program. Undergraduate students must have completed 60 credit hours. First preference will be given to a resident of northern British Columbia.

Criteria: Demonstrated financial need and academic proficiency,

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

Effective Date: Established 2021, revised 2023

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

Deleted: Pretivm Award

Deleted: Pretium Resources Inc. ("Pretivm") headquartered in Vancouver has been a corporate citizen of Northern British Columbia since it was first formed in 2010 to advance the Brucejack Mine project located approx. 65km north of Stewart. As Brucejack grew in scope, so did the need for supplies, services and employees, which has benefitted the communities in the region. Pretivm is committed to hiring locally for all positions whenever possible, and work directly with community employment coordinators to connect locals with job opportunities at the Brucejack Mine and its office in Smithers. Terrace, Smithers, Stewart, New Hazelton, and other surrounding communities are integral to the success of Pretivm and contribute significantly to employment at the Brucejack Mine. The total mine site workforce includes approximately 1,300 people (including employees and contractors) working on rotation in management, trades, logistics, underground mining, milling and a spectrum of mine and camp support roles.¶

This award has been established to support students pursuing a degree in Natural Resources, Environmental Studies, Human Resources, Computer Science or Engineering Programs.

Deleted: Pretium Resources Inc.

Deleted: N

Deleted:

Deleted:



Motion Number (assigned by SCS):

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Pretivm Indigenous

Award with a name change to Newcrest Indigenous Award be

approved.

Rationale: To revise the Pretivm Indigenous Award 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: Yes (Determined by the Development Officer)

Date to SCSB: April 25, 2023

*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.: <u>SCSB20230517.09</u>

Moved by: PalmerSeconded by: BankoleCommittee Decision: CARRIEDAttachments: 1 page

Approved by SCSB: May 17, 2023

Date Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Newcrest Indigenous Award

Awards Guide Description/Intent: Newcrest Mining Ltd. ("Newcrest"), headquartered in Melbourne, Australia, has established a strong presence in northern British Columbia with two operating mines in the region – the Brucejack Mine, located approximately 65 km north of Stewart, and the Red Chris Mine, approximately 80 km south of Dease Lake. Newcrest's vision is to be the Miner of Choice and to be valued by both its people and its communities. As part of this commitment, local hires are given preference for all positions whenever possible, and Newcrest works directly with community employment coordinators to connect locals with job opportunities at the mines and its office in Smithers. The total mine site workforce includes approximately 1,300 people in Brucejack and 1,200 in Red Chris, working on rotation in management, trades, logistics, mining, milling and a spectrum of mine and camp support roles. With this award, Newcrest wants to support Indigenous students from northern BC pursuing a degree at UNBC.

Donor: Newcrest Mining Ltd.

Value: \$8,500 Number: One

Award Type: Award

Eligibility: Available to an Indigenous full-time undergraduate or graduate student. Undergraduate students must have completed 60 credit hours. First preference will be given to a Tahltan, Gitanyow or Nisga'a individual. Second preference will be given to an Indigenous resident of northern British Columbia.

Criteria: Demonstrated financial need and academic proficiency,

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

Effective Date: Established 2021, revised 2023

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

Deleted: Pretivm Indigenous Award

Deleted: Pretium Resources Inc. ("Pretivm") headquartered in Vancouver has been a corporate citizen of Northern British Columbia since it was first formed in 2010 to advance the Brucejack Mine project located approx. 65km north of Stewart. As Brucejack grew in scope, so did the need for supplies, services and employees, which has benefitted the communities in the region. Pretivm is committed to hiring locally for all positions whenever possible, and work directly with community employment coordinators to connect locals with job opportunities at the Brucejack Mine and its office in Smithers. Terrace, Smithers, Stewart, New Hazelton, and other surrounding communities are integral to the success of Pretivm and contribute significantly to employment at the Brucejack Mine. The total mine site workforce includes approximately 1,300 people (including employees and contractors) working on rotation in management, trades, logistics, underground mining, milling and a spectrum of mine and camp support roles.¶ This award has been established to support Indigenous

Deleted: Pretium Resources Inc.

students pursuing a degree at UNBC.

Deleted: N

Deleted:

Deleted:



Motion Number	(assigned by	SCS):	

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Pretivm Women's

Award with a name change to Newcrest Women's Award be

approved.

Rationale: To revise the Pretivm Women's Award 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: March 29, 2023

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: . .

Motion No.: SCSB20230517.10

Moved by: PalmerSeconded by: ZogasCommittee Decision: CARRIEDAttachments: 1 page

Approved by SCSB: May 17, 2023

Date Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Newcrest Women's Award

Awards Guide Description/Intent: Newcrest Mining Ltd. ("Newcrest"), headquartered in Melbourne, Australia, has established a strong presence in northern British Columbia with two operating mines in the region – the Brucejack Mine, located approximately 65 km north of Stewart, and the Red Chris Mine, approximately 80 km south of Dease Lake. Newcrest's vision is to be the Miner of Choice and to be valued by both its people and its communities. As part of this commitment, local hires are given preference for all positions whenever possible, and Newcrest works directly with community employment coordinators to connect locals with job opportunities at the mines and its office in Smithers. The total mine site workforce includes approximately 1,300 people in Brucejack and 1,200 in Red Chris, working on rotation in management, trades, logistics, mining, milling and a spectrum of mine and camp support roles. With this award, Newcrest wants to support female or female-identifying students from northern BC pursuing a degree in Natural Resources, Environmental Studies, Human Resources, Computer Science or Engineering Programs.

Donor: Newcrest Mining Ltd.

Value: \$5,000 Number: One Award Type: Award

Eligibility: Available to a full-time undergraduate or graduate student who identifies as female and is enrolled in a Natural Resources, Environmental Studies, Human Resources, Computer Science or Engineering Program. Undergraduate students must have completed 60 credit hours. First preference will be given to a resident of northern British Columbia.

Criteria: Demonstrated financial need and academic proficiency,

Note: This award is renewable for up to one year, subject to the recipient maintaining the

criteria of academic proficiency.

Effective Date: Established 2021, revised 2023

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

Deleted: Pretivm

Deleted: Pretium Resources Inc. ("Pretivm") headquartered in Vancouver has been a corporate citizen of Northern British Columbia since it was first formed in 2010 to advance the Brucejack Mine project located approx. 65km north of Stewart. As Brucejack grew in scope, so did the need for supplies, services and employees, which has benefitted the communities in the region. Pretivm is committed to hiring locally for all positions whenever possible, and work directly with community employment coordinators to connect locals with job opportunities at the Brucejack Mine and its office in Smithers. Terrace, Smithers, Stewart, New Hazelton, and other surrounding communities are integral to the success of Pretivm and contribute significantly to employment at the Brucejack Mine. The total mine site workforce includes approximately 1,300 people (including employees and contractors) working on rotation in management, trades, logistics, underground mining, milling and a spectrum of mine and camp support roles.¶

This award has been established to support students pursuing a degree in Natural Resources, Environmental Studies, Human Resources, Computer Science or Engineering Programs.

Deleted: Pretium Resources Inc.

Deleted: N

Deleted:

Deleted:



Motion Number (assigned by SCS):

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB) PROPOSED MOTION

Motion: That the 2022-2023 SCSB Annual Report be approved.

Rationale: The annual report is due to be submitted to Senate in April.

Proposed By: Linda Fehr, Coordinator – Awards & Financial Aid

External Relations Contact: N/A

Faculty / Academic Department: N/A

Date: March 29, 2023

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: <u>SCSB20230329.02</u>

Moved by: HanlonSeconded by: BankoleCommittee Decision:CARRIEDAttachments: 4 pages.

Approved by SCSB: March 29 2023

Date Chair's Signature

For Information of Senate & Board

Senate Committee on Scholarships and Bursaries

Annual Report to Senate

March 29, 2023

OVERVIEW

Since the last annual report in March of 2022 the Senate Committee on Scholarships and Bursaries has met ten (10) times. During this time, and on behalf of Senate, the Committee has completed the following administrative tasks:

- Recommended to Senate the 2022/2023 general scholarships and bursaries fund expenditures.
- Ratified nominations of 2022/2023 awards recipients
- Reviewed and approved eighteen Terms and Conditions for thirty-three newly established awards.
- Approved twenty-one revisions to Terms and Conditions for existing awards.
- Reviewed fourteen student requests for scholarship deferrals/reinstatements.

STATISTICAL SUMMARY – 2022/2023

Award Type	Number	Value
Donor-Directed	733	\$1,875,785.80
UNBC General Fund (not including waivers)	175	\$ 402,500.00
UNBC Scholars Waivers	109	\$ 538,166.84
Graduate Tuition Waivers	85	\$ 282,418.10
Athletic Tuition Waivers	47	\$ 215,970.31
Provincial/Youth in Care Tuition Waivers	16	\$ 70,609.67
School District 57 Waivers (matching)	2	\$ 2,000.00
Canada 150th Anniv. Intn'l Scholarship Waivers	7	\$ 11,000.00
Totals	*1174	\$3,398,150.72**

^{* 1.16%} **increase** in number from 2021/2022

^{** 1.16%} **increase** in value from 2021/2022

Student Data	Number	%	Notes	
Self-declared Female Recipients	559	68.6%		
Self-declared Male Recipients	250	31.0%		
Undeclared Gender	4	.4%		
Self-declared Indigenous Recipients	73	9%		
International Recipients	155	19.0%)	
Northern Residents	508	62.0%))	
Undergraduate Entrance Recipients	108	13.3%)	
General Awards Recipients	229	28.2%	6	(all student types)
In-Course Undergraduate Award Recipients	333	40.9%)	
Graduate Award Recipients	143	17.6%	6	(UNBC-administered)
Number of individual recipients	813	100.0%)	(one or more awards)

Award Category	Number	Value	Median Value	
Needs-based Awards	402	\$ 504,518.32	\$1,500	
Merit-based Awards	772	\$2,893,632.40	\$2,500	

NEW DONOR-NAMED AWARDS ESTABLISHED IN 2022/2023

Name of Award	Number	Value	Total
16,000 Alumni Award	1	1,000	1,000
Access Engineering Consultants Ltd.			
Scholarship	1	2,500	2,500
Andrea Johnson Memorial Award	1	2,000	2,000
Coastal GasLink Nursing Bursary	5	2,000	10,000
Dr. Eldon Lee Memorial Award	1	1,000	1,000
EGBC Northern Branch Matching Schol.	3	1,000	3,000
Elsie Osterberg Memorial Award	1	1,000	1,000
International Student Support Award	TBD	TBD	TBD
Jenabai Hussainali Shariff and Family			
Scholarship	6	80,000	480,000
Ken and Rhonda McIntosh Scholarship	4	1,000	4,000
Lake Biodiversity Scholarship	1	1,250	1,250
PETRONAS Nursing Award	2	5,000	10,000
Paul Zanette Memorial Award	1	1,000	1,000

Totals	33	\$110,500	\$528,500
UNBC and NLC Partnership Award	1	750	750
Trails Charitable Foundation Award	1	8,000	8,000
Sodexo Canada Indigenous Award	1	1,500	1,500
a Disability	1	1,000	1,000
Sodexo Canada Award for Students with			
Pharmasave Prince George Scholarship	1	500	500

UNAWARDED DONOR-NAMED SCHOLARSHIPS AND BURSARIES 2022/2023

Name Of Award	Reason	Total Value	# Times Not Awarded (past Five Years including this year)
Arne & Lesley Carlson Graduate Scholarship	Program specific	\$1,500	1
BC Psychological Assoc. Award	Specific criteria	Certificate	3
Bear and Tori Scholarship	Specific	\$1,000	1
Bill Reid Award	Specific criteria	\$7,500	3
David A/ Bradbury Bursary	Program specific	\$2,500	2
EGBC NB Matching Scholarship	Matches external funding previously received	\$1,000	1
Geoffrey R. Weller Scholarship	COVID – study abroad suspended past 2 years	\$2,000	2
George Baldwin QC Graduate Scholarship	Program and GPA specific	\$6,000	4
Keith Gordon & Ted Williams Scholarship	Program and GPA specific	\$ 750	1
Mitsui Home Canada Inc. Scholarship	Program Specific (GPA_	\$8,500	1
MNP Fort St. John Scholarship	Program and geographical area specific	\$1,000	2
Morrison History Scholarship	Program and year specific	\$ 500	2
Nechako Chapter No. 40 – Order of the Eastern Star Bursary	Affiliation specific	\$1,000	3
Nordic Sport Leadership Award	Affiliation specific	\$1,000	4
Northern Nations Community Award	Program specific, specific communities	\$2,500	3

Public and Private Workers of	Affiliation specific	\$3,000	1
Canada Local 9 Award (2)	-		
Rotary Club of Gibsons Jim	Affiliation specific-	\$3,500	1
Ling Michael Cruise	nomination not received		
Scholarship	from donor		
Ryan-Sanford Cadet Service	Affiliation specific	\$1,000	1
Scholarship			
S.M. Blair Family Foundation	Affiliation specific	\$2,000	2
Scholarship (1 of 2)			
Sophie Thomas Bursary	Donor did not nominate	\$1,000	4
Tom Dennett Memorial	Specific Criteria	\$1,000	4
Scholarship	-		
William Dow Ferry Graduate	Program and GPA	\$4,000	2
Fellowship in Political	specific		
Science			
Totals	22 awards*	\$52,250**	

^{*}Percentage of *number* of available awards not awarded 2022/2023: 1.8% (33% decrease over 2021/2022) **Percentage of *value* of available awards not awarded 2022/2023: 1.5% (25% decrease over 2021/2022)



BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 22, 2023
Agenda Item:	7.a. IAPR
Material:	2022/2023 Institutional Accountability Plan and Report
Motion:	That, the Board of Governors approves the 2021/2022 Institutional Accountability Plan and Report (IAPR) as presented, and releases it to the Ministry of Advanced Education.





The Honourable Selina Robinson Minister of Post-Secondary Education and Future Skills PO Box 9043, STN Provincial Government Victoria, BC, V8S 1V9

We are pleased to present the University of Northern British Columbia's Institutional Accountability Plan and Report for the 2022-23 reporting cycle, for which we take full responsibility. This report outlines our successes and strategic focus, which guides our priority planning in support of Ministry priorities and mandates.

The past year was a momentous one for UNBC. We reached the 16,000-graduate milestone, matching the number of people who came together to call for the creation of a University in northern B.C. in the late 1980s. We were honoured to install the University's first Indigenous Chancellor, Darlene McIntosh, a remarkable Elder from the Lheidli T'enneh Nation. And we continued to shine in student experience, in national and international rankings, and in research productivity and impact.

While the COVID-19 pandemic has been the most significant disruption to the global community in recent memory, the post-secondary sector, through a coordinated and collaborative approach, has emerged even stronger, creating enhanced opportunities for all British Columbians.

Yet the past year also presented challenges, from ongoing vivid demonstrations of climate change's impacts in British Columbia to significant geopolitical strife and instability; post-secondary institutions will be required to lead dialogue, research, and teaching to address these matters; UNBC faculty and students are already engaged and responding to these events through research, and UNBC stands ready to do more.

We remain committed to our vision of being personal in character while transforming lives and communities in the North and around the world. We are making an intentional effort to build relationships with Indigenous communities across the North. A re-energized strategic planning initiative underway this year will solidify our direction and help us chart the next stages of this proud institution's journey. And we are doing more to collaborate with the northern colleges to explore how we can be stronger together.

Our global community must strive to adapt, and to be responsive to opportunities. We look forward to working with the Ministry of Post Secondary Education and Future Skills, partners, and collaborators to advance post-secondary education and research and to contribute to British Columbia's success.

Sincerely,

Catherine Wishart

Chair, UNBC Board of Governors

President and Vice-Chancellor

Table of Contents

Territory Acknowledgment	4
Year In Review	5
Strategic Direction & Context	8
Institutional Overview	10
About Our Community	12
What graduates say about UNBC	13
Degrees Offered	14
Strategic Context	16
Canada's Green University	21
Mandate Priority Reporting	24
Reporting on Strategic Initiatives	52
Performance Plan & Report	64
Strategic Priority Areas of Focus	65
Financial Information	68
Performance Measure Results	69

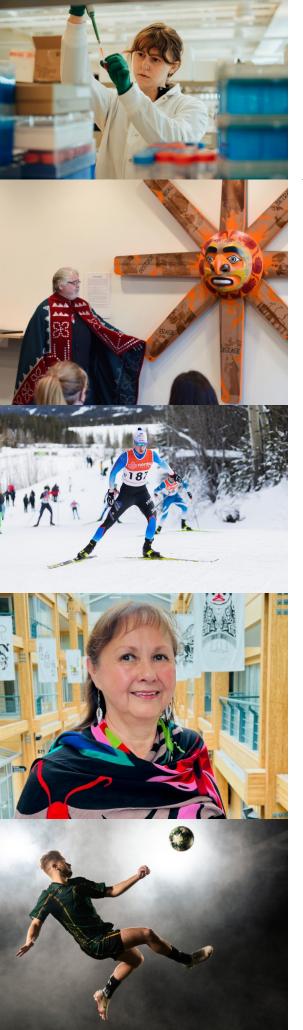
Territory acknowledgment

Since time immemorial, Indigenous Peoples have walked gently on the diverse traditional territories where the University of Northern British Columbia community is grateful to live, work, learn, and play. We are committed to building and nurturing relationships with Indigenous peoples, we acknowledge their traditional lands, and we thank them for their hospitality.

The Prince George campus is situated on the unceded traditional territory of the Lheidli T'enneh First Nation. The South-Central campus in Quesnel is situated on the unceded traditional territories of the Lhtako Dene Nation, Nazko First Nation, Lhoosk'uz Dené Nation, and

?Esdilagh First Nation. The Northeast campus in Fort St. John is situated in Treaty 8 territory on the traditional lands of the Dane-zaa peoples of the Doig River First Nation, Blueberry River First Nation, and Halfway River First Nation. The Northwest campus in Terrace is situated on the unceded traditional Tsimshian territory of the Kitsumkalum First Nation and Kitselas First Nation. The satellite campus in Prince Rupert is situated on the unceded traditional Tsimshian territory of the Lax Kw'alaams Band and Metlakatla First Nation.





Year in Review

April 2022

Dr. Geoff Payne begins his term as UNBC President and Vice-Chancellor after having served as the interim President since 2020. A founding faculty member at UBC's Northern Medical Program (NMP) at UNBC, Dr. Payne came to UNBC in 2004 to teach physiology following a postdoctoral fellowship at Yale University. Wildlife and Fisheries student

Rachelle Foubert becomes the first Canadian student to participate in the Student Wildlands Adventure program. Based out of the United States, the program brings together young people interested in natural resource conservation.

May

Sports Information Officer Rich Abney wins the video of the year and social media campaign of the year awards from Canada West for his work related to the launch of the new **UNBC** Timberwolves Indigenous logo and uniforms.

Dr. Sean Maurice earns a 2022 3M National Teaching Fellowship. Maurice, a senior laboratory instructor with the Northern Medical Program, earned the prestigious honour for his excellence in educational leadership.

The Ceremonial Fire Circle at the Prince George campus officially opens. The circle is a place where we can join together in ceremony and celebration and share stories as we learn about our shared history.

Valedictorians Mackenzie Bouchard Hooker and Dyra Pridham share their stories as the Class of 2022 crosses the stage at UNBC's first in-person Convocation in three years. The event marks a significant milestone as the ranks of UNBC alumni grows to more than 16,000, mirroring the 16,000 petition signers who advocated f or the creation of UNBC in the late 1980s.

June

Dr. Wendy Rodgers becomes UNBC's new Vice President Academic and Provost. Rodgers joins UNBC from the University of Alberta. In her new role, she leads the comprehensive strategic planning, development, and implementation of academic priorities at UNBC.

UNBC, the University of British Columbia Faculty of Medicine and Northern Health announce the new Northern Centre for Clinical Research. It is focused on enabling clinical trials and research as well as biomedical science that is relevant to northern, remote and Indigenous populations.

Pacific Economic Development Agency of Canada provides \$1.9 million in funding to support the establishment of the Environmental Solutions Innovation Hub. The new hub is housed in the Northern Analytical Laboratory Services lab and allows UNBC to procure the advanced analytical instruments and personnel needed to meet an everexpanding demand from local and regional natural resource-based firms to perform chemical and analytical work.

July

The National Collaborating Centre for Indigenous Health and the Health Arts Research Centre, both housed at UNBC, receive a \$1-million federal grant to support a two-year project focused on promoting cultural safety and Indigenous knowledge in health care. The Hearts-based Education and Anticolonial Learning (HEAL) initiative is anchored in training and educating health care students and professionals to create better health outcomes for Indigenous people.

UNBC finds a meaningful way to support community efforts in hosting the Prince George 2022 BC Summer Games, including a tuition credit to athlete participants.

Lheidli T'enneh Elder Darlene McIntosh, is named UNBC's eighth Chancellor. "I am honoured to serve as UNBC's Chancellor and to be the first Chancellor in UNBC's history from the Lheidli T'enneh Nation. The immense responsibility UNBC has to the region it serves is important."

August

UNBC partners with Mitacs, a national not-for-profit research organization, to offer a set of new research internships and scholarships. The Indigenous Research Ambassador Program and Mitacs Indigenous Research Award will engage students in experiential learning opportunities; connect them with researchers and communities; and facilitate leadership and mentorship opportunities.

Environmental Engineering student Madeline Clarke puts a new spin on a standard machine as her summer project with Northern Analytical Laboratory Services at UNBC. Clarke designs and builds a rotating indoor Workplace Atmosphere Sampler, believed to be the first of its kind in Canada and one of only a handful in the world.

September

UNBC announces three honorary Doctor of Laws degrees will be handed out during a special ceremony to celebrate the Classes of 2020 and 2021 at our Prince George campus in October. The recipients are: acclaimed northwest coast Indigenous artist Ron Sebastian, longtime advocate for Indigenous children and families, Carrier Sekani Family Services Executive Officer Warner Adam and Inuit Tapiriit Kanatami President Natan Obed, a leader committed to improving social equity for Inuit in Canada.

The art gallery at UNBC is re-named the Robert Frederick Gallery after the accomplished Lheidli T'enneh carver, storyteller and educator.

Kwakwaka'wakw artist Simon Daniel James, who also goes by the name Winadzi, unveils his piece, Reconciling Light, in the Learning Commons of the Geoffrey R. Weller Library.

October

UNBC retains its position in the top echelon of Canadian universities, placing second in the latest edition of the Maclean's magazine rankings.

School of Planning and Sustainability Adjunct Professor Dr. Theresa Healy is recognized for her years of community-building work in Prince George, receiving the Drug Awareness Recovery Team's inaugural Bob Scott Award.

The entire UNBC community joined together to celebrate the special in-person ceremony for the Classes of 2020 and 2021 at our Prince George campus. It was wonderful to see graduates have the opportunity to cross the stage, gather with friends and family and receive congratulations for achieving their personal academic milestones.

November

After a record-setting season on the pitch, men's soccer player Michael Henman earns the Canada West men's soccer player of the year award, a first for the UNBC Timberwolves. Henman tied the Canada West single-season record with 19 goals. Men's soccer coach Steve Simonson earns the Canada West and USports coach of the year award after leading the Timberwolves to their best-ever result in Canada West.

Environmental Engineering student Aur Hager earns a Women in Technology Scholarship from the BC Scholarship Society.

The Laxgalts'ap Cultural Dancers travelled from their home community in the Nass Valley to UNBC's Prince George campus to share some of the Nisga'a Nation's rich history through singing, dancing and drumming. The performance was an opportunity for students, staff and faculty to witness Nisga'a tradition and culture.

December

UNBC and Northern Health renew their partnership in learning and research with the signing of a new Memorandum of Understanding. The MOU recognizes a shared commitment to furthering knowledge and developing capacity for the advancement of the health of northern British Columbians through the integration of practice, education and research.

January 2023

UNBC and CUPE 2278 successfully ratify their second collective agreement consistent with the

provincial government's Shared Recovery Mandate. The parties reached a tentative agreement on Jan. 23; CUPE 2278 members ratified the agreement on Jan. 25 and UNBC's Board of Governors ratified the agreement on Jan 27. CUPE Local 2278 represents approximately 100 Graduate Teaching Assistants at UNBC.

UNBC joins with the Caledonia Nordic Ski Club to offer an exceptional experience to crosscountry ski athletes coming to Prince George to compete in the Nordig Canada Selection Trials and Nordig Cup. All participating athletes are eligible for a UNBC tuition credit - a first in Nordig Canada event history! Fourth-year Computer Science student Elizabeth Norman received an Instructor Recognition Award from Actua, a national organization committed to fostering science, technology, engineering and math education for youth six to 26, for her work with young people in northern B.C. through UNBC's Active Minds program.

February

UNBC student Sarah Dixon received a Skills Award for Indigenous Youth from the Forest Products Association of Canada and the Canadian Council of Forest Ministers, recognizing her contributions as a mentor to other Indigenous youth interested in natural resource industries and her commitment to a sustainable future.

The Northern Baccalaureate Nursing Program at UNBC expands with a new location in Prince George that will start in September 2023. The new two-year nursing degree program provides more healthcare education opportunities in the North and help improve access to care for patients across the region. It's housed in newly renovated classroom and lab

space at the Wood Innovation and Design Centre in downtown Prince George

Nursing Associate Professor Dr.
Sheila Blackstock and First Nations
Studies Associate Professor Dr.
Daniel Sims are the new Academic
Co-Leads with the National
Collaborating Centre for Indigenous
Health. Sims and Blackstock are
committed to continuing to build
on NCCIH's decolonizing approach
to advancing Indigenous public
health and knowledge translation
and exchange. Founding Academic
Lead Dr. Margo Greenwood left the
position after being appointed to the
Senate of Canada.

March

UNBC is one of seven new university members of TRIUMF, Canada's particle accelerator centre. UNBC researchers have been working on projects at the facility since 1993. Currently, UNBC is involved in a project that aims to build the world's most advanced ultra-cold-neutron facility to carry out the world's most precise measurement of the neutron electric dipole moment.



Strategic Direction & Context

Motto

'En Cha Huná

UNBC's motto, from the Dakelh (Carrier) Elders, is used to remind us that all people have a voice and a viewpoint. Interpreted as "respecting all forms of life," En Cha Huná encapsulates the spirit of academic freedom, respect for others, and willingness to recognize different perspectives.

Vision

To be Canada's leading destination University, personal in character, that transforms lives and communities in the North and around the world.

To be Canada's leading destination University, personal in character, that transforms lives and communities in the North and around the world. Our founders established a University "in the North - for the North." They envisioned and built an institution where all are welcomed, learn, live, work closely with our faculty and staff, and transform the quality of life in Northern British Columbia, the province, and beyond.

Mission

To inspire leaders for tomorrow by influencing the world today.

UNBC strives to provide a safe and challenging learning environment where students gain leadership skills and stretch their boundaries, not only through academic discussion and debate but also through opportunities to work closely with faculty and staff on research projects and a wide range of initiatives that improve student life or contribute to a need in the community, the region or far beyond.

Values

In our workplaces, relationships and communications, we are committed to positive and productive work and learning environments.

Experiential learning and discovery

Our community celebrates and strives to provide an unparalleled learning experience which ensures that our students are prepared to meet the challenges of a fast-paced modern world, while stepping up and making a difference. UNBC is a champion of intellectual freedom, academic inquiry, learning for its own sake, access to information, learning through applied and best practices in experiential initiatives and the development and mobilization of new knowledge.

Inclusiveness and diversity

Social and cultural diversity is core to enriching the learning environment of a modern university. The confluence of diversity and respectful discussion stimulates creative thoughts, new ways of thinking, and new pathways of inquiry. This ensures that our research questions address society as a whole and enables us to train leaders who understand our local and global communities.

Community

UNBC is a place where community thrives and where we strive to understand and care for other members of our University. It is a place all are welcome and where we commit to being respectful, innovative, resourceful, and responsive in our interactions with others.

Integrity

To succeed we must be true to who we focus on where we are now and what we want to be in the future. We

are honest, supportive, and forthright in all our interactions, confronting problems and issues openly and constructively.

Academic excellence

Excellence in teaching and research is a central tenet of a destination university.



Institutional Overview

Located in the spectacular landscape of northern British Columbia, UNBC has developed into a student-centric, research-intensive University. We have a passion for teaching, discovery, people, the environment, and the North.

With a team of around 750 faculty and staff, UNBC offers exceptional undergraduate and graduate programs that delve into cultures, health, economies, sciences, and the environment. As one of British Columbia's exceptional research universities, UNBC brings the thrill of new discoveries to students and shares the results of our research and teaching with the global community. Alongside our commitment to academic excellence, we take pride in being an inclusive and supportive institution with a friendly and welcoming learning environment.

Programs

UNBC offers a diverse selection of undergraduate and graduate programs in the arts, commerce, and the sciences including professional programs in areas such as accounting, teacher education, engineering, nursing, planning, social work and more. Academic programs are distributed amongst six academic clusters: Faculty of Human and Health Sciences; Faculty of Indigenous Studies, Social Sciences and Humanities; Faculty of Science and Engineering; Faculty of Environment; Faculty of Business and Economics; and the Division of Medical Sciences.

Academic Partnerships

Medical Sciences

UNBC and the University of British Columbia partner to deliver the Northern Medical Program, the Master of Physical Therapy program, and the Master of Occupational Therapy - North that launched in the fall of 2022.

The Northern Collaborative **Baccalaureate Nursing Program**

The Northern Collaborative Baccalaureate Nursing Program (NCBNP) is offered collaboratively by UNBC, the College of New Caledonia (CNC), and Coast Mountain College (CMTN). The integrated program of studies leads to a Bachelor of Science in Nursing (BScN), awarded by UNBC. Graduates are eligible to write the National Council Licensure Examination (NCLEX-RN) and to apply for registration with the British Columbia College of Nurses and Midwives (BCCNM).

The program is available at three sites: Prince George, Quesnel and Terrace. CNC provides the initial years in Prince George and Quesnel, while CMTN provides the initial years in Terrace. UNBC provides the final course work at all sites.

Engineering

UNBC in partnership with UBC, offers a joint BASc in Environmental Engineering that features all aspects of environmental engineering with a focus on sustainable development, drinking water delivery to northern communities, wastewater management, and remediation and reclamation of resource extraction sites. The nine-semester program sees students split their time between Prince George and Vancouver; years one and two at UNBC, years three and four at UBC, and the final semester at UNBC. Courses are taught through a variety of methods including group learning, team teaching, and the use of design suites, and optional co-operative work terms are also offered.

Research

UNBC is one of British Columbia's four research universities. distinguished as a hub for research that tackles complex issues, such as environmental, social, cultural, health, and economic topics. The research community at UNBC is committed to creating a thriving research culture that is facilitated by cutting-edge infrastructure and effective support services, empowering UNBC scholars to undertake innovative research at the local, national, and international level, leading to significant academic, economic, and social benefits for the region, province, country, and beyond. Furthermore, UNBC forms collaborations with other institutions to generate new knowledge and share discoveries with the world. For instance, as a founding member of the Interior University Research Coalition. UNBC aims to accelerate research and innovation in the BC Interior by combining resources, enhancing student and faculty mobility, increasing academic opportunities, and forging community connections.

About our community

UNBC is a major contributor to the socio-economic fabric of the North, and its impact extends from local communities to the global arena. Despite its relative youth, the University has garnered considerable recognition and made significant societal contributions through a commitment to experiential, research-oriented, and personalized learning, exceptional students and alumni, dedicated faculty and staff, and community involvement and support.

UNBC achieved several accolades this year, including the following:

- Reached #2 in Canada in the primarily undergraduate category in the annual Maclean's Magazine university rankings – the third time in seven years. UNBC consistently scores well in student awards, student-to-faculty ratio, research, and mental health services for students.
- Top 5% worldwide in the 2022 Times Higher Education World University Ranking (801st to 1,000th) for the fifth consecutive year (the only Canadian university of its size).
- Appeared in the 2022 Times Higher Education Young University Rankings (251st to 300th).
- Included as one of Canada's Top 50 Research Universities (#42); #1 in its tier for the percentage of funding from the Canadian Institutes of Health Research (CIHR) and amongst the top 10 in its tier in categories related to research intensity and research income from not-for-profit sources.
- Named one of B.C.'s Top Employers (the ninth time since 2012), and one of Canada's Greenest Employers (10th time since 2012).
- Won video of the year and social media campaign of the year awards from Canada West for the launch of the new UNBC Timberwolves Indigenous logo and uniforms in 2021.

support (faculty + staff)
-to-student

Tatio

3,500+ students

Degree Programs
62 Bachelors
29 Masters / 3 PhDs

16% International12% Indigenous



Total Courses Offered:

1,827



Average Student Age

Overall Average	26.7
PHD	37.8
Graduate	34.4
Undergraduate	24.2

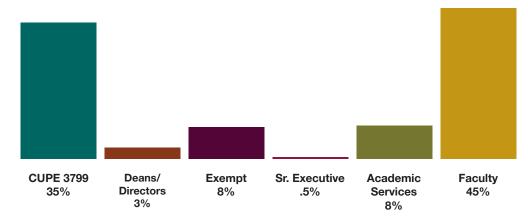


Best faculty-to-student ratio in Western Canada | Maclean's Magazine

Where our students are from

	Northern B.C.	60.1%		
	Southern B.C.	17.0%		
_	Outside B.C.	6.7%		
	International	16.2%		

Employee head count



Average first-year Class Size: 62

Annualized FTE by program

Anthropology	25.7
Biochem & Mol Biology	113.2
Business	313.3
Chemistry	13.9
Civil Engineering	67.6
Computer Science	121.6
Conservation Science & Practice	24.8
Continuing Studies no program	
Economics	7.3
Education	140.1
Engineering	9.1
Engineering & Design	11.6
English	69.1
Environmental Engineering	71.1
Environmental Planning	24.0
Environmental Science	18.5
ESM Biology	179.9
ESM Environmental Studies	16.8
ESM Forestry	70.1
First Nations	39.1
General Arts	38.0
Geography	31.0
Health Sciences	200.5
History	35.8
Integrated Science	15.7
International Studies	25.0
Joint Arts	54.5
Joint Arts & Science	12.3
Joint Science	16.1
Mathematics	18.5
none	49.5
NRES Natural Res & Env Studies	157.7
Nursing	378.4
ORTM Outdoor Rec & Tour Mgmt	10.4
Physics	18.0
Political Science	27.9
Psychology	224.9
Social Work	108.5
Women's Regard 199 to fie 224	16.8

What graduates say about UNBC

UNBC consistently demonstrates comparable or superior performance when compared to other universities, according to the latest results from the Canadian University Survey Consortium (CUSC). The 2021 Graduating Student Survey shed light on several aspects of the student experience at UNBC. Students reported positive interactions with their professors, provided high ratings for the University's response to COVID-19, and provided comparable ratings to other universities in crucial areas such as communication, analytical, learning, and work skills.



Notable responses:

- 76% reported that their UNBC experiences met or exceeded their expectations; 82% were satisfied or very satisfied with the overall quality of education; 66% reported that Indigenous course content enriched their experience.
- 95% were satisfied or very satisfied regarding their personal safety on campus, eight

- percentage points more than comparator universities.
- 76% felt a sense of belonging at UNBC.
- 42% of UNBC graduating students have arranged for employment after graduation (national and comparable average: 31%).
- UNBC students have arranged for higher paying jobs than students at other universities. Graduating students are employed with a median monthly income of \$4,777 (the average for all universities is \$ 4,000).
- 64% agreed that they received good value for their money.

Degrees offered

Faculty of Environment

Bachelor of Arts (BA)

Environmental and Sustainability Studies Geography Nature-Based Tourism Management * Public Administration and Community

Development

Bachelor of Planning (BPI)

First Nations Planning Natural Resources Planning Northern and Rural Community Planning

Bachelor of Science (BSc)

Biology 3

Conservation Science and Practice

- Landscape Conservation and
- Management *

- Wildland Conservation and Recreation * Environmental Science *

Forest Ecology and Management * Geography

Wildlife and Fisheries *

Master of Arts (MA)

Natural Resources and Environmental Studies

- Environmental Studies
- Geography

- Outdoor Recreation and Tourism Management

Master of Natural Resource and Environmental Studies (MNRES)

Master of Science (MSc)

Natural Resources and Environmental Studies

- Biology
- Environmental Science
- Forestry
- Geography
- Outdoor Recreation

Conservation and Tourism

PhD Natural Resources and Environmental Studies

Faculty of Human & Health Sciences

Bachelor of Education (BEd)

Elementary (Grades K - 7) Secondary (Grades 8 - 12)

Education Diplomas

First Nations Language and Culture (Elementary years)

Bachelor of Health Sciences (BHSc)

Biomedical Studies Community and Population Health Aboriginal and Rural Health Community and Population Health Environmental Health *

Bachelor of Science in Nursing (BScN)

Northern Baccalaureate Nursing Northern Collaborative Baccalaureate Nursing Post-Diploma Baccalaureate Nursing

Nursing Certificates

Rural Nursing Certificate Program

Bachelor of Science (BSc)

Psychology

Bachelor of Social Work (BSW)

Master of Arts Disability Management (MA)

Master of Science (MSc)

Health Sciences Psychology

Master of Education (MEd)

Counsellina Multidisciplinary Leadership Special Education

Master of Social Work (MSW)

Master of Science in Nursing (MScN)

Master of Science in Nursing - Family Nurse Practitioner (MScN: FNP)

Graduate Certificates

Indigenous Child and Youth Mental Health Leading for Learning Special Education

PhD Health Sciences

PhD Psychology

Faculty of Business & Economics

Bachelor of Arts (BA)

Fconomics

Bachelor of Commerce (BComm)

Accounting ' Finance * General Business * Human Resources Management * International Business * Management Information Systems * Marketing ¹

Master of Arts (MA)

Development Economics International Studies (International Development stream)

Master of Business Administration (MBA)

Master of Science in Business Administration (MSc)

Faculty of Science & Engineering

Bachelor of Applied Science (BASc)

Civil Engineering **Environmental Engineering (UNBC)** 4-year degree **Environmental Engineering** (UNBC/UBC) 4.5-year degree

Bachelor of Science (BSc)

Biochemistry and Molecular Biology * Chemistry ' Computer Science * Integrated Science Mathematics and Statistics Physics *

Master of Applied Science Engineering (MASc)

Master of Engineering (MEng)

Integrated Wood Design

Master of Science (MSc)

Interdisciplinary Studies Mathematical, Computer, Physical, and Molecular Sciences

- Biochemistry
 - Chemistry
 - Computer Science
 - Mathematics
 - Physics

Faculty of Indigenous Studies, Social Sciences & Humanities

Bachelor of Arts (BA)

Anthropology English First Nations Studies General Arts Global and International Studies History * Northern Studies Political Science Women's Studies

First Nations Certificates

Aboriginal Community Resource Planning Aboriginal/Indigenous Health and Healing First Nations Language First Nations Public Administration General First Nations Studies Métis Studies Nisga'a Studies Traditional Ecological Knowledge

Certificates

Local Government Administration

First Nations Diplomas

Aboriginal/Indigenous Health and Healing First Nations Languages

Master of Arts (MA)

English First Nations Studies Gender Studies History Interdisciplinary Studies Political Science

Division of Medical Sciences

These degrees are University of British Columbia (UBC) degrees delivered in partnership with UNBC. Application is through UBC.

Northern Medical Program (MD) Master of Occupational Therapy (MOT-N)
Master of Physical Therapy (MPT-N)

Strategic Context

UNBC is undergoing a transformation as we adjust to a constantly evolving globally connected society. Yet we also remain attentive to the dynamic circumstances of the region where we live, work, and learn. The economic, cultural, and social landscape of the North is foundational to sustaining the aspirations and ambitions of all British Columbians, and UNBC is uniquely positioned to support those aspirations.

UNBC's inception can be attributed to a grassroots initiative that garnered support from 16,000 individuals who each contributed \$5, signed a petition, and joined the Interior University Society. Their collective efforts urged the government to establish a university in the North, for the North. This initial burst of enthusiasm for post-secondary education in the region fostered a distinct relationship between UNBC and northern B.C. communities. Over the past three decades, our connections with industries, benefactors, and advocates have solidified this foundation into

a unique bond that enhances students' learning experience. We conduct research in areas of global significance, from Indigenous matters and sustainable development to resource management and health care. And our community collaborations and UNBC Alumni continue to address needs and challenges, not only those found in northern communities, but across Canada and around the world.

That sense of community connection and ownership of UNBC by the North is evident in our student body. While more than two-thirds of students

come from northern B.C., we also attract students from across the province, country, and around the

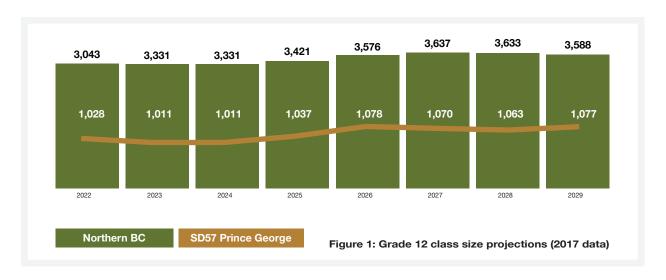
Recent admissions surveys undertaken by the student recruitment team have clearly identified the top five reasons students choose to attend UNBC:

- 1. The University offered my program
- 2. Proximity to home
- 3. Affordability to attend
- 4. Award/scholarship/bursary offer
- 5. Ranking/reputation

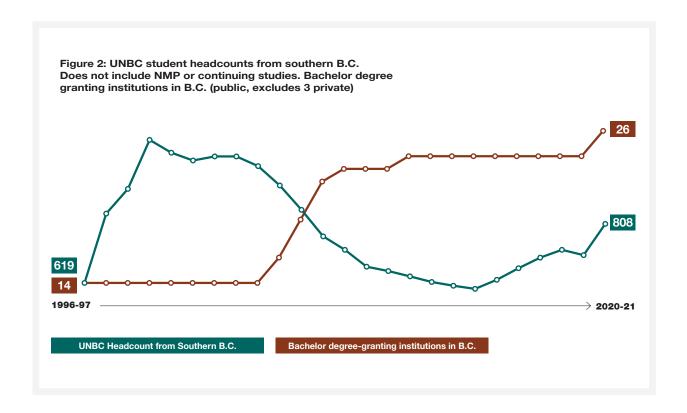
External factors

External impacts on enrolment

UNBC will continue to face challenging external contextual factors over the next two decades. To begin, considering present and predicted K-12 enrolments in northern B.C. and throughout the province, it is anticipated that student population numbers in the "recent high school graduates" category from our customary recruitment areas will remain relatively flat.



Second, the significant growth in degree-granting institutions in B.C. continues to have a lingering effect on UNBC's enrolment.



Formerly one of just 14 academic institutions in B.C. to grant degrees, UNBC now operates in an exceedingly competitive recruitment market: other institutions possess greater resources to introduce novel programs; they have larger, more densely populated areas in close proximity; they have larger recruitment and retention budgets; and they are recruiting from, and are offering programming in, UNBC's traditional catchment areas across the North to contribute to their enrolment objectives.

UNBC must maintain its standards of excellence in programming, enhance retention rates, increase student recruitment in alternative catchment regions (such as southern B.C., other parts of Canada, and abroad), and optimize program and schedule offerings to attract mature student categories to achieve enrolment growth. These measures are necessary not only to meet and exceed enrolment goals but also to enrich the diversity of UNBC's student population and ensure a remarkable educational experience.

Program Delivery in a region the size of France (but a population just 13% that of Paris)

UNBC serves a sparsely populated and extensively spread-out area; providing opportunities for a region so large necessitates substantial resources, ingenuity, and collaboration with the three northern colleges and the Wilp Wilxo'oskwhl Nisga'a. UNBC has established a network of campuses across the North where certain programs are taught in an inclass format. UNBC is also capitalizing on technological advancements and alternative modes of program delivery and assessment, which we were compelled to implement due to the COVID-19 pandemic. UNBC's faculty executed a monumental feat of rapidly transitioning their courses to the digital realm, with staff providing exceptional support throughout the process. This effort demonstrated that our community could flourish in different modes of program delivery and that with proper investments, UNBC could enhance its original "in the North, for the North" mandate, expand its reach to a global audience, and develop pedagogical models that enable programs to be taught to students whenever and wherever they choose to learn.

Global Upheaval - a Time of Uncertainty

Forestry continues to play a critical role in northern B.C.'s economy, making the region vulnerable to that industry's ups and downs. For more than two decades, discussions have centered on the impact of the mountain pine beetle and other pests, fiber availability, and the unavoidable decline in the region's Allowable Annual Cut levels. Hundreds of jobs have already been lost in UNBC's catchment area, with the potential for thousands of indirect or spin-off jobs to follow. This economic reality affects families' plans for post-secondary education, as they may struggle to afford it. However, it also creates opportunities for individuals to retrain, develop skills and knowledge, and pursue new careers through post-secondary education.

Moreover, new challenges have emerged: climate change; more devastating forest fires; severe flooding; supply chain disruptions; ongoing economic disruption; the toxicity of social media and a growing mistrust of institutions; and a highly competitive job market makes it more challenging to attract new skilled talent.

Beyond the challenges, however, come opportunities. UNBC faculty and students are conducting research each day that contributes to our knowledge base on issues that are of global importance. From learning from and working with Indigenous communities to exploring water and food security; from sustainable resource management to energy production and export; and from biodiversity to community and economic development, faculty and students are exploring these complex issues. And at UNBC, we are uniquely positioned geographically to study these issues in the field, just minutes or hours from any of our campuses. Be it Indigenous economic development, the resurgence of mining in the North, the development of the hydrogen industry or the ongoing impact of carbon emissions, UNBC is facing this upheaval with a renewed sense of purpose.

Internal factors

Enrolment

In 2022/23, the University was funded for 3,752 students (FTE—undergraduate 3,267, graduate 485); however, total enrolment has not reached Ministry targets since 2003/04. At that point the target was 2,811 and UNBC had an FTE count of 2,953.

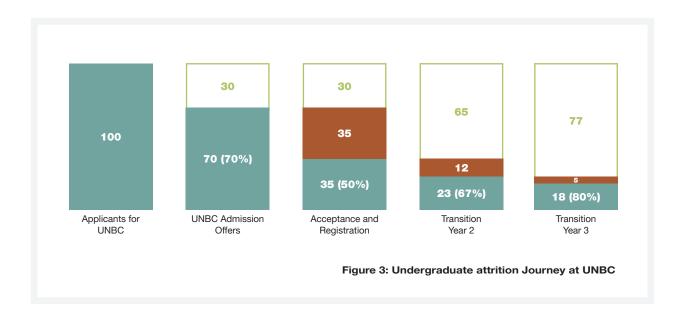
Table A: Enrolment FTE and Ministry Targets

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Enrolment FTE	2,759	2,776	2,722	2,553	2,477	2,573	2,592	2,672	2,680	2,571	2,563	2,487
Performance Gap vis-à-vis Ministry FTE Targets	696	679	733	902	978	870	832	757	825	1,004	1,135	1,265
Target Achieved %	80%	80%	79%	74%	72%	75%	76%	78%	76%	72%	69%	66%

UNBC is actively taking steps to address its enrolment challenges. In the 2022/23 academic year, UNBC adopted Strategic Enrolment Management principles, which rely on data-driven decision-making to provide the University community with the necessary information for making optimal choices to support student success, an improved student experience, and better retention outcomes.

UNBC has enhanced its recruitment and marketing efforts and is exploring novel ways to offer programs both in-person and remotely. UNBC also has established partnerships with multiple school districts, offering high school students the "dual-credit" opportunity-the ability to earn credits towards high school graduation and a first-year class at UNBC simultaneously. The program is cost-effective and at little to no cost to the students.

Apart from attracting students, UNBC is equally focused on retaining existing students. UNBC studies the attrition journey of its students to identify areas in which we can improve retention.



Classroom experience is widely regarded as the most crucial element in contributing to student success. However, UNBC recognizes that there are other critical areas that require attention and investments, such as student life, support services (including health and counselling resources), and infrastructure improvements that enhance the on-campus experience.

Labour relations

The 2023/24 year will see the University enter bargaining with CUPE 3799 (operations staff) and the UNBC Faculty Association; the University and CUPE 2278 (Teaching Assistants) successfully negotiated a collective agreement in early 2023.

Union executives and the University administration have adopted a more collaborative approach over the past three years. The parties engage in regular meetings to discuss issues of mutual concern and resolve areas of conflict through attentive listening and a genuine desire to reach compromises and solutions. This deliberate and transparent commitment to more frequent and robust communication has ushered in a new era of labour relations at UNBC. These teams are working together for the betterment of the entire UNBC community.



Canada's Green University:

Sustainability in action that builds on government's CleanBC strategy and supports a clean economic future.

Since its inception, UNBC has been committed to sustainability, which is why the University trademarked itself as Canada's Green University. Recent strategic planning engagement told us that this remains an important, foundational element of what UNBC is and what we have to offer. While our sustainability-focused research, coursework, and operations involve the active participation of students, faculty, and staff, that community engagement also told us we can do more to lead the way in sustainability.

UNBC accomplished a great deal in 2022/23. While it is impossible to list all the initiatives in this report, numerous initiatives stand out.

Strategic Planning

As a leader in sustainability initiatives, UNBC established a Green University Strategic Task Force to advance our efforts in academic programming, research, and operations. Informed by engagement and consultation, the Task Force produced a final report that will continue to inform the development of UNBC's sustainability strategy.

The first immediate action to stem from that report is to recruit a Sustainability Manager

who will play an important role in promoting and developing environmental, social, and economic sustainability and responsibility throughout the University. Some early priority actions for the manager will include registering and updating UNBC's presence in sustainability rating systems such as the Sustainability Tracking, Assessment & Rating System (STARS), administering the Green Grants program, and supporting the restart of on-campus composting.

UNBC will also establish a Sustainability Council to develop strategic direction for sustainability at UNBC, including identifying sustainability guiding principles and identifying priority areas for increasing sustainability.

Special Events

- After a pandemic-induced hiatus, Green Day returned to the Prince George campus this year. Events included film screenings, a green market with local Prince George vendors, a "Climate cook-in," and information sessions about electric vehicles, mending one's own clothing, and the David Douglas Botanical Garden expansion.
- Having restarted in 2022, the Green Fund is a popular program that provides one-time seed funding for research, education and

civic engagement projects that promote sustainability at UNBC, partly funded through parking revenue. Successful projects included developing Indigenous art decals on windows to reduce bird strikes, the creation of a comprehensive book of Dakelh plants names and traditional uses and significance, and an infusion of funds to the "Borrow-A-Mug" program (BAM) operated by the Northern Undergraduate Student Society that provides reusable mugs for UNBC students, staff, and faculty instead of single-use cups.

Research

- Dr. Darlene Sanderson was appointed Dr. Donald B. Rix Leadership Chair for Indigenous Environmental Health at UNBC. Her research connects Indigenous health, education, law, and the environment. She works on projects aimed at enhancing language and cultural knowledge for Indigenous youth, emphasizing the value of traditional knowledge, examining the interactions between health of the land and the health of Elders and work on proactive assertion of Indigenous water laws. She was a leader in presenting an Indigenous Water Ethics event during the United Nations 2023 Water Conference.
- Every winter since the tailings pond breach at the Mount Polley mine in 2014, copperladen sediment from the bottom of Quesnel Lake has been re-suspended in the water column and has flowed into the Quesnel River affecting aquatic life in the watershed, according to research by Dr. Phil Owens and Dr. Ellen Petticrew. Published in the journal Science of the Total Environment, their research details how this process results in seasonal copper levels in the Quesnel River that at times exceed federal guidelines for the protection of aquatic life.
- Environmental Engineering student
 Madeline Clarke designed and built a
 rotating indoor Workplace Atmosphere
 Sampler (WAM), believed to be the first of its
 kind in Canada and one of only a handful in
 the world. Clarke, who will enter her second
 year this fall, constructed the industrial
 hygiene air sampling machine at a fraction

- of the cost of the comparable professionally built WAMS. Funded in part by WorkSafe BC, Canada Summer Jobs and PacifiCan's recently established Environmental Solutions Innovation Hub, Clarke researched, designed and created the WAM in less than four months while working at Northern Analytical Laboratory Services at UNBC.
- Dr. Hossein Kazemian is collaborating with industry to explore ways to use new materials to create a bio-renewable and biodegradable hybrid packaging solution. Kazemian, the head of Northern Analytical Laboratory Services (NALS) and the Lead Principal Investigator of the Materials Technology & Environmental Research (MATTER) team at UNBC, is partnering with Brown's Bay Packaging Company Limited to develop a new kind of foam that will provide the thermal insulation required to keep seafood fresh but have a significantly smaller environmental footprint.
- Department of Geography, Earth and Environmental Sciences Assistant Professor Dr. Siraj ul Islam received \$142,500 in Discovery Grant funding from the Natural Sciences and Engineering Research Council of Canada (NSERC) to fund five interrelated projects with the overarching goal of designing an improved hydrological prediction system capable of forecasting streamflow and river water temperatures on daily-to-seasonal time scales with improved accuracy. The project supports two Master's students and one PhD student at UNBC.
- including UNBC Professor and Canada Research Chair Dr. Brian Menounos, used a supercomputer at UNBC to calibrate findings describing in the journal Science that by the end of the century, the majority of Earth's remaining glacier ice will exist in southeastern Alaska, the Northern Coast Mountains, Yukon, the northeastern Canadian and Russian Arctic, and mountains that fringe the Greenland and Antarctic ice sheets. The computer, jointly funded by UNBC and the Tula Foundation, allowed researchers to analyze more than 440,000 images.

An international team of researchers.

- An international team of researchers, led by UNBC's Dr. Rajeev Pillay, a Post-Doctoral Fellow working alongside UNBC Ecosystem Science and Management Professor Dr. Oscar Venter, examined the habitat of more than 16,000 mammal, bird, reptile, and amphibian species in tropical rainforests and found that preserving forest integrity is crucial for maintaining biodiversity.
- Students in the ENVS 339 carbon accounting class completed a study on the Scope 3 emissions of the UNBC Timberwolves (all four varsity teams) and presented their findings and recommendations for improvement, not only at the University level but at the Canada West and USports level as well.

Operation

UNBC's commitment to sustainability extends beyond academics and research to its operational practices. The University's foresight over a decade ago on renewable energy resources has paid off, resulting in a consistent reduction of over 60% in annual Scope 1 and Scope 2 greenhouse gas (GHG) emissions compared to the 2007 baseline levels.

As a result of these efforts, UNBC has already achieved the provincial emission reduction target for 2040 and is on track to meet the accelerated buildings sector target for 2030. These achievements are a testament to UNBC's dedication to reducing its environmental impact and promoting sustainability.

There is still much work to be done in reducing emissions and promoting sustainability. To this end, the University will partner with organizations like BC Hydro to continue its efforts. For instance, the conversion of natural gas boilers to heat pumps at the Northern Sport Centre is just one example of future low-carbon electrification projects that will displace the remaining use of fossil fuels.

In addition to these electrification projects, UNBC is implementing energy efficiency measures by upgrading building heating

Our Bioenergy Plant USES IOCAI sawmill residue, reducing our fossil fuel consumption to heat the university

by 85%.

Package-free bulk foods **Store** on campus.

Secure, covered bike storage, stand-alone bike lockers, a bike repair station and shower facilities.

The Wood Pellet Plant saves 140 tonnes of CO, per year.

Carpooling program.

The Green Fund provides grants for innovative projects to create a more sustainable campus.



Page 109 of 224

systems from older, less efficient designs to smaller and more efficient systems that provide an opportunity for future heat recovery projects. Moreover, following the success of the two new Passive House certified buildings at UNBC, all future new buildings will meet Passive House standards. The University is also exploring the feasibility of retrofitting existing buildings with Passive House-type envelope and ventilation upgrades to minimize energy use. Several notable operational activities this year demonstrate UNBC's ongoing commitment to sustainability, including the following:

Continuous Optimization

In 2022/23 UNBC completed the second round of Continuous Optimization of three buildings: the Northern University Student and Conference Centre, the Geoffrey R. Weller Library, and the Teaching and Learning Centre. The total savings for these buildings from energy conservation measures implemented in the first and now second rounds of Continuous Optimization is 625,500 kWh of electricity per year, 6,000 GJ of fuel per year, and \$70,000 of cost savings per year.

Heat Exchanger Upgrades

We have started a multi-year series of heat exchanger upgrade projects. The intent is to replace aging inefficient heat exchanger systems with newer more efficient systems. Each upgrade increases efficiency and results in less electricity and fuel demand. It is a multi-year series of upgrades. In 2022, two system upgrades were completed in the Agora, and three more are scheduled for that space in 2023. Previously upgraded facilities include the Power Plant, Charles J. McCaffray Hall, Teaching & Learning Centre, Conference Centre, and the Dr. Donald Rix Northern Health Sciences Centre.

Energy Management Assessment

BC Hydro conducts an Energy Management Assessment (EMA) session with UNBC representatives roughly every two years to identify areas for improvement in the University's energy management practices. Overall, UNBC scored 91% against its targets, and achieved significant energy savings of more than 625,000 kilowatt hours (kWh) in 2022/23.

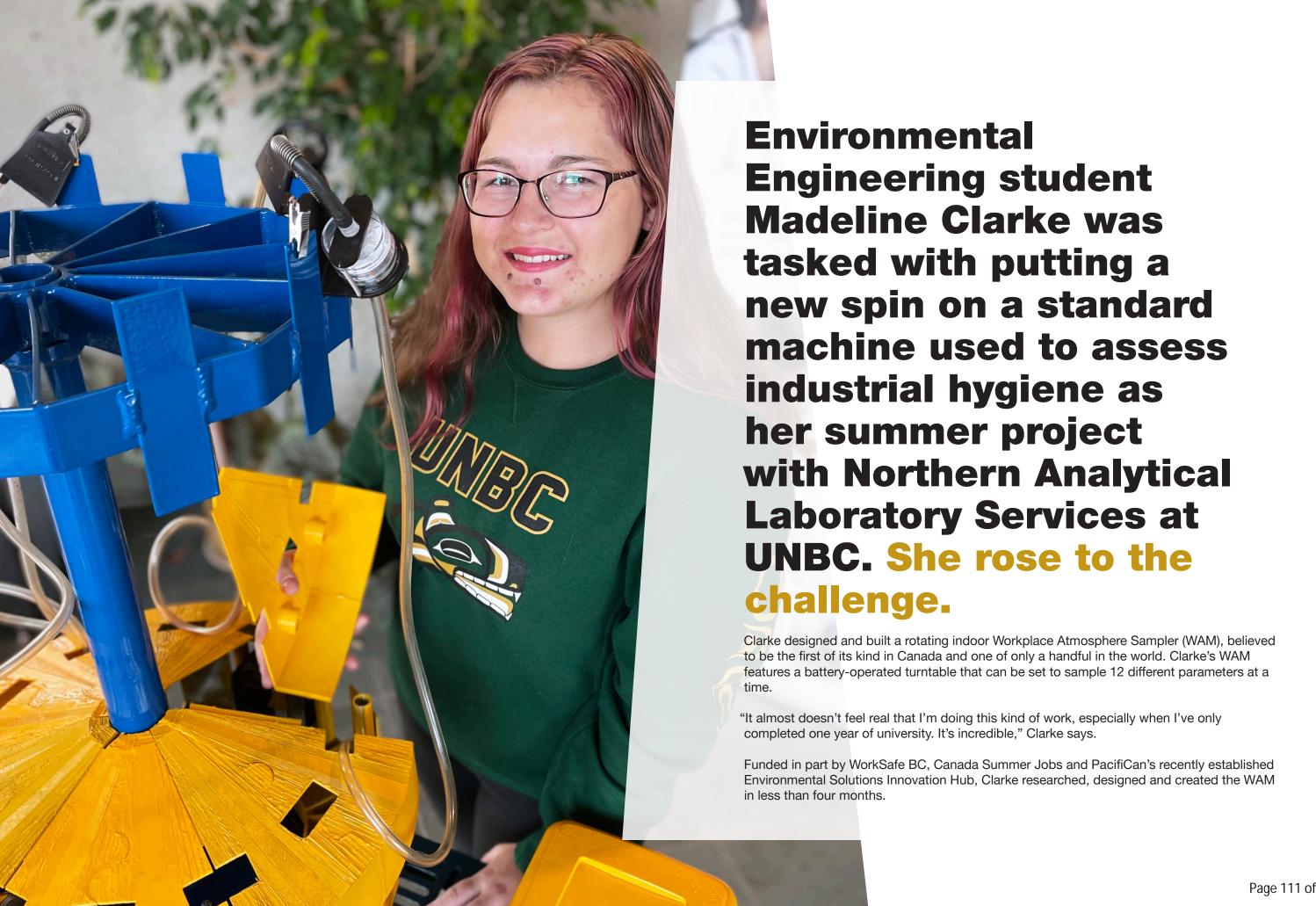
Bioenergy Plant

After major maintenance in 2019-2020, UNBC's Bioenergy Plant ran much closer in 2022-23 to its target of offsetting natural gas use by 85%, resulting in a significant reduction in GHG emissions. The learnings from recent years have also prompted a renewed focus on preventative maintenance planning for the Bioenergy Plant, both in terms of regular short-term and major long-term maintenance activities. After the shutdown of Pacific Bioenergy in 2022, UNBC had to find a new source of wood pellets for the Pellet Boiler. The University successfully established a new agreement with Premium Pellet in Vanderhoof. Like Pacific Bioenergy before them, Premium Pellet donates the wood pellets to UNBC.

Community engagement

- The Northern BC Climate Action Network (NorthCAN) hosted a full-day public workshop at UNBC, co-sponsored by the Community Energy Association, the Pacific Institute for Climate Solutions and UNBC. A hub for connecting individuals from local and Indigenous governments, the health and education sectors, business and industry as well as non-governmental organizations, NorthCAN aims to identify and celebrate opportunities for climate action that work for northern B.C., encourage regional innovation, and identify funding opportunities. UNBC students, faculty and staff are all actively involved, a tremendous number of UNBC graduates are network members, and the northern colleges are participating as well.
- UNBC ran an Energy Wise Thermostat Challenge campaign to encourage the University community to conserve heating energy by reducing thermostat set points. Fifty people participated in the challenge, which also provided an opportunity for them to share feedback regarding space heating

on campus. UNBC participates in the Energy Wise program each year in partnership with BC Hydro to support community engagement on energy conservation. • UNBC facilities staff play an active role in engaging with students and the broader community to promote sustainability. They offer tours of various facilities, such as the Bioenergy plant, the Passive Housecertified Facilities Maintenance Building, and the solar panels at the Conference Centre. In addition, they contribute to the academic program by delivering guest lectures, collaborating with students and professors on coursework, and participating in sustainability-focused discussion panels. Moreover, UNBC facilities staff participate in external sustainability events and groups, strengthening ties with the local community and fostering a culture of sustainability beyond the University. age 110 of 224



Mandate Priority Reporting

The Minister's 2022/23 Letter of Direction provides expectations and a foundation upon which UNBC builds out its strategies and actions. The following highlights illustrate our progress towards meeting those expectations.



Demonstrate your commitment to collaborating within your sector on new and priority initiatives, including:

Working to align education and skills training to the goals of the BC Economic Plan.

o Supporting People and Families

a. UNBC is making continued progress in collaboration with Northern Health under the revised MoU between the two organizations that was renewed in December 2022. Four working groups have been struck: human resources in health care; cultural safety; research and quality of health care; and enhanced collaborative systems.

b. The Northern Baccalaureate Nursing Program at UNBC is expanding with a new location in Prince George that will start in September 2023. The NBNP expansion is part of an increase in nursing seats announced by the provincial government in 2022. The Province is adding 602 new nursing seats to public post-secondary institutions throughout the province to help support the healthcare needs of British Columbians. The program runs over five consecutive semesters and will support 48 students in Prince George at full capacity.

c. Continuing Studies offered new programming in Mental Health Topics.

o Building resilient Communities

- a) UNBC is working with the Community Energy Association and the Pacific institute for Climate Solutions on the Northern BC Climate Action Network (NorthCAN). This growing network of individuals and groups is working to implement local climate solutions, encourage innovation and provide opportunities for collaboration across northern B.C. UNBC graduates make up a large percentage of the group, and faculty are providing scientific expertise to the project as well. b) Continuing Studies created the Executive Leadership Certificate to grow leadership capacity within Northern communities.
- c) Retail Services supports local businesses and artists.
- d) Food Services prioritizes B.C. food purchases, with an average of 37% of food purchases produced in B.C.
- e) The curriculum developed for the engineering program contains significant information and examples of sustainable design and deals with the physical resilience of communities.

o Advancing reconciliation

- a) The Aboriginal Service Plan report was submitted and approved for the 2022-23 academic year. The institution is working closely with the Ministry to establish long-term planning and accountability measures. The intentions and goals of the service plan are robust, but the unique location and the large number of Nations with whom UNBC have relationships need to be better defined and understood. The number of Nations, travelling times, COVID-19 regulations, and changes in key leadership positions has created instability over the past number of years in relation to consistent connections to the University and the ability to meet in person to strengthen and enhance relationships. Meeting each community's unique needs will require more time and greater support to ensure it is done well and in a sustainable manner.
- b) The Faculty of Indigenous Studies, Social Sciences and Humanities has taken on several initiatives:
 - i. Through committee work on tenure and promotion, incorporating and broadening academic conversations on scholarly expectations and activities.
 - ii. Greater representation of Indigenous experience and worldviews on committees and in Faculty decision making.
 - iii. Constant re-evaluation of policies and language, especially as they relate to educational goals for in-community language and culture programming.
- c) The First Nations Centre hosted wood carving sessions for students at the Prince George campus. The students worked with Cree/Dakelh artist Clayton Gauthier in Lhuhuhwhezdel: The Gathering Place, where they've been surrounded by the 32 cedar planks he carved and painted as part of the Nenachalhuya The Cedar Plank Project. Having artwork reflective of the northern B.C. First Nations and communities served by UNBC provided the perfect backdrop for the sharing that occurred. Gauthier said while the focus of the carving sessions was to learn about the wood—how each piece is unique, how to work with it, how to use wood-working tools—the time spent in Lhuhuhwhezdel also provided the space for sharing.
- d) UNBC faculty Dr. Sheila Blackstock and Dr. Daniel Sims stepped into the roles of Academic Co-Leads at the National Collaborating Centre for Indigenous Health, as longtime Academic Lead Dr. Margo Greenwood moved on into her new role as Senator in the federal government.

- e) UNBC unveiled a new piece of artwork in fall 2022 that shines a light on the true experiences of Indigenous People at residential schools and the importance of healing and love as we work toward Reconciliation. Reconciling Light by Kwakwaka'wakw artist Simon Daniel James, who also goes by the name Winadzi, is on permanent display on the first floor of the Geoffrey R. Weller Library building. The carving features a circular sun at its centre with eight rays extending out. To tell the truth about what happened at residential schools, James used archival and family photos to create images on the sunrays. Each sunray tells part of the story, from betrayal of the children by those in authority, to the attempt at assimilation from the government and churches to the love that is required to support Survivors and future generations of Indigenous children. The work was commissioned by the UNBC Indigenous Art
- f) The Indigenous Studies 101, a professional development workshop series led by Dr. Daniel Sims, was an eight-part series offered online and in-person to all students, faculty, and staff. The workshop was well received by the community and the second series for the 2023-4 academic year is being finalized.
- g) The Rotunda art gallery at the University of Northern British Columbia was re-named after the late Robert Frederick, an accomplished Lheidli T'enneh carver, storyteller, and educator. Frederick, a member of the Lusilyoo Frog Clan, was a descendant of Letric Cho (patrilineal) and Sapheria Prince (matrilineal). Frederick began learning from Elders at an early age. Said to have an impeccable memory, Frederick absorbed the traditional ways and traditional legends of his people, lessons he passed along to younger generations, including many UNBC students. His father, along with other Elders, gave him his first introduction to carving. In later years, Frederick entered a carving program under the guidance of master carver Ron Sebastian (who created UNBC's Senate doors, the ceremonial chairs used at convocation, and the Talking Stick). With that training, Frederick created his first dugout canoe, commissioned by Huble Homestead. The original was donated to UNBC and resides in the gallery that will now bear his name. The gallery, managed by the UNBC Arts Council, offers curated exhibits to develop emerging visual artists through increased access to and awareness of visual arts at UNBC and in the community. All exhibits at the gallery are free.
- h) Continuing Studies developed and delivered the Working With Indigenous Communities: Best Practices course. They also developed a Cultural Awareness program for Rio Tinto.
 - i) The School of Economics has undertaken several initiatives, including the following:
 - i. A good portion of the most recent offering of ECON 204 (Contemporary Economic Issues) was devoted to Indigenous economic development, and the School is developing an Indigenous Economic Development course at the undergraduate level.
 - ii. The Master's program is being restructured, which allows for an internship option; the goal is to see graduate students work with Indigenous organizations and communities, learn more about Indigenous culture, and help with capacity building in those organizations and communities.
 - iii. Collaborating with the School of Business to seek community partnerships, which would allow UNBC students to engage in community projects of interest to local First Nations and enhance experiential learning for undergraduate and graduate students.
 - iv.Continue to plan student-led symposia that focus on critical economic issues of interest to local communities, including First Nations.

o Meeting B.C.'s Climate commitments

- i. UNBC's research program includes a wide range of topics, including mixed-wood forests and interaction with climate variables, forest disturbances and management practices, carbon sequestration and alternative silviculture, watershed science, renewable fuels and bioprocess engineering, climate change, and more.
- ii. UNBC is undertaking ongoing energy efficiency work, maintaining Bioenergy facility performance levels, and exploring alternative fuel sources through industry partnership. For more details, refer to the Leading Sustainability information on page 22.

o Leading on environmental and social responsibility

- i. UNBC's Community Development Institute continues to lead the conversation in areas of community, regional and economic development. Its new "Building Foundations for the Future" report series features 40 community profiles, including a sample of non-metropolitan B.C. communities, each of which includes information on income distribution, household income in the context of shelter costs, and homeowner and renter housing cost vulnerability rates.
- ii. The CDI also developed a new Housing Information Portal that provides access to population and housing data, and now includes more than 60 non-metropolitan communities. The portal is available as a decision-making tool and is of interest to local government, developers, planners, contractors, economic developers, the non-profit sector, and senior levels of government. It highlights the strong links between housing and economic development potential.

iii. The Readiness in Transition webinar series CDI developed shares "the hard-won experiences and lessons from those who were in various types of leadership roles when an economic crisis occurred in their small community. The speakers all share our commitment to help prepare other communities and leaders with the information they will need should an economic crisis arise during their watch."

o Fostering Innovation across the economy

- i. The University of Northern British Columbia received more than \$1.9 million in funding from the Pacific Development Agency of Canada (PacifiCan) to support the establishment of the Environmental Solutions Innovation Hub. This funding will allow UNBC to procure the advanced analytical instruments and personnel needed to meet an ever-expanding demand from local and regional natural resource-based firms to perform chemical and physical analytical work. The new hub will be housed in the Northern Analytical Laboratory Services lab and allow for the increased and expedited development and prototyping of new materials and technologies needed to solve pressing environmental concerns in northern B.C. in sectors such as water management, mining, forestry, and bioenergy.
- ii. UNBC researcher Dr. Hossein Kazemian is collaborating with industry to explore ways to use new materials to create a bio-renewable and biodegradable hybrid packaging solution. Kazemian, the head of Northern Analytical Laboratory Services and the Lead Principal Investigator of the Materials Technology & Environmental Research (MATTER) team at UNBC, is partnering with Brown's Bay Packaging Company Limited to develop a new kind of foam that will provide the thermal insulation required to keep seafood fresh but have a significantly smaller environmental footprint. The team received a \$300,000 Ignite grant from Innovate BC to continue their research.
- iii. Information Technology Services is working with Amazon Web Services to support research projects that UNBC would not normally be able to support.

Contribute to Ministry engagement on upcoming initiatives, including:

The Future Ready: Skills for the Jobs of Tomorrow plan.

- o UNBC is well positioned to support this plan and will be one of the institutions offering specific microcredential training for in-demand jobs, including Ecosystems Field Data Collection, Project Management and Executive Leadership.
- o UNBC is also offering more programming in high-demand fields, such as nursing, engineering, and education, thanks to investment from the provincial government.
- o UNBC continues to engage in dialogue with multiple partners on the prospect of veterinarian education option for British Columbians.
- o In addition, UNBC continues to find ways to expand its conversations with relevant agencies and communities regarding former Youth in Care.

The Ministry's sexualized violence policy review.

 UNBC continues to make education and training available on this topic to students and employees. Our subject matter experts remain available for cross-sector conversations that inform policy and provide better outcomes for British Columbians.

Further tech-relevant seat expansions.

o UNBC is continually evaluating its programming options with an eye to identifying and developing programming in tech-relevant areas. This evaluation happens through inter-disciplinary offerings, new dual credit opportunities, youth programming, and working towards new degree offerings.

The funding formula review of provincial operating grants.

o UNBC submitted its first submission for this process in June 2022. British Columbia's post-secondary system is an exceptional ecosystem that fosters knowledge, creativity and inclusion. A reinvigorated funding model will allow B.C.'s PSIs to increase student satisfaction and success, develop more responsive programming, foster sustainability and a healthy environment, enhance community engagement, improve diversity, and support economic growth. UNBC is a critical component to that success, both through its actions as an institution and through collaboration with others. Our actions today will provide immeasurable benefits to all British Columbians and help propel the province into a new era of innovation, inspiration and prosperity.

Work with the Ministry and your communities, employers and industry to implement postsecondary education and skills training for British Columbians, particularly those impacted by COVID-19 and vulnerable and underrepresented groups, to participate fully in economic recovery and growing career opportunities.

- The Office of EDI and the Office of Research and Innovation established the Northern Regional Black Entrepreneurship Knowledge Hub (BEKH) at UNBC. As a regional hub, the institution manages existing partnerships, recruits and signs agreements, and integrates new Black community partners into the North. The institution has hired a Research Associate who will do an environmental scan to ensure a safe, sustainable, and effective way to meet project mandates in the uniquely situated regions we serve. Based on said scan, the institution will determine the best approach for ongoing engagement with Black community leaders, other universities, research institutions, and organizations to reach regional research priorities, co-generate research, build research capacity, and implement research projects that resonate with the Black communities' needs, issues, and challenges. This is exciting and meaningful work, but the institution is moving mindfully and strategically to ensure commitments made via the BEKH are sustainable long-term and meet the greatest needs of Black communities in the most effective and collaborative ways possible.
- The institutional Indigenous, Black, and People of Colour (IBPOC) Caucus has been re-established, effective January 2023. This Caucus is designed by and for members of the UNBC community who are Indigenous, Black, and People of Colour, and is part of the Collective on Anti-Racism (CAR). CAR is an independent, selfgoverning group of students, faculty, and staff at UNBC. The goals of this Caucus are to honour resiliency and resistance, connect IPBOC faculty and staff, and create a sense of community and belonging.
- Continuing Studies offered programming in high employment areas including Administrative Assistant, Environmental Monitors, Wildlife Dangerous Tree, Project Management, Entrepreneurship, and Tourism and Hospitality.
- Business Services hired 25 student employees in 2022.

Fully engage with government in implementing mandate commitments to support a future-ready workforce and post-secondary system, increasing access to post-secondary education and skills training and high opportunity jobs for British Columbians. This includes crossgovernment, community, sector, and stakeholder collaboration to support mandate commitments where education, innovation and equity play a role, and that builds upon the government's CleanBC strategy and supports a clean economic future.

- · Academic programs train students in critical skills and core competencies that prepare them for a variety of contributions to their communities and society.
- In-community Indigenous programming that concentrates on language and culture is increasing access to post-secondary education, enabling future study pathways, and providing greater employment and income opportunities. These initiatives support First Nations educational objectives while also responding to government mandates.
- Athletics participated in the BC Athlete Assistant Program (BC AAP), an athlete-centred financial assistance program funded by the Province of British Columbia and administered through the BC Sport Agency, to support UNBC student athletes.

- UNBC is onboarding EPBC 3.0.
- UNBC participates in the BCCAT Transfer Credit System project.

Progress made on UNBC's 2022-23 strategic goals

In addition to the actions noted above, UNBC tracks and reports on multiple activities across the institution that directly support the principles listed in the Minister's 2021-22 Mandate Letter, including:

- Putting people first
- · Lasting and meaningful reconciliation
- Equity and anti-racism
- A better future through fighting climate change
- A strong, sustainable economy that works for everyone.

These activities are reflected below and are categorized by the University's strategic objectives stated in UNBC's 2021/22 Institutional Accountability Plan and Report. Others are reported on more specifically in the "Reporting on Strategic Initiatives" section.

Renew and refresh academic programming

Accreditation, curriculum review and refresh.

Faculty of Environment

- a) The Environmental Planning Program received full accreditation by the Canadian Institute of Planners and Planning Institute of BC.
- b) BA Geography curriculum refreshed with new faculty member.
- c) The Environmental Science Program held a curriculum review retreat.
- d) All GIS courses were reviewed, and the curriculum re-aligned across four years.

Faculty of Indigenous Studies, Social Sciences and Humanities

- a) All academic programs are pursuing curriculum renewal; these efforts are tied to program-level strategic planning and prioritizing, which includes undergraduate and graduate levels. It consists of calendar changes, more collaboration and cross-listing, joint majors, and various motions to improve the student experience and learning pathways.
- b) Northern Studies underwent an external review in 2022; the departments of English and Global and International Studies are undergoing external reviews in 2023.

Faculty of Human and Health Sciences

- a) The Northern Collaborative Baccalaureate Nursing Program (BScN program) received five-year accreditation status with the Canadian Association of Schools of Nursing in March 2023; the self-study portion of the education program review with the BC College of Nurses and Midwives is due to be submitted in early April 2023, in collaboration with our partners at the College of New Caledonia and Coast Mountain College.
- b) The MScN-Family Nurse Practitioner program received seven years of recognition from the BC College of Nurses and Midwives in November 2022.
- c) The Rural Nursing Certified Practice Courses submitted the self-study portion of the education program review with the BC College of Nurses and Midwives.
- d) The Bachelor of Education (Prince George and Regional Programs) had a successful structured dialogue with the British Columbia Teachers' Council in April 2022; a full program review is due in 2025.

Faculty of Science and Engineering

- a) Accreditation visits were conducted for all undergraduate Engineering programs at UNBC; the UNBC/ UBC joint Environmental Engineering program was visited in November 2022, and the UNBC Civil Engineering and UNBC Environmental Engineering programs were visited in February 2023.
- b) All School of Engineering (SoE) programs underwent a detailed review and several changes have been implemented. Course sequencing, prerequisites, and required disciplines were adjusted with the input of a now almost full complement in the SoE faculty. New courses were proposed and are being offered as new faculty members join UNBC.
- c) The SoE has successfully finished implementation of its Civil and Environmental Engineering programs.

Registrar

a) UNBC partners with the BC Council on Admissions & Transfer (BCCAT) and other northern institutions to support a transfer credit system project, which would develop program pathways through the extension of the BC Transfer Credit system to facilitate pathway creation and promotion for students.

New academic programs and learning pathways.

Faculty of Environment

a) Initiating work on a new degree in Aquatic Sciences and Watershed Management.

Faculty of Human and Health Sciences

a) The Northern Baccalaureate Nursing Program was expanded to Prince George, with a first cohort intake set for September 2023.

Faculty of Science and Engineering

a) The MASc in Engineering is fully operational, with eight students in the first cohort. Many more have been admitted for fall 2023.

Division of Medical Sciences

a) The Master of Occupational Therapy Program North was launched in September 2022 with 16 students as a partnership with the University of British Columbia.

Communications and Marketing

- a) Developed customized recruitment marketing strategies/tactics for each new program.
- b) Liaised with government communications on timely public launch announcements of programs such as the NBNP in Prince George.

Housing

- a) Reexamined the program model for Academic Residence Assistants.
- b) Residence Assistants organized study groups for housing students in collaboration with on-campus resources such as the Access Resource Center and Academic Success Center

Retail Services

c) Integrates new learning materials when provided by instructors (i.e., open learning resources)

Increased collaboration and integration among academic programs and five Faculties plus one Division.

Faculty of Indigenous Studies, Social Sciences and Humanities

- a) This is a constant within the faculty through academic programs, curriculum changes and proposals, and new faculty hires.
- b) More cross-listing of undergraduate courses.
- c) Developed new joint majors: Anthropology/Geography and Anthropology/Political Science.

Faculty of Human and Health Sciences

a) Working with the Faculty of Indigenous Studies, Social Sciences and Humanities on establishing clear pathways for graduates of First Nations Studies Certificates and Diplomas to pursue further education in programs such as Education, Social Work and Nursing.

Faculty of Environment

- a. Ongoing discussion towards a new joint degree in Human Geography and History.
- b. Updating the joint degree in Geography and Political Science, and Anthropology and Geography.
- c. Engagement with Engineering and Environmental Science / BSc Geography for better consultation and collaboration on curriculum and teaching.

Retail Services

a) Conducted policy and procedure review for textbook adoptions to ensure knowledge at Dean and faculty levels are consistent with Bookstore requirements.

Develop a plan for UNBC Learning Commons.

Geoffrey R. Weller Library and Northern BC Archives and Special Collections

- a) A Learning Commons Working Group was struck to achieve the following objectives:
 - · Work together to create and maintain an inclusive, safe, welcoming space for all students.
 - · Share relevant information between units.
 - Discover opportunities for collaboration between units.
 - · Advise units on best practices in developing outstanding student services.
 - Work together to help the University achieve its strategic goals.

Group membership consists of all partners involved in the space including representatives from the Library, Student Affairs, and Wellness. A half-day facilitated workshop will take place in spring 2023 to discuss further the governance, goals, and objectives of the Learning Commons.

Communications and Marketing

a) Created social media content highlighting first-floor renovations and the enhanced student space now offered.

Regional outreach, engagement, partnerships, and incorporating Indigenous world views.

Regional Advisory Committees

a) UNBC has revitalized its commitment to visiting campus communities across the North. UNBC faculty and senior staff visit each community twice per year, engaging with local Indigenous leaders, provincial and local government representatives, school district leadership, post-secondary institution partners, business leadership, alumni and more. This renewed focus is intended to ensure communities know there is a connection with UNBC and that conversations and partnerships will serve northern British Columbia well.

Research and Innovation

- a) Developed the UNBC/Mitacs Indigenous Research Ambassadors Pilot Program (IRAPP). There are 12 Indigenous Research Ambassadors (three cohorts of four students each), with the first cohort active in 2022/23. This program engages students in research and experiential learning opportunities, connects them with researchers and communities, facilitates leadership and mentorship opportunities, and celebrates and promotes research and cultural connection to the natural world.
- b) The Interior Universities Research Coalition continues its ongoing, collaborative work with three municipalities (Prince George, Kelowna, Kamloops) on homelessness.
- c) UNBC was a partner in launching the new Northern Centre for Clinical Research with UBC and Northern Health.

Faculty of Indigenous Studies, Social Sciences and Humanities

a) Offering in-community language and culture programs with the Haisla Nation, Kispiox, and Wilp Wilxo'oskwhl Nisga'a Institute.

Faculty of Human and Health Sciences

- b) Working with northern superintendents to increase programming available to uncertified teachers working in northern school districts, including discussions around more accessible BEd options and micro-credentialling to increase skills in curriculum, assessment, and teaching to diverse classrooms.
- c) Working with Indigenous partners and the Faculty of Indigenous Studies, Social Studies and Humanities on program development and pathways to meet community needs in areas of education, social work, and nursing. Indigenous partners include: Ans'Payaxw First Nation, Gitksan Wet'suwet'en Education Society, Lheidli T'enneh First Nation, Tsilhqot'in Nation, and the Wilp Wilxo'oskwhl Nisga'a Institute.
- d) Working with Northern Health and the First Nations Health Authority through our nursing programs, social work programs, and other allied health care opportunities to meet student educational needs (e.g., practicum placements) and the operational needs of health authorities who employ many UNBC graduates.

Alumni Relations

- a) As demonstrated by alumni engagement with the Strategic Planning process, graduate affinity for the University continues to be high.
- b) Over the past year, alumni provided detailed feedback on their educational experience with programs such as computer science and environmental engineering.
- c) UNBC's active Alumni Council, composed of a diversity of graduates located across Canada, has been effective in leading post-COVID group activities and promoting the University.
- d) Collaboration between the Alumni Relations, Research and Innovation and the Office of the President has focused on building relationships with individual graduates around the province.
- e) In October, 160 graduates from 2020 and 2021 returned to campus to experience an in-person Convocation.

Athletics

- a) Working with Engage Sport North to offer Indigenous camps.
- b) Fully implemented the new Indigenous logo thanks to an exceptional partnership with the Lheidli T'enneh Nation. Merchandise sales are shared with the Nation and fund the following:
 - a. An Indigenous award for a student athlete at UNBC. That award has almost reached the endowed level after just one year.
 - b. Funding allocated to the Nation to support Indigenous initiatives, including Elder and Youth programming.
 - c) Developed a branded wall mural at the Northern Sport Centre featuring student athletes and the new Indigenous logo uniforms.
 - d) Co-branded the 2023-24 uniforms with the Indigenous logo and the traditional "howling wolf" logo.

Continuing Studies

- a) Partnered with the Immigrant Services Society of BC to develop the Cultural Tourism micro-credential to support individuals from different cultures entering the Tourism and Hospitality Sector.
- b) Partnered with Hubspace to develop the Indigenous Entrepreneurship micro-credential, which was funded by the Provincial Government.
- c) Expanded regional outreach to identify training needs in Indigenous communities and to offer virtual programming to meet those needs.

Housing

a) Increased relationship building and collaboration on educational events between Indigenous Focused Residence Assistants with the First Nations Centre for residents. Education opportunities included campaigns such as Red Dress Awareness in information campaigns on bulletin boards, etc.

Retail Services

a) Collaborated with the First Nations Centre on communications regarding student sponsorships.

Information Technology Services

a) Focused on providing a seamless technology experience for all University community members regardless of campus location, including technologies such as hybrid classrooms, Kaltura video storage, mobile video conferencing tools, and collaboration platforms such as teams, Microsoft365, and SharePoint, ITS will continue to expand these offerings to allow people who come from differing physical locations to work together without barriers to access.

Communications and Marketing

- a) Continued social media and traditional media storytelling regarding student, research, and institutional success, including content from across northern B.C.
- b) Placed an emphasis on regional engagement during the "Share Your Voice" strategic planning engagement processes.

Explore effective institutional partnerships for joint courses, programs, research projects, and student and faculty exchanges.

UNBC's Travelling Knowledges Program provided international student mobility for more than 35 UNBC undergraduate students to Japan, Tunisia, Guatemala, Italy, Poland, Germany, New Zealand, Australia, Scotland, Norway, and Sweden.

Furthermore, that fund supported experiential learning through international field schools (such as in Guatemala) and for student international research, internships, and independent studies in locales including Guatemala, Norway, and Sweden. The Geography program is developing several 'set' options for presentation to students in 2023-2024.

Faculty of Indigenous Studies, Social Sciences and Humanities

a) Part of curriculum renewal and increased cross-listing, e.g., International Studies and Geography.

Faculty of Human and Health Sciences

- a) Working with Aurora College to ensure their new General Studies program includes courses and pathways that would meet entrance requirements for programs housed in FHHS, e.g., Education, Social Work.
- b) Working with Northern Lights College on the pathway to entry for the Northern Baccalaureate Nursing Program and exploring other student pathway opportunities.

Continuing Studies

- a) Expanded offerings with the Ontario College of Art and Design to deliver Digital Skills Micro-credentials and Certificates.
- b) Partnered with Emily Carr to support UNBC Indigenous Entrepreneurship students to partake in their programming.

a) The International Office has been engaged in a review of our exchange partners, starting with student exchanges specifically. We received our first exchange students since the pandemic in Fall 2022 from Norway, Japan, and Switzerland. Also met recently with a representative from the Finnish Consulate General to explore research exchange partnerships.

Information Technology Services

a) Supporting unique research projects through cloud technologies in partnership with Amazon Web Services. This will use innovative technologies to allow research projects to run with minimal costs and maximum flexibility.

Explore Micro-credentials in coordination with Continuing Studies.

Faculty of Indigenous Studies, Social Sciences and Humanities

a) Developing a Fundamentals of Public Administration micro-credential.

Faculty of Human and Health Sciences

- a) Developing three micro-credentialled courses with Continuing Studies to enhance skills of uncertified teachers:
 - a. Alternative Learning Design
 - b. Enhancing Your Stem
 - c. Linking Curriculum with Class Engagement

Continuing Studies

a)Partnered with the UNBC School of Education to submit accepted proposals for three Micro-credentials.

Retail Services

a) Provides course materials for all newly developed micro-credentials.

Communications and Marketing

 a) Developed and implemented marketing tactics for early micro-credential offerings coming from Continuing Studies.

Graduate Programs and Research

- 1. Finalize the governance structure for graduate programs.
 - a. A new Vice-Provost Graduate and Post-Doctoral Studies position has been created to ensure strategic leadership in this area. The search is underway.
 - b. Along with the Office of the Registrar's work to improve the process for reviewing and admitting graduate students, the Graduate Student manual development is well under way, being led by a graduate student on contract and supported by the Associate Registrar Graduate.
- 2. Update and extend the existing Strategic Research Plan.
 - a. An updated and redesigned Interim Strategic Research Plan was developed and is in place to the end of 2024. The search process for a new Vice-President Research and Innovation is underway and once hired will initiate consultations and the drafting of a new Strategic Research Plan.
- 3. Establish and implement the Northern Centre for Clinical Research, a collaboration between UNBC, the UBC Faculty of Medicine, and Northern Health.
 - a. An MOU was established, and the Northern Centre for Clinical Research (NCCR) grand opening took place in March 2022. Dr. Anurag Singh was brought on as the first Centre Director in September 2022. UNBC is working closely with UBC on fundraising initiatives in support of the NCCR.

Student Services and Success

 Start implementing Strategic Enrolment Management to attract and retain students, substantially increase student success, and reduce attrition rate over time. This will require an integrated approach and collective efforts from the entire UNBC community.

A new, institution-wide Strategic Enrolment Management Committee was formed in July 2022, with membership encompassing a wide range of academic and administrative units. The committee is focused on making short-term improvements to enrolment, while smaller working groups are also developing longer-term strategies to improve student recruitment and retention, looking particularly at four topic areas:

- 1. Data
- 2. Curricula/Programs
- 3. Recruitment, Outreach, Engagement
- 4. Student Success/Support

Each working group focused on set topics/themes and brought forward recommendations for action or further exploration. The second phase of this SEM effort will commence Summer 2023, including finalizing UNBC's Key Enrolment Indicators.

Student Success

- a) Have begun a three-year relationship with higher education research company CRI to deploy their proactive student risk assessment questionnaire to identify students' high risk in certain risk categories. The first round was deployed and reviewed in Fall 2022, and baseline risk levels, first semester performance, and second semester continuance rates were set for the second round in Fall 2023.
- b) Created a Restorative Relations department.
- c) Hired and trained Restorative Relations and Student Supports Coordinator for an intentional and focused holistic approach to supporting students in areas of non-academic misconduct, students experiencing crisis, and concern for students.

d) Continued work on Restorative Justice throughout UNBC, mainly focusing on Student Services and Restorative Justice practices integration.

Faculty of Indigenous Studies, Social Sciences and Humanities

- a) Approaching this actively through first-year student experience and support.
- b) Clarifying learning pathways and curriculum visibility, so that undergraduate students can plan and better understand the learning-based outcomes and progressions in their degrees, creating the predictability of course offerings in each academic program, and ultimately tightening/strengthening the curriculum for a more focused, outcomes-based objective.
- c) Gather data on practical enrolment targets, relative to faculty complement, as part of a medium-term initiative to understand historic enrolment patterns, fluctuations, and rationale for change over time.
- d) Identify and establish capacity limits for graduate supervision, to manage expectations around student numbers and workloads, and to re-focus efforts on undergraduate enrolment numbers and retention.
- e) Marketing of courses through digital media, to target effectively a wider net of prospective students.

Business Services

a) Collaborates with partners on the Ellucian Experience product (student online portal) and ways units can provide information and services to students and staff

Finalize and implement the organizing framework for student services including international students (Framework: April 2022; Implementation: September 2022).

Student Success

- a) This re-organization is complete with a new framework in place:
 - a. Student Experience and Planning
 - i. Hired a Manager, Student Experience and Planning
 - ii. Re-titling of Career & Co-Op Centre to "Career Readiness"
 - iii. Formed an Orientation Planning Committee
 - b. Housing and Restorative Relations
 - i. Hired a Manager, Residence and Restorative Relations
 - c. Student Supports and Wellbeing
 - i. Hired a Manager, Health and Wellness
 - ii. A Director of Student Success was hired in August 2023.
 - iii. From November 2022 to May 2023, the Director of Student Success took a six-month administrative leave; the portfolio was overseen by three other Directors at UNBC.

Registrar

- a) Following a robust planning process, a new structure was developed and implemented. The new Associate Registrar has been in place nearly one year, and all other positions are filled with permanent employees.
- b) A new International Student Retention Coordinator position is in development.

Continue implementing an effective student recruitment plan to increase applicants and substantially improve offer, acceptance, and registration rates.

UNBC experienced enrolment success in some areas and challenges in others:

- a) Fall 2022 results:
 - a. Domestic undergraduate applications: near flat compared to Fall 2021
 - b. Domestic undergraduate admits: up 2.2% compared to Fall 2021; Admit rate +2.4%
 - c. Domestic undergraduate registrations: down 3.9% compared to Fall 2021; Registration rate (-2.8%)
 - d. International undergraduate applications: up 136.2% compared to Fall 2021
 - e. International undergraduate admits: up 110.3% compared to Fall 2021; Admit rate (-6.6%)
 - f. International undergraduate registrations: up 57.1% compared to Fall 2021; Registration rate (-4.4%)
 - g. Overall undergraduate applications: up 22.4% compared to Fall 2021
 - h. Overall undergraduate admits: up 17.6%; Admit rate (-2.8%)
 - i. Overall undergraduate registrations: Flat; Registration yield (-6.4%)

Note: Strategies are in development to improve the undergraduate registration yield rate for Fall 2023.

- b) Strategies and actions for Fall 2023 recruitment cycle.
 - i. UNBC formed two new Tuition Credit initiatives to recognize local sporting events:
 - 1, 2022 BC Summer Games Tuition Credit
 - a. 173 athletes signed up for the opportunity; full utilization and ROI will not be fully known until after the Fall 2023 commencement.
 - 2. 2023 Nordiq Cup Tuition Credit
 - Eight athletes signed up for the opportunity; full utilization and ROI will not be fully known until after the Fall 2024 commencement.
 - Both programs offer participating athletes a multi-semester tuition credit if the athlete attends UNBC within a set number of years beyond each event.
 - ii. Student Recruitment hosted regional high school Indigenous Education Workers and First Nation Education Managers to the Prince George campus for an update lunch on October 25, 2022.
 - iii. Resumed full travel outreach schedule from September to December 2022, visiting more than 240 high schools across B.C., Yukon, Alberta, and Ontario.
 - iv. Connected with Campus Student Success Coordinators to expand the reach and frequency of outreach to prospective students, particularly in UNBC's campus locations outside Prince George.
 - v. Collaborated closely with undergraduate programs, marketing, admissions, and advising to promote spotlight and professional programs:
 - 1. Engineering
 - 2. Northern Baccalaureate Nursing
 - 3. Regional Elementary Education
 - 4. Social Work
 - vi.UNBC Recruitment hosted more than 130 local Grade 12 students to present UNBC Academic Achiever certificates acknowledging their Grade 11 academic performance and to offer them a free course at UNBC following graduation.

Registrar

- a) Employed a new International Student Recruitment Officer, who jointly reports to the International Office and Student Recruitment.
- b) UNBC's Agent Relations Coordinator is actively working on a data plan to connect students with agents to monitor agent relationships and assess those partnerships and contracts.
- UNBC has partnered with Illume Student Advisory Services, who represent and recruit for UNBC in Latin America and Africa.
- d) Have started work on a communications and data plan to enable enhanced reporting and automated and targeted communications to support arrival plans, registration, etc.
- e) Have created targeted email campaigns to support graduate admissions processes and are starting the undergraduate admissions build-out for that as well.

Communications and Marketing

- a) Developed and implemented marketing campaigns designed to raise awareness of UNBC in key demographic categories and in strategic geographical locations, working in co-ordination with student recruitment.
- b) Developed and implemented marketing campaigns for a suite of specific programs and Faculties, including civil and environmental engineering, nursing, MBA, continuing studies, education, Faculty of Environment, and the Faculty of Indigenous Studies, Social Sciences and Humanities, working with Program Chairs, Deans, and other departmental representatives.
- c) On average, UNBC's digital advertising surpasses industry benchmarks in key areas such as clickthrough rates, cost-per-click, and more.
- d) Provide all branded materials for the recruitment team, both digital and print, to ensure brand consistency and professionalism across all recruitment efforts.

Faculty of Human and Health Sciences

- a) Increased the amount of funds being spent and earmarked for spending on advertising and recruitment for its programs and intends to continue to work with Marketing and Communications in this area to develop a more fulsome and proactive plan.
- b) After a hiatus due to COVID, FHHS is supporting a reinvigorated Adventures in Healthcare program, bringing students from across the North to UNBC campuses to experience different types of educational paths that lead to careers in the Healthcare field; planning occurred in 2022/23, with engagement events in both Prince George and Terrace happening early in the 2023/24 year.

Continuing Studies

a) Expanded marketing efforts to outside of northern B.C. for our virtual courses to increase our market reach, resulting in a spike in registrants, with over 50% of registrants coming from outside of the Prince George Region. Also expanded our advertising and recruitment for Online courses, increasing our course registrants by over 50%.

Food Services

a) Partnered with Recruitment to provide an all-you-care-to-eat experience in the Agora Dining Hall for high school students during campus tours.

Retail Services

a) Worked with Recruitment on branded materials for recruitment activities and opportunities to create Bookstore benefits for potential/incoming students

Community and Outreach

- 1. Develop and continually implement outreach, youth, and community engagement programs including events celebrating Indigenous cultures.
 - a) UNBC had a strong presence at the 2022 Indigenous Peoples' Day, held in Prince George at Lheidli T'enneh Memorial Park, planned by the Lheidli T'enneh Nation.
 - b) UNBC continued its partnership with Lheidli T'enneh Nation through the Northern Promise Partnership agreement.
 - c) UNBC began talks with the McLeod Lake Indian Band for its own Partnership agreement in line with UNBC's agreement with Lheidli T'enneh Nation.

Student Recruitment

a) UNBC's Indigenous Student Recruiter was present at Gathering Our Voices in Vancouver in March 2023.

Faculty of Indigenous Studies, Social Sciences and Humanities

- a) More initiatives developed at the program level, including SAGE, and Northern FIRE (Feminist Institute for Research and Evaluation).
- b) Development of a Model Parliament for local high schools.
- c) Present the Global Fridays Speaker Series.

Faculty of Human and Health Sciences

a) After a hiatus due to COVID, FHHS is supporting a reinvigorated Adventures in Healthcare program, bringing students from across the North to UNBC campuses to experience different types of educational paths that lead to careers in the Healthcare field; planning occurred in 2022/23, with engagement events in both Prince George and Terrace happening early in the 2023/24 year.

Faculty of Environment

- a) Worked with Spinal Cord Injury BC and BC Parks to engage the community in barrier-free design for parks.
- b) A Fall celebration event engaged 60 people in conversation about social and environmental issues in Prince George.
- c) Working with Nakazdli Whut'en on initiatives that serve the Nation, involving one class and continuing meetings.
- d) Engaged Valemount community leaders with a student project on boomtown issues.
- e) Engaged downtown development leaders with a discussion of housing in downtown Prince George.
- f) Engaged Prince George community leaders and students in reconsideration of the City's Tree Bylaw.

Division of Medical Sciences

a) Created and recruited an Indigenous Coordinator to focus on building community relationships within Indigenous communities for the purpose of student recruitment and support of Indigenous students to DMS programs.

Research and Innovation

- a) Youth and Student Engagement programs such as Active Minds and GoEng-Girl continue to grow and
 - a. The Active Minds program reached more than 330 young people through its camps in 2022, a rebound year from the previous COVID-impacted years. UNBC expects greater participation in 2023 and beyond.
 - i. 191 participants were in K-6, 38 in Grades 7-8, 16 in Grades 9-12, and 87 who did not specify their Grade level.
 - ii. Four students were employed by the program, 24 students volunteered in some capacity, and eight Faculty/staff acted as mentors.
 - iii. Camps were held virtually, in Prince George, and in surrounding communities such as Vanderhoof.
 - b. UNBC partnered with YELL North and participated in the iCubed Summit, an annual event that provides northern B.C. youth with access to innovative businesses, growing their entrepreneurial
- b) Indigenous Mentorship Outreach Program collaborators visited UNBC from UBC-Okanagan. They support an Indigenous mentorship program in STEM fields, focused on developing mentorship skills in Indigenous university students. Several UNBC students expressed interest in engaging with the program.

Geoffrey R. Weller Library and Northern BC Archives and Special Collections

- a) Since 2018, the Library has participated in the Community Scholar's Program (CSP), an initiative started at Simon Fraser University. The CSP fosters community engagement and collaboration between non-profits, libraries, and post-secondary institutions in B.C., connecting researchers working in the non-profit and charitable sectors with access to published research normally locked behind a paywall. Not only do community scholars gain access to the research portal to search for current literature in their fields, but they also have access to research support from librarians and unique programming. In 2023, the Library renewed its commitment to the program as a Bronze Level Sponsor Partner.
- b) A Night at the Library is a collaborative orientation event held at the Prince George Public Library. It is an evening of fun, games, and community building, connecting UNBC students with the public library, its resources, and staff.
- c) The Northern BC Archives & Special Collections received donor and institutional funding to support the Archival Education Kits Development Project. This 22-month project will provide an opportunity for one project archivist, and up to eight students in the School of Education program, to research, develop, and test four subject-specific Education Kits for post-secondary, secondary, and elementary learners, along with an accompanying teacher's Guide to Learning.
- d) The Northern BC Archives continues actively to facilitate the University's MOU Agreements for storage and access of archival material as agreed upon by UNBC and regional Indigenous communities. Archivists not only facilitate access requests and support in-person research into the materials stored under these MOUs, but they also plan, facilitate, and deliver archives training sessions on digitization, project management, archival description, preservation, etc. upon request and within the communities

- themselves, and will continue to do so throughout 2023. Along with providing collegial support and mentorship to Band employees working on their nation's archival materials, archivists also provide supervision/tutelage to a nation's UNBC-based students who wish to undertake a UNBC directed study or internship course at the archives using their own nation's archival materials as their primary area of study. Through their active involvement in supporting the cultural heritage work of regional communities, the Northern BC Archives has also been, and will continue to be, actively involved in buttressing a nation's external repatriation and research requests to cultural organizations across the country.
- e)The Northern BC Archives & Special Collections continues its active involvement on the Indigitization Steering Committee. Indigitization is a B.C.-based collaborative initiative between Indigenous communities and organizations, the Irving K. Barber Learning Centre, the Museum of Anthropology, Northern BC Archives (UNBC), Xwi7xwa Library, and the Centre for Teaching, Learning and Technology (CTLT) to facilitate capacity-building in Indigenous information management. The Program is committed to clarifying community needs regarding the conservation, digitization, and management of Indigenous knowledge. It does so by providing resources such as the Indigitization toolkit and enabling community-led digitization projects through grant funding and training. Indigitization seeks to develop a network of practitioners who support community-led management of digital heritage.
- f) In 2022, the Northern BC Archives & Special Collections initiated the development of a local Heritage Emergency Response Network (HERN). While the final contract is currently being reviewed, committed signatories will include: Two Rivers Gallery, Prince George Public Library, Carrier Sekani Tribal Council, Huble Homestead/Giscome Portage Heritage Society, The Exploration Place, and the Central BC Railway and Forestry Museum. Through this Agreement, local heritage organizations commit to strengthen their relation-ships and encourage cooperation between institutions in the areas of disaster response and collections salvage and treatment. Specific areas of collaboration will include the following:
 - a. In the event of a disaster, partner institutions will provide the affected institution with the assistance of staff, trained in Collections Salvage Activity and treatment, to support salvage activities.
 - b. Institutions will share their disaster plans to assist in inter-institutional support.
 - Institutions will exchange information relevant to disaster-planning protocols and collections salvage and treatment.
 - d. Institutions will plan or facilitate joint workshops and seminars on collections salvage and treatment, and disaster response protocols.

Athletics

- a) Develop and continually implement outreach, youth, and community engagement programs including events celebrating Indigenous cultures such as:
 - a. Terrace sport camps
 - b. Prince George sport camps
 - c. Combined Active Minds/Active Bodies UNBC summer camps.

Communications and Marketing

 a) Support community outreach programs through social and traditional media activities, by supporting consistent and professional brand representation, and by providing strategic advice and guidance regarding audience identification and engagement.

Food Services

- a) Food Services provider, Dana Hospitality, promoted Executive Chef Skylar Dennis, a member of Stellat'en First Nation from Stellako B.C.; Chef Skylar proudly serves his grandmother's Bannock recipe.
- b) Hosted campus-wide celebrations serving traditional foods in the Agora Dining Hall for Lunar New Year, Nowruz, Diwali, Hannukah, St Patrick's Day, and more.
- c) Partnered with the non-profit society Eco Living Community to host eight educational and cooking demonstration events with students to address sustain-ability concerns. This project was partially funded by Feed BC capacity funding.

Northern Sport Centre

a) Worked with the Lheidli T'enneh First Nation to install the Nation's flag in the Centre, alongside national, provincial, and municipal flags.

Retail Services

 a) Focused attention on Indigenous artists and locally made products, worked with other departments to include UNBC-branded materials for events/take aways, and continued support of local events through product donations.

2. Operationalize the Office of Equity Diversity and Inclusion.

- a) The Office of Equity, Diversity and Inclusion (EDI) was implemented and operationalized in 2022. The departmental strategic plan has been finalized and will be shared with the community for institutional accountability and feedback.
- b) The Office of EDI created and hired a Specialist, EDI, in the fall of 2022. The focus of this role is to be a direct and trusted connection for IBPOC students, faculty, and staff in relation to creating a safe and inclusive campus for equity-deserving members. They oversee and direct annual faculty and staff training opportunities, manage and create content for the institutional EDI site, and are the point person for colleagues in relation to strategic direction, collaboration and prevailing equity-related topics and curriculum.
- c) The Office of EDI led the 2022-23 annual Employment Equity Training for faculty at UNBC alongside the Vice-Provost, Faculty Relations. This is an ongoing commitment and an opportunity for the Office of EDI to connect annually with faculty and create training, education and resources that meet the needs of our faculty to elevate inclusive practices within the classroom and across campuses.
- d) The EDI Office and the Office of Research and Innovation worked together to fund a newly created term position for an EDI Policy Analyst. Once this position has been created, it will be responsible for reviewing institutional policies from an equity lens and making the necessary changes, additions, and deletions to support the institution. The policy review will allow the Office of EDI to structure training and education for the community based on direct feedback received through the policy review process. This will ensure that we focus training and educational opportunities on the areas of growth that students, faculty, and staff have directly identified.
- e) This decision and position are in alignment with the feedback received from the community to ensure to mitigate and remove as many barriers systemically embedded into the institution alongside the education and training required to invoke cultural change.
- f) UNBC established an Accessibility Committee (AC) of students, faculty, and staff, and the first meeting will be held in May 2023. This committee will ensure that UNBC is meeting its commitment to supporting people with disabilities to participate in the community meaningfully, as per the requirements of the Accessibility British Columbia Act. The AC will support the creation of an institutional Accessibility Plan and the creation of a feedback system for the community to inform UNBC on accessibility-related matters.

Research and Innovation

a) UNBC's Canada Research Chair EDI Stipend directly supports the OEDI.

Athletics

- a) Implemented the Universal Code of Conduct to Prevent and Address Mal-treatment in Sport (Sport Canada)
- b) Adherence with the B.C. Universities Safe Sport Framework
- c) Developed an Athletics and Recreation equity statement, including a commitment list and timelines.

Communications and Marketing

- a) Supported the Office of Equity, Diversity and Inclusion by collaborating on a content calendar designed to raise awareness of key events and initiatives.
- b) Developing an inclusive language style guide in collaboration with the Office.

Housing

- a) Developed and organized EDI activities within Housing, including the following:
 - a. LGBTQ2+ flag raising in each of the Residence Buildings.
 - b. Beginning in February 2023, a new EDI newsletter that is topic- focused provides, resources, and highlights an individual/leader. Past topics include What is EDI?, International Women's Day, Indigenous Allyship, What is Allyship? and Accessibility.
 - c. Implemented a new feedback form regarding EDI-related issues for Housing.
 - d. Use Restorative Justice Approaches to address EDI-related conflicts and concerns to ensure equity amongst a diverse population.

Strategy and Governance

1. Renew and refresh UNBC's strategic roadmap.

UNBC launched its strategic plan renewal in November 2022. The University struck a Steering Committee with a diverse membership, from students, to faculty, to staff, sup-ported by a three-person project team and two consultants from Prime Strategy. The committee was tasked with developing early iterations of visions, strategies, and focus areas, being champions in the community engagement process, and acting as liaisons across the institution with key communities.

Tasked with communicating the launch of UNBC's 2023 Strategic Plan engagement campaign, the Communications and Marketing department created the "Your voice. Your UNBC." campaign, a multi-faceted communications and engagement plan inspired by the institution's motto, 'En Cha Huná. The motto-gifted to UNBC by the Dakelh (Carrier) Elders - is interpreted as "respecting all forms of life," and serves as a reminder that all people and living things have a voice. Tactics included video, social media, website, email campaigns, and earned media.

Through its key messaging and comprehensive tactics, "Your voice. Your UNBC" unified the UNBC community around a single goal: informing the future of UNBC. This campaign's success was measured by the participation of UNBC's current students, alumni, faculty and staff, and the northern B.C. community. The results outpaced expectations, with close to double the expected survey responses, excellent in-person attendance at engagement sessions, meeting social media engagement rate targets, and higher-than-anticipated response to an initial "four questions" campaign.

A further breakdown of these results illustrates its success:

- 214 attendees at the strategic plan launch (in-person and online)
- 215 responses to the four questions to the community
- 919 responses to the survey

33% alumni

28% students

- No identifier provided 50%
- Mature 33%
- International 18%
- Indigenous 6%

10% staff

8% general community

6.5% Faculty

2.1% Indigenous community (outside UNBC community)

Other 12%

- 64 participants in online sessions
- UNBC offered special "one-on-one" sessions with Indigenous leaders, as well as a virtual meeting for Chiefs from across the North.
- UNBC also made a concerted effort to engage with communities across the North, with the President and other University leaders greeting more than 160 participants in face-to-face sessions held in Quesnel, Prince George, Terrace, and Fort. St. John

These efforts provided the strategic planning committee with excellent data to consider in the formulation of UNBC's next Strategic Plan. As of March 31, the data is being distilled into key themes, and a set of supporting goals is being developed by the steering committee and sub-committees made up of University community members with a broad range of knowledge, including faculty and staff. The plan is scheduled to be unveiled in the fall of 2023.

2. Develop an Integrated Planning (including Budget) Framework, including the following elements:

a. Unit-wide strategic action plans for selected units

Faculty of Indigenous Studies, Social Sciences and Humanities

- a) Developing unit-wide strategic action plans for selected units, which includes greater fiscal responsibility with targeted objectives.
- b) Conducting a wholesale budget overhaul to better support academic units, supporting full spending of allocated funds, with the release of other funds to support strategic initiatives, events, activities, research, expenditures, and under-resourced units.
- c) Individual academic units are building their own strategic plans to align with current institutional planning.

Registrar

a) Developed a three-year strategic goals and tactics plan for the Registrar and associated areas.

Business Services

a) Every Business Services department works with a facilitator to create strategic action plans aligned with UNBC's strategic planning every three years. These plans inform annual operational planning and KPI development and are reviewed regularly to ensure continued applicability as circumstances change.

Information Technology Services

a) Building a comprehensive strategy for the department and establishing a formal oversight model for information technology services at the University.

Communications and Marketing

a) Developed an internal strategy designed to support the institution's broader strategic goals and initiatives. This strategy will be revisited once the University's new five-year strategic plan is developed and adopted.

b. Indigenous Action Plan

Faculty of Indigenous Studies, Social Sciences and Humanities

a) Efforts are tied to TRC Calls to Action and UNDRIP, manifested most visibly in decolonizing efforts in the First Nations Studies department, the creation of a Centre for Indigenous Studies, etc.

c. Regional outreach and engagement strategy

Research and Innovation

a) The ORI continues to develop research partnerships and relationships with donors and community partners to engage with northern British Columbians.

d. CRM Data Governance Framework

A CRM Oversight Committee was formed in 2022, with representation spanning a wide range of departments invested in student success. Privacy Impact Assessments for a variety of CRM modules are underway and data governance in general remains an ongoing priority for UNBC.

Student Life

a) Restorative Relations and Student Support have begun exploratory work on a CRM module for case management.

3. Develop a Capital Planning Framework.

Facilities

- a) Under the project management of the facilities department, UNBC began work on this priority this year. Some of the work included the following:
 - a. Community consultation
 - b. A capital project prioritization framework was established.
 - c. A reporting cycle was initiated.
 - d. Open space (outdoor) planning began.

4. Develop an Enterprise Risk Management Framework that includes the following elements:

a. Fraud Risk Assessment

- a) In Fall 2022, UNBC started developing a Fraud Policy and related procedures. Work is expected to continue through summer 2023.
- b) An initial fraud risk assessment was completed, which involved consultation with multiple departments to identify areas of fraud risk. The next step will involve mitigating fraud risk.

b. Emergency Response Plan

a) The departure of a key personnel member delayed work on this initiative. While an Emergency Response Plan is in place for UNBC, it will need to be updated and refreshed in 2023-24; that work began in spring 2023.

Information Technology Services

- a) Developing a disaster recovery plan for information technology at UNBC.
- b) Supporting overarching business continuity planning projects.

c. Individual Risk Registers for critical areas

Information Technology Services

a) ITS has a mature and comprehensive risk register and makes continuous progress at reducing risk and increasing security and privacy.

Retail Services

a) Completed the Fraud Risk Questionnaire in Fall 2022.

d. Review and update UNBC policies, procedures, and guidelines.

The Employment Equity and Intentional Diversity, Hiring and Selection Policies were approved by the Board of Governors. These policies support elevating and empowering equity-deserving groups and hiring chairs to advance diversity in hiring and selection procedures. Necessary procedures, training, and education to support the policies will take place in spring/summer 2023.

Registrar

a) Reviewing multiple policies that are in various stages of the governance process. Mostly recent updates include updates to graduate admissions language in the calendar to make it more accessible to faculty and students.

Facilities

a) Several key policies have begun the update process, such as space allocation and other area-access type guides.

Finance and Administration

- a) UNBC is currently revising its Travel and Business Expense Policy and related procedures.
- b) All other policies, procedures, guidelines, and forms will be reviewed in 2023-24 to ascertain which ones need updating.

Research and Innovation

- a) UNBC's General Research Policy and Procedures have been revised and approved.
- b) The Fundraising and Gift Acceptance Policy and Procedures were revised and are in the approval process.
- c) The Naming Policy and Procedures have been revised and are in the approval process, along with the Integrity in Research Policy and Procedures.

The Board of Governors

- a) The Board approved the updated Exempt Employee Handbook, which sets the standards of employment for exempt employees.
- b) The Board's Audit and Risk Committee, as part of its audit function, developed a process for annual evaluation of the function and functioning of the Board of Governors and its committees.
- c) In 2022, the Board of Governors focused on outdated University policies and procedures requiring updates. The following will move ahead for approval in 2023-2024:
 - · Board of Governors Appointment Policy
 - Appeals to the Board of Governors Policy and Appeals Committee Terms of Reference
 - Presidential Review, and Review Prior to Reappointment of the President Policy, Procedures and Committee Terms of Reference

The Senate and Board of Governors

- a) The Board and Senate approved the new Selection and Review of Academic Vice-Presidents and Other Senior Academic Administrators Procedures in March 2023.
- b) In 2023-2024, updated Procedures for the Search committees for the Selection of the President and Vice-Chancellor are expected to move forward for approval.

University Governance

- a) In June 2021, University Governance developed a new University Polices and Procedures framework. A Policy on University Policies and Procedures and corresponding Procedures were approved by both the Senate and the Board of Governors.
 - Since May 2021 16 new and substantially revised University Policies and Procedures have been approved, including the following in 2022-2023:
 - o Indirect Costs and Overhead Charges for Research and Instructional Services Policy
 - o Hiring Equity Policy
 - o Intentional Diversity Hire Policy
 - o Animal Care and Use Policy
 - o General Research Policy and Procedures
 - o Travel and Business Expenses Policy and Procedures
 - Since May 2021, 55 outdated University policies and procedures have been repealed by the respective
 approval authority.
 - In 2023-2024, the following new or updated University policies and procedures are expected to move forward for approval:
 - o Records Management Policy, Procedures and Guidelines
 - o Public Interest Disclosure Procedures
 - o Fundraising and Gift Acceptance Policy and Procedures
 - o General Honoria Policy
 - o Indigenous Equity and Inclusion Policy
 - o Integrity in Research and Scholarship Policy
- b) With the changes to the Freedom of Information and Protection of Privacy Act (FOIPPA) in November 2021, University Governance has been working to align UNBC's policies, procedures, processes, templates and mandatory privacy training to the changes.
 - The Board of Governors approved a new Protection of Privacy Policy in 2022, which has now been implemented.
 - Worked with a data privacy consultant and other UNBC departments on developing a universitywide Privacy Gap Assessment report to assess the maturity of UNBC privacy management program.
 The recommendations from the report are being used to develop a robust privacy management program.
 - Updated the Privacy Impact Assessment document and streamlined the process.
 - Work has begun on privacy management training. A mandatory university-wide training program will
 roll out in 2024.
 - In 2023-2024, the Responding to a Privacy Incident or Breach Procedures, Disclosure of Personal

Information in Emergency or Compelling Circumstances Procedures, Surveys and Other Engagement Platform Procedures, and other related policies and procedures will move forward for approval.

5. Continue website upgrades, integration, improvements, and video storytelling.

Communications and Marketing

- a) Significant work completed to support moving the University's website from Drupal 7 to Drupal 9.
 - a. A comprehensive effort has been made to work with the University's 130+ web editors to ensure content is current, streamlined, and ready for migration to Drupal 9.
 - b. Multiple sections have been or are being rebuilt, with new content and navigation, including highpriority areas such as student life.
 - c. A Drupal 9 training program for web editors is under development.
 - d. The switch to Drupal 9 is anticipated to occur in the Fall of 2023.
- b) UNBC enhanced its video storytelling in the 2022-23 cycle.
 - a. Created a series celebrating UNBC's 16,000th graduate, matching the number of people who came together to call for a University in the North in the late '80s.
 - b. Developed a series of videos detailing research taking place in the Tahtsa ranges around atmospheric rivers.
 - c. Created video content commemorating the installation of UNBC new-est Chancellor, Elder Darlene McIntosh, and UNBC's sixth president, Dr. Geoff Payne.
 - d. Developed content to help generate interest in UNBC's strategic planning engagement process. Content helped the campaign meet or exceed each communication target, with more than 900 community members providing input through the online survey alone.
 - e. Developed two new virtual video tours of engineering facilities, working with faculty and students, to add another tool to the recruitment toolkit.
 - f. Developed video ads specifically for digital advertising purposes.
 - q. Integrated video storytelling into social media content with greater focus and intent, presenting stories of student success, research excel-lence, student life, and more. UNBC has seen significant growth in its audience and engagement rates over the past year. For example, from the last quarter of 2023 to the first quarter of 2024, UNBC's In-stagram page reach increased by 63%, the Facebook page reach increased by 25%, and post-engagement rates consistently surpassed many comparator institutions.

Faculty of Science and Engineering

a) The School of Engineering website is undergoing a review and content update to reflect its programs and infrastructure and become more attractive for potential applicants to our programs, as the website has been identified as the main point of entry for such candidates.

Information Technology Services

a) Dedicated resources supporting the institution's Content Management System upgrade.

a) Implemented a new Enterprise Resource Planning system in Summer 2022, including a new website.

Human Capital

- 1. Recruit key faculty and staff including the Vice-President Academic and Provost, Vice-President Research & Innovation, and University Registrar.
 - UNBC announced the hiring of Dr. Wendy Rodgers as UNBC's new Vice-President Academic and Provost on June 22, 2022. Dr. Rodgers leads the comprehensive strategic planning, development, and implementation of academic priorities at UNBC.
 - The search processes for UNBC's next Vice-President Research & Innovation and University Registrar are underway.
 - The University has established the inaugural Associate Vice-President, Indigenous position and will recruit for this critical senior leadership position this summer.

Faculty of Indigenous Studies, Social Sciences and Humanities

a) Welcomed new faculty in History, International Studies, English and First Nations Studies.

Finance and Administration

- a) Will recruit a new Director of Finance in 2023-24.
- b) Various teams in the portfolio are being reviewed to consider reorganization opportunities, while also identifying career progression and performance management.
- c) Taking a more proactive approach to succession planning given several key senior staff retirements expected over the next few years.

Facilities

- a) Began succession planning for critical roles likely to see retirement.
- 2. Implement a structured training and development program for UNBC staff and continue implementation of an academic leadership development program for Deans and Chairs.

Continuing Studies

- a) Supported the development of the training and development plan for UNBC, including the new onboarding and orientation structure.
- b) Implemented Single Sign On (SSO) on D2L platform to streamline the onboarding process.
- c) Allocated funds to hire a Workforce Development Lead for 2023-2024.

Northern Sport Centre

a) Leadership Team completed "Working with Indigenous Communities: Best Practices" course.

Business Services

- a) Leadership Team completed "Pulling Together: A guide for Indigenization of post-secondary institutions" (Leadership Guide) during monthly sessions over a year.
- 3. Conceptualize performance management and succession planning framework.

Business Services

- a) Promotes succession planning through the assignment of additional duties and responsibilities.
- b) Employs a formalized coaching program; any employee who desires coaching is provided with one, and the Leadership Team is regularly coached and receives training and development for coaching.

Optimization and Digital Transformation

1. Continue process mapping, review, integration, and optimization including data review, clean-up, and (re)organization.

Registrar

- a) Key focus areas include the following:
 - a. Streamlining admissions processes and coding in the student information system (SIS), enabling better reporting and tracking of applications, which will also enable targeted, automated communications via the Client Relationship Management (CRM) system.
 - b. Moving admissions applications (graduate and undergraduate) from EPBC 2.0 to 3.0. While this is a Ministry requirement, it will allow UNBC to target program offerings to reduce infeasible applications, support more complete applications at the point of submission, and target more finegrained information collection to support cleaner admissions processing and ensure applicants have relevant information at the point of application.
 - c. Digitizing paper records and onboarding Banner Document Management, a digital records management tool. Have completed the needs assessment, developed the testing databases, and have just about completed the first round of staff training, with a full implementation phased throughout the next year.
 - d. The International Office is completely overhauling business processes with a completely new staffing structure, including building out communications and data plans to support agent/student tracking and recruitment and retention efforts.

Student Recruitment

- a) Improvements to data include new data points (Pending Applications) added to bi-weekly snapshot reports from Institutional Research (informed by Admissions).
- b) CRM email performance is regularly tracked to improve results.
- c) New CRM allows for "Lead Scoring" to quantify prospective student engagement with email campaigns, events, and by moving through the prospective student life cycle (prospect to applicant to admit to registrant).

Information Technology Services

a) Supports institutional digital infrastructure projects, with plans to enable these initiatives using Amazon AWS cloud technologies such as data lake formation.

Finance and Administration

a) Work is beginning on several key service improvement tools working in collaboration with ITS, including improved reporting, online tuition payments, travel/expense workflows, and more.

Continuing Studies

a) Updated internal processes to streamline operations, such as administrative processes for student processing, financial processing, and student support.

Housing and Restorative Relations

a) Conduct monthly meetings to action operational tasks and deadlines related to process improvement.

Retail Services

a) Focused on process documentation after new ERP system implementation in the summer of 2022.

2. Continue implementation of CRM.

The CRM's various "tool" implementation sequencing has been brought into UNBC's broader digital infrastructure oversight to ensure full institutional awareness of the products' functionality and to sequence IT and staff resources required to implement tools. Key components of Implementation Phase 1 are live and delivering value; others are partly developed and/or on hold, with timelines laid out through 2024.

Registrar

- a) Graduate admissions are now onboarded into CRM email campaigns, and the linkage of relevant data from the SIS to the CRM to support graduate admissions is complete.
- b) Graduate admissions coding and tracking in the SIS has been rebuilt to support CRM automated functionality. The last pieces of this implementation will launch for Winter 2024 admissions, starting early this Summer.
- c) Undergraduate admissions are in the early stages; SIS coding and tracking are complete, and staff are starting to build out email campaigns.
- d) International is in the planning stages for a communications and data plan to support CRM implementation later this year.

Information Technology Services

a) Dedicated ITS resources are supporting this project.

3. Develop an Information Technology Strategy and long-term action plan that considers the following elements: a. Digitization and business process automation.

UNBC struck a Data and Digital Infrastructure "oversight and implementation" working group to address some long-standing technical improvements requiring development and implementation. Group membership includes a wide range of support services. The first phase will see improvements made directly to systems that have an impact on student enrolment, such as the CRM and Banner. Further phases will include business process optimization software, and working to find solutions that function for multiple departmental needs as opposed to niche programs.

Information Technology Services

- a) Focused on business process automation, including projects that allow manual and paper-based processes to be automated.
- b) Working closely with financial services to improve a large amount of existing manual processes related to time and leave management, travel and expense management, document management, payment processing and financial reporting.

Retail Services

- a) Engaged community in digitization discussion and plan for digitization expansion in future contracts (i.e., Print Services).
- b) Worked with ITS on automation opportunities (e.g., Bookware integrations with Banner).

b. IT Risks and Security.

Information Technology Services

a) Deploying a comprehensive set of security technologies to allow people to use computing technologies with a high level of flexibility, while ensuring compliance with B.C.'s privacy legislation, in the environment of increasing security threats.

Information Security

- a) Implemented a vulnerability scanning and remediation program. The next phase of work includes formal vulnerability tracking and deployment of a data centre detection and response system.
- b) Developed an initial business process for the assessment of privacy, security, and contract risks. The next phase includes formalizing the process into a business workflow that will ensure that all new initiatives have appropriate risk evaluation conducted prior to commencement/procurement.
- c) Established a working group to review, create, and update information security policies, standards, and procedures, with reviews underway and gaps identified. New policies, standards, and procedures to address gaps will be developed.

Research and Innovation

a) Research Security Funding was used to purchase cyber-threat detection and containment software and monitoring services for UNBC. The initial acquisition and installation of software and monitoring service is scheduled to be completed by June 30, 2023.

c. Enterprise Resource Planning (ERP) and cloud services.

Information Technology Services

a) Developing plans to migrate UNBC's ERP system to the cloud to improve system resilience and decrease the chance of data loss. This will also improve the level of access to key information systems regardless of a person's campus location. This will also allow more advanced technologies to connect to UNBC ERP systems to improve reporting and business intelligence outcomes.

Retail Services

- a) Implemented Bookware (cloud based) optimizing effectiveness of workflow/processes.
- d. IT equipment, classroom, and technology infrastructure.

Information Technology Services

a) ITS has a multi-year plan to equip every classroom to enable course content delivery in a hybrid fashion. It will also allow for lecture capture and support modern approaches to teaching at a low cost.

Revenue Generation and Diversity

1. Continue planning for, and implementation of, the UNBC Land Trust through an effectively engaging and consultative process.

Business Services

- a) Work continues on preliminary planning activities surrounding a UNBC Land Trust creation. After significant campus and community engagement, visioning activities are almost complete. Design principles and a development scenario were adopted by the UNBC Board of Governors that maintain Faculty/student use of the area for teaching and research purposes but also align with the need to ensure financial viability. The UNBC Land Development Corporation is fully set up and reporting as a legal entity, with an engaged Board of Directors aiding with UNBC's efforts.
- 2. Develop a fundraising plan for 16000/16000 campaign and a fundraising strategy and framework for strategic donor cultivation and revenue diversification.

Development Office

a) The Development Office built a campaign recognizing UNBC's 16,000th graduate to cross the stage, reflecting the 16,000 northern British Columbians who advocated strongly in the late 1980s for a University in the North, for the North. This campaign, while focused on raising funds to support student awards, was also designed as a way the University could re-engage with alumni and donors, particularly in the wake of the COVID-19 pandemic, and to start conversations with a larger group of potential donors about the value of philanthropy and what giving back to UNBC means for future generations. Notably, UNBC received donations from many people who were first-time donors to the University. And from an engagement perspective, the campaign was a success; email open rates ranged from 22% to 67% (industry benchmark is 23.42% according to Mailchimp), with clickthrough rates ranging from 1% to 6.56% (2.9% is the industry benchmark).

a) Provides contributions to the fundraising team in support of donor activities and processes.

3. Develop other revenue-generating opportunities while supporting the provincial government's Tuition Limit Policy, which limits increases for tuition and mandatory fees to 2%, This policy helps ensure that programs are affordable and accessible for students.

Business Services

a) Developing several revenue-generating opportunities, both direct projects with revenue potential and operational improvements that will allow for efficiency and maximization of resource utilization. Projects include potential new student housing, additional childcare capacity, disposition of excess UNBC real estate, implementation of a division-wide Service Strategy, exploration of OneCard capabilities, and discussions with industry/private sector on potential mutually beneficial projects that could bring revenue and other opportunities to UNBC.

Continuing Studies

a) Developing new programming, with an increase in funded programming, to minimize student costs. This included partnering with industry members such as TC Energy, and BC Energy Regulator to offer free programming to Indigenous Students.

Hospitality Services

- a) Engaged with faculty to reactivate academic and research activity hosting post-COVID, which brings guests to meeting spaces and guest accommodations.
- b) Prioritized Wedding Services as a growth area, initiating AlwaysU pop-up weddings in Summer 2022.

Retail Services

a) Generating more revenue through a multi-level approach to service and process improvements, new product development, and customer feedback.

Athletics

- a) Hosted the annual Legacy Event fundraiser for student athlete scholarships and awards.
- b) Expanded the ability to utilize raffles, 50/50 via the Timberwolves Student Athlete Society in support of athletics initiatives supporting students.





Reporting on Strategic Initiatives

Progress on the Truth and Reconciliation Calls to Action and UNDRIP

Social Work

We call upon the federal, provincial, territorial, and Aboriginal governments to commit to reducing the number of Aboriginal children in care by ... Ensuring that social workers and others who conduct child-welfare investigations are properly educated and trained about the history and impacts of residential schools. ... Ensuring that social workers and others who conduct child-welfare investigations are properly educated and trained about the potential for Aboriginal communities and families to provide more appropriate solutions to family healing.

New and/or continuing initiatives and partnerships

- Following the publication of the TRC's Calls to Action, SOCW 602 (First Nations: Advanced Social Work Practice) was made a required course for all MSW students. In addition, a specific introductory module on the history and impacts of residential schools was incorporated into both SOCW 602 and the required Indigenous-content undergraduate course (SOCW 310). This module also covers the Sixties/Millennial Scoops and impacts on Indigenous children, families, and communities, focusing on our responsibility as social workers to work collaboratively with communities to bring about better outcomes for Indigenous children. This information has historically been discussed throughout these and other courses but making SOCW 602 a required course and creating this introductory module now ensures that each student who graduates with a UNBC social work degree has a basic understanding of this history.
- Most courses include curriculum on social work with Indigenous peoples. In addition, we have four undergraduate and seven graduate courses that exclusively offer Indigenous-content curriculum. Between 2015 and 2018, we expanded the number of graduate Indigenous-content courses through the creation of the Aboriginal Child and Youth Mental Health Graduate Certificate. These six online courses are being taken by students completing the Certificate, by UNBC Masters of Social Work students and other UNBC graduate students, and by graduate students from other universities. All of the courses focus on providing social services to Indigenous peoples in ways that champion Indigenous knowledge, community resilience, and capacity. This Certificate was created in consultation with an Advisory Committee that included Indigenous Elders, community leaders, youth, and government employees.

Progress Ongoing

- Applying School of Social Work students also need to take the introductory course FNST 100 - The Aboriginal Peoples of Canada.
- Developed a new blended model for the regional BSW, which will allow for increased access for regional students, and increased the number of faculty able to teach in the regions.

School of Social Work mandate

 As stated in the UNBC Undergraduate Calendar, one of the primary mandates of the School of Social Work is to place "emphasis on Social Work in northern and remote areas, First Nations, women and the human services, and community practice and research." This focus on social work with Indigenous peoples has existed since the Program's inception and has resulted in the creation of a First Nations Specialization BSW; recruitment and mentoring of First Nations and Métis faculty, sessionals, and adjuncts; collaboration with Indigenous organizations around five campuses to create student practicum placements; volunteer service by faculty with Indigenous organizations (i.e., boards), and so on. At the same time, we acknowledge that there is still much work to be done, and we see this process as ongoing.

Nurturing collaborative partnerships

• Each semester, numerous First Nations and Métis social workers have been invited to share in SOCW 310 and 602 as a way of nurturing collaborative partnerships and emphasizing social work practice that is predicated on the ability of families and communities to provide appropriate solutions to family healing. These have included social workers in areas such as Child Protection, Delegated Aboriginal Agencies, Alternative Dispute Resolution (i.e., Family Group Conferencing), and Medical social work.

Research to support Reconciliation and education

• Following the publication of the TRC's Calls to Action, one of our faculty conducted research regarding how instructors can teach about the residential school system in post-secondary classrooms while creating safety in the classroom for First Nations and Métis social work students. This research has been presented four times in three different provinces and published in the Journal for Social Work Education.

Practicum placements

• Both BSW and MSW at all campuses (Prince George, Northwest, Peace-Liard, and South-Central) include, and continually seek to increase, practicum placements at Indigenous agencies, programs and locations with Indigenous site supervision whenever possible. Furthermore, in all practicum locations we seek to prioritize learning and actions that recognize and address the historical and current injustices experienced by Indigenous peoples along with their unmistakable resilience and determination.

Collaborative advocacy efforts

• Faculty members and students in the UNBC School of Social Work are engaged in a wide range of community organizations, activities, and social justice initiatives across all our campuses. This includes sitting on the Boards of Indigenous and Indigenous-serving community agencies, and participating in organizing and speaking at local initiatives such as the annual Women's Memorial March, Red Dress Campaign, Sisters in Spirit, Tina Fontaine and Colten Boushie actions, among many others. We are proud of this activism and seek to honour and support many other day-to-day initiatives and struggles of Indigenous peoples in our region and beyond.

Early childhood education

We call upon the federal, provincial, territorial, and Aboriginal governments to develop culturally appropriate early childhood education programs for Aboriginal families.

Progress

Progress Ongoing

New and/or continuing initiatives and partnerships

Indigenous language degree and diploma programs

We call upon post-secondary institutions to create university and college degree and diploma programs in Aboriginal Languages.

Progress

- Ongoing
- In progress
- Ongoing
- Ongoing

New and/or continuing initiatives and partnerships

- UNBC, in collaboration with the WWNI, is implementing the new Nisga'a Language Fluency certificate and diploma programs.
- UNBC is working towards a Nisga'a Language Fluency degree.
- Developed an online introductory Carrier Language course with the Saik'uz First Nation.
- Offering First Nations Language certificates, including Haisla language and culture courses, and Gitxsan language in the Kispiox area

Health-care professionals

We call upon all levels of government to increase the number of Aboriginal professionals working in the healthcare field, ensure the retention of Aboriginal health-care providers in Aboriginal communities, and provide cultural competency training for all healthcare professionals.

New and/or continuing initiatives and partnerships

- Dr. Darlene Sanderson was named as an Indigenous scholar for the Dr. Ronald Rix BC Leadership Chair in Indigenous Environmental Health. She is involved with the School of Health Sciences as well as the Indigenous community and plans to develop a graduate course on Indigenous Health. She is also supporting the local First Nations' efforts to have Indigenous language courses offered through UNBC.
- **Progress**
- Ongoing
- The school continues to recruit diverse graduate students, including Indigenous students, into the Disability Management program as well as into MSc and PhD Health Sciences programs in an effort to build professional capacity within the Indigenous community.
- Faculty are engaged with the development of a proposed Center for Indigenous Studies at UNBC and are looking forward for greater collaboration with Indigenous scholars and recognition and promotion of Indigenous knowledge on health and environment.
- All academic and curriculum programing for both the Undergraduate Medical program and Master of Physiotherapy North and Master of Occupational Therapy programs are the responsibility of UBC's Faculty of Medicine and initiatives reported through UBC.

Medical and nursing schools

We call upon medical and nursing schools in Canada to require all students to take a course dealing with Aboriginal health issues, including the history and legacy of residential schools, the United Nations Declaration (UN Declaration) on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, and Indigenous teachings and practices. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

New and/or continuing initiatives and partnerships

- Faculty participated in Carrier Sekani Family Services training in Cultural Safety.
- · Weaving Knowledge involves the co-creation, co-implementation, and co-evaluation of a strategic framework for decolonizing nursing in northern and rural First Nations, Metis, and Inuit contexts. This proposal arose from an Indigenous nursing professor who arrived at UNBC Sept 2022.
- The School of Nursing is connected to the National Collaborating Centre for Indigenous Health, School of Education, School of Social Work, and Psychology and is focused on Cultural Safety, Cultural Humility, and Anti-racist Pedagogy. Our partnerships vary from local and regional to provincial and national. Professional partnerships include BCCNM, CASN, Deans & Directors for Master's Nursing Indigenous, Nisga'a Nation, Carrier Sekani Family Services, First Nations Health Authority, the Prince George Native Friendship Centre, and more.

• The course NURS 604-3: The Healing and Well-being of Indigenous Peoples is based on team effort, collectivity, sharing of knowledge, dialoguing, and creativity. Each team creates a health model of understanding using one principle from the First Peoples Principles of Learning:

- 1. Describe the influence of specific processes of colonization and related social policies on the health of Indigenous peoples.
- 2. Examine the effect of demographic trends on health and illness patterns within Indigenous communities.
- 3. Discuss the health transfer process and related implications for health of Indigenous groups.
- 4. Describe considerations for health research with Indigenous groups.
- 5. Develop and evaluate health models of understanding and its application to practice.
- 6. Demonstrate graduate level of academic writing.
- The program finds different ways for students to engage in traditional medicine, through topics such as Storytelling is Sacred, Indigenous Philosophy, Redefining Science, Indigenous Leadership: Building Strong Communities and more. Universal Design Learning allows the facilitators to view multiple platforms for the students to learn and teach in a way that reciprocates.
- All academic and curriculum programing for both the Undergraduate Medical program and Master of Physiotherapy - North and Master of Occupational Therapy programs are the responsibility of UBC's Faculty of Medicine and initiatives reported through UBC.

Law schools

Progress

Ongoing

We call upon law schools in Canada to require all law students to take a course in Aboriginal people and the law, which includes the history and legacy of residential schools, the UN Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

Progress	New and/or continuing initiatives and partnerships
	• N/A

Public servants

We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the UN Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

New and/or continuing initiatives and partnerships

- UNBC is working with current students, community members, Indigenous leaders within and outside of the organization and educational managers across the region to better understand the communication gaps, relevant precedential materials, and current state. This will inform planning and determine what practices, structure, and positions will ensure stability, consistent connection and communication with the community and uplift the Indigenous leaders, scholars and students within UNBC
- UNBC has made comprehensive and long-term efforts as well as constantly strived to develop new initiatives and programs. ASP funding received to date supports key sites of Indigenous engagement and learning, including the First Nations Centre at the Prince George campus, Indigenous Initiatives, Indigenous language centres, as well as the WWNI.
- The Office of the President is revamping the Senate Committee on Indigenous Initiatives as an important component of high-level university governance.
- UNBC has created initiatives to help foster dialogue and understanding, including Regional Ambassadors, youth and student engagement activities, Indigenous Research Ambassadors, Indigenous Research Awards, and land-based summer science internships. Working to create and staff key positions that will help further in this regard, including Indigenous liaison and youth coordinators.
- Supported multiple art installations, including one that focuses specifically on the impact of the residential school system.

Teacher education

We call upon law schools in Canada to require all law students to take a course in Aboriginal people and the law, which includes the history and legacy of residential schools, the UN Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

New and/or continuing initiatives and partnerships

Progress

Progress

Ongoing

Ongoing

• Multiple courses have a distinct focus on this topic, co-teaching Indigenous/non-Indigenous which is part of building allies and allyships.

- EDUC 609-3: Indigenous and Aboriginal Learners: History and Ways of Knowing. Students worked collaboratively in groups to create a model that would address their Act.
 - 1. Identify the traditional territories on which UNBC campuses are situated
 - 2. Understand the importance of traditional territory acknowledgement protocol
 - 3. Be introduced to UNBC's history
 - 4. Identify the University's motto, values, and what it means to be part of the Timberwolf family. UNBC has a diverse student body, made up of domestic and international students from various backgrounds, some having little knowledge of the importance UNBC places on Indigenization and/or Indigenous culture and history in general. Through the addition of the Indigenization, decolonization, and reconciliation content, the goal is to build student capacity for intercultural understanding, empathy, and mutual respect, and to raise awareness of the Truth and Reconciliation Calls to Action.
 - Faculty participated in Carrier Sekani Family Services training in Cultural Safety.
- 5. Understand the importance of Indigenization, decolonization, and reconciliation in creating an equitable, diverse, and inclusive learning environment.
- EDUC 446-3: Aboriginal and Indigenous Epistemology
 This course connects to the First Peoples Principles of Learning and is linked to the British
 Columbia Teachers' Curriculum (Standard 9). Prior to their short and long practicums, they
 receive theory at both the third and fourth levels. They create Indigenous learning models
 for their respective classrooms, which are displayed at the Robert Frederick Art Gallery at
 the Prince George campus. The models assist with student lesson plans.
- The School of Education works closely with SD 91, 92, 82, 57, and 24. It also works with independent schools.
- The School of Education works closely with the University Hospital Indigenous Drummers as part of land-based learning, teaching, and responsiveness.
- The School of Education is home to the Indigenous Education Working Group (IEWG). Each faculty member reports on activities on and off campus, in community, with Elder or Knowledge Holders in classrooms, with drummers, carvers, and musicians, and with Aboriginal and Indigenous Education Workers. The committee includes representation from SD 57, AbEd Worker, and the Lheidli T'enneh Nation.

Journalism and media schools

We call upon Canadian journalism programs and media schools to require education for all students on the history of Aboriginal peoples, including the history and legacy of residential schools, the UN Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations.

Progress

N/A

New and/or continuing initiatives and partnerships

N/A

Business schools

We call upon the corporate sector in Canada to ... Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the UN Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and antiracism.

Progress

Continuing

New and/or continuing initiatives and partnerships

• Strategic Visioning Process

The School of Business is implementing a strategic visioning process to align its curricula better with the overall UNBC vision such as the concepts of "In the North for the North" and "A Green University." The school will continue this process to integrate further the concepts into the curricula, particularly sustainability and Indigenous peoples as UNBC serves the needs of northern people, significantly amongst northern Indigenous people.

- Continuing/ implemented
- · Bachelor of Commerce
 - 1. Bachelor of Commerce students must take FNST 100-3 (The Aboriginal Peoples of Canada) as part of their degrees. This course introduces the languages, history, culture, and enduring presence of the aboriginal people of Canada, intended to explore the range of aboriginal social formations, both past and present, and to consider the future. Oral, written, and archaeological records are examined. Special attention is given to the crucial economic, social, and spiritual contacts that exist within aboriginal societies and the changes that have occurred since contact with Europeans. This course ensures that Indigenous perspectives are incorporated and reflected in students' learning.
- Continuing/ implemented
- 2. COMM 302 (Entrepreneurship) has two elements of connection to Indigenous communities in our region.
 - 1. Examples of entrepreneurial development included tools provided by entities such as the Aboriginal Business and Community Development Corp., an Indigenous-led, Indigenous-run entity that assists prospective entrepreneurs to explore business viability.
- Continuing
- 2. Examples of innovation included the efforts by "Band-Owned Enterprises" to develop economic activity and meet needs in the community through extensions of the Nation rather than individual entrepreneurs.
- Continuing
- MBA Program Requirement
 - 1. MBA students are required to complete COMM 690 (Economic and Business Development). This course explores topics about the economic development of areas in which the program is being offered. This includes Vancouver, Prince George and Grande Prairie. In particular, this course discusses partnerships with local Indigenous communities and how community engagement is important for both economic and business development. The course shows through engagement the positive and negative impacts of development on First Nations communities and how reconciliation currently fits within economic and business development.
 - 2. All MBA Students will be required to complete COMM 702 Sustainability Management. The course will focus on sustainability from three perspectives: social, economic, and environmental. Due to the localized nature of the program, this course will focus on issues of reconciliation with First Nations communities.

- Implemented
- 3. We are currently working on the development of an MBA Certificate in Indigenous Leadership. The Program would include Leadership, Change Management, and Organizational Design from a First Nations standpoint. We are currently consulting with members of the Faculty of Indigenous Studies, Social Sciences and Humanities.
- Development of Indigenous Entrepreneurship in Continuing Studies Members of the School of Business were involved in developing and delivering an Indigenous Entrepreneurship class for Continuing Studies, ensuring that knowledge and learning opportunities in this area are available to students outside of our degree programs. Also, since the course was developed for online delivery, it can be made available to students remotely.

United Nations Declaration on The Rights Of Indigenous Peoples Implementation

How is your institution working with Indigenous peoples and communities to implement the United Na-tions Declaration on the Rights of Indigenous Peoples, and in particular the articles related to education, which include the following:

Article 14

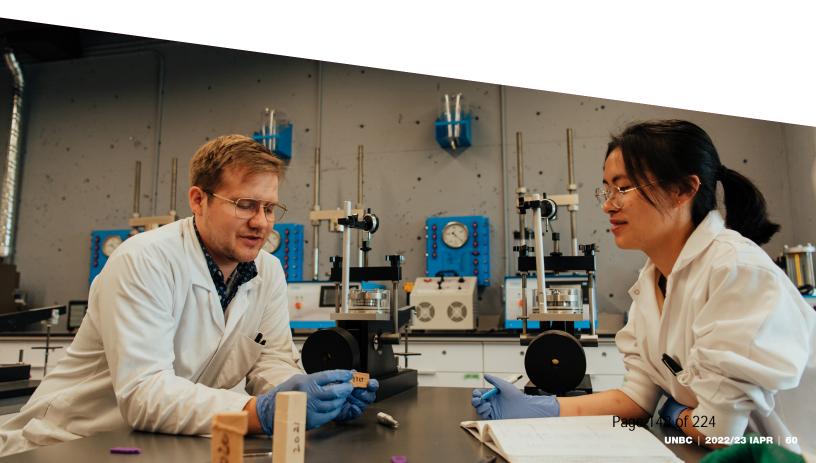
- 1. Indigenous peoples have the right to establish and control their educational systems and institu-tions providing education in their own languages, in a manner appropriate to their cultural meth-ods of teaching and learning.
 - a. UNBC is honoured to have a federated agreement with the Wilp Wilxo'oskwhl Nisga'a In-stitute, a fully accredited university-college serving all people in northwestern British Co-lumbia. The WWNI was established by the Nisga'a Lisims Government in 1993 and has seen students from the Nass Valley (and beyond) graduate with certificates and degrees from an array of disciplines. This partnership is an exemplar of how Indigenous commu-nities can establish and control their educational systems and institutions.
 - b. UNBC is revitalizing its connections with Indigenous communities across the North. Through the strategic planning process, the University reached out to every Nation in northern B.C. with an aim to re-establish or begin the relationship-building process. In some cases, such as in Lheidli T'enneh territory in Prince George, UNBC has estab-lished regular meetings between the Chief and University leadership, resulting in a varie-ty of partnerships, educational opportunities for members, and more. In others, UNBC seeks to make connections and begin a dialogue that is based on the foundational princi-ple of listening first. Out of these conversations will flow the desires of Indigenous com-munities, as each will likely have different priorities. Given the number of Nations in the North, and the vast geographical expanse that encompasses them, this is a multi-year endeavour, and one that will require an ongoing commitment that UNBC is excited to pledge.
 - c. UNBC offers several language courses in partnership with local Indigenous communities.
- 2. Indigenous individuals, particularly children, have the right to all levels and forms of education.
 - a. UNBC created a program in partnership with the Lheidli T'enneh Nation that sees students from that Nation attend UNBC without having to pay tuition. The Nation covers other expenses, such as fees and housing. This partnership provides opportunity where there may have been less in the past. The University is exploring similar partnerships with other Nations and is taking a methodical and deliberate approach to it to ensure efficacy.

Article 15

- 1. Indigenous peoples have the right to the dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information.
 - a. The University has detailed in other portions of this report numerous ways in which it is working to help preserve cultures, traditions, histories, and to support aspirations. From art installations and research partnerships to customized training, scholarships and bursaries, UNBC remains committed to providing an accessible education option for Indigenous Peoples. UNBC has also developed other highly visible means of celebrating Indigenous cultures, including an entrance sign to the Prince George campus written in the Dakelh dialect, an Indigenous logo for its varsity teams, and made the University motto, 'En cha huna, the cornerstone of its strategic planning community engagement.
 - b. The Board of Governors is reviewing and discussing Indigenous Identity Policies from across the country and is currently working on a plan for a policy and procedures about Indigenous Identity at UNBC.

Article 21

- 1. Indigenous peoples have the right, without discrimination, to the improvement of their economic and social conditions, including, inter alia, in the areas of education, employment, vocational training and retraining, housing, sanitation, health and social security.
 - a. UNBC condemns discrimination in all its forms and works diligently to create opportunity for Indigenous Peoples seeking to access education. The UNBC student body includes 11% who self-declare as Indigenous, greater than the average across B.C.'s post-secondary sector, and UNBC receives high marks in the annual Maclean's magazine rankings for Promoting Indigenous Visibility.



Joyce Henley relates to the intersection of racism and mental health, something she shares with her Black, Indigenous, and racialized clients.

The idea of having a counsellor who can assist racialized students came from a request from the student body in the wake of the murder of George Floyd in 2020. As students grappled with the tragedy, a group reached out to UNBC President Dr. Geoff Payne expressing the need for a counsellor who has lived experience with racism and mental health.

"I think what attracted me the most to the job was that I knew I would be given the opportunity to be creative and practice in a way that made the most sense to me and my clients," Henley says. "The impact of racism on the mental health of racialized people cannot be underestimated."

A Registered Social Worker, Henley is part of the team of counsellors who provide client-centred care.

"Sometimes I recognize my clients don't need to come to a solution, they just need to vent, or they just need to talk about it," Henley says. "Often, they literally need validation that they're not making things up and what they've experienced is real."



Sexual Violence and Misconduct prevention and response

1. Awareness and prevention activities

- a) UNBC's Response and Support Team has worked with various groups to raise awareness regarding disclosures, including Housing and Residence Life, the Northern Women's Centre, Communications, Security, and Health & Wellness.
- b) A Consent Campaign was completed in Fall 2022 and planning is well underway for Fall 2023.
- c) Athletics raises awareness of the Safe Sport Framework for BC Universities.
- d) Communications amplified government messages around the topic, in addition to supporting UNBC's in-house messaging, via social media and poster distribution.

2. Education or training sessions offered to students, staff, and/or faculty.

- a) Onboarding material on applicable policy and procedures is offered to every new employee.
- b) UNBC's Response and Support Team membership has expanded, including investigation training for three new
- c) Athletics implemented several initiatives:
 - Athletics and Recreation staff completed a mandatory Safe Sport Training module (via the Coaches Association of Canada).
 - Staff completed education and training on the Safe Sport Framework.
 - Staff completed the Respect in Sport course (also via the CAC).
 - Student athletes all participate in an annual orientation that includes topics such as sexual violence and misconduct.

Former Youth in Care

UNBC instituted a "Youth in Care Tuition Waiver" in 2014 that provided free tuition for a first undergraduate degree or certificate for a young person who has spent time as a youth in care under the provincial Child, Family and Community Services Act. Over the next few years, 10 individuals availed themselves of that opportunity. In the Fall of 2017, a new expanded Provincial Tuition Waiver Program (PTWP) was launched by the provincial government. In 2022/23, UNBC saw 12 former youth in care benefit from the BC Government's tuition waiver program. A total of \$67,867.40 was distributed, representing a 1.2% increase over 2021/22, when 10 students benefited from \$58,108.68 being distributed.

Supports:

- a) The UNBC Awards and Financial Aid website was updated with information and resources about the Former Youth in Care and other support programs such as the BC Provincial Youth Futures Education Fund.
- b) Student Recruitment conducted refresher training on these initiatives, in co-ordination with a representative from the provincial government's Office of the Representative for Children and Youth.
- c) The University has established a permanent Muslim prayer space on campus, which is accessible and available to students, faculty, and staff every day of the week. The Wellness Centre empowered a student leader to lead this initiative, and the institution followed and provided a space based directly on student input and needs.

UNBC participates in the Campus Navigator Community of Practice, and through this representation contributes to:

1. Building relationships, collaborating, and resolving issues related to supporting former youth in care.

a. Student Recruitment arranged outreach to Intersect Youth and Family Services, an accredited, non-profit society that provides voluntary counselling for children and youth under the age of 19 years, to connect with youth and talk about the Youth in Care tuition waiver. UNBC was invited back and will also include visits to SD 57's Transitional Alternative Program (TAPS) at the John McInnis Centre.

2. Sharing knowledge and resources

- a. A student recruiter participated in the last Youth Future Education Fund sharing group.
- b. Retail Services facilitates student sponsorships, which can include FYIC who have textbooks and/or supplies sponsored. The sponsorship process was also streamlined this year.

3. Continued dialogue on best practices for supporting former youth in care to access post-secondary education and to achieve positive learning outcomes.

a. FYIC are a prioritized group in Housing.

K-12 Transitions and Dual Credit Programming

Thirty-five students participated in Dual Credit at UNBC in the 2022/23 academic year.

The Dual Credit 2023/24 intake launched in Feb 2023 with updated application and promotional materials, an on-campus information session for students and parents, and a comprehensive plan for registration and orientation in May 2023.

Student Recruitment Officers visited all local high school Career Life Education (CLE 10) classes in both Fall and Winter semesters to deliver a specialized presentation and lead activities designed to introduce Grade 10 students to the postsecondary landscape in B.C., to articulate the benefits of a post-secondary credential to showcase UNBC, and to outline the planning and application process, which can begin as early as Grade 10, including dual-credit options. The goal of this effort is to improve university planning, readiness, and application to post-secondary among the Grade 12 student body two years from now, and on an ongoing basis.

Performance Plan & Report

Goals and Objectives:

B.C. Post-Secondary System Objectives

- 1. Capacity The B.C. public post-secondary system has sufficient capacity to meet the evolving needs of the province.
- 2. Access The B.C. public post-secondary system provides equitable and affordable access for residents.
- 3. Efficiency The B.C. public post-secondary system provides quality through enriched educational experiences that meet the learning objectives of students.
- 4. Quality The B.C. public post-secondary system is relevant, having the breadth and depth of programming to meet the evolving economic needs of the province.
- 5. Relevance The B.C. public post-secondary system is efficient, providing multiple and flexible student pathways with clear returns on public and individual investments.

UNBC's Strategic **Priority Areas** of Focus 2023-24

Coordinated strategic planning helps the University in its pursuit of ideas, the creation and dissemination of knowledge, and in meeting the needs of the communities we serve through teaching, research, and service. This helps retain the vision of the 16,000 people who came together in the late 1980s to create a University in the North, for the North as a core value.

Be it long-term, community-oriented strategic planning, mid-term financial and capital planning, or integrated operational planning supporting day-to-day activities, strategic planning helps set the goals and directions that support future waves of students, professors, staff, programs, research, community partnerships, and more.

In November 2022, UNBC launched its strategic plan renewal, gathering input from individuals and communities across the North to help shape the University's path forward. A completed strategic plan is expected in Fall 2023 that will inform the strategic planning process at UNBC beginning for the 2024-25 cycle and beyond; until that time, UNBC has created a series of goals and objectives, aligned with the B.C. Post-Secondary System Objectives, to guide planning for the 2023-24 year.

Guiding principles/areas of focus for UNBC

- 1. Invest in the core mission in alignment with strategic priorities.
- 2. Take a strategy-driven, data-informed, risk-based approach.
- 3. Foster mutually respectful relationships and employee success.
- 4. Strive for effectiveness, efficiency, and collective excellence.
- 5. Demonstrate transparency, accountability, and fiscal stability.
- 6. Embrace social responsibility and relevance.

These guiding principles lead to a set of strategic focal points and actions for 2023/24:

1. Strategy and governance

- a. Develop and launch UNBC's next five-year strategic plan.
- b. Develop an Integrated Planning (including Budget) Framework, including the following elements:
 - i. Unit-wide strategic action plans
 - ii. Indigenous Action Plan
- c. Refresh UNBC's Emergency Response Plan
- d. Review and update UNBC policies, procedures, and guidelines.
- e. Develop and implement a university-wide records management framework and strategy.
- f. Develop and implement by December 2024 a university-wide strategy and framework to provide a safe, legally protected way for current and former UNBC employees to report serious or systemic issues of wrongdoing at UNBC aligning with the Public Interest Disclosure Act (PIDA).

2. Improved student enrolment and a transformative student experience.

- a. Continue implementing Strategic Enrolment Management principles to attract and retain students, substantially increase student success, and reduce attrition rate over time.
 - i. Develop and implement short-term improvements that improve enrolment.
 - ii. Explore themes and topics brought forward by the SEM Committee.
 - iii. Develop longer-term strategies to improve student recruitment and retention,

looking particularly at four topic areas:

- 1. Data
- 2. Curricula/Programs
- 3. Recruitment, Outreach, Engagement
- 4. Student Success/Support
- iv. Develop UNBC's Key Enrolment Indicators
- b. Continue implementing an effective student recruitment plan to increase applicants and substantially improve offer, acceptance, and registration rates.

3. Teaching and research excellence, innovation, and impact.

- a. Renew and refresh academic programming:
 - i. Accreditation, curriculum review and refresh.
 - ii. New academic programs and learning pathways.
 - iii. Increased collaboration and integration among academic programs and five Faculties plus one Division.
- b. Explore effective institutional partnerships for joint courses, programs, research projects, and student and
- c. Explore micro-credentials in coordination with Continuing Studies.
- d. Update and extend the existing Strategic Research Plan.

Effective community service, outreach, and engagement.

- a. Continue relationship building with Indigenous communities across northern B.C. to identify needs and ways to advance conversations around decolonization and reconciliation.
- b. Develop a regional outreach and engagement strategy.
- c. Develop and continually implement outreach, youth, and community engagement programs including events celebrating Indigenous cultures.
- d. Continue working with northern colleges to identify opportunities and initiatives that contribute to stronger communities and a stronger post-secondary network in northern B.C.

Inclusive people development and employee success.

- a. Recruit key faculty and staff including the Associate Vice-President Indigenous, Vice-President Research & Innovation, and University Registrar.
- b. Implement a structured training and development program for UNBC staff and continue implementation of an academic leadership development program for Deans and Chairs.
- c. Implement a performance management and succession planning framework.
- d. Implement procedures, training, and education to support two new policies: the Employment Equity Policy and the Intentional Diversity, Hiring and Selection Policy.

Process optimization and digital transformation.

- a. Data and Digital Infrastructure working group to investigate themes and University needs for prioritization.
- b. Develop a disaster recovery plan for information technology.
- c. Digitize paper records and Implement Banner Document management in select units.
- d. Continue implementing the CRM.
- e. Move admissions applications from EPBC 2.0. to 3.0

It was a season for learning new skills and sharing stories through art, as students gathered with Cree/Dakelh artist Clayton Gauthier for wood carving sessions through the winter months.

Bachelor of Arts student Shereen Sousa is in her first year of the First Nations Studies/Women Studies program and saw the sessions as an opportunity to learn a new art form.

"It's another way to express creativity," she says. "I very much enjoy painting and this was a way to learn a new medium for that expression."

Gauthier began in January by sharing pieces of his own art journey with the students and sharing the importance of art as a language, too.

"Art has always been a place where I can go to share my feelings, where I won't be judged," says Gauthier. "Sharing my feelings through art is also a sense of release – releasing my feelings in a positive, loving way. The different art styles that are here in the University – there are so many different nations here, so it's been impressive to learn from the students, too."

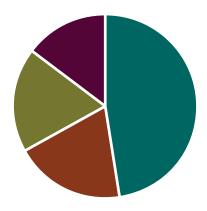


Financial Information

For the most recent financial information. please view the audited financial statements available on our website at

unbc.ca/finance/statements

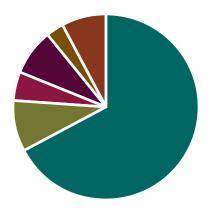
Table C: Final audited results for the year ending March 31, 2023 (in \$ millions)



Consolidated revenue: 2022-23 (\$137,631)

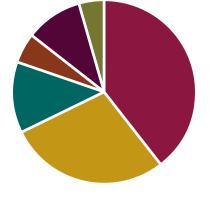
Provincial grants	\$65,693
Other grants *	\$26,511
Tuition & fees	\$25,545
Other income	\$19,882

^{*} Includes federal grants, gifts, bequests, non-government grants and contracts



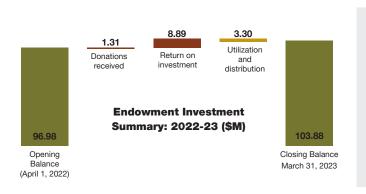
Consolidated expenses by object (\$132,287 M)

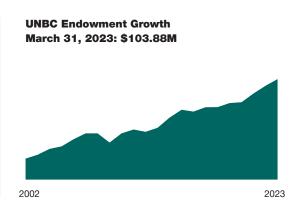
Employee costs	\$88,932
Travel, operating supplies and expenses	\$12,073
Property upkeep and utilities	\$6,458
Contracted services and other costs	\$10,599
Scholarships and bursaries	\$3,982
Amortization	\$10,243



Consolidated expenses by function (\$132,287 M)

Instruction	\$52,406
Institutional Support	\$37,394
Facilities Management	\$16,609
Ancillary Operations	\$7,102
Sponsored Research	\$12,953
Specific Purpose	\$5,823





Performance **Measure Results**

		2020/21	2021/22	2022/23	2022/23	2022/23
			Actual		Target	Assessment
Credentials awarded	Credentials	759	760	797	≥753	Achieved
Student satisfaction with education	Bachelor degree graduates	87.5% +/- 3.3%	89.4% +/- 2.8%	80.4% +/- 4.0%	≥90%	Substantially Achieved
Student assessment of the quality of instruction	Bachelor degree graduates	87.5% +/- 3.3%	85.3% +/- 3.2%	84.6%	≥90%	Substantially Achieved
Student assessment of skill development	Bachelor degree graduates	83.8% +/- 3.2%	84.9% +/- 2.7%	78.5% +/- 3.8%	≥85%	Substantially Achieved
Student assessment of usefulness of knowledge and skills in performing job	Bachelor degree graduates	89.7% +/- 3.6%	90.6% +/- 3.1%	87.7% +/- 3.7%	≥90%	Achieved
Unemployment Rate	Bachelor degree graduates	7.9% +/- 3.0%	5.3% +/- 2.3%	3.0% +/- 1.9%	≤8.7%	Achieved
	Skill development	83.8% +/- 3.2%	84.9% +/- 2.7%	78.5% +/- 3.8%		
	Written Communication	86.5% +/- 3.5%	85.2% +/- 3.4%	75.3% +/- 4.5%		
	Oral Communication	82.2% +/- 3.9%	83.4% +/- 3.5%	75.6% +/- 4.4%		
Bachelor degree graduates	Group collaboration	81.9% +/- 3.9%	87.7% +/- 3.1%	80.4% +/- 4.0%	. ≥85%	Substantially Achieved
	Critical Analysis	88.9% +/- 3.1%	87.1% +/- 3.1%	82.7% +/- 3.8%	203%	
	Problem resolution	74.3% +/- 4.4%	80.7% +/- 3.7%	70.4% +/- 4.6%		
	Learn on your own	87.7% +/- 3.3%	88.9% +/- 2.9%	84.8% +/- 3.6%		
	Reading and comprehension	85.1% +/- 3.6%	81.8% +/- 3.7%	83.2% +/- 3.8%		

Please consult the 2021/22 Standards Manual at https://www2.gov.bc.ca/gov/content/education-training/post-secondaryeducation/institution-resources-administration/accountability-framework for a current description of each measure. Institutional Accountability Plans and Reports, which report on and provide context on these performance measures, are also published at https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resourcesadministration/accountability-framework

Student Spaces

Results from the 2022/23 reporting year are based on data from the 2022/23 fiscal year; results from the 2021/22 reporting year are based on data from the 2021/22 fiscal year. Only Ministry funded Full-Time Equivalents are included.

Indigenous Student Spaces

For Indigenous Student Spaces, results for the previous fiscal year are reported. Results from the 2022/23 reporting year are based on data from the 2021/22 fiscal year; results from the 2021/22 reporting year are based on data from the 2020/21 fiscal year. Both Ministry and SkilledTradesBC (formerly the Industry Training Authority) funded Full-Time Equivalents are included. Institutions provide their own target and assessment for Indigenous Student Spaces.

Credentials Awarded

Annual performance is measured using a rolling three-year average of the most recent fiscal years; e.g. results for the 2022/23 reporting year are a three-year average of the 2019/20, 2020/21, and 2021/22 fiscal years.

Student Outcomes Measures

Results from the 2022/23 reporting year are based on 2022 survey data; results from the 2021/22 reporting year are based on 2021 survey data. For all survey results, if the result plus or minus the margin of error includes the target, the measure is assessed as achieved. In all cases, the survey result and the margin of error are used to determine the target assessment. Survey results are not assessed if the number of respondents is less than 20 or the margin of error is greater than 10%.

Credentials Awarded to Indigenous Students

The target for this measure is currently under review. Assessment will show as "Increased" or "Decreased" over the previous year.

Assessment Scale

Performance measure results are assessed on a three-category scale: Achieved, Substantially Achieved, or Not Achieved . N/A = not assessed

Target assessment scale	Description
Achieved	100% or more of the target
Substantially Achieved	90% - <100% of the target
Not achieved	<90% of the target









BOARD OF GOVERNORS – Public Session

Meeting Date:	June 22, 2023
Agenda Item:	8.a. Report of the President
Material:	 UNBC President & Vice Chancellor 2022-2023 Annual Report President's Report: Office of Indigenous Initiatives Office of Equity, Diversity and Inclusion



2022-2023 Annual Report

Introduction

This report outlines the activities of the President over the past year covering the period of June 2022 to June 2023. This report is supplementing my previous written and verbal reports to the University of Northern British Columbia (UNBC) Board of Governors during the regular Board meetings during this period.

The report is meant to provide an overview of high-level activities across the University community in which I provided direct leadership, direction or guidance. This includes both positives and areas of focus that continue to inform the strategic direction and build momentum to achieve the mission and mandate of the University. It also highlights the activities and accomplishments of others whom I as the President provide leadership, direction and mentorship within their portfolios.

Overall, I have ensured that all these activities within my portfolio as President continue to be influenced by the four key pillars that have been foundational to my approach over the past 3 plus years. Furthermore, during my first year as President and Vice Chancellor. Those four key pillars include:

- 1. Relationships
- 2. Reputation
- 3. Vision
- 4. Economic Sustainability

In addition to those four key pillars the past year has been also continued to be framed through the expanded lens focused direction is the following areas:

- 1. Indigenous Community Engagement
- 2. Equity Diversity & Inclusion
- 3. Student Centered Focus
- 4. Collaborative Employee Relations
- 5. Changing Landscape of Higher Education
- 6. External Community Engagement
- 7. Leadership Stability
- 8. Governance

Both publicly and privately, I continue to state that UNBC is an outstanding institution with incredible people that has a brand known at the provincial, national, and international level as one of Canada's premier small research-intensive Universities that has made significant and positive impacts. Clear evidence of this was the #2 Ranking in the McLeans University Survey and increased rankings in the global Times Higher Education survey as Top 5% for Young Universities which in 2023 and saw continued recognition in the areas of research and teaching among others. This is also very evident in our current 2023 Institutional Accountability Plan and Report (IAPR).

Outlined in this year's annual report are the activities building from goals identified in June 2022 which focused my attention. Additionally, the report has key information and goals for the remainder of 2023 and beyond specially that will be aligned with the upcoming renewal of UNBC's Strategic Vision. Despite some continued challenges, I feel the University has significantly made positive steps forward and continues to address challenges through a strategic and focused approach.

Overall, I feel a strong sense the University has entered a period of stability, transparency and open communication and poised for growth in all aspects of the University community. I will highlight some of

those areas from the past year that inform the future through our renewed Strategic Vision and Plan.

Leadership

Critical to the success of the University are regular meetings with the Executive Team of the University the President's Executive Council (PEC). This council consists of the President (Chair), and the Vice-Presidents, Associate Vice President for Equity Diversity and Inclusion and the Executive Director of Strategy and Staff within my Office. Going into 2023 the newly created position of Associate Vice President Indigenous will also join the Executive team reporting to the President.

The purpose of this council is to ensure the strategic direction of the University is achieved and to provide operational direction for the University through the Vice Presidents, Associate Vice President Equity Diversity and Inclusion and Executive Director Strategy and Staff. This is to ensure core direction by evaluating issues, developing solutions and leveraging opportunities that would be implemented and integrated across each of the executive's portfolios.

With my leadership, direction and support the success achieved in each of executive's portfolios along with their respective teams is outlined in their reports throughout the year and that have been provided to me during their recent annual review meetings. As highlighted, there has been significant communication by the Executives on successes, opportunities and challenges. With that and outlined later in the report are several selective key goals by the Executives that with my support and guidance will continue to move the University forward.

This past year has also been critical in recruitment to my team including the addition of the Vice President Academic & Provost (Dr. Rodgers) and recruitment is underway for the Vice President Research & Innovation and Associate Vice President, Indigenous as mentioned.

Budget

With my support and direction, the Executive Team continues to develop a financial accountability and stewardship approach along with the identification of new areas of revenue generation to ensure the mission and mandate of UNBC is achieved and enhanced. Supporting Mr. Somani, we were able to complete the 23/24 budget which the final year of a fiscal sustainable model outlined by myself to the University community in March 2020. We also observed a budget surplus that will be strategically invested to develop key areas in 24/25. We also embarked on a critical review of Finance and Administration that will see a new structure grounded in efficiency and digital transformation.

As we continue to move closer to a position of fiscal sustainability and growth opportunity the upcoming 24/25 budget cycle and modeling will see more data to inform decision making, robust reporting details, metrics and indicators. This year's upcoming budget will be co-led by Dr. Rodgers and Mr. Somani supported by the team and continued enhancement of budget. We need to continue this process to ensure UNBC achieves its mission and mandate so the institution continues to evolve as one of "Canada's small research-intensive Universities". I am both confident and impressed with the work of the Executive and their teams in developing a sustainable financial approach for UNBC. The principles and activities of our upcoming budget development are:

- Launch first new budget model post deficit mitigation strategy.
- Focus of Digital Technology and Transformation to focus on Budget Implementation.
- Increased measures, indicators and performance metrics for evidenced informed budget implementation.
- Continue to strategically invest in the core mission of UNBC students, faculty (teaching and research) and the infrastructure to support.

reducing activities, so we do not overload the staff and faculty. We have begun the process for the 24/25 budget cycle to ensure strategic and appropriate utilization of resources are critical as the Provincial Government evaluates funding of post-secondary institutions that has been delayed.

Post-Secondary Funding Review

Although the timeline for the review has been delayed it is important to ensure the eight core principles are influencing our activities including principles 1, 2, 6, 7 and 8 that are highlighted in bold. I am confident these principles will be clearly visible in our upcoming renewed UNBC Vision and Strategic Plan.

The review will be guided by eight core principles:

- 1. Align with British Columbians' priorities: Ensure that the post-secondary system serves the needs of all learners while aligning with the values and priorities of British Columbians.
- 2. Lasting and meaningful reconciliation: Ensure action on reconciliation and implementation of the Declaration on the Rights of Indigenous Peoples Act and success of Indigenous learners.
- 3. Transparent: Establish transparency in how public post-secondary institution block grants are determined.
- 4. Adaptable: Establish an adaptable formula while maintaining financial stability for public post-secondary institutions.
- 5. Stable and predictable: Provide stable and predictable funding for long-term planning.
- 6. Improve performance output: Solve regional access and funding distribution issues and help improve student success at all post-secondary institutions.
- 7. Recognize research and non-government revenue: Encourage innovative research and recognize non-government revenue opportunities that exist for institutions.
- 8. Incentivize collaboration: Incentivize public post-secondary institutions collaboration for seamless student pathways and success.

Renewal of Strategic Vision for UNBC

The renewal of the UNBC Strategic Vison and Strategic Plan has been a focal point of my activities over the past year. In working with our Project Team and chairing our Steering Committee along with supporting consultations in Prince George, Quesnel, Terrace and Fort St. John the time dedicated to this important work has been substantial. I am excited that we are close to final feedback and approval in September and subsequent implementation.

Key remaining milestones are:

- June 2023: UNBC Senate (update & feedback)
- June 2023: UNBC Board of Governors (update & feedback)
- August 2023: UNBC Senate (approval)
- September: UNBC Board of Governors (approval)
- October 2023: Communication and Implementation

Convocation 2023

This year's convocation class of 2023 we were able to host convocation and celebration events in Prince George, Terrace, Quesnel, Fort St. John and in Gitwinksihlkw at the Wilp Wilxo'oskwhl Nisga'a Institute (WWNI). The events were extremely successful and highlighted the 2nd largest graduation class in UNBC's history and 30th since the inception of the University! There were also important celebrations and graduations such as the First Nations Graduation, Nursing Pinning ceremonies in Prince George, Terrace, Quesnel and Fort. St John. There were also milestones such as the first class of Engineering and Nursing Programs in the Northeast. The Chancellor and I attended all the celebrations and was evident the importance UNBC plays in the staff, faculty, communities and of course the students and their families and friends.

University Community Engagement

One of the key pillars was relationships and connecting with our internal community to listen and hear their thoughts about "their" University. This is key to ensuring the President's office is connected to the broader University community. Over the past year, I have continued to increase my external engagement activities. It is extremely important to UNBC's success to have strong engagements and visibility with our external stakeholders.

Groups that have been of focus for the year are:

- Donors and Community Partners of UNBC
- Alumni Council
- Northern Colleges (CNC, CMC and NLC)
- School District(s)
- Research University Council of British Columbia
- Universities Canada
- Municipal, Provincial and Federal Government and respective agencies

Additionally, as outlined in Appendix A of this report I have selected meetings which highlight some of my engagement activities during the period of this report.

Employee Relations

Vital to our success as a University Community is ensuring an open dialogue and engagement with our labour groups and to foster respectful and supportive relationships that are focused on solutions. Over the past year, I have continued to have very regular meetings with members of the Faculty Association Executive, CUPE 3799 Executive and CUPE 2278 Executive. We all work collaboratively to achieve success for the UNBC community. We have been engaged in bargaining with our labour groups and we are looking forward to working collaboratively with them. Celebrating our people is core to the UNBC Community and we highlight individual achievements through our various media channels. Also are the University wide celebrations to recognize and value our people who are absolutely critical to the success of UNBC. This past year we held 4 major events including:

- Employee Recognition and Awards for achievement and long service
- Employee Recognition Breakfast
- Faculty Recognition Event
- Faculty Tenure and Promotion Celebration

Indigenous Engagement

The key aspect of my efforts since my time as President has been to continue to work with First Nations and Indigenous communities. This has developed on a number of fronts including individual meetings with Chief's and Communities which are outlined in my selected meetings in the appendix. Further, I am moving forward on the recruitment of an Associate Vice President, Indigenous which will provide support for strategy for the University. This position will align with the other pillars of our evolving engagement including the First Nations Centre to support students, Academic and Research to support the academy and the development of Community Advisory Councils to provide important direction for us as university. The Office of Indigenous Initiatives is currently being overseen by the Associate Vice President, EDI while the recruitment of the AVP Indigenous continues.

Regional Engagement

Over the past year I have made concerted efforts to visit our campuses and associated communities. This is to support the direction that UNBC has four campuses with unique strengths. These engagements have been through our strategic plan consultations, Regional Advisory Council and Convocation celebration. Outside my portfolio there has also been substantial engagement through the Deans, Provost and VP Research and Innovation.

President's Office

In addition to the Vice President's as direct reports the President, the President also has the following units reporting through their directors and receiving support and direction from myself. There are a number of key accomplishments that have been highlighted during their annual review meetings from those departments over the past year and again emphasizing the outstanding work of these Directors and their teams.

- Office of Indigenous Initiatives
- Office of Equity, Diversity & Inclusion
- Office of University Governance
- Office of Communications & Marketing
- Office of University Athletics

Key Indicators

Data informed decisions are to ensure the University is achieving its goals and allocating resources appropriately. The executive team is working on a dashboard that will track trends and key performance indicators. Such metric and indicators will include the following and will be expanded upon:

- Financial Trends
- Enrolment and Program Trends
- Human Resources (Equity, Diversity and Inclusion)
- Research funding
- University wide projects
- Risk Assessment and Mitigation
- Philanthropy and Donor Engagement
- Student Experience
- Community Engagement

Overarching Themes

- Continue to foster respectful and collaborative relationships with the First Nations and Indigenous communities.
- Continue to make decisions that are informed by data and evidence to leverage opportunities and maximize our resources in areas identified by our renewed strategic vision.
- Continue to ensure UNBC is a welcoming and safe community with significant and substantial commitment to equity, diversity and inclusion.
- Provide outstanding experiences to our students which support their foundation to build and achieve the next steps in their aspirations.
- Reaffirm our commitment to our communities and regions in realizing the vision that was outlined for our University.
- Strong commitment to collaborative, open and meaningful employee relationships which support and empower them within our community.

Overall Summary:

Overall, the past year has been important in continuing to establish a foundation to positively move UNBC forward in a strategic and proactive direction that supports the continued successable application of the continued successable and proactive direction that supports are supports and proactive directions and proactive directions are supported by the continued successable and the continued direction dire

the University's mission and mandate. We are at a stage where momentum is critical to continue on the collective and collaborative success that has been achieved to date. Outlined below are key areas which have to be addressed to guard against complacency, mitigate risk and ensure continued success for UNBC.

Immediate Key Areas of Focus for 2023-2024

- 1. Launch of the UNBC Renewed Strategic Vision:
 - Implement the renewed Strategic Vision and ensure the mission and mandate has the necessary infrastructure and direction to achieve success and alignment with appropriate resources and budget.
- 2. Indigenous Engagement:
 - Complete the recruitment of the new AVP Indigenous and develop the 4 pillars of the approach which is with the First Nations Centre, Academic & Research, Strategy & Policy and Community Advisory Councils.
- 3. External Engagement:
 - Continue to expand on my engage activities for alumni, advancement and community to enhance those critical relationships.
- 4. Financial Sustainability and Investment:
 - Using the budget framework and strategy that informs both the 24/25 budget and long-term fiscal responsibility, making decisions that support UNBC's core mandate and renewed Strategic Vision.
- 5. Employee Relationships:
 - Continue to work on positive relationships and outcomes with all members of the University community and preparation for the upcoming labour negotiations with CUPE3799, CUPE2278 and Faculty Association. Further, work collaboratively as well with our Exempt Employee group.
- 6. Strategic Enrolment Management:
 - Continuing to support the Provost's team to develop and implement a strategic enrolment plan that supports both domestic and international undergraduate and graduate students.

Appendix A: President's Selected Activity Report

President Payne Selected Yearly Activities 2022-2023

Date	Event/Meeting
June 20-21	Michael Smith Health Research for BC (Board Retreat)
June 22	Breakfast meeting with Dr. Dennis Johnson (President of CNC)
June 22	Opening of UNBC Witness Blanket Exhibit (Remarks)
June 22	UNBC Senate (Chair)
June 23	Meeting with AEST Ministry for introduction Call
June 23	Research Universities Council of BC Meeting Post-
	Secondary Funding Review Steering Committee meeting
June 24	Meeting with Lheidli T-enneh for Donation with UNBC Athletics.
July 4	Meeting with Faculty Association President and Vice President
July 6	Donor thank you Lunch with K. McIntosh and Alison Hoskins
July 7	Michael Smith Health Research for BC (Governance Meeting; Chair)
July 13	Call with Mayor Lyn Hall
July 15	Research Universities Council of BC Meeting
July 18	Meeting with Faculty Association President and Vice President
July 18	Lunch with Canada Federal Minister Bennett
July 22	Michael Smith Health Research for BC (Board Meeting)
July 29	Research Universities Council of BC Meeting
August 4	Meeting with Faculty Association President and Vice President
August 5	UNBC & Black Entrepreneurship Hub Meeting (setting up Hub)
August 5	UNBC & Fortescue Meeting (Hydrogen Strategy in Northern BC)
August 11	Visit to Nadleh Whuten to visit Chief Louie and Council
J	(partnership opportunity around environmental)
August 12	Research Universities Council of BC Meeting
August 12	Celebration of Cardiovascular Translational Lab (Research Group; Vancouver)
August 14-15	Research Universities Council of BC Retreat (Victoria)
August 24	UNBC Senate (Chair)
August 25	Breakfast meeting Board Chair and Chancellor
August 25	Michael Smith Health Research for BC (Executive Committee)
August 25	Media CKPG (Vet School)
August 26	UArctic Meeting with Scott Forrest & Isabelle Guissard)
August 26	Alumni Meeting with Chantal Craig and Nicole St. Peter on event
August 29	Meeting with Northern Health CEO Cathy Ulrich
August 29	Meeting with Faculty Association President and Vice President Page 168 of 224

August 29	Northern Post Secondary Council Retreat (Chair)
August 31	Audit and Risk Committee (UNBC Board)
August 31	Michael Smith Health Research for BC Governance
C	Committee (Chair)
September 1	Meeting with Donor Mr. and Mrs Aziz
September 1	Student Move in Day at Residences
September 1	Finance and Investment Committee (UNBC Board)
September 1	Governance and HR Committee (UNBC Board)
September 2	Research Collaboration Meeting with Thompson Rivers
·	University
September 2	Student Move in Day at Residences
September 6	Orientation Welcome (Remarks)
September 7	Bachelor's of Education Welcome (Remarks)
September 8	Media (Daybreak North)
September 12	Meeting with Faculty Association President and Vice
	President
September 12	Farewell for employee Kelly Thirkettle (Daycare)
September 13	Meeting with CUPE 3799 Executive
September 14	Translational Research Lab Day (Vancouver)
September 14	Farewell for President Santa Ono (Vancouver)
September 15	UNBC Board Community Dinner (Terrace)
September 16	UNBC Board Terrace
September 19	National Witness Blanket Presentation
September 20	Media Truth and Reconciliation (CKPG)
September 21	Alumni Council Meeting
September 22	Regional Advisory Council Meeting (Fort St. John)
September 23	Michael Smith Health Research for BC (AGM)
September 26	David Douglas Botanical Garden Society Meeting
September 26	Meeting with Faculty Association President and Vice
	President
September 27	Media (L'Aquilon Newspaper re; Natan Obed)
September 27	Meeting with CUPE 3799 Executive
September 27	Promotion and Tenure Celebration (remarks)
September 28	Provost and President Campus Tour and meeting with
	Units
September 28	UNBC Senate (Chair)
September 29	Meeting with Chief Louie from Nadleh Whut'en
September 29	Art Installation Library (Remarks)
September 30	Truth and Reconciliation Day Event at Lheldhi T-enneh Park
October 3	Meeting with United Way Prince George
October 4	School of Nursing CASN Accreditation meeting
October 5	Meeting with Brenda and Dan Willmann (re:Vet School(
October 6	Kairos Blanket Exercise
October 6	Media (Macleans Rankings) CKPG
October 7	Meeting with T. Woodward (Re: Interfaith Centre)
October 11	Meeting with CUPE 3799 Executive
October 12	Meeting with Faculty Association President and Vice President
October 12	Breakfast with Wendy Hulbert (CEO Life Sciences BC)
October 12	Media CKPG Re: THE Rankings
October 12	Media, Vista Radio, re; THE Rankings Page 169 of 224

October 12	Board of Governors Engagement Session with Research
	Universities Council of BC
October 12	Life Science BC Event (Speaking Remarks)
October 13	Research Universities Council of BC Meeting (hosted by UNBC)
October 14	Chamber of Commerce PG Business Excellence Awards
0-4-4-17	(Speaking Remarks)
October 17	Celebration for Students in Gitxsan
October 18	Regional Advisory Council Meeting (Terrace)
October 20	Installation Dinner (Remarks)
October 21	Installation & Convocation Celebration for Class 2020 and 2021
October 25-26	Universities Canada AGM (Ottawa)
October 31-November 3	Times Higher Education Conference on United Nations Sustainable Development Goals
November 4	UNBC Board Finance and Investment Committee
November 7	Meeting of Universities Canada International Student
	Committee
November 10	Breakfast meeting with Chief Chingee (McLeod Lake Indian
	Band)
November 10	Athletics Legacy Event (Speaking Remarks)
November 15	Meeting with Jason Butler Ministry of Advanced Education
	& Future Skills
November 16	Meeting with former CNC President John Bowman
November 16	Meeting with ADM Shannon Baskerville, Ministry of
	Advanced Education & Future Skills
November 17	Event with Federal Minister Sajjan and Pacifican
	Announcement (Speaking Remarks)
November 17	Northern Post Secondary Council Meeting (Chair)
November 17	UNBC Board
November 18	Anspayaxw Student Visit to UNBC
November 22	Meeting with CUPE 3799 Executive
November 22	Media (Vista Radio: re; Strategic Plan Renewal Launch)
November 22	Media (Alaska Highway News: re; Strategic Plan Renewal
	Launch)
November 23	Breakfast meeting with Board Chair and ED Strategy and Staff
November 23	Day of Remembrance and Action Event (Speaking Remarks)
November 23	UNBC Senate (Chair)
November 24	Queen Elizabeth Scholar Reception Event
November 25	Michael Smith Health Research for BC (Board Chair update)
November 25	Meeting with Albert Kohler
November 25	NAVITAS Collaboration meeting
November 28	Michael Smith Health Research for BC (Governance
	Meeting; Chair)
November 29	Breakfast meeting with Honorable Coralee Oakes
November 29	Regional Advisory Council (Quesnel)
December 5	La Salle College Collaboration meeting
December 6	First Nations Centre Christmas Lunch
December 8	Meeting with Darcy Bryant, Spirt of the North Cartier

December 9	Michael Smith Health Research for BC (Board)
December 12	Meeting with Greg D'Avignon, BC Business Council
December 12	BC Business Council Event; Tiff Macklem
December 13	Media, CFIS Radio, Strategic Plan Update
December 13	Media, Alumni of UNBC (Koopmans)
December 13	Meeting with Caledonia Ski Club of scholarships and event
December 14	Meeting with Minister Robinson, Advanced Education and Future Skills
January 10-12	UArctic Presidents Meeting (Speaking on panel of Shifts towards Green Energy and Role of Universities)
January 16	Meeting with Faculty Association President and Vice President
January 16	Meeting with Randal Martin from BCCIE on International Students and Northern Post-Secondary Institutions
January 16	Meeting on Prince George Economic Impact Study
January 17	Low Carbon leadership Tour
January 17	UNBC Board (Governance and HR)
January 18	Breakfast with UNBC Board Chair
January 18	Roundtable meeting with Julie Dabrusin, Federal
,	Government
January 18	Meeting with BC Genome leadership
January 18	Meeting with Fortescue (Hydrogen Strategy)
January 18	Meeting and Visit with Minister Robinson, Advanced Education and Future Skills
January 19	Meeting with Gary Xie, Policy and Regional Advisor Office of Minister of Natural Resources
January 19	Meeting with UNBC Donor Peter Webster
January 20	Meeting with LaSalle College President Jason Dewling (Collaboration)
January 20	Research Universities Council of BC Meeting
January 23	Meeting with Mayor Yu
January 23	Meeting with student group for Green University
January 24	Regional Advisory Council Quesnel
January 25	Meeting with Chief Logan from Lheidli T-enneh
January 25	UNBC Senate (Chair)
January 26	UNBC Board (Governance and HR)
January 27	Joint Board and Senate Meeting
January 27	UNBC Board Meeting
January 30	Terrace community consultations on Strategic Plan
January 31	Meeting with CNC Leadership on Partnerships
February 1	Nursing Program Open House in Fort St. John (Remarks)
February 2	Regional Advisory Council Fort St. John
February 7-8	Universities Canada Accelerate Conference
February 7	Alumni Dinner with Melissa and Matt from Alumni Council (Ottawa)
February 9	UNBC Partnership meeting with Nadleh Whut'en
February 9	Winston's Breakfast club (Speaking)
February 9	Meeting with Students for a Green University Page 171 of 224

February 9	Meeting with Advanced Education & Future Skills ADM Bobbi Plecas
February 10	Alumni Breakfast with former students in Forestry program
February 13	Meeting with Faculty Association President and Vice
Tebruary 15	President
February 13	Roundtable meeting with Minister Robinson, Advanced
1 Coldary 13	Education & Future Skills
February 14	Meeting with CUPE 3799 Executive
February 15	Breakfast Meeting with Students (Undergraduate)
February 15	Employee Recognition Event
February 21	Meeting with Former Board Chair Dawn Martin,
	Opportunities in Prince Rupert
February 23	Board Meeting BC Business Council
February 24	Meeting with Randall Martin BCCIE on International
restactly 24	Student Opportunities
February 27	Meeting with Faculty Association President and Vice
	President
February 27	Michael Smith Health Research for BC Board (Governance
	Committee)
February 28	Engineering accreditation meeting
February 28	Michael Smith Health Research for BC Board (Executive
	Committee)
February 28	Meeting with Nicola Lemmer Ministry of Advanced
	Education & Future Skills
March 1	CNC Aboriginal History Week
March 2	NAVITAS Partnership Meeting
March 3	WWNI Board Meeting and Strategic Plan consultation
March 7	Breakfast with Student Athletes (Soccer)
March 7	Lunch with 30 year long service employees
March 7	Meeting with Mayor Yu
March 8	Breakfast with Student Athletes (Basketball)
March 9	Visit to LaSalle College
March 10	BC Business Council Board meeting with Premier Eby
March 13	Meeting with SFU President Joy Johnson
March 14-15	Steering Committee for Strategic Plan Renewal
March 16	UNBC Board (Governance and HR)
March 16	UNBC Board (Finance and Investment)
March 16	University Advancement Advisory Board Member meeting (AR)
March 16	University Advancement Advisory Board Member meeting (TS)
March 17	Meeting with CUPE 3799 Executive
March 17	UNBC Board (Audit and Risk)
March 17	University Advancement Advisory Board Member meeting (SA)
March 16	University Advancement Advisory Board Member meeting (NR)
March 22	UNBC Senate (Chair)
March 27	Meeting with Faculty Association President and Vice President
March 27	Universities Canada International Student Committee 224

Michael Smith Health Research for BC (Board)
Northern Post Secondary Council (Chair)
University Advancement Advisory Board Member meeting
(LT)
UNBC Board
Meeting with Northern Lights College President Todd
Bondaroff
Meeting with PWC on Medical School Expansion in Canada
Visit with Team from University of Lethbridge
University Advancement Advisory Board Member meeting (JF)
Meeting with Northern Lights College on Partnerships
Regional Advisory Council Fort St. John
Meeting with Alumni Justin Howell
Breakfast meeting with CUPE 3799
Meeting with Advanced Education & Future Skills ADM on
Strategic Plan
Meeting with Faculty Association President and Vice
President
Lunch with Gary Xie Federal Ministry of Natural Resources
Meeting with President and CEO of PacificCan
Low Carbon Tour with COFI Group
Regional Advisory Council Quesnel
COFI Conference
Post-Secondary Governance Workshop
Regional Advisory Council Terrace
Speaking at SHURE Conference Housing and Support for Students
Donor meeting with Peter Webster
Quarterly meeting with Chief Logan of Lheidli T'enneh
Universities Canada Meeting in Ottawa
Dinner with Alumni Moezine Hasham
UNBC Senate (Chair)
Chief Logan of Lheidli T'enneh swearing in ceremony
EAB Conference on Virtual Learning
Meeting with Randall Martin on BCCIE Conference
Research Universities Council of BC Meeting
UNBC Board (Finance and Investment)
Faculty Recognition Event
UNBC and Lasalle College meeting
UNBC Senate (Chair)
UNBC Convocations and Celebrations
Presentation to BC Government Standing Committee on
Finance
Meeting with Mayor Yu
UNBC Board (Governance and HR)
Michael Smith Health Research for BC (Board Retreat)
Meeting with Mary Mytting HUB Space
Meeting with Kristina McDavid, Review of Research Centre

Office of Indigenous Initiatives (OII)

The OII has hired a term Administrative Assistant, Lori Dansereau, who is currently organizing and preparing for the Associate Vice-President, Indigenous, role, which will be posted by the end of June 2023.

UNBC is working closely with Jen Rubadeau, National Indigenous Peoples Day Truth and Reconciliation Day Event Lead, for the celebratory events held on June 21st and 22nd at Lheidli T'enneh Memorial Park.

The Frist Nations Centre Graduation and Celebration event was on May 25th and was well attended by UNBC faculty and staff. The First Nations Centre team did an amazing job making the celebration meaningful for each graduate.

Phase one of the Indigenous Signage project Dr. Rheanna Robinson initiated with community Elders will be commencing the week of September 21st. The signage for the President's Office, bookstore, dining hall, Senate Chambers and First Nations Centre will all be changed to the Indigenous translations. For example, the dining hall will be translated to 'udai whuzia, a place of eating. Each new sign will have a QR code for people to hear the proper pronunciation and potentially some educational information.

The OII will be creating requisite Indigenous training for all faculty and staff at UNBC, effective September 1, 2023. Indigenous training will be embedded into the onboarding process, and training will be an ongoing, regular occurrence for all employees of the institution moving forward. The goal is for everyone on campus to understand their role in Indigenization on campus, embodying anti-racism and fostering critical thinking about how each role on campus can elevate Indigenization efforts.

The Indigenous Honorarium Policy, Guidelines and Protocol for providing reciprocity to Indigenous Elders and Knowledge Holders for their roles in knowledge sharing, cultural teaching, and ceremony are currently being finalized. The OII will be creating an educational session for all faculty and staff to ensure that all UNBC members understand the significance of the honorarium process, their accountability in hosting Elders and Knowledge Holders, and why this is the critical work of all UNBC employees.

Athletics and Recreation are installing an Indigenous Wall Mural at the Northern Sports Centre. From all the photos and work done to create the Indigenous jerseys, the Athletics and Recreation team felts that the powerful photos need to be shared and will be a powerful opportunity to educate community members on the Indigenous jerseys and the journey taken in creating them.

Office of Equity, Diversity and Inclusion (OEDI)

The Accessibility Committee had their inaugural meeting on June 7th and will be launching an online feedback mechanism and creating an institutional Accessibility Plan by the end of 2023. The focus for this year will be on accessible service delivery and employment accessibility as directed by the province.

The OEDI has hired a part-time Research Associate, The Black Entrepreneurs Knowledge Hub, Tracy Hall. This is a shared position with the Office of Research, and the faculty lead is Julius Bankole. Tracy commenced her role on April 24, 2023, and will complete it on April 23, 2024. The Research Associate will be conducting a detailed analysis on identifying current and evolving research on Black Entrepreneurship in communities in the North Regional Hub (Nunavut NWT, Yukon and Northern BC).

The OEDI has hired a Project Advisor, Equity, Diversity and Inclusion, Cynthia Williams. Cynthia's appointment term will commence on June 19th, 2023 and end on March 28th, 2024. This position is housed within UNBC but is funded via the Colleges and Institutes Canada (CICan), 50-30 Challenge: Your Diversity Advantage. This is an initiative between the Government of Canada, Canadian businesses and diversity organizations.

The goal of the program is to challenge Canadian organizations to increase the representation and inclusion of diverse groups within their workplaces and will highlight the benefits of giving all Canadians a seat at the table. The Project Advisor will promote and increase awareness of the challenge, assist with the development of the capacity-building framework and recourses and engage with organizations in the north to support them in reaching their 50-30 Challenge Goals. The 50 – 30 Challenge is an important value of the Equity, Diversity and Inclusion principles and asks that organizations aspire to two goals:

- ➤ Gender parity (50% women and/or non-binary people) on Canadian boards and in senior management;
- ➤ Significant representation (30%) on Canadian boards and in senior management of members of other equity-deserving groups.

The Mental Health Standard Working Group has determined the three thematic priorities it will focus on for the 2023-24 academic year:

- social outreach events
- monthly educational workshops
- partnership opportunities within Prince George.

The goal is to elevate wellness and the accountability of wellness beyond counselling and medical services and educate students, faculty and staff on their role in this work and how we can create a more connected, healthy campus for all at UNBC.

This work is built on The National Standard of Canada for Mental-Health and Well-Being for Post-Secondary Students. Key outcomes the Standard supports:

- raise awareness about mental health and decrease mental illness-related stigma
- provide healthier and safer institutional environments
- improve opportunities for student success and flourishing
- promote life and resiliency skills that students can use at school, at work, and in daily life.

The OEDI provided fiscal support to the Joint Occupational Health and Safety Committee, Accessibility Sub-committee for the Red Shirt Day event on May 31st, where UNBC was proud to host keynote speaker Joel Ewert.

Joel Ewert is an accomplished high-performance athlete in both wheelchair rugby and wheelchair basketball. He was born and raised in Prince George, BC. Joel is a UNBC alumni earning degrees in Biomedical Studies and First Nations Studies with a goal of pursuing medicine and becoming a cardiologist. This was a powerful, well attended event.



BOARD OF GOVERNORS – Public Session

Meeting Date:	June 22, 2023
Agenda Item:	8.b. Report of the Vice-President, Academic and Provost
Material:	Report



Office of the Vice-President Academic and Provost

Report to the UNBC Board of Governors

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

Reporting Period: April 2023-June 2023

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
 - o Faculty of Indigenous Studies, Social Sciences and Humanities
 - Faculty of Science and Engineering
 - Division of Medical Sciences
 - Integrated Planning
 - Registrar
 - o 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. I have just passed the 9 month mark in the position of VPAP beginning to see good progress on numerous initiatives.
- 2.2. The Provost is currently leading or supporting several other key activities:
 - Selection of Dean Faculty of Environment Complete candidate announced June 5th start August 1st.
 - Selection of University Registrar complete awaiting BoG approval.

- Launch and selection of Vice Provost Graduate and Post-Doctoral Studies position announced.
- Elevating the Sustainability theme across the university hiring a Sustainability Manager announced
- Developing a Strategic Enrolment Plan including looking at the administrative structure and activities to be most current and effective in this area
- Launching Leadership Development programming for Chairs, Deans, other administrators across the university – August retreat planned
- Strengthening International Strategy involved attending the Canada in Asia Conference in February in Singapore – working with President on developing an Administrative structure – attending special tour of university-industry partnerships hosted by DAAD (application process), and the QS conference on European Student Mobility.
- Strengthening partnerships visited WWNI on convocation trip to Terrace working on access and support for Indigenous students and scholars
- Director for Centre for Teaching and Learning and Technology position now posted

2.3 Data and Digital Infrastructure Strategy

Ongoing work to examine data needs, availability, analysis, and reporting – as well as digital infrastructure supports in software, apps, and networks. Goal is to ensure maximum data collection and usage and minimal manual and paper-based processes.

Investments: Recently we have decided to move ahead with optimization of the Banner system and associated systems that form a network of functionality, in addition to some items that are high priority.

3. Unit Reports

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.

3.1 Office of Faculty Relations

- The University and the UNBC Faculty Association have been engaged in positive and constructive collective agreement negotiations.
 - The University's bargaining team consists of: Dr. Rebecca Schiff, Dean, HHSC, Dr. Ronald Camp, Dean FBE, and Dr. Bill Owen, Vice Provost Faculty Relations, with Geoff Tierney, of http://www.geofftierneylaw.com/, as the Employer's lead negotiator.
- Faculty Relations is working with Human Relations to address complaints related to our Respect in the Workplace Policy. A review of our policy and procedures will be an important endeavour this Fall.
- In conjunction with Faculty Association, UNBC held our annual tenure and promotion information session in May. This session was well attended and addressed questions members have about the process.

3.2 Centre for Teaching, Learning and Technology

- We have been engaging in local, provincial and national discussions related to academic integrity and the use of artificial intelligence in higher education settings. For more on this topic, please read our latest newsletter: https://sway.office.com/8yqgV0Ly5Rce6GMu
- The University is seeking a new Director for the CTLT. The posting can be found here: https://www2.unbc.ca/75416/director-centre-teaching-learning-technology

- Along with updating our Faculty Orientation Manual, we will be returning to offering our Instructional Skills Workshop and a series of professional development workshops regarding using UNBC's learning management system Moodle in preparation for the Fall teaching semester.
- UNBC successful transitioned from our previous learning management system (Blackboard) to Moodle. The University regularly reviews learning management systems to ensure we have a system suitable to our teaching needs. The most recent review noted several changes with Blackboard's support and costing models that required UNCB to consider alternatives.

3.3 Faculties

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.

3.3.1 Faculty of Environment

- Hiring process underway for two positions to replace retired or retiring faculty members.
 One position in soil science and one in fire ecology.
- Delivery of the 2+2 BSc Integrated Science degree program in Terrace is suspended due
 to very few students coming through the 2-year Coast Mountain College diploma program
 that feeds into the 2+2. A curriculum committee has been struck to begin development of
 a BSc in Aquatic Sciences and Watershed Management that we think will be more
 attractive to students at the Terrace campus as well as other UNBC campuses.
- We are leading the development of field and off-campus safety policy and procedures.
 While we have some guidance documents, these are out of date and inconsistently utilized.
- Biochemistry and Molecular Biology (jointly administered with FSE) program review is underway. Self study complete and site visit being scheduled for July. Biology, Forest Ecology and Management, and Wildlife and Fisheries program reviews planned for 23/24.

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

- External program reviews initiated for Anthropology, Political Science, and Global and International Studies(23/24); review for English just received
- New hires in History, First Nations Studies, Global and International Studies, and English begin 1 July 2023
- Continued work on the proposal to create a Centre for Indigenous Studies at UNBC, with opportunities also for more coordinated efforts to develop and support language fluency and revitalization
- Launch of Visiting Scholar program in September 2023 with the invitation of Professor Imre Szeman
- Creation and awarding of new Faculty Graduate Research Travel Awards
- Creation and awarding of new Faculty one-time funding initiatives to support crossdiscipline collaborations.

3.3.3 Faculty of Human and Health Sciences

The Faculty of Human and Health Sciences (FHHS) is pleased to welcome three new Chairs: Dr. Catherine Schiller will serve as Acting Chair of the School of Nursing from June 1, 2023 - May 31, 2028, Dr. John Sherry as Acting Chair of the Department of

- Psychology from July 1, 2023 June 30, 2024, and Dr. Tammy Pearson as Acting Chair of the School of Social Work from July 1, 2023 December 31, 2023.
- FHHS was also delighted to graduate over 300 students at the Spring 2023 convocation ceremony.
- The Faculty also contributed to the revitalization of a recruitment event aimed at
 postsecondary students the Rotary Adventures in Healthcare was held in May for high
 school students in Prince George and a new event was launched in Terrace with great
 success. The Faculty looks forward to continuing that event in 2024 and expanding to
 Fort St. John and Quesnel.
- Finally, FHHS is actively working on the development of new programs, expansion of existing programs, as well as accreditation and upcoming quality assurance (DQAB) processes.

3.3.4 Faculty of Business and Economics

- After many years of exemplary service to UNBC, Dr. Sungchul Choi has stepped down as Chair of the School of Business to be the Dean of Management at Vancouver Island University. Dr. Choi was instrumental in helping to implement strategic changes to the Faculty over the past two years. He will be replaced by Dr. Kafui Monu, who has been serving as the Curriculum Chair for the School of Business and as the Faculty Advisor for JDC-West.
- As part of the strategic changes in the Faculty, the MBA program has introduced a course
 focusing on placed-based issues in Northern BC. This includes expanded information on
 working with Indigenous communities and municipal governments. Content has come in
 part from outreach to and input from City Managers in Prince George, Grand Prairie, and
 Burnaby, as well as Indigenous members of the community in northern BC. This is
 helping us to enhance our value proposition to communities in our region.
- We had another successful year with the JDC-West competition in Saskatoon,
- We have signed an MOU with MNP to develop a business consulting clinic. Students will be working with two not-for-profit organizations under the joint supervision of an MNP manager and FBE faculty member. If the pilot is successful we intend to grow the program to provide consulting experience for all BCOMM students prior to graduation.
- The School of Economics has initiated a review and revision of the MA in Economics. The revised curriculum will be focused on applied economics which is seen as more applicable to economic development officers in rural and remote communities. This again is meant to strengthen the value of FBE to the community.

3.3.5 Division of Medical Sciences

- There is an accreditation visit for the Masters of Occupational Therapy North next week.
 Successful accreditation is critical for the program.
- We celebrated the graduation of 30 MD students from the Northern Medical Program on May 24. All matched to Canadian postgraduate residency programs with 18 (60%) entering family medicine training and 6 staying in northern BC.
- Plans for expansion of the NMP class from 32 to 40 seats continue with recent joint institutional approval of the budget.

3.4 Student Recruitment & Enrolment

• In April, Student Recruitment, in partnership with Admissions and School Districts 57, 91, and 93, and Cedars and Westside, hosted over 100 grade 12 students on campus for the annual Academic Achievers and UNBC Scholars Ceremony. UNBC Scholars are the top grade 12 students at each high school and are awarded a full tuition scholarship, and Academic

Achievers finished grade 11 with all A's and up to two B's and are awarded one free UNBC course.

- Since March 8, Recruitment has hosted 37 tours for 299 total student guests.
- Student Recruitment, Student Advising, Marketing and the Scheduling team in the Registrar's Office coordinated a communications and outreach plan for the release and opening of the Fall '23 and Winter '24 course schedules. On the Recruitment side, this included CRM email campaigns introducing new admits to their Advisors and resources for scheduling and registering for courses, hosting in-person and online course registration information sessions, and traveling for in-school course registration sessions in UNBC Region high school computer labs.
- Borne from an idea generated by the SEM Recruitment, Outreach, and Engagement working group, the Start Strong Registration incentive was proposed and approved by PEC. The incentive offers 120 \$200 tuition credits to both new and continuing students who register early. Waivers will be drawn in a staggered fashion, with three draws occurring on June 15, July 14, and August 15.
- Course Registration for the 2023/24 academic year opened on May 8th, earlier than the
 previous three years (which were altered due to COVID-19). Student Recruitment, Student
 Advising, International, and the Office of the Registrar have all commenced our support for
 new and continuing students in their registration. As summer progresses, we will have more
 to report on the pace of registrations and our anticipated fall enrolment.

3.5 Student Success

- After a year of significant transitions and a reorganization within the student supports and services areas, the Student Success team is stable and running smoothly.
- 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.
- Some of our areas of focus for the coming year are: establishing a culture of active
 participation across the institution for UNBC Orientation activities; continuing to transition
 non-academic misconduct to a blended restorative justice model; supporting an increase in
 both complexity and volume for student health and wellness supports on campus; and
 expanding our work integrate learning (WIL) and career services offerings at UNBC.

3.6 Library

- The Library is pleased to have successfully launched our new integrated library system, WorldShare Management System with OCLC, on May 1, 2023. Since the go live date, the team has met with OCLC's Workflow Consultant and continues to develop workflows that meet our specific needs.
- The Northern BC Archives and Special Collections provided a tour of the Archives and provided material on the start-up of UNBC to the Inuit Tapiriit Kanatami, hosted by Dr. Gary Wilson.

3.7 Registrar

- The Office of the Registrar is in the last phase of moving Banner Document Management (digital documentation) into production, with full training and onboarding slated for this summer;
- Graduate admissions is preparing for their final transition into the CRM, TargetX, this summer. Undergraduate admissions has also built automated email campaigns into the CRM and early results are promising, with earlier and more frequent responses and confirmations being submitted by students;
- Education Planner BC is transitioning to a new software platform, and our admissions team is on track to complete this transition this July;

- International is in the hiring process for their final position, an International Student Retention Coordinator; we expect this to be filled in June;
- Registration in Fall 2023 and Winter 2024 went well with the schedule posted on time and no system issues. Opening day for registration, May 8, saw more registration on the first day of registration than we have ever seen at UNBC for the first day;
- Graduation and convocation was a success; 2023 was the second largest graduating class that UNBC has ever had with 838 students graduating with a total of 843 credentials.

3.8 Integrated University Planning

- Process development & staff engagement re the Indigenous Cash Honorarium process
- Tech X funding proposal accepted by the Ministry collaboration between UNBC, CNC and SD57
- IR prepping reporting to support quarterly review process for 23/24 provided by VPFA
- Spring RAC Meetings were prepared and delivered
- NP expansion proposal reviewed by Ministry and approved verbally reviewed options for additional space to support and verbal agreement received for 4th floor WIDC
- IR completed FTE Audit of student FTE processes with a clean report from Auditors
- Planned and executed graduation celebrations for our students in campuses outside of PG



BOARD OF GOVERNORS – Public Session

Meeting Date:	June 22, 2023
Agenda Item:	8.b. Report of the Vice-President, Finance and Administration
Material:	1. Report
	2. Climate Change Accountability Report



Office 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: June 22, 2023

1.0 Portfolio Overview

- 1.1 The portfolio of the Vice President, Finance and Administration comprises:
 - ⇒ Office of the Vice President, Finance and Administration (support being determined)
 - ⇒ Finance (Director, Vacant; Interim Director, Kiran Kullar)
 - ⇒ Business Services and Continuing Studies (Director, Lisa Haslett)
 - ⇒ Facilities Management and Capital Planning (Director, David Claus)
 - ⇒ Information Technology (IT) Services (Chief Information Officer, Trevor Fuson)
 - ⇒ Human Resources (Director, Kerry Roberts)
 - ⇒ Safety and Security (Director, Vacant; managed through Human Resources in the interim)
 - ⇒ UNBC Land Trust (Christie Ray, Sr. Advisor Business Development)

2.0 Economic Impact Study

2.1 We commissioned Lightcast (formerly EMSI) to conduct an economic impact study for UNBC. EMSI has previously conducted similar studies for UVic and TRU. The UNBC Economic Impact Study has been finalized in May. These reports assess the impact of UNBC on the provincial (B.C.), regional (Northern B.C.), and local (Prince George) economy, as well as the benefits it offers to its main constituencies: students, taxpayers, and society. The study's findings clearly illustrate that UNBC has a significant positive impact on the business community at the provincial, regional, and local levels, resulting in valuable returns on the investments made by students, taxpayers, and society. Please refer to Appendix D for Provincial, Regional and Local Economic Impact Infographics. The Executive Summaries for Provincial, Regional and Local Economic Impact Study are available upon request.

3.0 Overall Financial Summary

3.1 As presented in Table 1, as well as in the approved consolidated Financial Statements, UNBC achieved an annual operating surplus of \$5.34M before restricted contributions against the budgeted deficit of \$1.14M. The surplus is primarily attributed to increased revenue, including higher tuition from increased enrolment of international students (see Table 3 in Appendix A), enhanced funding from the province to accommodate wage increases including for the exempt employees, improved financial performance of business services, and increased utilization of research and specific-purpose funding, including funds from the Federal government. Furthermore, the financial performance was also impacted by lower operating expenses, which can be attributed to the timing of transition and recruitment of vacant positions.



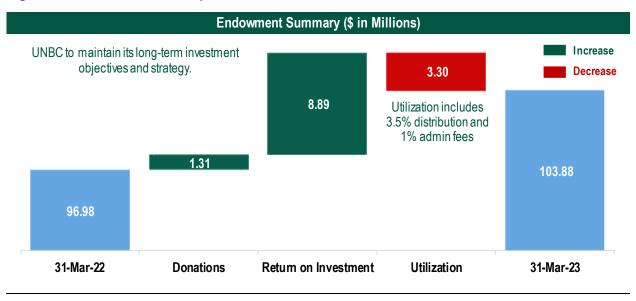
Office of the Vice President, Finance and Administration

Table 1: Overall Financial Summary

\$ in Millions	2018-19	2019-20	2020-21	2021-22	2022-23
Revenues	113.60	120.65	117.43	125.62	137.63
Expenses	115.01	121.73	114.16	123.97	132.29
Surplus / (Deficit) before Restricted Contributions	(1.41)	(1.08)	3.27	1.65	5.34
Restricted Endowment Contributions	2.38	1.26	3.52	1.81	2.35
Annual Surplus	0.97	0.18	6.79	3.46	7.69
Accumulated Surplus, Beginning of Year	140.52	141.49	141.67	148.47	151.93
Accumulated Surplus, End of Year	141.49	141.67	148.46	151.93	159.62
Key Statistics and Ratios					
UNBC Endowment (market value)	79.05	79.98	89.01	96.98	103.88
UNBC Pension Plan (market value)	90.15	85.38	104.71	114.59	112.50
Donations	2.30	1.30	3.80	1.56	2.63
Sponsored Research	14.17	14.78	16.54	18.62	20.83
General Reserves	24.28	24.40	24.92	27.06	32.37
Primary Reserve Ratio (# of days)	67	66	71	71	77
Current Ratio	1.96	1.87	1.74	1.73	1.73
Student FTE (annualized)	2,887	2,919	2,814	2,769	2,805
Cost/Student FTE (\$)	27,100	28,900	28,800	32,000	33,400
Ancillary Revenue/Student FTE (\$)	4,000	3,600	1,900	3,200	3,800

Endowment Performance

Figure 1: Endowment Summary





Office of the Vice President, Finance and Administration

3.2 During the fiscal year ending March 31, 2023, the UNBC endowment witnessed a growth of 5.8% prior to accounting for management fees, surpassing its custom benchmark return of 3.5%. The annualized return over a period of ten years amounted to 8.6%. As of March 31, 2023, the market value of the UNBC endowment stood at \$103.9M, inclusive of additional donations amounting to \$1.1M received during the fiscal year. The annual endowment performance report has been submitted to the Finance and Investment Committee.

4.0 Review of Finance and Administration Portfolio

- 4.1 The Finance and Administration (F&A) portfolio is facing significant challenges due to stretched human resource capacity and constraints in IT resources. These challenges have led to exhaustion, burnout, and a slowdown in optimization efforts. Additionally, the F&A portfolio is affected by vacancies, employee turnover, short-term illnesses, long-term disability cases, and recruitment difficulties. To address these challenges systematically, a review was conducted by the consulting firm MNP under the coordination of a working group.
- 4.2 The review highlighted the dedication of the F&A team while identifying key challenges. These challenges include capacity constraints, recruitment and retention issues, siloed operations, reliance on manual processes, and insufficient change and project management skills. To address these challenges, guiding factors were established to shape the proposed organizational structure and operating model. These factors emphasize service delivery, maintaining core expertise, leveraging external operations, and supporting cross-functional mobility and change management. The recommended management practices included, focusing on empowerment, accountability, feedback, goal setting, training, collaboration, and communication. Emphasis is placed on establishing clear decision-making processes, implementing effective conflict resolution strategies, providing career growth opportunities, and continuously optimizing processes.
- 4.3 Building upon the MNP report and the summary provided by the working group, the Vice President, Finance and Administration (VPFA) leadership team, consisting of the VPFA and Directors within the F&A portfolio, conducted two half-day retreats for strategic and implementation planning. These discussions involved a review of the reorganization framework, people plan, and systems tools and upgrade to establish an integrated structure, foster a culture of service excellence, and provide the necessary resources for success.
- 4.4 Pre-project planning steps are underway, including a portfolio-wide service strategy, change management and communication plans, and resource planning. Given the multi-faceted nature of the transformation, various plans, such as Service Strategy, Project Management, Change Management, Digital Enhancement, and Communications, will form the roadmap. Regular updates will be provided as initiatives progress and milestones are achieved.



5.0 Finance

- 5.1 UNBC's consolidated financial statements for the year ended March 31, 2023, were approved by the Board of Governors on June 5, 2023. KPMG LLP issued a clean report with no significant observations. All reports to the Ministry and research granting agencies are submitted on time. We acknowledge the diligent and excellent services of the Finance team in achieving these outcomes despite of competing priorities and significant staffing challenges.
- 5.2 After the departure of the Associate Vice President, Financial Services, the position has been reclassified as Director of Finance and the search process is underway. As part of the reorganization and to ensure an integrated organizing framework the position of Manager, Financial Services and Systems who will be retiring in October after more than 32 years of service, has been reclassified as Controller Finance and the search process is underway.
- 5.3 The immediate priorities include completing the reorganization and filling key vacancies to provide adequate functional capacity, implementation of changes in the U-Pass program driven by B.C. Transit, an effective position control framework, and transition planning for the planned retirement of the long serving manager. The subsequent priorities include planning and execution of systems upgrade, enhancement of Banner and FAST, digital document management, WebTime entry (leave management and payroll solution), Paymytuition (the payment solution for educational institutions) and payment gateways, travel expense and invoicing solution, and improved fixed assets tracking.

6.0 Process Optimization and Digitization

6.1 The workflow automation through digitizing the paper-based forms is currently on hold given other critical priorities. The workflow for leave application has been implemented that provides improved user experience. However, pending the integration with the existing systems, the backend processes and experience remain unchanged. Moving forward, we will be looking at a holistic approach for systems upgrade and implementation to simultaneously improve user experience and backend processes and systems as outlined in § 5.3 above.

7.0 Human Capital

- 7.1 The "Off-Campus Workplace Location Program" is nearing completion and will soon move into the implementation stage. The eligibility of all CUPE 3799 and exempt positions for flexible, hybrid, and/or remote workplace arrangements has been reviewed by relevant leadership teams and the employee unions. The Human Resources department is conducting a final review of the list and the implementation plan in collaboration with CUPE 3799 to proceed with the program. The anticipated implementation timeline is July 2023 starting with the Division of Medical Sciences.
- 7.2 The "Exempt Employee Handbook" has been approved by the Board of Governors and is currently being implemented. The approved exempt compensation increases by the Public Sector Employer's Council (PSEC) and Board of Governors are being implemented. A new collective agreement has been implemented with CUPE 2278, and collective bargaining is currently underway with both CUPE 3799 and the Faculty Association.



7.3 The searches for the Vice President of Research and Innovation and Associate Director of Human Resources have been successfully completed. Additionally, there are currently ongoing searches for 60 other full-time positions at various stages. These include the Director of the Center for Teaching, Learning, and Technology (CTLT), Associate Vice President for Indigenous Affairs, Vice Provost for Graduate and Post-Doctoral Studies, Director of Finance, Controller Finance, Director of Institutional Research, Analysis, and Performance, Director of Enterprise Risk and Safety, as well as 33 other open positions within the CUPE 3799 and Exempt categories, and 19 open faculty positions. To enhance the recruitment process, the Applicant Tracking System project has been reinitiated after a temporary pause caused by recent transitions within the HR team, aiming to streamline and optimize the process.

8.0 Safety and Security

- 8.1 Pending the recruitment of Director, Enterprise Risk and Safety, the Health & Safety/Security Team at UNBC is currently reporting to the Director of Human Resources. They are actively collaborating with various units across the university to develop an Emergency Response Plan. In conjunction with Security, the team is exploring software options to improve virtual permit parking, online fine payments, enhance outdoor security measures to combat theft, and optimize Security operations, particularly officer presence on campus and in housing. Furthermore, they are diligently working on enhancing the UNBC Safe App to ensure timely communication and reporting of safety concerns and incidents for the UNBC community.
- 8.2 The team has also conducted 4 incident investigations, responded to 29 injuries, performed 23 inspections across UNBC's locations, and conducted 25 ergonomic assessments. Recognizing the need to further strengthen their capacity, the team is actively recruiting additional personnel to expand training programs and update policies, with the goal of fostering a culture that prioritizes Health and Safety at UNBC.

9.0 Capital Projects

- 9.1 All projects are progressing within the allocated budget and are adhering to safety standards. We are closely monitoring expenses and invoices to ensure optimal utilization of the budget. Construction is currently underway for the nursing simulation lab, videoconference enabled classroom, and associated office and study spaces at the Wood Innovation and Design Centre. Moreover, projects supported through additional funding for 2023-24, such as the library roof rehabilitation, upgrade to the building automation system, purchase of new parts for the Charles J. McCaffray Hall elevator, and efficiency improvements for the air conditioning system will help prepare the campus for future extreme weather events.
- 9.2 Key risks to project implementation include workforce availability, budgetary pressures due to escalating material costs, and delays in shipping caused by disruptions in the global supply chain. Planning and preparation are ongoing for facilities and open space planning; however, progress and timelines are affected by staffing constraints and the increased volume of capital and routine capital projects. The Routine Capital annual report has been submitted to the Finance and Investment Committee.



10.0 Facilities Management

- 10.1 All facilities are open and comply with regulatory requirements. Specific Fire Safety Plan updates continue, and completion is expected as per schedule.
- 10.2 The Bioenergy Plant offset 96% of natural gas usage year-to-date against the annual goal of 85%. For fiscal year 2022-23, the Bioenergy Plant offset 72% of natural gas usage. As a result, there has been a consistent and substantial decrease in utilities expenses over time. This reduction is attributed to the lower cost associated with utilizing biomass instead of natural gas, as well as the energy conservation efforts undertaken at UNBC over the past decade. For a comparison of expenses adjusted for inflation, please refer to Figure 2 in Appendix B.
- 10.3 UNBC submitted its annual Climate Change Accountability Report for 2022, which is part of the Board of Governor's meeting package for information. Please refer to Figure 3 in Appendix C for annual greenhouse gas (GHG) emissions trend updated to 31 December 2022.

11.0 Information Technology Services (ITS)

- 11.1 ITS is leading the effort in collaboration with relevant departments to enhance digital infrastructure, systems, and tools to create a highly efficient and effective service delivery environment. Key projects include those related to Finance and Administration as outlined in § 5.3 above, digital document management, training, identity management, and privacy and security improvements. To support these priority initiatives, the recruitment of a Project Manager for Digital Transformation is underway.
- 11.2 The team is also making gradual progress in developing a comprehensive disaster recovery plan. Moreover, the success story and learning from recently implemented IT staff development and retention plan has been shared with other institutions in the province through a presentation at the BCNET Connect 2023 conference.
- 11.3 The Education Technology team is upgrading the Audio-Visual infrastructure and engaging a renowned industry partner for advanced AV equipment in a new building. The infrastructure team is working on datacenter networking upgrades, WIFI network health assessment, Amazon Web Services (AWS) landing zone, and reduction of technical debt. The Client Services department is focused on improving user experience through device management, privileged access management, and workstation upgrades. The Enterprise Systems team has made advancements in the Banner system, data management systems, security measures, and CRM implementation. The team is also revamping business processes and integrating transcript values for improved admissions and enrollment. Overall, the IT department aims to leverage modern technologies to foster a more connected and efficient campus environment, enhance user experience, and support the UNBC community.



12.0 Business Services

12.1 Business Services continues to prioritize service excellence, with plans for further cross-functional implementation. There are several potential projects on the horizon including childcare expansion, market analysis for student housing, printer and digitization upgrades, enhancement of Touchnet OneCard solution, all related to aspects of business development – maximizing revenue growth and operations improvements through systems and processes. Specific highlights include:

Annual Revenue Summary

12.2 As evident from Table 2, the overall performance of Business Services revenue exceeded the budget by 4% for the year 2022-23. Moreover, Business Services has successfully reached or shown positive trends towards pre-COVID revenue levels. Furthermore, it contributed \$1.8M in 2022-23 (2021-22: \$0.9M) including \$0.5M for debt servicing associated with the internal housing renovation loan.

Table 2: Ancillary Revenue Comparative Summary

\$ in Millions	2018-19	2019-20	2020-21	2021-22 2	2022-23	Annual Target Achievement
Housing and Residential Services	2.83	2.55	0.70	2.29 🧥	3.02	108%
Hospitality Services	0.93	0.65	0.01	0.17 🧥	0.64	133%
Retail Services	2.16	2.04	1.33	1.64 🖖	1.46	78%
Continuing Studies	1.97	2.17	1.39	2.05 🥎	2.20	110%
Northern Sport Centre	2.07	1.88	1.05	1.54 🧥	2.02	110%
Business Services	9.96	9.29	4.48	7.69 🧥	9.34	104%



Represent an increase or decrease from the previous year, respectively.

Housing & Residence Life

12.3 Hired Residence and Guest Accommodations Assistants (RGAAs) to support customer service and assist Residence Life staff and contracted a new local cleaning company to support Guest Accommodations. Roof replacement for the Keyoh building is scheduled for this summer. Housing applications have been open for several months, with a deadline of July 1, 2023. Currently, there are approximately 300 accepted offers and 50 pending acceptances.

Hospitality Services

12.4 Transitioned to summer activities, hosting a variety of events and reservations. Conference Services and Guest Accommodations collaborate with internal departments and external organizations for training, meetings, banquets, conferences, and special events on campus. The Agora Dining Hall remains open for retail sales and catering services, while the student meal plan and Good Earth Coffeehouse are closed for the summer.



Retail Services

12.5 Installing a survey kiosk to gather anonymized customer feedback for continuous service improvement. The Bookstore is working on an upcycled clothing line, repurposing old clearance stock into trendy new items for sale. May sales, particularly Convocation and Alumni products, increased significantly, despite switching to an external vendor for regalia rentals. The new Bookware system has contributed to improved staff and customer satisfaction.

Continuing Studies

- 13.0 Continuing Studies saw steady growth in enrolments and online programming, resulting in a 10% increase in revenue for 2022-23 while maintaining low operating costs. The community outreach efforts led to successful partnerships with Indigenous Communities and Industry, resulting in higher regional and provincial enrolments. Over 60% of participants now come from outside our campus locations, highlighting strong presence in Northern B.C.
- 14.0 Continuing Studies is actively expanding its offerings and services to UNBC and the Northern Communities. It secured \$100,000 in funding to develop the Natural Resources Indigenous Entrepreneurship Program in collaboration with Eco-Canada. Additionally, a partnership with the School of Education yielded approximately \$150,000 in funding to create Micro-credentials supporting teachers in the North with Letters of Permission. Furthermore, it received up to \$790,000 in funding from the Ministry of Post-Secondary Education and Future Skills, enabling students to access grants of up to \$3500 for UNBC Continuing Studies Courses. These new courses and funding opportunities reinforce our commitment to delivering high-quality educational experiences to our learners in the North.

Northern Sport Centre

14.1 Had 481 active student members and over 4,800 total members at the end of May. Hosted the 2023 UNBC Convocation and UNBC Nurses' Pinning Ceremony. The Northern Sport Centre annual report has been submitted to the Finance and Investment Committee.

UNBC Childcare and Early Learning Centre

14.2 Concluding preschool classes for the summer while full-time programs remain active. The Botanical Garden construction has created opportunities for engagement. Fundraising efforts are underway for an accessible playground structure. Recruitment strategies are being explored for board members and Early Childhood Educators.

15.0 UNBC Land Trust

15.1 The Land Trust vision and annotated concept plan, incorporating design principles approved by the Board of Governors, have been finalized and shared with the Finance and Investment Committee as part of the Land Trust update. The plan, developed in collaboration with the UNBC Land Development Corporation, ensures financial viability by providing adequate area for development. A Monte Carlo simulation conducted by the corporation confirms the inclusion of sufficient gross floor area (GFA) to ensure financial viability based on current assumptions. This plan will serve as the basis for the business case to be submitted to the Ministry of Post-Secondary Education and Future Skills, along with other necessary requirements.



Appendix A

Table 3: Tuition Revenue Comparative Summary (excluding Continuing Studies)

\$ in Millions	2018-19	2019-20	2020-21	2021-22	2022-23	Annual Target Achievement
Program Classification						
Undergraduate	14.39	16.22	15.89	15.70	17.39	104%
Graduate	2.10	2.12	2.25	2.55	1 2.67	108%
MBA	1.16	1.07	1.40	1.56	4 1.30	71%
Other Fees	1.70	1.79	1.06	1.72	1.98	117%
Total	19.35	21.20	20.60	21.53	1 23.34	103%
Revenue Classification						
Domestic: Undergraduate	11.56	11.65	11.42	11.12	11.33	93%
Domestic: Graduate	1.69	1.64	1.69	1.74	4 1.58	83%
Sub-Total Domestic	13.25	13.29	13.11	12.86	12.90	92%
International: Undergraduate	2.83	4.57	4.47	4.58	1 6.06	134%
International: Graduate	0.41	0.48	0.56	0.81	1.09	195%
Sub-Total International	3.24	5.05	5.03	5.39	7.15	141%
MBA Program	1.16	1.07	1.40	1.56	4 1.30	71%
Other Fees	1.70	1.79	1.06	1.72	1.98	117%
Total	19.35	21.20	20.60	21.53	23.34	103%

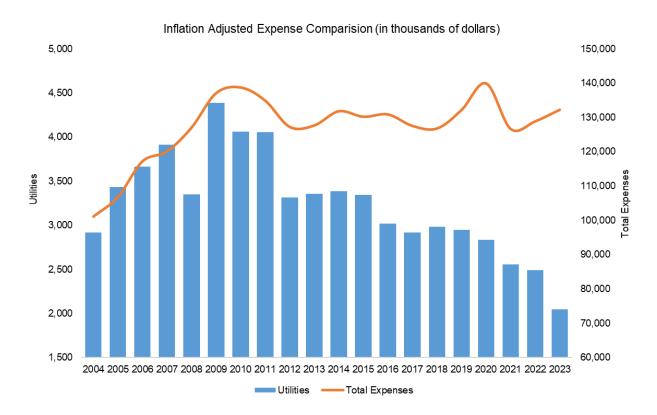


Represent an increase or decrease from the previous year, respectively.



Appendix B

Figure 2: Inflation Adjusted Comparison of Utilities Costs



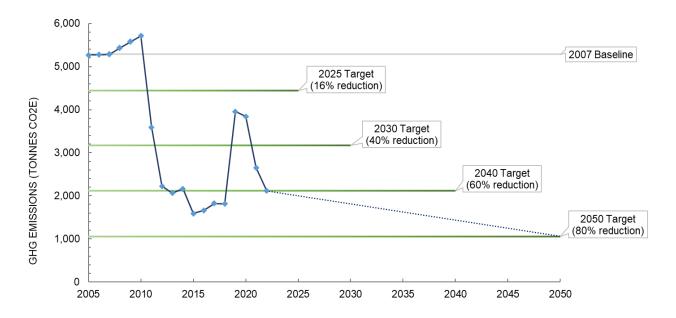
Notes

- 1. Since reaching its peak in fiscal year 2009, utilities expenses (adjusted for inflation), have experienced a decrease of 53%, despite the expansion of UNBC's physical infrastructure.
- 2. The timeline of this decline coincides with the introduction of the Bioenergy Plant and the implementation of UNBC's Energy Management program in the 2010-11 period.



Appendix C

Figure 3: Annual Greenhouse Gas (GHG) Emissions



Notes

- 1. Provincial targets shown are as per the 2007 Climate Change Accountability Act.
- 2. The province has also set a sectoral target for buildings and communities of 59%-64% emissions reduction by 2030 from 2007 levels.
- 3. UNBC's GHG emissions in 2022 met the 2040 overall target for the province and the sectoral target for 2030.
- 4. GHG emissions in 2022 were 20% lower than 2021. A major contributor to this was the improved uptime of the Bioenergy Plant.



Appendix D

UNBC Economic Impact Study Infographics



The Economic Value of the University of Northern British Columbia

About UNBC





2,507
Non-credit students



British Columbia



Economic impact analysis





Alumni impact

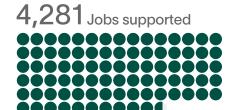
Impact of the increased earnings of UNBC alumni and the businesses they work for



An economic boost similar to hosting an NHL playoffs game 120x



\$360.2 million Added income





Operations spending impact

Impact of annual payroll and other spending



Enough to buy

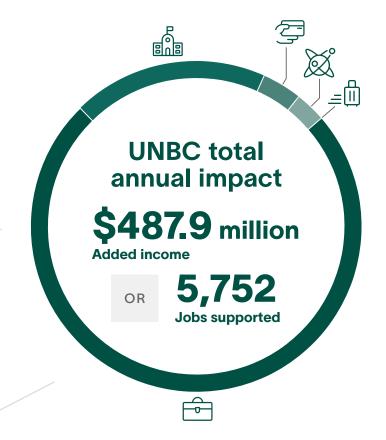
2,380 new cars



\$92.3 million

Added income

999 Jobs supported





Student spending impact

Impact of the daily spending of UNBC students attracted to or retained in the province



Enough to buy 1,761 families* a year's worth of groceries

\$20.1 million Added income





Jobs supported



<u>-</u>

Research spending impact

Visitor

impact

spending

\$15.1 million Added income



OR 168 Jobs supported ••••

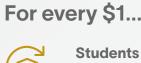


\$77.9 thousand Added income

OR 2 Jobs supported

= 50 jobs * = family of four

Investment analysis



Students gain \$1.40 in lifetime earnings



The average bachelor's degree graduate from UNBC will see an increase in earnings of \$19,500 each year compared to someone with a high school diploma working in British Columbia.



Taxpayers gain \$1.40 in added tax revenue and public sector savings







Society gains \$3.60 in added provincial revenue and social savings





\$106,400





The Economic Value of the University of Northern British Columbia

About UNBC





2,507
Non-credit students



The UNBC **Service Area British Columbia**

Economic impact analysis



jobs in the UNBC Service Area is supported out of every **55** by the activities of UNBC and its students.



Alumni impact

Impact of the increased earnings of UNBC alumni and the businesses they work for



An economic boost similar to hosting an NHL playoffs game

51x

\$152.5 million

Added income

1,891 Jobs supported



Operations spending impact

Impact of annual payroll and other spending



Enough to buy

2,394 new cars

\$92.9 million

Added income

1,091 Jobs supported

Added income



Student spending impact

Impact of the daily spending of UNBC students attracted to or retained in the region



Enough to buy 1,074 families* a year's worth of groceries

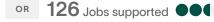
225

Jobs supported

\$12.3 million

Research spending impact

\$10.6 million Added income



Visitor spending impact

\$547.3 thousand Added income

OR 14 Jobs supported

UNBC total

annual impact

\$268.9 million

3,348

Jobs supported

Added income

= 50 jobs * = family of four



For every \$1...



Students gain \$1.40 in lifetime earnings

Investment analysis



The average bachelor's degree graduate from UNBC will see an increase in earnings of \$19,500 each year compared to someone with a high school diploma working in British Columbia.



Taxpayers gain \$1.40 in added tax revenue and public sector savings





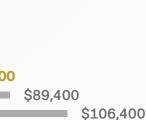




Society gains \$3.60 in added provincial revenue and social savings











The Economic Value of the University of Northern British Columbia

About UNBC





2,507
Non-credit students



Prince George **British Columbia**



Economic impact analysis



out of every jobs in Prince George is supported by the activities of UNBC and its students.



Alumni impact

Impact of the increased earnings of UNBC alumni and the businesses they work for



An economic boost similar to hosting an NHL playoffs game

43x

\$127.7 million Added income



Operations spending impact

Impact of annual payroll and other spending



Enough to buy **2,117** new cars

OR

\$82.2 million

Added income

978 Jobs supported

Added income



Student spending impact

Impact of the daily spending of UNBC students attracted to or retained in the region



= 50 jobs

Enough to buy 1,099 families* a vear's worth of groceries

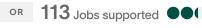
257 Jobs supported

\$12.6 million



Research spending impact

\$9.5 million Added income



UNBC total

annual impact

\$232.6 million

2,981

Jobs supported

Added income

Visitor spending impact

\$650 thousand Added income

OR 18 Jobs supported

Investment analysis

* = family of four



For every \$1...



Students gain \$1.40 in lifetime earnings



The average bachelor's degree graduate from UNBC will see an increase in earnings of \$19,500 each year compared to someone with a high school diploma working in British Columbia.



Taxpayers gain \$1.40 in added tax revenue and public sector savings







Society gains \$3.60 in added provincial revenue and social savings





\$106,400







Issued: May 2023 www.unbc.ca

Page 200 of 224



2022

Climate Change Accountability Report

Table of Contents

Foreword From President Geoff Payne	4
Declaration Statement	4
Emission Reductions: Actions & Plans	5-8
2022 GHG Emissions and Offsets Summary Table	9
Retirement of Offsets	9
Climate Risk Management	10
Other Sustainability Initiatives	10-11
Success Stories	11
Executive Sign-off	12



Foreword from President and Vice Chancellor Geoff Payne

At UNBC, we have embedded sustainability across our institution. It is reflected in our values, goals, research, teaching, and our work. An example of this is our success in reducing our GHG emissions, which were 60% lower in 2022 than our 2007 baseline, meeting the province's overall target for 2040, as well as its building and communities sector target for 2030. This reduction, despite a growing physical footprint, is a testament to the university's commitment to continue striving towards a sustainable future.

Yet we know there is much more to be done. Last year we commissioned a Green University Strategic Task Force to review sustainability across the institution and to envision where we could take it in the future. Based on multiple consultations and engagement, not only within UNBC but with regional community members as well, the Task Force made recommendations that we are already acting on. Those recommendations will continue to inform the development of UNBC's sustainable strategy, including aligning UNBC's vision for sustainability with the United Nations Sustainable Development Goals.

Sustainability remains a key pillar in our institutional strategic planning. I continue to be encouraged by the sustainability initiatives of students, faculty, and staff. Despite the challenges we face, UNBC remains well placed to lead by example in our operations, teaching, and research, and to share and collaborate with others here in the North and beyond.

Declaration Statement

This PSO Climate Change Accountability Report for the period January 1, 2022 to December 31, 2022 summarizes our greenhouse gas (GHG) emissions profile, the total offsets to reach net-zero emissions, the actions we have taken in 2022 to minimize our GHG emissions, and our plans to continue reducing emissions in 2023 and beyond.

By June 30, 2023, the University of Northern British Columbia's final 2022 Climate Change Accountability Report will be posted to our website at www.unbc.ca

Emission Reductions: Actions & Plans

Stationary Sources

Actions Taken to Minimize Emissions

Stationary energy use in buildings is the most significant contributor of emissions at UNBC. In 2022, building energy use contributed to more than 96% of total emissions. As in previous years, UNBC continued to implement measures in 2022 to reduce emissions from stationary sources. One of the most impactful projects completed in 2022 was the second phase of Round 2 of the Continuous Optimization program. Undertaken in partnership with BC Hydro, the Continuous Optimization program involves investigating existing building systems to identify and implement opportunities for energy savings. The first round of the program took place between 2013 and 2017, tackling nine of the largest buildings at the Prince George campus. Eight of those nine buildings were then selected for a second round of the program. In this second round, the second set of buildings completed in 2022 included the Charles J. McCaffray Hall (Administration Building) and the Charles Jago Northern Sport Centre. A total of 21 existing measures were reconfirmed and seven new measures implemented, including controls optimization, equipment scheduling, and new installations and upgrades. In total, from this second phase completed in 2022, it is expected that electricity savings will be approximately 541,850 kWh per year and fuel savings over 3,000 GJ per year, ultimately leading to an emissions reduction of approximately 186 tonnes of CO2.



Upgraded Agora Heat Exchanger System

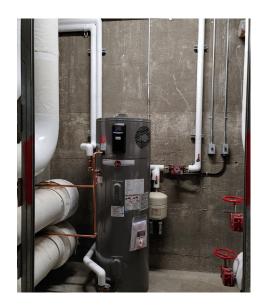


Figure 2:

Heat Pump Hybrid Domestic Hot Water Heater

Another major effort in the pursuit of increasing energy efficiency and reducing emissions is the multi-year series of heat exchanger upgrade projects that UNBC is undertaking. In 2022, comprehensive upgrades were completed for two heat exchanger systems in the Agora building (Figure 1), following on from upgrades completed in previous years, including in the Power Plant, Charles J. McCaffray Hall, Teaching & Learning Centre, Dr. Donald Rix Northern Health Sciences Centre, and the Conference and Northern University Student Centre. The main intent of these projects is to replace aging inefficient heat exchanger systems with newer more efficient systems. This entails replacing large inefficient plate-and-frame heat exchangers with smaller more efficient brazed plate heat exchangers. Additionally, this often involves replacing multiple large inefficient fixed speed pumps with fewer and smaller variable speed drive pumps. The redesigns can also include decoupling systems so that they can be run independently, such that equipment can be shut down when not needed. These optimizations, large and small, ultimately improve the efficiency of each system that is upgraded, thereby resulting in reduced energy consumption.

In 2022, UNBC also installed its first heat pump hybrid domestic hot water heater (Figure 2) to replace an existing heat exchanger that was being served by the district heating system. This will offset some use of natural gas during peak heating periods and is a pilot project to test the effectiveness and suitability of this equipment.

An important success in 2022 has been the improved and more consistent operation of the Bioenergy Plant after major maintenance issues in recent years. Since it began operating in 2011, the Bioenergy Plant at UNBC (Figure 3) has been the most important factor in reducing emissions, supplying up to 85% of the peak heating demand of the Prince George campus, which otherwise would be supplied by combustion of natural gas. Through both the Bioenergy Plant and the smaller pellet boiler that supplies heat to a number of small buildings through the winter, UNBC has been able to reduce its annual building emissions consistently by more than 60% compared to the 2007 baseline level. Major maintenance issues, especially in 2019, had a detrimental effect on emissions reduction as the Bioenergy Plant had to be shut down for prolonged periods, resulting in increased use of the natural gas boilers. However, after significant efforts, including the replacement of the boiler, these maintenance issues have now been largely resolved. The Bioenergy Plant is operating optimally again and in 2022, it was crucial in reducing emissions to 60% lower than the 2007 baseline level.



Figure 3: Bioenergy Plant

After the closing of Pacific Bioenergy in Prince George in 2022, UNBC needed to find a new source of pellets for its pellet boiler. An agreement was reached with Premium Pellet in Vanderhoof who are now donating their pellets to the university when needed, with only the delivery cost being incurred by UNBC.

Plans to Continue Reducing Emissions

As of March 2023, UNBC has wrapped up the second round of the aforementioned BC Hydro Continuous Optimization program. The third and final phase of buildings was completed. It is expected that these projects will result in significant electricity and fuel savings, which should result in a reduction of associated emissions in 2023. Additional energy savings projects being planned in the next year include LED lighting upgrades and a project to cool the server room using chilled water from the district cooling system.

As part of the ongoing initiative to upgrade our heat exchanger systems, multiple systems are being upgraded in the Agora building in the summer of 2023. These upgrades will provide several energy efficiency improvements, thereby reducing energy usage and emissions. Further similar upgrades in other buildings, including the energy intensive Research Laboratory, are planned to be completed in the coming years. One of the positive byproducts of the upgrades is that the return temperature of the main district heating loop is anticipated to decrease, which should eventually allow for low temperature heat recovery.

UNBC continues to investigate various low carbon electrification opportunities to further displace the use of natural gas. This includes the potential conversion of domestic water heating from natural gas boilers to electrically powered heat pumps at the Northern Sport Centre (NSC). The NSC is not connected to the bioenergy district heating system and currently relies only on natural gas for its heating needs, thus providing a potential opportunity for low carbon electrification. Similarly, as the Maintenance Building currently uses propane for its space heating, a new heat pump system will also be investigated to replace the propane system.

Careful planning and implementation of maintenance activities for the Bioenergy Plant will help in ensuring its continued reliable operation, thereby limiting the use of natural gas for heating. Efforts in the last few years have been successful in significantly improving the operation of the plant after major maintenance issues, and this is intended to continue in the coming years.

Longer term plans to reduce emissions include investigating and implementing opportunities for heat recovery in the Bioenergy Plant and the primary district heating loop, which could have a significant effect on reducing energy consumption. The university is also working on projects to improve energy usage in the chilled water system, through the potential use of a fluid cooler and variable speed drives on the chillers. Additionally, the Passive House standard that has been adopted for new buildings will also be investigated for application in retrofits of existing buildings, such that their energy demand and consequent emissions can also be minimized.

Mobile Sources

Actions Taken to Minimize Emissions

Fleet emissions in 2022 represented approximately 3% of total emissions. The overall UNBC fleet is comprised of 31 vehicles. Of those, there are only five non-research fleet vehicles, one of which is a fully electric Nissan Leaf (Figure 4) that is used by the Facilities Department. The Nissan Leaf is the main light-duty vehicle for travelling on the main campus and within Prince George. Research fleet vehicles are independently procured and maintained by their respective owner research groups and faculty.

In 2022, after encountering issues with the new Siemens Level 2 charging stations installed in 2021, UNBC completed warranty replacements for all three stations. The charging stations have since operated without issue and are frequently used by the UNBC community. They are freely accessible and users only have to pay for parking. The charging stations support the use of electric vehicles by the university and wider community of Prince George, while also providing a scenic charging destination for those driving through the city.



Figure 4:

UNBC Facilities Electric Vehicle

Plans to Continue Reducing Emissions

As fleet vehicles are replaced, UNBC will review alternative zero emissions options where feasible in order to further reduce fleet emissions, as was done successfully in the case of the Facilities Nissan Leaf. This will require collaboration between departments including the user groups and the Purchasing department, and may need to take the form of a zero emissions fleet procurement policy, setting out a standard process for fleet vehicle replacement that prioritizes zero emission vehicles. There are already opportunities being identified wherein zero emission vehicles may be a viable replacement for certain vehicles reaching end of life. However, it should be noted that the majority of fleet vehicles are research vehicles that tend to travel to remote locations and typically need to be able to store and tow heavy equipment, as well handle rough terrain. The improvement of charging infrastructure in remote areas and increased availability of affordable zero emission vehicles that can meet these requirements will be important in enabling a faster conversion to a zero emission fleet. In addition, with the increasing adoption of electric vehicles by the UNBC community and anticipated increase in electric fleet vehicles, further planning will need to be carried out on the long term strategy for charging electric vehicles on campus. The Facilities department is also looking into electric versions of maintenance equipment, such as utility vehicles, where feasible, to replace existing equipment that reaches end of life.

Paper Consumption

Actions Taken to Minimize Emissions

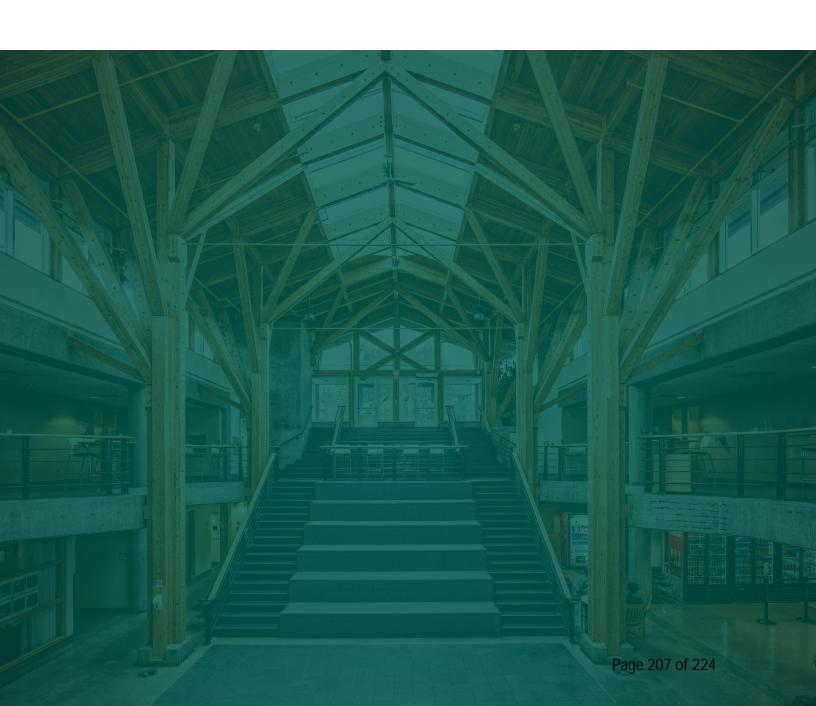
In 2022, paper emissions accounted for less than 1% of total emissions. At 12.8 tonnes of CO2, 2022 was the lowest year for paper emissions since reporting began in 2010. It was a 32% reduction from the previous year, and a significant reduction from the high point of 79.8 tonnes in 2011. This is owing to a decrease in the overall use of paper and an increase in the amount of recycled and alternative fibre content in paper that is purchased, which continued in 2022.

All of the paper procured by UNBC in 2022 was from alternative fibre sources. This was comprised of 3,200 units (1 unit = 500 sheets) of Sugar Sheet paper which is sourced from waste fibre generated from sugar cane processing.

The continued transition from paper to digital processes at UNBC, such as the introduction of a digital leave form system, has contributed to reducing paper emissions. The increased use of virtual instead of in-person meetings has also reduced the usage of paper materials for meetings. Tools such as PaperCut for printing also provide a mechanism for all individual users to monitor their paper usage and limit unnecessary printing.

Plans to Continue Reducing Emissions

UNBC will continue to prioritize the procurement of paper with recycled content and from alternative fibre sources, with the aim of reducing the overall emissions intensity of paper consumption. In addition to procurement practices, paper consumption will also be reduced through the continued transition from paper-based to digital workflows; a number of such projects are already underway and being implemented by the UNBC Information Technology Services department.



2022 GHG Emissions and Offsets Summary Table

University of Northern British Columbia 2022 GHG Emissions and Offsets Summary

GHG Emissions for the Period January 1 - December 31, 2022		
Total BioCO2	5,409	
Total Emissions (tCO2e)	7,524	
Total Offsets (tCO2e)	2,115	
Adjustments to Offset Required GHG Emissions Reported in Prior Years		
Total Offsets Adjustment (tCO2e)	0	
Grand Total Offsets for the 2022 Reporting Year:		
Grand Total Offsets (tCO2e) to be Retired for 2022 Reporting Year 2,115		
Offset Investment (\$)	\$52,875	

Retirement of Offsets

In accordance with the requirements of the Climate Change Accountability Act and Carbon Neutral Government Regulation, University of Northern British Columbia (the Organization) is responsible for arranging for the retirement of the offsets obligation reported above for the 2022 calendar year, together with any adjustments reported for past calendar years (if applicable). The Organization hereby agrees that, in exchange for the Ministry of Environment and Climate Change Strategy (the Ministry) ensuring that these offsets are retired on the Organization's behalf, the Organization will pay within 30 days, the associated invoice to be issued by the Ministry in an amount equal to \$25 per tonne of offsets retired on its behalf plus GST.

Climate Risk Management

The Facilities department continues to work on projects that were prioritized during a risk assessment process that included climate related risks, such as wildfires, disruptions to campus water supply, and potential situations that would require campus evacuation. Various actions were identified, including the replacement of critical underground domestic water valves (a multi-year initiative that is underway), and the ongoing work on wildfire risk mitigation in the forested areas of the Prince George campus. UNBC has also partnered with the City of Prince George on flooding risks related to Shane Lake dam and the Shane Creek watershed.

Forest management to mitigate wildfire risks is an ongoing and constant priority for the university, which has only been further emphasized in the wake of more frequent and severe wildfires in recent years. To prepare for wildfire smoke, the Facilities department has reviewed outdoor air flushing programming and capabilities. Additional spare air filters are also secured each fire season due to more frequent replacements being required.

Severe heat waves are another climate risk identified for UNBC. Start-up prep and maintenance of the chilled water system has taken on additional importance. Localized individual AC units have also received similar attention to ensure they are functioning well. Additionally, mechanical cooling is included in the specification for all new buildings, largely as a provision for current and future climate change impacts. The rising peak summer temperatures will also inform the investigation into the replacement or upgrade of the existing cooling towers, and any other central chilled water system upgrades. As has been observed in recent years, preparing for and reacting to increasingly severe climate events does incur additional costs, including in the form of increased utility costs (e.g. high electricity use for chillers during a heat wave) and increased maintenance costs (e.g. cost of additional spare filters due to wildfire smoke).

Recent years have also shown the value of having back-up systems. For example, when the Bioenergy Plant had unplanned prolonged shutdowns due to maintenance issues in 2019 and 2020, existing natural gas boilers were used to maintain heating on campus. Similarly, in the event of power outages, diesel generators automatically start up to power emergency circuits. For emergency situations in which most students and staff cannot go to the campus, COVID-19 has proven that the university is still able to function and deliver most of its core services remotely using communication technologies like video conferencing.

The two most recently constructed UNBC buildings have both been Passive House certified, and all future new buildings are expected to meet the same standard. This strategy will be beneficial for the university's resilience to a changing climate. Passive House buildings are more resilient to both higher and lower temperature extremes. They require less energy to operate and are slower to lose or gain heat in the case of a power outage. The Facilities Management Building, a Passive House certified building completed in 2021, is intended to act as an emergency control centre for the campus since it is the most resilient building. As a longer term measure, UNBC will also investigate adopting the same Passive House strategies in potential retrofits of other existing buildings.

Other Sustainability Initiatives

There are a number of ongoing initiatives at UNBC that support sustainability, including the following:

- UNBC is one of four research universities in British Columbia that hosts program coordinators for the Pacific Institute for Climate Solutions (PICS). Through PICS, UNBC collaborates with other universities on shared climate related initiatives.
- UNBC has been part of BC Hydro's Energy Management program since 2010. Through this program, BC Hydro helps to fund the Energy Manager position as well as a variety of energy conservation projects and campaigns. This includes the Energy Wise Network program, through which UNBC organizes an energy conservation campaign every year for students, staff, and faculty.
- The Facilities department continues to provide tours to interested visitors of the Bioenergy Plant and pellet boiler, as well as more recently the new Passive House certified buildings. In addition, the Energy Manager or Facilities Director will provide guest lectures or collaborate with the academic departments for research or coursework.

- UNBC established a recycling program in 1992, which today includes an in-house recycling centre to collect and
 compact its recyclables, allowing for comprehensive collection of materials. UNBC also offers recycling receptacles for
 batteries as well as a drop-off bin for recyclable electronics. Additionally, during demolition on renovation projects, the
 Facilities team preserves as much reusable material like furniture, insulation, and lighting as possible so that it can be
 reused where needed in the future.
- UNBC maintains a Green Fund that provides seed grants for innovative research, education, and civic engagement
 projects that promote sustainability at UNBC. The program was started in 2009 through a levy on parking fees. It has
 funded over \$150,000 worth of projects.
- The Energy Conservation Revolving Loan Fund is maintained by the Energy Manager and provides funds to implement energy efficiency projects. Energy cost savings are used to repay the loan and fund future energy projects. The fund was created in 2012 when \$250,000 was made available for energy project funding. To date, projects worth a total of \$3 million have been funded.
- To promote cycling to campus, UNBC offers secure covered bike storage, six stand-alone high-security bike lockers,
 a bike repair station, shower facilities, and lockers for cyclists. In addition, all UNBC undergraduate and graduate
 students participate in the U-Pass transit program, which offers a discounted rate for unlimited access to public
 transit. For those commuting by car, UNBC also supports a carpooling program with a discounted parking permit.
- In partnership with the Feed BC program, UNBC Food Services supports local agriculture and food businesses through local food production, procurement, and active student engagement.
- As an additional sustainability benefit of the Bioenergy Plant, bio-ash resulting from the process is collected and used
 as a fertilizer at a local farm, through a permit from the BC Ministry of Environment and Climate Change Strategy,
 thereby diverting it from simply being landfilled.

Success Stories

The Continuous Optimization program, supported by BC Hydro, has continued to be very beneficial in reducing energy usage and consequent emissions at UNBC. In 2022, UNBC concluded the second round of Continuous Optimization for the second phase of buildings: the Charles J. McCaffray Hall (Administration Building) and the Charles Jago Northern Sport Centre. A number of existing measures were verified and confirmed, while several new energy efficiency measures were implemented. By reducing electricity and fuel usage, it is expected that the measures for these two buildings alone will reduce emissions by 186 tonnes of CO2 annually. In addition, the cost savings will be approximately \$80,000 annually in avoided utility costs. The Continuous Optimization program is a great example of the success UNBC has had working closely with BC Hydro since joining the Energy Management program in 2010.

2022 has also been a successful year for bioenergy at UNBC. After various maintenance challenges in recent years that resulted in significant downtime, the Bioenergy Plant operated more consistently in 2022. This in turn resulted in a 60% reduction in GHG emissions when compared to the 2007 baseline. This is a testament to the hard work of UNBC's power engineering team over recent years, who operate and maintain the plant and district energy systems. A related bioenergy success in 2022 was the agreement reached with Premium Pellet in Vanderhoof to donate pellets to UNBC for its pellet plant (Figure 5). The UNBC Research and Innovation department worked collaboratively with the Facilities department to establish this new partnership.



Figure 5:
UNBC Pellet Plant

Executive Sign-off	
Signature	May 30, 2023 Date
Rahim Somani	Vice-President, Finance and Administration
Name (please print)	Title

If you have an idea of how UNBC can further reduce its GHG emissions or if you have a success story to share, please contact Energy Manager Sahil Dino at **sahil.dino@unbc.ca**





BOARD OF GOVERNORS – Public Session

Meeting Date:	June 22, 2023
Agenda Item:	8.b. Report of the Interim Vice-President, Research and Innovation
Material:	Report



Report to the UNBC Board of Governors

Submitted by Dr. Kathy Lewis, Interim Vice President, Research and Innovation (and Graduate Programs) Board Meeting Date: 22 June 2023.

1. Highlights

Mark Barnes, Director of ORI, and Dr. Tristan Pearce attended a research showcase lunch reception on Parliament Hill, co-hosted by the Speaker of the House, Anthony Rota, and the Social Sciences and Humanities Research Council. SSHRC has recognized Dr. Pearce in their "Real Insight. Real Impact. Real Purpose" (https://www.sshrc-crsh.gc.ca/society-societe/real_insight-comprehension_veritable/indexeng.aspx) digital campaign that focuses on topics of top priority and concern to Canadians, including economic vulnerability, climate change and environment, pandemic and wellness, Indigenous reconciliation and cybersecurity. Mark also attended an event in Ottawa with George Freeman, UK Minister of Science around funding to support collaborations between the two countries. This may assist UNBC in its efforts around international partnership development.

Staff have been heavily engaged in outreach to communities, activities in youth programs, and supporting the next round of tri-agency grants as well as several opportunities for research infrastructure – see below for highlights.

The Strategic Research Council met to discuss proposals received for the current and upcoming vacancies in Canada Research Chairs at UNBC. Input from the council will inform decisions on areas for recruitment of UNBC's next CRCs.

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

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

 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

- 3.1 The Health Research Institute (HRI) held their Annual General Meeting on April 26, 2023 and their annual report is forthcoming. Highlights of the year include:
- Hosted 8 HRI Seminar Series including 2 partnered with other UNBC departments, and engaged in various student engagement activities, including hosting a skills building Knowledge Translation workshop during UNBC Research Week.
- The HRI Knowledge Synthesis Centre: 8 research projects used its resources.
- As secretariat of the PHSA-NH-UNBC partnership, the HRI managed a seed grant competition in which 2 new research projects received funding.
- Other important partnership activities included: with Northern Health, co-leading the BC SUPPORT Unit Northern Centre; having 2 employees that duel report to the HRI and the Rural Coordination Centre of BC (RCCbc); and organizing a Lunch & Learn at UNBC for the BC Network Environment for Indigenous Health Research (NEIHR).
- Some highlights for next fiscal year include: HRI Leadership Council member Waqar Haque and his students developed an online HRI Membership Portal that will be released, and the HRI is working with the UNBC Library to partner on expanding the capacity of the Knowledge Synthesis center.
- 3.2 The Natural Resources and Environmental Studies Institute (NRESI) held their AGM on May 5, 2023. The annual report is available should any Board members wish to review it. Highlights include hosting 19 colloquia during the fall and winter semesters, and ongoing partnerships with the Peace-Williston Fish and Wildlife Compensation Program and the Habitat Conservation Trust Foundation who sponsor special presentations. In addition, NRESI has increased its social media presence, and has resumed its biweekly newsletter.

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

- BC NEIHR (Network Environment for Indigenous Health Research) Pilot Project Grant Sheila Blackstock
- Research Data Centre Award Emmanuel Chilanga
- Interior Universities Research Coalition BC Interior Region Seed Grant Health Research Fund –
 Darlene Sanderson and Margot Parkes
- NSERC Discovery Grants specific results under embargo until announced by NSERC. In general we had a
 lower success rate than normal, which has been experienced across the country as NSERC made a
 decision to fund fewer grants and increase individual grant amounts. Amounts provided to early career
 researchers especially went up significantly.
- NSERC Research Tools and Instruments Grants Drs. Chow Lee (\$147,872) and Oliver Iorhemen (\$125,962) successful applications (2 out of 4 submitted). This is notable, as RTI grants are notoriously difficult to get.
- NSERC CREATE at Institute Nationale de la Recherche Scientifique successful Dr. Matt Reid coapplicant
- NSERC Alliance Grants Thomas Tannert

- Forestry Innovation Investment 9 applications submitted Thomas Tannert, Jianhui Zhou awarded.
- Fish and Wildlife Compensation Program Heather Bryan, Brent Murray
- Research Week took place on campus from February 27th-March 3rd. There were many excellent presentations from UNBC students and faculty, which allowed for sharing of research with the UNBC community. Other highlights included a keynote presentation from Dr. Darlene Sanderson and Indigenous community partners and a film screening of "Beyond Climate" with a virtual Q&A with PICS director Ian Mauro and David Suzuki. Discussions ongoing regarding extending Research Week to the external community for example a research open house.

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

- Mitacs Indigenous Research Award Kailey Lund
- Mitacs Accelerate Wenbo Zheng, supervisor and Emmanuel Afful Oteng, Intern
- Internal call for proposals sent to UNBC community for SSHRC Institutional Grant (SIG) Explore and Exchange grants 9 internal applications were received, which are currently under review.

6. Research Facilities and Infrastructure

- 3 Canada Foundation for Innovation JELF/BC Knowledge Development Fund applications in preparation for upcoming deadlines (June 15, Oct. 15, and Feb. 15)
- CFI Innovation Fund (2024) internal Letters of Intent in progress

7. Graduate Programs

Progress has been made on the Graduate Student Handbook which we hope to have online by the fall semester. The Associate Registrar-Graduate has also made significant improvements to the graduate application and admission process through her work on a client-focused digital system, as well as her consultations with graduate programs regarding admission requirements.

8. Partnerships and Advancement Activities

- 8.1. Partnerships
 - Regional engagement in Prince Rupert, Terrace, Kitimat, Smithers, Vanderhoof, Dawson Creek and Fort St. John in conjunction with the Regional Advisory Committee meetings.
 - Attended and hosted donors at the first Northern Baccalaureate Nursing Program graduation celebration in Fort St. John
 - Announced the save the date for <u>Legacy Night Thursday</u>, <u>November 9th</u>, <u>2023</u>
 - YOUR IMPACT. YOUR UNBC. quarterly e-newsletter went out in March 2023 to donors, community members, partners, alumni etc.
 - Next e-newsletter is scheduled to go out in June.
 - NH UNBC MOU relaunch event May 10, 2023. This event summarized the progress of the four working groups defined under the strategic plan for the MOU, and identified priorities for the upcoming years.
 - Interior Universities Research Coalition. The IURC is comprised of UNBC, UBC-Okanagan and Thompson Rivers University. We collectively have been funding and working with the three municipalities on their priorities regarding homelessness. A first report on this initiative has been developed and shared with the Mayors and other community leaders. The collaborative team is currently working on stage 2 of the initiative.

8.2. Fundraising (since last report)

8.2.1. New Approved Donor Funded Awards

- DWB Consulting Engineering Award (new)
- Pharmasave Prince George Scholarship (new)
- Vohora LLP Scholarship (new)

8.2.2. Revised SCSB Approved Donor Funded Awards

- UNBC Faculty and Staff Bursary (revised)
- William Wilfred Kordyban Memorial Award for Cancer Service (revised)
- Northern Pathways to Health Care Bursary (revised)
- Access Engineering Consulting Ltd. Award (revised)
- Newcrest Indigenous Award (revised)
- Newcrest Award (revised)
- Newcrest Women's Award (revised)

9. Youth Engagement and Outreach

- Go CODE Girl on March 18th. This free event introduced girls and non-binary youth from grades 7-10 to the rapidly-growing fields of technology, computing and software engineering. 20 youth attended.
- Active Minds Summer Science Camp registration opened April 11th. This is a very popular program, and several are already sold out!
- Annual Teachers Spring Fling Conference on April 28th. We showcased the outreach programming hosted on campus and our in-class workshops for May and June. We also promoted our summer camp program for July and August.
- Working with UNBC Engineering and Recruitment to increase outreach to high school students. On May 5th, we hosted 6 students from Fort St. James, including a tour of campus and the Northern Analytical Laboratories (NALS).
- Successful launch of the Black Youth in STEM pilot program. 20 participants. Five free sessions with a
 focus on mentoring, skills development, and community connection for Black Youth. Each session was
 led by a Black identifying UNBC faculty member who highlighted a science career pathway by way of
 engaging presentations and activities.
 - May 10th Plants and their Environment
 Leads: Dr. Samuel Bartels (Assistant Professor, Ecosystem Science and Management) and
 Dr. Kennedy Boateng (Greenhouse Curator, Enhance Forestry Lab)
 - May 17th Biology Matters: Hidden World Inside a Drop of Water!
 Lead: Dr. Saphida Migabo (Senior Lab Instructor, Biology)
 - May 24th Health is Wealth
 - Lead: Dr. Taru Manyanga (Assistant Professor, Physical Therapy)
 - May 31st What On Earth?
 Lead: Dr. Theresa Adesanya (Assistant Professor, Geography, Earth, and Environmental Sciences)
 - June 7th Experience Engineering
 Lead: Dr. Oliver Iorhemen, P.Eng (Assistant Professor, Engineering)

• Completed workshops:

- Ron Brent Visit (May 18th) UNBC tour and "All about Thermal Energy" for 20 students (grades 3/4)
- o Ecole College Heights (May 19th) "Exploring sound" 3 classes, 60 students total (grades 1/2)
- Ecole College Heights (June 9th) "Super Simple Machines" 2 classes, 50 students total (grades 5/6)
- Ecole College Heights (June 9th) "Crazy Coding" 29 students (grades 6/7)

- Future programming
 - o Ron Brent Visit (June 14th) "All about Thermal Energy" 22 students (grade 2/3)
 - o Booth for Aboriginal Day (June 21st) Various activities (1 coding, 1 biology, 1 chemistry)

10. Priorities for upcoming months

With the anticipated recruitment of a VP Research and Innovation over the next several months, priorities for the Interim VPRI remain focused on ensuring a solid foundation for growth and reach of UNBC-led research. This will include finalizing at least draft versions of research-related policies and procedures, working with the new Vice-Provost Graduate and Post-doctoral Studies position to enhance supports for graduate students and post-docs, support of an equipment inventory and replacement system, and continuing to support the growth of existing partnerships, and enhancing connections and visibility with government and funding agencies. The Interim VPRI will continue to work closely with the Director of ORI on a staffing plan that will enhance ORI's ability to support research and innovation at UNBC.



BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 22, 2023
Agenda Item:	9.a. Future-Ready Budget
Material:	Letter re: Future Ready Budget



March 31, 2023 Our Ref. 128427

Good afternoon,

I am writing to share information about the investments our Government is making in post-secondary programming and supports through Budget 2023 over the next three years. This investment represents a generational commitment to ensure British Columbia has the skilled labour it needs to support our growing economy.

This spring, we will release the *Future Ready Plan*. With \$480M in new funding over three years, *Future Ready* is a bold and transformative plan that will help people expand the skills and knowledge they need to succeed in high-demand, good paying jobs.

In addition to the initiatives that will be outlined in *Future Ready*, Government is investing a further \$341 million in related initiatives over three years, which includes:

- \$150 million as part of the training cornerstone of BC's Health Human Resources Strategy. These investments will create accessible career pathways and ensure our province has the necessary trained professionals to deliver health care for all British Columbians;
- \$151 million for Student Financial Aid, which doubles the amount of money students can access to support their studies; and,
- \$40 million in capital funding to support the Health Human Resources Strategy and new technology seats to renovate and expand existing classrooms and other facilities to support training for high demand jobs.

In addition, Government is investing \$575 million over the next three years to create thousands of new student on-campus housing beds. This housing will help to increase access to post-secondary education by providing safe and affordable living spaces for students and builds on the 5,000 beds funded in Budget 2018.

More information on specific *Future Ready* initiatives that will support affordable, accessible and relevant post-secondary education and skills training will be released in the coming weeks.

Lastly, knowing that those who work in our post-secondary and skills training sector are key to successfully training the current and future generation of skilled workers, Government is providing \$199 million over three years to fund increased compensation costs from negotiated collective agreements.

.../2

Taken together, this investment represents an historic level of funding in a single Budget to support people from all regions of the province gaining the skills they need to find good, meaningful jobs and for employers to know there will be skilled people to help their businesses succeed and provide the services British Columbians rely on. These investments will build the workforce needed to create an inclusive and clean economy for all British Columbians.

I look forward to working with you to build a Stronger BC for all.

Sincerely,

SRL

Honourable Selina Robinson

Minister



BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 22, 2023
Agenda Item:	9.b. Summary Notes from Post-Secondary Board Workshop
Material:	Summary Notes

Summary Notes from the April 2023 Post Secondary Board Governance Workshop, hosted by the Ministry of Post-Secondary Education and Future Skills in Vancouver.

- Five UNBC Board members, Kellie, and Alex attended the event, along with a couple of other UNBC administrators.
- Plenary sessions were on the unique role of public post-secondary boards, and the board's role supporting reconciliation.
- Workshops were held on conflict-of-interest management, cybersecurity policy and risk management, building policies that support key issues, and the board's role in presidential hiring.

Some of the key takeaways by UNBC participants, which can be used for discussions about Board priorities:

- The importance of the Mandate Letter and in particular directions to support Indigenous, Truth & Reconciliation, and Decolonization.
- The importance of the Board's role in accountability and oversight.
 - We manage what we measure.
 - Measure DRIPA (Declaration on the Rights of Indigenous Peoples Act) and Truth and Reconciliation action items.

С

- Indigenous relationships and "making space" and building those relationships. Talking about and listening to what 'success' looks like for Indigenous Board members, and having honest discussions about what that means at UNBC.
 - Nicole Halbauer, Board Chair, Coast Mountain College: Show up as who you are and use your voice!
 - Making space for Indigenous nations to lead.
 - The Board needs to invest the resources required for co-development of initiatives.
 - Do not homogenize Indigenous voices.
 - Need to talk about truth before reconciliation.
 - Consider including 10 minutes on each agenda to share Indigenous knowledge/ cultural safety. Take one TRC recommendation and discuss it, listening to the Indigenous knowledge and experience at the Board table.
 - O How does Roberts Rules fit into an Indigenous way of being compared to consensus?
- The role of Board regardless of being OIC or elected; valuing different voices and lenses to support the University mission.
 - Citizen-centred governance supports senior leadership to be successful, brings diverse opinions and experiences, and raises up voices that may not otherwise be heard.
- The role of Board to set the next Board up for success, which in turn sets the University up for success.
- Staying current with program models linked to student and employer needs is critical:
 - 80% of jobs require some form of post secondary, there is a need for micro-credential training for those that can't leave the workforce.
- International students need to be supported: how do we ensure a stellar experience for our international students? How do we make foreign credential recognition fair and equitable?
- How do we become more entrepreneurial, beyond international student attraction and retention?

- Culture eats policy for breakfast culture has such great influence. We need to put good practices into policy and invest in supporting implementation and continuance.
- Regarding cybersecurity and risk management:
 - It is a business enterprise risk, not an IT risk. Cyber incidents cost reputation, money, loss of trust.
 - o PSIs should have a cyber-security drill in place, including communications.
 - Questions the Board should ask:
 - What are our "crown jewels" or most critical assets and how are we protecting them?
 - Is the Board well educated on cyber risks?
 - Have we adopted layers of protection to secure the organization?
 - What is the Board's role in cyber-incidents?
 - What is our response plan?
 - Are we making appropriate investments in cybersecurity?
 - Does the Board practice good digital hygiene in its processes and communication?
 - Do we integrate security concerns into our discussions?