

BOARD OF GOVERNORS

PUBLIC SESSION AGENDA

Friday, September 15, 2023

South-Central Campus – Quesnel

Members – Ibolya Agoston, Amanda Alexander, Allison Beswick, Dakota Den Duyf, Kyndra Farrell, Joyce Henley, Darlene McIntosh, Joel McKay - CHAIR, Trevor Morrison, Phil Mullins, Geoff Payne, Michael Reed – VICE-CHAIR, Gregory Stewart, Todd Whitcombe, Catherine Wishart

1. **Acknowledgement of Territory**
2. **Chair's Remarks**
 - Declarations of Conflict
 - Correspondence Received
3. **Report from the Closed Session of the Board**
 - a. **June 22, 2023**
 - i. Registrar Appointment – Ms. Kimberly Read
 - ii. Executive Compensation for the President
 - iii. Vice-President, Research and Innovation – Dr. Paula Wood-Adams
 - iv. President's Recommendation for Promotion and/or Tenure
 - v. Faculty Market Differential Stipend
 - vi. University Advancement Advisory Board – Appointments
 - vii. UNBC Investment Corporation – Appointments
 - b. **July 13, 2023**
 - i. Ratification of the Tentative Collective Agreement with the UNBC Faculty
 - ii. Ratification of the Tentative Collective Agreement with the CUPE 3799
4. **Approval of Agenda**

That, the Agenda for the Public Session of the September 15, 2023 meeting of the Board of Governors be approved as presented.
5. **Approval of Minutes**
 - a. **Public Session Minutes of March 30, 2023 – page 5**

That, the Public Session Minutes of the March 30, 2023 meeting of the Board of Governors be approved as presented.
 - b. **Public Session Minutes of June 22, 2023 – page 13**

That, the Public Session Minutes of the June 22, 2023 meeting of the Board of Governors be approved as presented.
6. **Business Arising from Previous Public Session Minutes**
7. **Reports of Committees and Related Motions**
 - (i) **Audit and Risk Committee** – G. Stewart, Chair – **page 18**

- a. **Financial Information Act Report** – R. Somani – **page 21**
That, on the recommendation of the Audit and Risk Committee, the Board of Governors approves the Financial Information Act Report to March 31, 2023, as presented.
- (ii) **Finance and Investment Committee** – A. Beswick, Chair – **page 41**
 - a. **Five Year Capital Plan** – R. Somani – **page 43**
That, on the recommendation of the Finance and Investment Committee, the Board of Governors approves the 2024/25 to 2028/29 Five Year Capital Plan for the University of Northern British Columbia, as presented.
 - b. **Scholarships, Bursaries and Awards** – P. Wood-Adams/K. Lewis – **page 92**
That, on the recommendation of the Finance and Investment Committee, the Board of Governors approves the scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for June - August 2023, as presented.
 - c. **Quarter 1: April to June 2023 Summary (for information)** – R. Somani – **page 113**
- (iii) **Governance and Human Resources Committee** – J. McKay, Chair – **page 114**
 - a. **Strategic Plan** – G. Payne – **page 119**
That, on the recommendation of the UNBC Senate and the Governance and Human Resources Committee, the Board of Governors approves the UNBC Strategic Plan, as presented.
 - b. **Memorandum of Understanding** – UNBC, CNC, and SD57 – Technology Exploration Program - W. Rodgers– **page 136**
That, on the recommendation of the UNBC Senate, the Board of Governors, approves the Memorandum of Understanding between UNBC, the College of New Caledonia, and School District No. 57 be approved as proposed.
 - c. **Memorandum of Understanding** - UNBC, CNC, and Coast Mountain College – Northern Collaborative Baccalaureate Nursing Program – W. Rodgers– **page 139**
That, on the recommendation of the UNBC Senate, the Board of Governors, approves the Memorandum of Understanding between UNBC, College of New Caledonia, and Coast Mountain College for the joint-delivery of the Northern Collaborative Baccalaureate Nursing Program as presented.

8. **Board Motions**

- a. **UNBC Pension Trust** - R. Somani – **page 172**
 - i. **Statement of Investment Policies and Procedures (SIP&P)**, Superseding Document; UNBC Statement of Investment Policies December 6, 2008 – **page 173**
That, on the recommendations of the Governance and Human Resources Committee, the Finance and Investment Committee and the Audit and Risk Committee, the Board of Governors, approves the Statement of Investment Policies and Procedures as presented.
 - ii. **Trust Agreement, effective October 1, 2022**, Superseding Document: UNBC Pension Trust Agreement November 26, 2005 – **page 193**
That, on the recommendations of the Governance and Human Resources Committee, the Finance and Investment Committee and the Audit and Risk Committee, the Board of Governors, approves the Trust Agreement as presented.
 - iii. **Governance Policy UNBC Retirement Savings Plan**; Superseding Document: Governance Policy January 1, 2016. – **page 257**
That, on the recommendations of the Governance and Human Resources Committee, the Finance and Investment Committee and the Audit and Risk Committee, the Board of

Governors, approves the Governance Policy UNBC Retirement Savings Plan Statement of Investment Policies and Procedures as presented.

- iv. **Ellement Performance Report – University of Northern BC Staff Pension Plan (for information) – page 317**

9. Mandatory and Standing Reports – Public Session

a. Report of the President – G. Payne

- Regular Report – **page 389**
- Senate Update (verbal)

b. Public Reports of the Vice-Presidents, written

- Vice-President Academic and Provost – W. Rodgers – **page 394**
- Vice-President, Finance and Administration – R. Somani – **page 399**
- Vice-President, Research and Innovation – P. Wood-Adams/K. Lewis – **page 402**

10. Other Business

a. Mandate Letter to the Board Chair - J. McKay– page 405

That on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the signing of the 2023/2024 Minister Letter, and further recommends that the Board authorize the Board Chair to sign the Minister Letter on behalf of the Board.

b. Schedule of Upcoming UNBC Events

- September 24 – Soccer – Pride Day
- October 5 – Strategic Plan Roll Out
- October 13 - Soccer - Nats'ilnik
- October 15- Soccer - Women's Senior Day
- October 22 - Soccer - Men's Senior Day
- October 24 – Informal Board and Senate Get Together
- October 28 – Fall Discovery Open House
- November 3 – First Basketball Game
- November 16 – Quarterly Board Meeting

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

11. Adjournment

Approved for Submission:



Joel McKay
UNBC Board Chair

BOARD OF GOVERNORS – Quarterly Regular Meeting

Meeting Date:	September 15, 2023
Agenda Item:	8.i. Committee Reports
Material:	Audit and Risk Committee Report – Greg Stewart

Audit and Risk Committee Report to the UNBC Board of Governors

Submitted by: Greg Stewart

Dates of meeting(s) since last report: August 30, 2023

Topics reviewed and discussed:

1. 2024 Audit Presentation Schedule

- For the 2023 audit, the auditor was asked to present to both Audit and Risk Committee and the Public Board meeting, which was considered unusual by the Auditor. Historically, the Auditor has only presented once.
- History shows that for the past three years, the Auditor has presented to either the Finance and Audit or the Audit and Risk committees. Three years prior to that, the Auditor presented to the Board.
- The committee discussed the where the audit should be presented – Audit and Risk Committee or the Public Board session. The following topics were discussed:
 - Transparency on the University's operations and financials
 - Role of the Audit
 - Scope and expectations of the Board and Audit and Risk Committee
 - Role of the Directors, specifically the role of elected directors.
- Action: Discuss further with the Board Chair to determine next steps as the governance falls outside the committee's scope.

2. Enterprise Risk Management Update

- Currently, UNBC is looking to hire a Risk Management Manager to lead and oversee the risk initiatives.
- Will provide a further update at the next Audit and Risk Committee meeting.

3. UNBC Pension Trust

- Reviewed the policies and agreements associated with the UNBC Pension Trust.
- As the documents were reviewed, the committee noted specific responsibilities of the committee, which include:
 - Risk management strategy
 - Pension audit (if required although legislation removed the requirement)
- Action: Incorporate the Pension risk management strategy into the Enterprise Risk Management program and include it with the regular reports.
- Action: The committee recommends the approval of policies and agreements to the Board of Governors.

4. Board Evaluations

- Reviewed the results of the Internal Board Survey.
- Results showed a positive perception of how the Board operates.

- Opportunities for continued improvement around integration of the renewed strategic plan, enhancing relationships with external parties and oversight of succession planning and development were identified.
- Action: Next survey to be conducted December 2024/January 2025 to allow the Board to act on the results of the survey.

BOARD OF GOVERNORS – Quarterly Regular Meeting

Meeting Date:	September 15, 2023
Agenda Item:	8.i.a. Financial Information Act Report – Rahim Somani
Motion:	<i>That, on the recommendation of the Audit and Risk Committee, the Board of Governors approves the Financial Information Act Report to March 31, 2023, as presented.</i>
Material:	Financial Information Act Report

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Financial Information Act

Financial Information Regulation, Schedule 1

Statement of Financial Information

The following information is prepared for the year ending March 31, 2023, as required under the provincial *Financial Information Act* and related *Financial Information Regulation*

The attached schedules are an excerpt from the complete report so pages are numbered 23 through 40. Pages 1 – 23 are reserved for the audited financial statements approved at the June 5, 2023 meeting of the Board of Governors

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
SCHEDULE OF CAPITAL DEBT OUTSTANDING
AS AT MARCH 31, 2023**

The University of Northern British Columbia has no outstanding debt.

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS
AS AT MARCH 31, 2023

List of financial guarantee and indemnity agreements in force which required government approval prior to being given under the *Financial Administration Act Guarantees and Indemnities Regulations* (BC Reg 258/87):

INDEMNITEE	ISSUANCE NUMBER
His Majesty the King in Right of Canada, represented by the Minister of Advanced Education and Skills Training	202314295
His Majesty the King in Right of Canada, represented by the Minister of Post-Secondary Education and Future Skills	202314298
Canadian Collegiate Athletic Association	202314303
various Health Care Protection Program (HCPP) covered entities	202314334
University, College and Institute Protection Program covered entity operating as Institution	202314345
various employers accepting students from University, College, Institute Protection Program (UCIPP) covered entities for student practice education experiences,	202314357
Her Majesty the Queen in Right of the Province of British Columbia, as represented by the Minister of Citizens' Services	202314360
McLeod Lake MacKenzie Community Forest Limited Partnership	202314366
The B.C. Association of Aboriginal Friendship Centres	202314408
Intuitive Robotics, Inc.	202314410
The Royal Academy of Engineering	202314441
Bell Mobility	202314479
Sunnybrook Research Institute	202314581
Ballad Power Systems Inc.	202314665
The Board of Education of School District No. 35 - Langley	202314753
L.A. Promotions & Tents	202314767
British Columbia Institute of Technology represented by British Columbia Council on Admissions and Transfer	202314769
His Majesty the King in Right of Canada, as represented by the Minister of Natural Resources	202314770
Pratt & Whitney Canada Corp.	202314838
First Nations Health Managers Association	202314928
DSJ Communications Inc.	202314965
The Canadian Institutes of Health Research	202314989
City of Prince George	202315002
City of Prince George	202315012
Fairmont Chateau Laurier	202315017
Government of Yukon	202315034
Selkirk College	202315075
Regional District of Central Kootenay	202315086
West Fraser Mills Ltd.	202315156
Prestige Vernon Lodge & Conference Centre	202315166
Golden District Arts Council	202315250
Siemens Industry Software ULC	202315261
Habitat Conservation Trust Foundation	202315274
Michael Smith Foundation for Health Research	202315319
North Island College	202315373
Environmental Careers Organization of Canada	202315380
CloudAlly Ltd., an opentext company	202315399
Associated Engineering (B.C.) Ltd.	202315410
The United Nations Educational, Scientific and Cultural Organization	202315432

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
BOARD OF GOVERNORS
FOR THE YEAR ENDED MARCH 31, 2023**

Name	Type of Appointment	Member at March 31	Expenses
Geoffrey Payne	President and Vice Chancellor	Yes	
Darlene McIntosh	Chancellor	Yes	1,403.55
Ibolya Agoston	Order-in-Council	Yes	-
Amanda Alexander	Order-in-Council	Yes	-
Allison Beswick	Order-in-Council, Alumni	Yes	-
Joel McKay	Order-in-Council	Yes	162.89
Trevor Morrison	Order-in-Council	Yes	
Michael Reed	Order-in-Council, Alumni	Yes	991.65
Andrew Robinson	Order-in-Council	No	2,144.18
Gregory Stewar	Order-in-Council	Yes	
Catherine Wishart	Order-in-Council	Yes	1,171.33
Todd Whitcombe	Faculty Representative	Yes	
Paul Sanborn	Faculty Representative	Yes	
Darwyn Coxson	Faculty Representative	No	
Kostas Bach	Undergraduate Representative	Yes	
Cheri Brown	Graduate Representative	Yes	
Stephanie Wilford	Graduate Representative	No	

Board members receive no remuneration. Applicable travel expenses are reimbursed by the University. Employee travel expenses are reflected on the remuneration schedule.

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
SCHEDULE OF EMPLOYEE REMUNERATION
FOR THE YEAR ENDED MARCH 31, 2023

Employee Name	Position	Total	Total Expenses
		Remuneration	
Abney, Richard	Sports Information Officer	94,270.10	5,567.61
Adoor, Meghana	Sr Lab Instructor - HLSC	93,579.07	138.24
Ali, Khawaja Faran	Assist Prof - GEOG/EENG	108,944.73	3,259.25
Aravindakshan, Nikhil	Sr Lab Instructor - CHEM/BIO	76,942.06	2,923.31
Atkinson, Donna	Research & Operations Manager	104,427.12	13,979.53
Baerg, Melanie	Senior Instructor II - EDUC	84,042.60	2,773.95
Baerwald, Erin	Assist Prof - ESM(FSTY)	87,154.20	6,814.08
Bai, Ping	Sr Lab Instructor - GIS	97,413.03	
Balliet, Nicole	Sr. Research Project Officer	79,519.41	950.98
Banack, Hartley	Assis Prof - EDUC	107,895.98	3,020.85
Bankole, Julius	Senior Instructor - BUSM	149,546.08	2,458.23
Banner-Lukaris, Davina	Professor - NURS (SABB)	128,000.07	16,645.90
Barnes, Mark	Director Research & Innovation	147,493.43	17,293.37
Bartels, Samuel	Assist Prof - ESM(FSTY)	87,368.81	2,795.36
Bast, David	Facilities Services Supervisor	88,074.34	22.17
Beaumont, Sherry	Professor - PSYC	143,187.98	161.89
Beeler, Karin	Chair - English	145,432.24	214.97
Bernier, Jean-Sebastien	Assist Prof - PHYS	109,771.50	2,041.54
Beveridge, Erin	Sr Lab Instructor - MATH	113,992.78	65.92
Beyer, Amy	Associate Registrar - Intl	82,504.35	6,035.37
Binnema, Theodore	Professor - HIST	127,193.67	3,864.52
Bird, Ranjana	Professor - HLSC (SABB)	164,555.84	
Blackstock, Sheila	Academic Co-Lead NCCIH/BC Init	95,429.55	26,167.43
Blair, Glen	Maintenance Assistant	75,807.52	23.88
Blair, Jenia	Sr Lab Instructor - ESM(BIOL)	87,772.98	2,219.06
Booth, Annie	Professor - ENVA	146,302.11	864.81
Bopp, Tania	Coordinator Membership Svs NSC	76,724.58	51.44
Borgia, Christopher	Assistant Chief Engineer	91,287.49	23.88
Bouchard, Michel	Professor - ANTH	135,086.30	1,955.79
Bowen, Jean	Access Coordinator	129,013.33	391.29
Bowles, Paul	Professor - ECON/INTS	147,175.15	19,288.82
Bradley, Benjamin	Assist Prof - HIST	87,154.20	5,593.61
Bradshaw, Charles	Analytical Lab Specialist NALS	81,196.08	12.19
Brown, Darren	Assist Prof - BUSM	133,635.26	4,838.95
Bryan, Heather	Assist Prof - ESM (BIOL)	89,440.10	4,608.49
Buchanan, Teri	Solutions Architect - CRM	76,216.52	
Budde, Robert	Professor - ENGL	146,302.11	3,978.07
Burke, Leslie	Purchasing Agent	75,983.88	
Burke, Susan	Assoc Prof - SOCW	108,787.92	1,463.07
Burton, Philip	Professor - ESM-FSTY (RO)	136,962.69	
Caldwell, Megan	Administrative Manager - FHHS	92,297.19	4,121.78
Cameron, Kimberly	Sr Lab Instructor II - NURS	77,497.19	3,627.01
Camp II, Ronald	Dean, Business & Economics	181,270.89	
Campbell, Robert	Manager Marketing	80,439.18	
Cannon, Marlene	Manager Security & Parking	75,293.50	
Carter, Deborah	Sr Lab Instructor - NURS	110,706.43	
Casperson, David	Assoc Prof - CPSC	118,175.35	170.41
Ceaser, Carla	MBA Program Director	132,022.14	
Chang, Tienna	Residence Life Coordinator	75,161.30	2,149.87
Chen, Jing	Assist Prof - BUSM	152,099.12	19.99
Chen, Liang	Professor - CPSC	187,898.21	1,634.98
Chew, William	Treasury Services Manager	100,372.33	2,400.02
Choe, Byung-Hun	Post Doctoral Fellow - GEOG	79,552.04	
Choi, Sungchul	Professor - BUSM	219,140.11	11,597.57
Chun, Wootae	Assoc Prof - BUSM	131,476.99	772.43
Clapp, Tara	Assoc Prof - ENPL	108,400.64	9,823.66
Claus, David	Director Facilities/Capital PI	131,298.87	4,739.23

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
SCHEDULE OF EMPLOYEE REMUNERATION
FOR THE YEAR ENDED MARCH 31, 2023

Employee Name	Position	Total	
		Remuneration	Total Expenses
Connell, David	Professor - ESM	121,719.26	1,583.08
Constantin, Alina	MEDD Site Director - NMP	126,546.73	2,974.51
Costello, Bridget	Lecturer - PHYS	80,913.18	3,010.75
Coxson, Darwyn	Professor - ESM(BIOL)	165,807.24	8,183.52
Cuthbertson, Mike	Senior Instructor - BUSM	155,222.47	6,919.94
Da Silva, Tania	Student Advisor Coordinator	79,363.22	199.00
Dale, Mark	Dean of Regional Programs	211,549.38	
Dawson, Jennifer	Associate Director - HR	95,100.36	638.06
Dawson, Russell	Professor - ESM(BIOL)	147,525.01	1,267.88
de Leeuw, Sarah	Canada Research Chair	201,862.23	
De Smit, Amanda	Sr Lab Instructor - NURS	103,845.91	2,869.58
Denis, Kathleen	Research Grants Officer- PA	77,832.75	2,461.66
Deo, Balbinder	Assoc Prof - BUSM	182,366.72	36.55
Dery, Stephen	Industrial Research Chair	154,311.90	3,815.00
Dewell, Sarah	Assist Prof - NURS	94,263.28	6,044.08
DeWiel, Boris	Assoc Prof - POLS	137,165.90	31.84
Dewijn, Katherine	Patient Program Supervisor	75,121.31	2,765.92
Dino, Sahil	Energy Manager	76,309.58	912.29
Dobrowolski, Edward	Senior Instructor - MATH	102,309.75	65.92
Dowd, Annelise	Librarian Access Services	81,360.40	7,629.97
Duchesne, Annie	Assoc Prof - PSYC (SABB)	92,552.83	3,745.12
Duong, Ann	Quality Assurance Officer	87,406.89	2,307.69
Dziedzic, Mauricio	Chair - Engineering	180,661.64	11,111.00
Earley, Sinead	Assist Prof - ENVA	84,040.78	499.75
El Smaily, Mohammad	Assoc Prof - MATH	114,898.52	
Elkin, Che	Assoc Prof - ESM(FSTY) (SABB)	132,808.70	5,419.07
Elliott, Sarah	Director, Safety and Security	91,143.42	
Empey, Heather	Acquis/Collec & Info Librarian (PROFL)	113,683.22	2,145.89
Erasmus, Daniel	Assistant Professor - BIOCHEM	103,418.10	549.38
Fadock, Kaila	Sr Lab Instructor - CHEM	93,375.20	35.45
Farhan, Sara	Assist Prof - HIST	94,630.07	10,969.94
Fois, Debbie	Payroll Services Coordinator	76,104.20	1,341.26
Fondahl, Gail	Professor - GEOG	146,772.32	
Foster, Justin	Director Student Success	93,689.48	100.00
Fraser, Tina	Acting Chair - First Nations	131,258.92	102.88
Fredeen, Art	Professor - ESM(FSTY)	215,179.29	
Fredj, Karima	Assoc Prof - ECON	136,088.84	75.07
Freeman, Shannon	Assoc Prof - NURS	142,299.42	23,878.69
Freylejer, Leandro	Assist Prof - ECON	87,154.20	68.48
Fu, Chengbo	Assoc Prof - BUSM	167,842.78	8,503.18
Fuller, Bonnie	Senior Instructor - EDUC	105,317.80	1,832.51
Furber, Kendra	Assist Prof - NMP	84,040.78	4,860.56
Fuson, Trevor	Chief Information Officer	131,639.16	127.89
Fyfe, Trina	Interim University Librarian	143,560.57	4,842.56
Garcia-Becerra, Flor	Assist Prof - EENG	114,606.11	913.79
Garraway, Leana	Research Associate	79,225.07	277.04
Ge, Xin	Assoc Prof - BUSM	178,224.83	19.99
Gehloff, Maik	Sr Lab Instructor - IENG	100,196.87	1,655.51
Ghavidel, Nasim	Post Doctoral Fellow	79,139.20	
Gingerich, Andrea	Assoc Prof - NMP	104,441.94	6,850.74
Gorrell, Andrea	Assoc Prof - BIOCHEM	136,162.70	2,561.58
Graham, Rylan	Assist Prof - ENPL	100,121.21	10,294.81
Grainger, Susan	Research Forest Manager	85,228.93	
Gray, Sarah	Professor - NMP	170,648.29	3,739.90
Green, Scott	Assoc Prof - ESM(FSTY)	134,676.80	5,952.40
Greenwood, Margo	Professor - EDUC	304,587.32	103,521.44
Groulx, Mark	Assoc Prof - ENPL	93,999.44	16,251.88

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
SCHEDULE OF EMPLOYEE REMUNERATION
FOR THE YEAR ENDED MARCH 31, 2023

Employee Name	Position	Total Remuneration	Total Expenses
Guest, Kristen	Professor - ENGL	130,156.38	4,460.92
Haffner, Bethany	Awards & FA Administrator	76,743.99	17.85
Hagiwara, Ami	Senior Instructor - INTS	111,127.17	806.50
Halseth, Colin	Sr Software Development Engineer	78,389.01	1,058.00
Halseth, Greg	Canada Research Chair	185,876.46	1,630.80
Hamelin, Twylla	Administrative Director NMP	119,995.36	6,208.11
Hamieh, Alia	Assoc Prof - MATH (SABB)	92,552.83	4,684.55
Hanlon, Neil	Professor - GEOG	133,997.51	6,065.37
Hanson, Sarah	Instructor III - NURS	83,018.27	3,765.88
Haque, Waqar	Professor - CPSC/BUSM	195,065.61	5,412.02
Harnett, Rebecca	Admin Manager - PT & OTP	75,563.08	
Harris, Robinson	Assoc Prof - HLSC	106,705.45	
Hartley, Ian	Acting Chair - Computer Science	147,207.81	376.84
Haslett, Lisa	Assoc. Vice Pres. Administration	126,765.40	3,349.60
Hawes, Marlina	Associate Registrar Enrolment	86,358.66	4,347.39
Helle, Steve	Assoc Prof - EENG	120,879.74	
Hellyer, Stephanie	Sr Lab Instructor - CTLT	97,558.25	50.00
Hemingway, Dawn	Assoc Prof - SOCW	222,030.55	
Henley, Joyce	Counsellor	76,024.66	614.24
Herbert, Patrick	Manager Enterprise Syst & Proj	91,012.32	1,601.72
Hernandez-Read, Erica	Head, NBC Archives & Spec Coll	96,825.79	2,260.11
Hirt, Andreas	Assist Prof - CPSC	108,700.63	
Ho Younghusband, Alice	Assist Prof - EDUC	87,154.20	
Hofsink, Clarence	Sr Lab Instructor - CTLT	86,360.45	5,768.47
Holler, Jacqueline	Professor - HIST/WMST (SABB)	165,370.68	1,342.00
Holterman, Devin	Post Doctoral Fellow ESM	76,341.47	
Holvick, Zarrah	Manager of Projects and Digital Transformation	76,320.24	1,038.53
Horne, Dee	Professor - ENGL	231,297.32	
Howard, Julie	Sr Lab Instructor - PSYC	97,413.03	1,689.15
Howitt, Kellie	Sr. Governace Officer	93,729.28	3,033.75
Huber, Dezene	Professor - ESM(FSTY)	139,248.62	11,613.37
Hutchings, Kevin	Professor - ENGL	149,415.33	7,403.39
Hyndman, Jennifer	Professor - MATH	113,149.77	5,290.09
Ingram, Christina	Mgr Curric/Assess Yrs1/2 NMP	79,050.57	189.46
Iorhemen, Oliver	Assist Prof - EENG	95,926.66	7,543.43
Iqbal, MD Asif	Assoc Prof - IENG	103,280.07	9,257.08
Irving, Lauren	Sr Lab Instructor III - NURS	80,817.12	1,043.23
Islam, Siraj ul	Assist Prof - ENSC	84,040.78	290.21
Jackson, Christine	Sr Lab Instructor - GEOG	94,212.95	1,937.15
Jackson, Peter	Professor - ENSC	155,708.33	488.56
Jain, Rahul	Assist Prof - SOCW	101,514.98	2,164.03
Jensen, Erik	Professor - PHYS (SABB)	157,549.17	179.10
Jiang, Fan	Assoc Prof - CPSC (SABB)	124,200.95	2,368.58
Johnson, Christopher	Professor - ESM(FSTY)	136,962.69	5,113.98
Johnston, Barbara	Lecturer - EDUC	87,549.66	
Jones, George	Sr Lab Instructor - PHYS	94,615.87	
Jordan, Todd	Head Coach - Mens Basketball	77,773.38	15,297.29
Josewski, Viviane	Assistant Professor	93,289.35	9,409.16
Kaiser, Amelia	Senior Manager - Med Education	101,425.76	45.66
Kaminska, Malgorzata	Assist Prof - NMP	118,379.55	8,900.26
Kazemian, Hossein	Assistant Professor - NALS	105,590.49	7,867.12
Kearns, Anne	Manager Stdnt Hlth & Wellness	92,670.25	552.59
Keeler, Gwen	Sr Lab Instructor - NURS	78,501.55	1,200.00
Keen, Kevin	Professor - MATH	136,962.69	
Kelly, Liam	Assist Prof - ECON	95,099.78	4,296.58
King, Jessie	Assist Prof - FNST	90,420.85	889.42
Kinsley, Sean	Sr Financial Analyst	98,812.85	2,894.16

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
SCHEDULE OF EMPLOYEE REMUNERATION
FOR THE YEAR ENDED MARCH 31, 2023

Employee Name	Position	Total Remuneration	Total Expenses
Kitchenham, Andrew	Professor - EDUC (SABB)	144,867.06	
Klassen-Ross, Tammy	Senior Instructor - HLSC	111,961.66	185.65
Klepitar, Amy	Senior Instructor - NURS	109,271.34	5,899.47
Korkmaz, Elie	Professor - PHYS	165,807.24	3,697.12
Kranz, Allan	Sr Lab Instructor - CPSC	94,739.64	104.49
Kubert, David	Chief Info Security Officer	111,368.88	9,383.29
Kumar, Pranesh	Professor - MATH	161,867.34	4,734.41
Kuo, Kuo-Hsing	Assoc Prof - NMP	130,736.90	
Kyle, Lisa	Assist Prof - SOCW	103,840.54	773.59
Lacharite, Jason	Senior Instructor - POLS	111,549.37	
Lee, Chow	Professor - CHEM	152,527.92	1,447.26
Lewis, Kathy	Interim Dean, Faculty of Envir	216,033.88	9,035.51
Li, Han	Professor - PSYC	121,560.60	
Li, Jianbing	Professor - EENG	178,590.33	18,008.71
Linklater, Natalie	Sr Lab Instructor - EENG (PROFL)	104,069.40	1,148.61
Litt, Amanpreet	Associate VP - EDI	165,695.24	35,011.34
Litz, David	Assist Prof - EDUC	100,302.45	7,694.97
Lucarelli, Arleta	Exec Director - Strategy&Staff	127,056.23	7,903.00
Lukawitski, Natascha	Lecturer - BUSM	107,974.23	2,874.33
MacBlain, Lena	Sr Lab Instructor - NURS	93,495.35	1,883.63
MacDonald, Fiona	Assoc Prof - POLS	102,719.42	11,623.25
MacLeod, Martha	Professor - NURS/COMH	280,477.13	
MacPhail, Fiona	Professor - ECON	91,935.39	2,215.14
Madge, Carly	Research Manager - PICS	79,523.39	7,060.17
Mandy, Margot	Professor - CHEM	146,302.11	1,619.85
Manyanga, Taru	Assist Prof - MPT-N	107,814.14	11,498.08
Marceau, Raelene	Assist Prof - NURS	106,716.04	9,804.89
Margolin, Indrani	Assoc Prof - SOCW	148,943.56	2,661.45
Martins, Eduardo	Assoc Prof - ESM(FSTY) (SABB)	92,552.83	377.28
Mattfeld, Monica	Assist Prof - ENGL	93,349.40	
Maurice, Sean	Assistant Dean - NMP	156,678.02	
Mayes, Tara	Development Officer	78,906.74	2,824.33
McAloney, Richard	Director - CTAAN	125,526.88	7,308.26
McCabe, Kealin	Librarian Research/Learning Sv	97,413.03	1,373.34
McCannon, Jason	Act. Director Facilities/Capital PI	97,066.05	998.69
McIntyre, Tracey	Financial Services Officer	88,292.96	762.37
McKenzie, Farah	Lecturer - NURS	76,717.47	1,312.50
McKenzie, Shelley	Director Health & Wellbeing	137,854.08	100.00
McKinnon, Michele	Manager Contracts/Supply Chain	88,584.40	1,001.74
McLean, Matthew	Sr Lab Instructor - GIS	81,439.59	852.91
McNeill, John	Administrative Manager	78,798.50	2,468.43
Meletis, Zoe	Assoc Prof - GEOG	104,545.75	13,525.50
Menounos, Brian	Professor - GEOG (SABB)	159,127.25	14,914.21
Migabo, Saphida	Sr Lab Instructor - ESM(BIOL)	100,656.88	2,495.99
Mitchell Nielsen, Jill	Associate Registrar, Graduate	88,370.88	4,291.23
Mo, Fiona	Manager, Residence & Rest. Relations	81,780.77	3,282.72
Monu, Kafui	Assoc Prof - BUSM	164,165.74	5,354.55
Morgan, Kalindi	Assist Prof - CHEM & BIOCHEM	77,814.03	3,944.92
Morris, Jason	Senior Instructor - POLS	109,852.63	392.76
Morris, Marleen	Associate Director - CDI	145,525.96	999.53
Mullins, Philip	Assoc Prof - ORTM	112,057.44	
Murdoch, Loralyn	Director Athletics/Recreation	105,247.32	7,707.08
Murphy, Laura	Research Manager	85,226.13	1,127.83
Murphy, Michael	Professor - POLS	134,579.42	672.90
Murphy, Sharon	Manager Financial Svcs/Systems	103,150.29	
Murray, Brent	Professor - ESM(BIOL)	127,160.75	8,536.42
Nawaz, Shamaila	Assist Prof - ECON	90,929.73	777.25

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
SCHEDULE OF EMPLOYEE REMUNERATION
FOR THE YEAR ENDED MARCH 31, 2023

Employee Name	Position	Total Remuneration	Total Expenses
Neilson, Tyler	Prin Soln Architect - Reg Office Projects	84,192.95	658.24
Neufeld, Nicole	Manager Continuing Studies	90,120.02	2,801.39
Niebergall, Michelle	Manager, Payroll Services	102,556.77	1,178.72
Nolin, Catherine	Chair - GEOG/EARTH/ENSC	141,880.32	6,766.66
Norish, Colleen	Undergraduate Nursing Programs Advisor	81,345.62	
Nowgesic, Earl	Associate Scientific Dir-CIHR	78,379.40	
Ntovenimana, Remegie	Shift Engineer	78,824.01	
Olsen, Aaron	Mgr Operations/Compliance/Svs	93,586.35	224.45
Olson, Lori	ITS Process Coordinator	78,762.85	558.06
O'Neill, Linda	Professor - PSYC	141,117.54	2,978.87
Opio, Christopher	Professor - ESM(FSTY)	194,803.98	
Oster, Michelle	Research Manager	83,781.86	2,025.23
Otter, Ken	Chair - Ecosystem Sci & Mgt	148,704.33	1,519.65
Owen, William	Professor - PSYC	158,172.91	20,703.22
Owens, Philip	Endowed Chair - Land Ecol	152,392.45	16,041.34
Parkes, Margot	Professor - HLSC/NMP	121,397.22	9,444.07
Parshotam, Umesh	Sr Lab Instructor - CHEM	105,514.76	5,447.76
Patenaude, Bernadette	Director - Integrated Planning	113,585.26	
Pawlowska-Mainville, Agnieszka	Assoc Prof - INST	97,672.72	4,365.88
Payne, Geoffrey	President and Vice Chancellor	306,624.20	45,882.31
Pearce, Tristan	Assoc Prof - GEOG	129,016.23	10,568.82
Pearson, Tammy	Acting Chair - Social Work	156,685.52	3,142.16
Pelletier, Chelsea	Assoc Prof - HLSC	99,305.16	948.24
Peters, Heather	Assoc Prof - SOCW (RO) (SABB)	133,850.12	27.59
Petticrew, Ellen	Endowed Chair - Landscape Ecol	167,968.82	15,125.10
Pierce, Joanna	Assoc Prof - SOCW	124,796.76	406.04
Poirier, Lisa	Assoc Prof - ESM(BIOL) (SABB)	102,972.91	2,829.35
Popovic, Peter	Electrician	87,778.41	383.72
Potter, Grant	Sr Lab Instructor - E-Learning	115,057.87	3,791.66
Preston, Michael	Assist Prof - ESM(BIOL)	96,492.21	3,499.63
Qureshi, Ramla	Assist Prof - ENGR	85,650.55	3,086.33
Rader, Stephen	Professor - CHEM	135,731.44	4,710.45
Rahemtulla, Farid	Senior Instructor - ANTH	111,549.37	2,307.43
Raine, Jason	Operations Manager QRRRC	87,718.66	619.41
Raposo, Jim	Solutions Architect	80,958.75	
Ray, Christie	Sr Advisor Business Develop	81,224.13	972.99
Rea, Roy	Assistant Professor - ESM	100,834.77	16,308.29
Read, Kimberly	University Registrar	121,913.54	5,740.42
Reid, Matthew	Professor - PHYS	123,183.15	2,268.76
Reimer, Kerry	Professor - CHEM	111,749.13	35.45
Reiners, Peter	Dean, Faculty of Envir	155,678.19	
Relkey, Jordan	Shift Engineer	84,222.91	115.00
Rennie, Kriston	Dean, Indigenous Studies, SSH	166,865.58	15,995.88
Reynolds, Tannis	Lecturer - FNST	89,813.27	541.10
Roberts, Deborah	Dean, Science and Engineering	183,525.04	13,410.36
Roberts, Kerry	Director Human Resources	138,296.38	4,236.56
Robinson, Rheanna	Assoc Prof - FNST	95,668.54	4,592.00
Rodgers, Wendy	Professor - FHHS	131,967.60	30,853.08
Romanets, Maryna	Professor - ENGL/WMST (SABB)	127,622.84	32.96
Rutherford, P Michael	Professor - ENSC	167,037.83	
Ryan, Daniel	Assoc Prof - MATH	206,000.76	3,138.01
Safaei Boroojeny, Jalil	Chair - Health Sciences	151,460.40	58.51
Sanborn, Paul	Assoc Prof - ESM(FSTY)	134,676.80	2,507.18
Sanders, Caroline	Assoc Prof - NURS	128,098.92	5,679.52
Sanderson, Cheryl	Associate Professor - HLSC	79,426.61	
Schiff, Rebecca	Dean, Human & Health Science	121,569.40	65,801.44
Schiller, Catharine-Joanne	Assist Prof - NURS	123,199.57	

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
SCHEDULE OF EMPLOYEE REMUNERATION
FOR THE YEAR ENDED MARCH 31, 2023

Employee Name	Position	Total Remuneration	Total Expenses
Schlesinger, Brenda	Manager Ancillary Projects	75,972.62	268.57
Schorcht, Blanca	Assoc Prof - ENGL	163,174.72	
Schretlen, Kevin	Manager Infrastructure & Ops	89,635.98	2,109.91
Scott, Laurence	Senior Instructor - BUSM	138,639.14	
Sedgwick, Neil	Head Coach - Womens Soccer	75,887.08	7,896.00
Shchepotkin, Sergey	Head Coach - Womens Basketball	80,929.11	19,563.92
Shea, Joseph	Assoc Prof - GEOG	112,057.44	5,262.33
Shrimpton, Mark	Professor - ESM(BIOL)	155,640.53	1,767.09
Shubair, Mamdouh	Assoc Prof - HLSC	102,719.42	
Siakaluk, Paul	Professor - PSYC	194,257.69	
Siemens, Breanna	Sr Lab Instructor - NURS	107,274.06	
Simonson, Stephan	Head Coach - Mens Soccer	75,887.08	
Simpson, Andrew	Chief Engineer	90,379.36	23.88
Sims, Daniel	Academic Co-Lead NCCIH/BC Init	126,811.67	8,596.72
Sindaco, Donna	UNBC-FA Executive Director	103,277.17	
Smith, Angele	Chair - Anthropology	120,331.78	3,028.33
Smith, Colleen	AVP - Financial Services	188,230.51	
Smith, Heather	Professor - INTS (SABB)	151,540.83	4,635.17
Smith, Trevor	Sr Acad Budget/Ping Officer	121,458.95	6,096.05
Somani, Rahim	VP Finance & Administration	215,445.79	34,684.43
Stahl, Darian	Post Doctoral Fellow NMP	98,127.75	
Stanyer, Shauna	Sr Lab Instructor II - CTLT	78,155.97	45.50
Stark, Dennis	Sr. Director Enrollment Management & Strategy	101,946.13	2,598.48
Stathers, Kimberley	Archivist	81,360.40	3,245.45
Sui, Jueyi	Professor - EENG (SABB)	161,071.27	1,822.96
Swainger, Jonathan	Professor - HIST	119,222.64	
Tamblyn, David	Sr Lab Instructor - ENGR	83,942.05	199.00
Tang, Youmin	Professor - ENSC	84,049.81	8,515.00
Tannert, Thomas	BC Chair - IENG	181,904.48	17,346.33
Thielmann, Glen	Lecturer - EDUC	104,565.34	195.13
Thompson, Robert	Greenhouse Curator	75,152.10	
Thring, Ronald	Professor - EENG	168,093.32	2,222.48
Tong, Fei	Assist Prof - ENGR	101,742.89	4,227.45
Transken, Si	Assoc Prof - SOCW	127,549.64	27.60
Trujillo, Maria	International Student Retention Coordinator	86,536.76	
Trujillo, Mateo	Sr. Human Resources Partner	75,251.45	25.00
Usman, Lantana	Professor - EDUC	130,736.90	4,964.57
Van Pelt, Linda	Senior Instructor - NURS (PROFL)	122,989.39	4,935.45
Venter, Oscar	Endowed Chair - Growth & Yield	156,641.45	5,479.77
Wan, Tak Shik	Assoc Prof - MATH	87,154.20	
Wang, Ke	Educational Technology Manager	81,953.62	
Wessell Lightfoot, Dana	Chair - History	107,746.32	
Whalen, Catherine	Assoc Prof - EDUC	117,630.54	5,089.80
Wheate, Roger	Professor - GEOG	143,187.98	6,524.35
Whitcombe, Todd	Chair - CHEM/BIOCHEM	169,629.59	3,662.18
Wigglesworth, Jennifer	Assist Prof - ORTM	84,040.78	10,766.53
Wilson, Erin	Assoc Prof - NURS	149,013.36	2,770.60
Wilson, Gary	Chair - Political Science	150,175.75	1,242.36
Wilson, Susan	Librarian Data Services	81,360.40	5,456.46
Wimmers, Guido	Assoc Prof - IENG	79,764.87	896.55
Wimmers-Klick, Julia	Portfolio Site Lead - NMP	134,489.26	3,030.43
Winwood, Paul	AVP – Division of Med Sciences	224,140.08	16,188.35
Wood, Lisa	Assoc Prof - ESM(BIOL)	93,379.52	16,437.08
Wood, Matthew	Director Communications & Mktg	114,476.14	2,915.54
Wright, Pamela	Assoc Prof - ORTM	222,450.75	5,706.67
Xiao, Stanley Yao	Assist Prof - MATH	80,926.74	6,480.35
Yoo, Jameson	Client Services Coordinator	76,161.34	132.22

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
SCHEDULE OF EMPLOYEE REMUNERATION
FOR THE YEAR ENDED MARCH 31, 2023

Employee Name	Position	Total	
		Remuneration	Total Expenses
Young, Jennifer	Mgr Curric/Assess Yrs 3/4 NMP	76,882.48	886.34
Zhao, Zhe	Shift Engineer	78,672.09	
Zheng, Wenbo	Assist Prof - EENG	88,167.61	5,956.07
Zhou, Jianhui	Assoc Prof - IENG	104,440.02	4,187.64
Total remuneration > \$75,000		40,687,258.15	1,491,457.80
Total remuneration < \$75,000		31,592,658.39	655,174.15
Grand total remuneration		72,279,916.54	2,146,631.95

Total remuneration does not equal salaries and benefits in the financial statements as it does not include the employer's payments for non-taxable benefits, CPP, EI or WCB. There are also differences that arise as the University of Northern British Columbia uses accrual accounting. Total remuneration does not include payments made with respect to severance agreements.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
SCHEDULE OF EMPLOYER CONTRIBUTIONS
FOR THE YEAR ENDED MARCH 31, 2023**

Statutory Benefit	Annual Employer Contributions
Employment Insurance Contributions	1,005,114.52
Canada Pension Contributions	2,714,931.67
Total Contributions to Receiver General of Canada	3,720,046.19

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
STATEMENT OF SEVERANCE AGREEMENTS
FOR THE YEAR ENDED MARCH 31, 2023**

There were 4 severance agreements under which payment commenced between the University of Northern British Columbia and its non-unionized employees during fiscal year 2022/2023, one of which is a salary continuance agreement.

These agreements represent from 3 to 18 months of compensation.

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
PAYMENTS FOR GOODS AND SERVICES
FOR THE YEAR ENDED MARCH 31, 2023

Vendor Name	Total Payment
2545755 Ontario Inc o/aThorCan Construction and Refractories	65,013.54
879142 Alberta Ltd. o/a Measur	31,546.23
A Plus Automatic Door and Store Front Ltd.	65,078.64
Acquia Inc.	74,781.04
Acro Media Inc.	25,200.00
Admiral Roofing Ltd.	315,132.14
Agilent Technologies Canada Inc.	600,770.65
Aleza Lake Research Forest Society	56,122.13
All Pro Plumbing and Heating Inc.	88,004.43
All West Glass Ltd.	30,131.71
AMJ Campbell Van Lines	37,450.75
Amylia Capital Corp.	102,125.00
Andrew Sheret Ltd.	35,951.26
Applanix Corporation	29,914.50
Apple Canada Inc.	131,530.58
ApplyBoard Inc.	33,767.41
Aquatech Enviroscience Laboratories Inc.	25,744.23
Armstrong Moving and Storage Ltd.	115,099.89
Associated Health Systems Inc.	38,192.58
ATS Services Ltd.	40,944.89
Barry Wong Copy Services Ltd	74,358.38
Bartle & Gibson Co. Ltd.	45,326.00
BC Cancer Agency	100,995.22
BC Hydro	977,342.25
BCNET	809,938.25
Bio-Rad Laboratories (Canada) Ltd.	102,286.88
Blackbaud Canada	93,244.91
Blackboard Inc	44,770.22
Boyden Vancouver, Inc.	154,246.12
Brookfield Asset Management Inc	78,146.00
Brown's Bay Packing Co Ltd.	70,000.00
Burgundy Asset Management Inc	173,885.74
Campbell Scientific Corp.	46,648.88
Cana Kit Corporation	28,213.09
Canada West Universities Athletic Association	77,354.05
Canadian Research Knowledge Network	878,811.60
Carleton Technologies Inc.	68,283.43
Cascades Recovery+	27,018.28
CAUBO	25,000.00
CDW Canada, Inc.	260,194.92
Celtic Reforestation Services Ltd.	26,061.00
Cengage Canada	73,726.22
Charter Telecom Inc.	280,123.29
Cheung	37,198.14
Chuzghun Resources Corp	36,224.00
Cision Canada Inc.	33,075.01
City of Prince George	313,541.73
Clark Wilson LLP	30,474.86
Coast Mountain College	27,600.00

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
PAYMENTS FOR GOODS AND SERVICES
FOR THE YEAR ENDED MARCH 31, 2023

Vendor Name	Total Payment
College of New Caledonia	225,649.27
Compugen Inc.	314,618.71
Concept Controls Inc.	48,435.67
COPPUL	29,676.78
Council of Prairie and Pacific University Libraries	133,603.57
Crego Design Services Inc.	42,990.15
Customer Relationship Index Inc.	26,250.00
Dana Hospitality LP	2,079,088.55
DDB Canada	57,522.89
Dell Canada Inc.	218,606.86
DeSousa	47,068.37
DIALOG BC Inc.	28,452.23
Dr Gerrard Prigmore Inc.	47,730.58
Dr Jessica Zimble, Inc.	58,905.00
Dr K Closson Inc.	32,305.53
Dr Karin Blouw, Inc.	28,600.00
Drs Spooner and Odulio Inc	66,675.00
EBSCO Canada Ltd	225,299.34
Economic Modeling LLC	26,320.00
EDI Environmental Dynamics Inc	67,779.72
EECOL Electric Ltd.	67,505.06
Ellement Consulting Group	59,724.00
Ellucian Technologies Canada ULC	252,793.06
Engage Sport North	79,906.58
Enviro-Ex Contracting Ltd.	359,060.49
Essential Resources Inc.	33,550.55
evisions Inc.	28,219.00
Evolution AV Ltd.	26,592.28
Firelight Research Inc.	60,886.12
First Nations Information Governance Centre (FNIGC)	66,000.00
FortisBC-Natural Gas	157,520.29
Geoff Tierney Law Professional Corporation	26,250.00
Gingrich	40,600.10
GOBI Library Solutions From EBSCO	152,130.34
Goferbroke Investments Inc.	26,995.05
Gunnar Pacific Agencies, Inc.	71,325.52
Homewood Health Inc.	51,988.90
Hopkins, Terri	43,312.50
Hoskin Scientific Ltd.	121,029.37
Houle Electric Ltd	59,069.86
IDL Projects Inc.	1,005,791.57
IDP Education Ltd	32,651.77
IEEE Customer Operations	28,103.25
IFM Investors	102,653.44
Illume Student Advisory Services	99,988.16
Industrial Forestry Service Ltd	61,839.71
InnovaSea Marine Systems Canada Inc.	64,728.30
Innovative Interfaces Inc	54,211.86
Insight Canada Inc.	29,920.48

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
PAYMENTS FOR GOODS AND SERVICES
FOR THE YEAR ENDED MARCH 31, 2023

Vendor Name	Total Payment
Integra Forest Consulting Ltd.	123,266.41
Integral Hospitality Inc.	92,413.04
Integris Insurance Services Ltd.	42,031.00
John Wiley & Sons Canada Ltd.	25,979.55
Jonathan Morgan & Company Limited	26,584.73
KJM Sales Ltd.	54,779.56
Kode Contracting Ltd	46,503.28
KONE Inc.	52,037.19
KPMG LLP	75,529.60
Lakeland Mills Ltd.	249,395.77
Lamar Transit Advertising Canada, Ltd.	33,285.00
Leclerc	25,962.45
Leica Microsystems (Canada) Inc.	42,906.04
Li, Jianbing	29,332.48
Linde Canada Inc.	65,889.18
Lions Den Forestry Operations Ltd.	30,756.60
Login Brothers Canada	100,611.70
Long ViewSystems Corp (USD)	385,682.61
Lord of Floors Inc.	57,116.06
M Square Business Solutions Inc.	252,899.25
Mandel Scientific Company Inc.	42,349.99
Marsh Canada Limited	34,062.00
Mastercard	167,799.82
McGraw Hill Ryerson Ltd.	80,201.96
McMaster University	179,662.02
Memorial University of Newfoundland	25,551.95
Michael Smith Foundation for Health Research	40,649.01
Microserve/MicroAge	745,007.12
Minister of Finance	427,661.45
Ministry of Finance BC Mail Plus	25,575.93
MITACS Inc.	152,769.99
MNP LLP	87,289.14
Moore Canada Corporation	50,427.78
MPS	31,550.15
MTS Testing Systems (Canada) Ltd.	34,049.58
MVCC Video Communications Corp	72,615.20
Nanovea, Inc.	156,151.50
NIVA Inc.	58,012.51
NLFD Auto Ltd.	30,612.48
Nordic Timber Falling Ltd.	29,851.91
Northern Health Authority	203,162.64
Northern Lights College Dawson Creek	75,166.63
NUGSS - World University Service of Canada	31,263.79
Oak Hall Industries Canada Inc.	28,473.25
OCLC Inc	67,614.89
ONETeam Sports Group Inc.	86,624.50
Onyris Inc.	94,300.36
Oracle Canada ULC	74,299.32
Oxford University Press Canada	37,214.67

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
PAYMENTS FOR GOODS AND SERVICES
FOR THE YEAR ENDED MARCH 31, 2023**

Vendor Name	Total Payment
Pacific Western Transportation Ltd.	36,332.39
PayByPhone Technologies Inc.	33,383.77
Pearson Canada Inc.	93,355.25
PG Custom Woodworks Ltd.	47,012.08
PJS Systems Inc.	79,552.06
Planit First Consultants Ltd.	124,186.28
Premier Printing Ltd.	123,053.54
Prime Strategic Planning Inc.	86,819.14
Prince George Transit Ltd	63,344.74
Prism Engineering Ltd.	35,416.50
Process Pathways Inc.	28,000.00
ProQuest LLC	49,952.94
Purolator Inc	34,415.14
Raymond James Ltd.	37,264.03
Receiver General for Canada	123,943.35
Ricoh Canada Inc.	58,604.27
Roper Greyell LLP	83,281.67
Royal Bank of Canada	26,433.00
S2 Mechanical Ltd.	223,700.52
Salesforce.org, LLC	26,070.91
Sharper Marketing Inc.	44,836.00
Shell Energy North America(Canada) Inc.	236,689.22
Shepard	38,256.25
Siemens Canada Limited	41,979.31
Siemens Industry Software ULC	137,733.84
Sigma-Aldrich Canada Co	36,259.75
Silvertip Ecotours Ltd.	44,482.95
Simon Fraser University	251,016.20
Sodexo Canada Ltd.	1,238,572.07
Soft dB	38,908.80
Solotech Inc	160,165.23
Southern Butler Price	104,844.22
Staples Professional Inc.	32,191.01
StarRez Inc.	45,461.81
Sun Life Assurance Company of Canada	6,763,325.96
T2 Systems Canada Ltd	47,972.39
TargetX.com, LLC	101,000.00
TELUS	228,650.09
Terasense Group Inc.	32,415.68
Terra Law Corporation	25,974.70
The Math Works, Inc.	36,405.32
Thermo Fisher Scientific	267,225.17
Travel Healthcare Insurance Solutions Inc.	64,322.20
Tula Foundation	142,780.00
UBC Okanagan	30,000.00
Umano Medical Inc.	36,143.99
Unity Connected Solutions Inc.	25,179.89
Universities Canada	41,827.00
University of British Columbia	2,904,785.50

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
PAYMENTS FOR GOODS AND SERVICES
FOR THE YEAR ENDED MARCH 31, 2023**

Vendor Name	Total Payment
University of Calgary	73,000.00
University of Guelph	45,534.75
University of Waterloo	25,000.00
Vancouver Island University	131,347.76
Verschoor, Jacob	39,327.30
Viking Fire Protection Inc.	125,508.01
Visa	218,477.97
Vox International Translation Services	95,585.54
Vu Hoang, Lan	25,702.84
VWR International Co.	92,165.70
Westcana Electric Inc.	42,859.47
Westline Ford Ltd.	100,831.97
White Oak Global Investors	29,038.58
Winmar Prince George	61,723.37
WorkSafeBC	64,417.42
WTB Language Group Inc. o/a wintranslation	26,916.99
Xerox Canada Ltd.	68,369.80
Yeti Refrigeration Inc.	40,501.33
Total payments to vendors > \$25,000	34,909,283.87
Total payments to vendors < \$25,000	9,423,101.14
Total payments to vendors	44,332,385.01

The University of Northern British Columbia uses accrual accounting, capitalizes the purchase of all assets greater than \$1,000, maintains inventories of salable goods in the bookstore, central laboratories, copy services and central stores, and receives a rebate on the Goods and Services Tax. As a result, total payments made to vendors in a year is not equal to total operating expenditures in the financial statements.

Total payments made to vendors also includes \$0.00 dollars in salaries reimbursed to third party agencies (primarily for research) reported as salaries and benefits in the financial statements.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
GRANTS AND CONTRIBUTIONS
FOR THE YEAR ENDED MARCH 31, 2023**

Name	Total Payment
City of Prince George	61,329.00
Northern Health Authority	655,893.96
UNBC Childcare Society	52,000.00
University of Manitoba	25,000.00
University of Victoria	56,956.00
Wilp Wilxo'oskwhl Nisga'a Institute	363,476.67
Total Grants and Contributions > \$25,000	1,214,655.63

BOARD OF GOVERNORS – Quarterly Regular Meeting

Meeting Date:	September 15, 2023
Agenda Item:	7.ii. Finance and Investment Committee
Material:	Finance and Investment Committee Report – Allison Beswick

Finance and Investment Committee Report to the UNBC Board of Governors

Submitted by: Allison Beswick

Dates of meetings since last report: August 31, 2023

Topics reviewed and discussed:

1. Motions to be brought forward to the Board

- a. Five Year Capital Plan
- b. UNBC Pension Trust
 - o Statement of Investment Policies and Procedures (SIP&P)
 - o Trust Agreement
 - o Governance Policy UNBC Retirement Savings Plan
- c. Other motions
 - o Scholarships, Bursaries and Awards

2. Other Reports and Updates reviewed and discussed

- a. Quarter 1: April to June 2023 Report and the Forecast Template
 - o Chair of FIC signed the report for submission to the Ministry
- b. Update on the 2024-25 Budget and Planning Process
- c. Reviewed the Investment Advisory Committee's Terms of Reference and Committee Composition
 - o Terms of Reference to be revised and brought back to the November meeting
 - o Renew membership and work to recruit new members and fill vacancies
 - o Schedule zoom meeting for end of 2023
 - o Quarterly meetings scheduled for 2024

BOARD OF GOVERNORS – Quarterly Regular Meeting

Meeting Date:	September 15, 2023
Agenda Item:	8.ii.a. Five Year Capital Plan – Rahim Somani
Motion:	<i>That, on the recommendation of the Finance and Investment Committee, the Board of Governors approves the 2024/25 to 2028/29 Five Year Capital Plan for the University of Northern British Columbia, as presented.</i>
Material:	Five Year Capital Plan

FIVE YEAR CAPITAL PLAN

2024/25 – 2028/29



UNBC –Five Year Capital Plan – July 2023

Board of Governors Approval - Pending

SUMMARY

This document outlines the University's plans for the next five years for the planning and construction of new buildings and the renewal of others. Two renovation projects to facilitate new nursing program expansions are not included in the submission as they are either approved or notionally approved. The Northern Baccalaureate Nursing Program Expansion is approved/under construction, and the Nurse Practitioner Simulation Lab Expansion is notionally approved.

UNBC is also undertaking a partnership project with the David Douglas Botanical Garden Society to develop the northern most Botanical Garden in Canada at the University of Northern British Columbia. This project is now under construction and is working towards a functioning botanical garden in the Fall 2023/Spring 2024.

The priority capital project is a new Student Housing building on the Prince George Campus. An updated demand analysis confirms that UNBC could support an additional 350 beds at the main campus. This project would be sized to support approx. 150 student beds.

In the capital plan, we continue to include for a separate multi-use student housing building that would house 200 student beds, the dining hall, the First Nations Centre, student supports and academic programming space. The housing component of this project is right sized to support the recent demand analysis conducted by UNBC Business Services.

UNBC has also been in discussion with Coast Mountain College regarding a new joint building on their Terrace campus that would house UNBC operations in that region.

UNBC Office of Equity Affairs has partnered with Facilities Management to progress planning for a memorial to children who died in residential schools and a pilot project focused on indigenization of campus wayfinding. Both projects are currently in a design development phase.

Conceptual planning of new space for Student Housing and a new Childcare Facility will be a focus for the coming year. UNBC will also explore options for program expansion and other relevant capital projects that are aligned with its strategic plan and ministry priorities.

Listing of projects not funded by the Ministry of Post-Secondary Education and Future Skills (PSEFS) that are in-progress or in planning development and their relevant funding sources:

David Douglas Botanical Garden Expansion - CERIP and NDIT Funding

Quesnel River Research Center - Lab Expansion - BCSRIF Funding
--

UNBC Childcare Facility - Ministry of Education and Childcare Funding

The University of Northern British Columbia (UNBC) ITS Team is embarking on a series of seven pivotal projects aimed at bolstering the digital infrastructure and accelerating transformational change across the institution.

The "Core Network Fiber Upgrade" will overhaul the university's current networking infrastructure, ensuring high-speed, reliable connectivity is available across campus. Coupled with the "Enhancement of WIFI Access and Coverage" initiative, UNBC is prepared to meet the ever-growing demands for data, underpinning critical academic and administrative operations while bolstering user experience.

Furthermore, "Enhancing Information Security and Safeguarding Privacy" will mitigate risks, safeguard sensitive data, and fortify UNBC's defenses against increasing cyber threats. This, along with the "Comprehensive Digital Transformation for Enhanced Efficiency and Collaboration" project, is set to drive efficiencies, nurture a collaborative work environment, and digitally empower the university's community.

The "Strategic Enrolment Management Initiatives" and the "Enhancement and Modernization of Educational Technologies for Comprehensive Instructional Delivery" projects are designed to bolster UNBC's student experience. By using advanced technology, UNBC will enhance the enrolment process and elevate the overall instructional delivery, fostering an enriching, immersive learning environment.

The "Cloud Adoption for Critical Information Systems and Research Support" project embodies a significant shift from the university's outdated on-premises data center to the Amazon Web Services platform. This transformative move will modernize IT services, enhance disaster recovery capabilities, and provide a more economical, efficient approach to managing IT resources.

Finally, the "Revitalization of High Performance Computing (HPC) Infrastructure" will enhance UNBC's research capabilities. This project aims to rejuvenate the existing HPC cluster, providing swift access to computational resources and boosting the university's research output.

These initiatives represent a critical investment in UNBC's digital future, with the ultimate goal of empowering the research community, enriching the student experience, and contributing positively to the broader community. Each project signifies a step forward in UNBC's mission to foster academic excellence, innovate education, and build a resilient, secure digital environment.

Our Priorities

This Plan reflects UNBC's commitment to the internal priorities laid out in our Strategic Road Map. Facilities development is guided by the Campus Master Plan, most recently updated in 2019 under the title of Destination 2040.

Our Progress

In the immediate term UNBC is focused on development and implementation of the two nursing projects. The additional \$2.5M funding provided by PSEFS for routine capital is helpful in supporting building renewal projects such as the Library and Research roof replacements. The current level of Routine Capital funding is sufficient to manage most building FCI at a reasonable rate, given the young age of the campus, though building renewal needs are increasing. Replacement of elevators and roofs will require a significant portion of the funding available through the Routine Capital program for the coming years. Therefore, UNBC is requesting \$800,000 in additional Routine Capital funding to continue a multi-year investment in roofing replacements on the Library and Agora Buildings that were not included in the 2023/24 Routine Capital Plan.

As new programs continue to grow, they will have need for expanded facilities (Civil Engineering, Environmental Engineering, Nursing, Physical Therapy and Occupational Therapy are all expected to see strong enrolment in coming years).

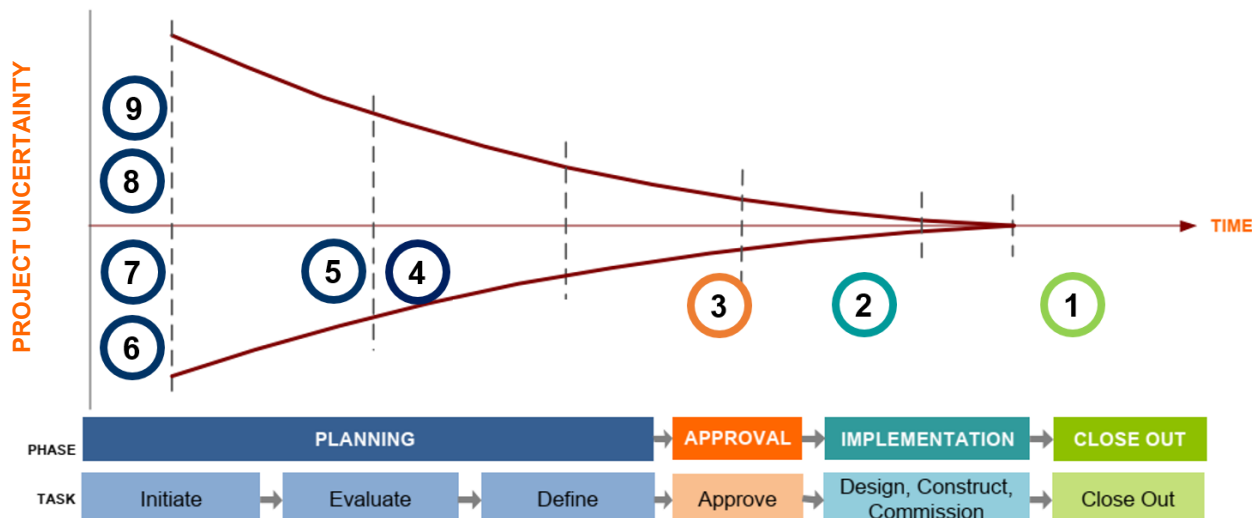
Canada's Green University will continue to lead in the reduction of greenhouse gas emissions. We are developing plans to bring the entire Prince George campus to net zero emissions through building envelope enhancement, heat recovery via low carbon electrification, and local carbon sequestration. These plans will be

included in subsequent capital plans and will build upon the 60% reduction in GHG emissions that UNBC has achieved to date.

Project Overview

The following graphics and tables outline the Building and IM/IT projects that UNBC has in progress. The objective is to move projects forward in planning and implementation, such that resource bandwidth is not overtaxed while still serving the developing needs of the institution.

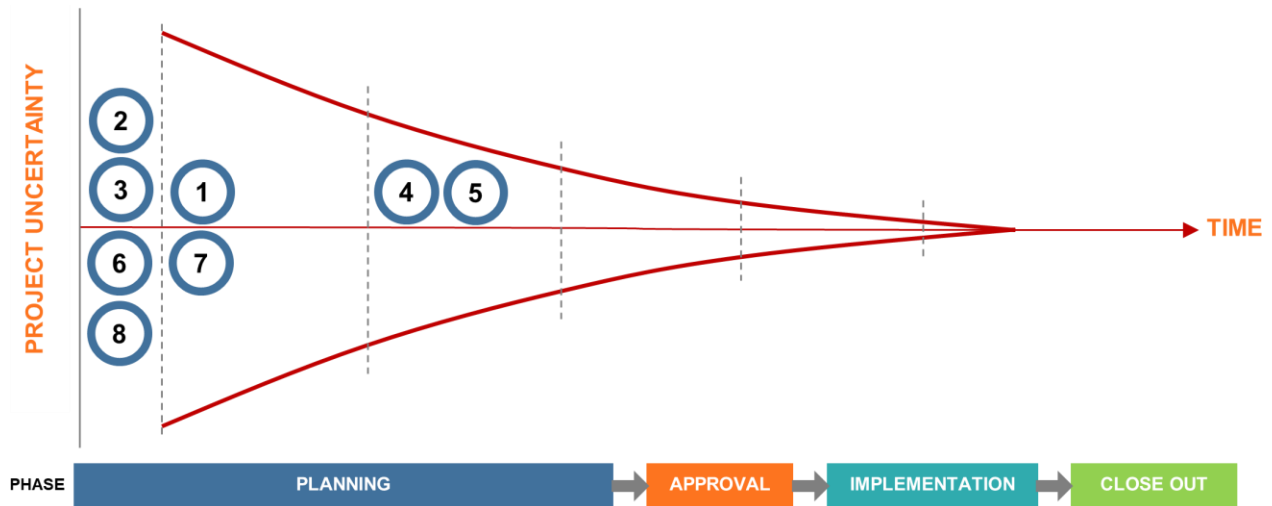
Building and Renovation Projects



- 1 Nursing Expansion – Downtown Cohort: this project adds nursing seats in the Wood Innovation Design Centre (WDIC). Construction started in April 2023 and will be completed in August 2023.
- 2 David Douglas Botanical Garden Society – Gardens Expansion: this project has received a grant that covers a portion of the budget. They are moving forward with implementation with a focus on the gardens rather than the Visitor Centre.
- 3 Nursing Expansion – Prince George Campus: additional nursing seats on the Prince George campus and office spaces for faculty and staff on the 4th floor of WDIC. Planning is complete and notional approval has been received.
- 4 Quesnel River Research Center (QRRC) – Lab Expansion: Building expansion at the QRRC site will increase laboratory, teaching and office space for expanded research activities.
- 5 Physical Therapy/Occupational Therapy Phase 3 – Clinic: approved in principle, this project involves collaboration with Northern Health and UBC to determine the operating model. Once this is established a business case submission will be made.
- 6 New Student Housing Project: this building would increase the number of student beds on campus by 150 beds to meet ongoing housing demand in the region. Conceptual development has begun and a new demand analysis completed.
- 7 Student Housing / Mixed Use: this building would house students, the cafeteria, the First Nations Centre, student supports and academic space. Planning has not moved beyond initial concept, but a recent demand study has confirmed there is adequate housing demand.

- ⑧ Terrace Coast Mountain College Joint Building: No activity on this project following preliminary discussions in 2020. There would be operational synergies, but the details of the co-location partnership between the two institutions will need to be worked out.
- ⑨ Deep Retrofits of Existing Buildings: Part of the campus decarbonisation plan would see buildings retrofitted to recovery heat, improve building envelope and reduce carbon emissions to near zero. First buildings to be examined for this include the Research Laboratory and the Agora.

IM/IT Projects



- ① **Enhancing Information Security and Safeguarding Privacy:** The project is currently in the planning phase, with focus on increasing the resilience of our network against cyber threats and maintaining privacy. The goal is to create a secure IT environment, preventing data breaches and ensuring compliance with privacy laws.
- ② **Core Network Fiber Upgrade:** This project is in the initial planning stages. It aims to overhaul the core network infrastructure, increasing speed and reliability across the campus. The goal is to deliver a network capable of supporting advanced digital learning environments and high bandwidth research needs.
- ③ **Comprehensive Digital Transformation for Enhanced Efficiency and Collaboration:** Presently, we are outlining this initiative to digitize and streamline workflows and collaborative practices across the University. The overarching goal is to foster an inclusive, productive, and technology-enabled academic and administrative environment.
- ④ **Strategic Enrolment Management Initiatives:** Currently in the late planning stages and building on existing work, this project intends to leverage technology to optimize enrolment processes, improve student retention and success, and provide robust data analytics. The ultimate objective is to foster an engaging and supportive environment for student success.
- ⑤ **Enhancement and Modernization of Educational Technologies for Comprehensive Instructional Delivery:** This project is in the early stages of planning, focusing on enhancing the digital teaching and learning experience. The objective is to ensure seamless, efficient, and innovative instructional delivery, benefiting both faculty and students.
- ⑥ **Enhancement of IT Infrastructure through Strategic Cloud Adoption:** In the planning phase, this project proposes a shift from a traditional data center to a cloud-based infrastructure, improving data security, efficiency, and disaster recovery. The goal is to ensure a responsive, reliable, and economical IT environment.
- ⑦ **WIFI Access and Coverage Upgrades:** At the planning stage, this initiative aims to enhance WIFI capabilities and coverage across the campus. The goal is to deliver reliable, high-speed internet access, facilitating a robust digital environment for learning and research.



HPC Infrastructure Renewal: This project is being planned to upgrade and rejuvenate the High-Performance Computing infrastructure. The goal is to continue empowering research and learning through swift access to computational resources, reducing barriers for researchers.

Attachments:

Att 2 – Five Year Capital Plan – Project Overview

Building and Renewal Projects

- New 150 bed Student Housing (Category 1)
- New Mixed Use Student Housing, Academic Programs, Connection Hub and Food Services Building (Category 3)
- Coast Mountain College and UNBC Terrace Learning Centre (Category 1)
- Agora Renewal (Category 2)
- Research Lab Renewal (Category 2)
- Library and Agora Roof Replacements (Category 4)

IM/IT Projects

- Enhancing Information Security and Safeguarding Privacy (Category 10)
- Core Network Fiber Upgrade (Category 7)
- Comprehensive Digital Transformation for Enhanced Efficiency and Collaboration (Category 11)
- Strategic Enrolment Management Initiatives (Category 11)
- Enhancement and Modernization of Educational Technologies for Comprehensive Instructional Delivery I (Category 8)
- Enhancement of IT Infrastructure through Strategic Cloud Adoption (Category 8)
- WIFI Access and Coverage Upgrades (Category 7)
- HPC Infrastructure Renewal (Category 8)

Att 3 - Prioritized List of the Proposed Projects

Att 4 - Summary of Major (>\$5 million) ongoing and/or self-funded projects

Att 5 - List of Student Housing Projects – Existing and Underway

Attachment 2: Project Overview

5-Year Capital Plan (2024/25 – 2028/29)

Project Detail		
Institution	Campus/City	Project Priority
UNBC	Prince George	1 of 14
Project Title		
New Student Housing		
Project Category		Program Type
Student Housing		Student Housing
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI / Donor Funding
\$48 M	\$48 M	\$0
<ul style="list-style-type: none">Annual operating costs for student housing will be cost recovery		
Strategic Alignment		
CleanBC Targets	DRIPA Response	
As a Passive House project this building will use 90% less heat than existing buildings on campus, and will be heated by the Bioenergy facility to further reduce greenhouse gas emissions	Existing supports for Indigenous students will be enhanced through purpose built housing and social space. Concept development will include engagement with First Nations who have sent students to UNBC to determine how best to support these students in housing.	
Mass Timber Eligibility	Community Benefits	
Mass timber passive house construction will result in lower life cycle costs and GHG emissions. Fast site works will lower overall construction costs. Aim is to use mass timber as the primary structure, with procurement strategies to ensure availability of product.	The existing daycare facility is adjacent to housing, and may be relocated (and expanded) to be closer to the Northern Sports Centre (jointly operated with the City of Prince George). In the event of emergencies, UNBC has a history of making Housing and other campus spaces available in support of emergency response operations.	
<ul style="list-style-type: none">This project supports Government priorities by providing dedicated space and Housing beds for Indigenous students, constructing new campus student Housing beds, and advanced wood product use in construction.UNBC Master Plan identified a need to grow the community on campus, and designated a housing precinct centred on existing housing and student life areas. In alignment with UNBC sustainability objectives, the project will demonstrate world class energy efficiency, and wrap-around supports for students through their educational journey.		
Project Schedule		
Target Bus. Plan Approval Date	Target Construction Start Date	Target Occupancy Date
October 2025	April 2026	April 2028

The project would begin with functional planning in 2024 and proceed to detailed design as approvals warrant.
Project Scope & Objectives
Project Scope
<ul style="list-style-type: none"> Project scope is still under conceptual development. Target is 150 student beds, all new construction. Focus on mass timber and engagement of indigenous students
Project Objectives
<p>For several years prior to COVID, UNBC Housing maintained a waiting list. Market studies show demand as well. This project will increase student housing available on campus, as well as add a new unit style. This building will provide suitable housing options for Indigenous students. Priority access for former youth in care, Indigenous students, and first year students will be key. The overall project will demonstrate mass timber construction with high supply chain integration and efficient site construction.</p>
Key Risks
<p>Mass timber procurement is a risk, mitigated through design that permits sourcing material from a diversity of manufacturers. Construction during a period of significant cost escalation as well as a very busy local construction market. Engagement of contractors and suppliers early and maintaining flexibility in specification will mitigate these risks.</p> <p>Market demand could fluctuate as large resource based projects in the region come to completion (Site C and Coastal Gas Link pipeline). Pricing and on-campus housing programming can be used to differentiate within the market.</p>
Options Considered
<p>The primary alternative considered is construction of a mixed use building that would incorporate both housing and new academic programming. This poses challenges of multiple funding streams, allocation of operating costs, and overall scale of the project.</p>
Current Situation
<p>This would be a new building on vacant land adjacent to existing buildings. Current Student Housing is one style (4-room suites) with consistent wait lists during the past 5 (non-COVID) years. Efforts are underway to integrate Housing programming more closely with Student Services on main campus, with a focus on first year experience and retention.</p>
IM/IT Project Detail
<ul style="list-style-type: none"> Not an IM/IT project

Attachment 2: Project Overview

Five-Year Capital Plan (2024/25 – 2028/29)

Project Detail																											
Institution		Campus/City	Project Priority																								
UNBC		Prince George	3 of 14																								
Project Title																											
New Mixed Use Student Housing, Academic Programs, Connection Hub and Food Services Building																											
Project Category		Program Type																									
Student Housing		Student Housing																									
Project Budget (\$ millions)																											
Total Project Cost		Provincial Funding	PSI / Donor Funding																								
\$109 M		\$106.6 M	\$2.4 M																								
<table><thead><tr><th></th><th>Provincial</th><th>UNBC</th><th>Total</th></tr></thead><tbody><tr><td>Student Housing (200 beds)</td><td>60,000,000</td><td>600,000</td><td>60,600,000</td></tr><tr><td>Food Services</td><td>13,620,000</td><td>2,000,000</td><td>15,620,000</td></tr><tr><td>New Academic Programs</td><td>14,630,000</td><td></td><td>14,630,000</td></tr><tr><td>First Nations Centre and Event Space</td><td>18,150,000</td><td></td><td>18,150,000</td></tr><tr><td>Total</td><td>106,400,000</td><td>2,600,000</td><td>109,000,000</td></tr></tbody></table>					Provincial	UNBC	Total	Student Housing (200 beds)	60,000,000	600,000	60,600,000	Food Services	13,620,000	2,000,000	15,620,000	New Academic Programs	14,630,000		14,630,000	First Nations Centre and Event Space	18,150,000		18,150,000	Total	106,400,000	2,600,000	109,000,000
	Provincial	UNBC	Total																								
Student Housing (200 beds)	60,000,000	600,000	60,600,000																								
Food Services	13,620,000	2,000,000	15,620,000																								
New Academic Programs	14,630,000		14,630,000																								
First Nations Centre and Event Space	18,150,000		18,150,000																								
Total	106,400,000	2,600,000	109,000,000																								
<p>Annual operating costs will be cost recovery for the housing and food services portions of the project, new funding sought from government for the operations of the academic programs. The funding for the First Nations Centre will be maintained through internal operating budgets.</p> <p>Preliminary design is required to develop the project scope and plan to facilitate funding evaluation. UNBC is seeking \$400,000 in funding to support this work. Routine Capital is currently fully allocated to preserving the value of existing assets – it could either be increased or funds redirected.</p>																											
Strategic Alignment																											
CleanBC Targets		DRIPA Response																									
As a passive house project this building will use 90% less heat than existing buildings on campus, and will be heated by the Bioenergy facility to further reduce greenhouse gas emissions		Existing supports for Indigenous students will be enhanced through purpose build housing and social space. Flexible space for work integrated learning and training/skills development programs will enhance existing academic programs and provide connections for students to research and communities of practice.																									
Mass Timber Eligibility		Community Benefits																									
Mass timber passive house construction will result in lower life cycle costs and GHG emissions. Fast site works will lower overall construction costs.		The Cafeteria, Event Space and First Nations Centre would all be used by the broader community. In the event of emergencies, UNBC has a history of making Housing and other campus spaces available in support of emergency response operations.																									

This project supports Government priorities by providing dedicated space and Housing beds for Indigenous students, constructing new campus student Housing beds, advanced wood product use in construction, flexible space for work integrated learning and training and employment initiatives, as well as space for professional programs to be determined.

A signature building that champions Indigenization, sustainability and mass timber construction, and connection to community fits UNBC's vision to be Canada's leading destination University, supports our identity as Canada's Green University, and models our signature areas such as Indigenous priorities and Northern Community Sustainability and Development. The 2019 Campus Master Plan identified the proposed location as a key spot for enhancing the community and culture of the campus.

Providing space for academic programs would be based on well-documented needs in Northern BC and support resource development activities in the region, as well as emerging employment opportunities.

Active Learning classrooms support emerging pedagogical styles, while technology for remote delivery enables increased variety of program offerings in rural parts of the province, both in terms of academic programs and shorter training/skills development programs.

Life-safety risk will be reduced by eliminating the steep grade that is the approach from the residences to the main campus. Space utilization will improve through co-locating research groups, and it will place student welcome services at an easy to locate "start here".

Project Schedule

Target Bus. Plan Approval Date	Target Construction Start Date	Target Occupancy Date
April 2025	April 2027	April 2030

Project Scope & Objectives

Project Scope

Construct a new 8,300 m² mixed use building as the heart of the campus. A mass timber residence would be situated atop a two story conventional construction academic foundation. The housing will be single bedrooms, with central washrooms. Indoor and outdoor social spaces, expansion of our First Nations Centre, new dining hall, and an Innovation Centre incorporated in the lower two floors of the building, along with potential new academic program space.

The location for the building is to the west of the Wintergarden, between the existing residences and the Agora/Library. UNBC Planning students put forward concepts to consider. Aspects we like are the integration of First Nations design elements, including notion of a pit house, thoughtful connections with existing buildings and outdoor space to develop thoroughfare from current Residences, and social/innovation space with views of the City (further solidifying in design the relationship with community).

Project Objectives

This building will support existing programs through the provision of space designed for connections: between program areas, faculty and students, students and community, researchers and residents. Space for upskilling and reskilling programs through Continuing Studies is a key consideration at this time. New academic programs will be integrated depending on program type.

- 4,750 m² housing – 200 beds, single occupancy bedrooms with central washrooms, no kitchens and basement laundry
- 1,200 m² food services – cafeteria and kitchen to supports 700 students on campus, plus catering for off campus staff, students and faculty. Seating for 300 in "all you care to eat" plus general access seating for another 150 learners
- 1,000 m² new academic programs – new programs to come based on academic priorities; space is needed for labs, distance learning enabled classrooms, faculty offices and problem based learning breakout rooms
- 500 m² new Innovation Centre –the Global North Innovation Centre will support all academic programs at UNBC. It will enhance Economic Diversification in northern British Columbia and northern Canada by:
 - Working with northern and Indigenous communities to develop and enhance sustainable economic and commercial opportunities that provide employment and community building.
 - Creating partnerships with industry to research, develop, demonstrate and commercialize new and innovative processes, technologies and resource management practices that are environmentally sustainable and enhance global competitiveness;
 - Supporting the green economy, sustainability in the north and diversification of resource-based industries.

For several years prior to COVID, UNBC Housing maintained a waiting list. Market studies show demand as well. This project will increase student housing available on campus, add a new unit style and shift first and second year students living on campus closer to

support services. This building will provide suitable housing options for Indigenous students, and co-locates the First Nations Centre to assist with integrated programming. Priority access for former youth in care, Indigenous students, and first year students will be key. The building will develop social space on campus, ideally incorporating elements to promote innovation and work-integrated learning in connection with research, business and industry. A new Dining Hall will allow for meal plan students from existing and new residences to take advantage of informal mentoring opportunities in an “all you care to eat” facility at the heart of campus, along with specific programs to support wellbeing and healthy living. The overall project will demonstrate mass timber construction with high supply chain integration and efficient site construction.

Drawing on our unique geographic perspective and inter-disciplinary approach to research, development, and educational program delivery, the Innovation Centre will:

- Be a catalyst for industrial partnerships that drive research, innovation and commercialization of processes and technologies that are environmentally sustainable and enhance global competitiveness while providing educational and training opportunities for coding and digital skills development to Canadian youth;
- Be a leader in applied research and teaching in civil and environmental engineering for changing northern climates and ecosystems, prepare future engineers for the emerging low-carbon, green economy and climate change, and meet the current shortfall and high forecasted demand for engineers in northern BC;
- Explore how resource-dependent communities in northern British Columbia and around the world can adapt to globalization and changing economic and environmental conditions.

Key Risks

Multi-use building with multiple funding sources – requires concerted effort to coordinate the design and ensure all funding partners’ needs are met.

Tall wood and mass timber construction using prefabricated elements is still an emerging field in BC. This project will incorporate careful supply chain planning and Building Information Modelling (BIM) to ensure components arrive just in time for short duration construction. BIM will also lower the long term costs of maintaining the building

Options Considered

Stand alone housing was considered, but the locations available were not suitable, nor did they promote the strong connection to the heart of campus. One and two bedroom suites were considered, but are too low of density to be cost-effective to construct, nor does it provide an advantage to first and second year student retention.

Phasing the building of additional campus housing has been considered, and may be a viable path forward. UNBC plans to examine this in the coming year, and incorporate this option into the functional planning phase of the project. One option of interest is to construct a smaller stand-alone housing building that would provide some diversity of supply type (mature students potentially).

Current Situation

This would be a new building on vacant land adjacent to existing buildings. Current Student Housing is one style (4-room suites) with consistent wait lists during the past 5 (non-COVID) years. Efforts are underway to integrate Housing programming more closely with Student Services on main campus, with a focus on first year experience and retention.

Dedicated space for Indigenous students within and connected to Housing is desired, along with opportunities to increase programs such as Elder in Residence. As work integrated learning matures at UNBC, space for students to innovate alongside business and industry leaders, as well as connect research to communities of practice is essential.

The work of Continuing Studies in upskilling and reskilling also requires additional space, which could be programmed flexibly to optimize space use. Finally, the existing Dining Hall is capable of supporting existing meal plan students, but could not reasonably support the needs of a new Housing development.

The existing Agora Dining Hall would be repurposed as an open access learning commons, with retail food services for Housing residents and commuters.

IM/IT Project Detail

Not an IM/IT project

Attachment 2: Project Overview

5-Year Capital Plan (2024/25 – 2028/29)

Project Detail		
Institution	Campus/City	Project Priority
UNBC	Northern British Columbia	3 of 14
Project Title		
Enhancing Information Security and Safeguarding Privacy		
Project Category		Program Type
IM/IT - Security & Privacy		Other
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI / Donor Funding
\$3.5 M	\$3.5 M	\$0
<p>Some key pieces of software form this solution:</p> <ul style="list-style-type: none"> • CrowdStrike for Servers - \$65,000 per annum • CrowdStrike for Desktop Computers – \$350,000 per annum • Microsoft A5 Security Uplift - \$35,000 per annum • PAM Solution - \$30,000 per annum • Nessus Scanning - \$8,000 per annum • Additional Tools, consulting, and related services – \$65,000 per annum • High-capacity log collection, aggregation, and analysis server - \$40,000 per annum 		
Strategic Alignment		
CleanBC Targets	DRIPA Response	
<p>Although this project primarily involves digital and cybersecurity initiatives, we remain committed to aligning our actions with CleanBC's environmental sustainability objectives.</p> <p>While our project might not directly influence BC Energy Step Code or LEED targets, we can contribute to CleanBC's broader goals of energy efficiency and reduced carbon emissions. For instance, by optimizing our data centers, implementing cloud solutions, and promoting energy-efficient practices, we can significantly reduce our energy consumption and carbon footprint.</p> <p>Moreover, any future hardware purchases or upgrades will prioritize energy-efficient models and, where possible, we aim to utilize virtual rather than physical resources, thereby aligning our IT initiatives with broader sustainability goals. Our project, therefore, underscores UNBC's commitment to sustainable practices, even in areas not traditionally associated with environmental impact.</p>	<p>While our project primarily concerns Information Technology, we acknowledge the importance of engaging and consulting with all members of our community, including our Indigenous students and local First Nations. Recognizing their distinct relationship with information and data sovereignty, we will seek their input to ensure that our enhanced security measures align with their unique needs and respect cultural sensitivities. While this project might not directly involve Indigenous cultural elements, we firmly believe in an inclusive approach to our work, embracing diverse viewpoints in our pursuit of improved data protection and privacy.</p>	

Mass Timber Eligibility		Community Benefits	
N/A		This project, while focused on IT, extends significant benefits to the broader UNBC community. By strengthening data protection, we not only secure academic and personal information but also foster a safe digital environment, instilling trust among students, faculty, and staff. Our planned security awareness programs educate the community about online risks, thus benefiting the public beyond the university's digital boundaries. Furthermore, by bolstering our research security, we enhance our potential to attract and conduct high-profile research that can positively impact society. The project indirectly contributes to local economy through partnerships with vendors and bolsters emergency communication management. Thus, while the project does not directly create physical community resources, it substantially benefits our community through enhanced digital security and resilience.	
The University of Northern British Columbia (UNBC) is committed to fostering a vibrant and innovative learning environment while ensuring the highest levels of data privacy and information security. This project aligns seamlessly with UNBC's broader strategic objective to catalyze cutting-edge research initiatives without compromising on our institutional responsibility to maintain robust security standards.			
Our IT endeavors seek to strike a judicious balance between flexibility and security, innovatively designed to circumnavigate the financial constraints that impede premium cyber-insurance. The project resonates with UNBC's mission statement of integrating the best of academic and community-oriented knowledge dissemination, underpinned by our unwavering commitment to a safe and secure digital environment for all our stakeholders.			
Project Schedule			
Target Bus. Plan Approval Date		Target Construction Start Date	Target Occupancy Date
Feb/2024		Mar/2024	Sep/2026
UNBC has already accomplished significant milestones, including the deployment of the security uplift, multi-factor authentication, and single sign-on for numerous systems. The subsequent phase is concentrated on Privilege Access Management to further enhance the security of end-user devices. As we progress, our commitment is to continually scrutinize, upgrade, and reinforce our security framework to anticipate and effectively respond to the escalating demands of the cyber-threat landscape.			
Project Scope & Objectives			
Project Scope			
The project covers the consolidation and expansion of our existing information security infrastructure, with special focus on reinforcing firewall protections, improving data privacy, and enhancing our system's resilience against potential cyber threats.			

Project Objectives

The primary objective of our project, Enhancing Information Security and Safeguarding Privacy, remains committed to bolstering individual privacy safeguards and reinforcing our information systems against a rapidly evolving cyber-threat landscape.

In pursuing these objectives, we fully recognize and appreciate the comprehensive services that BCNet offers in the domain of information security and privacy. Our intention is not to duplicate these services but rather to complement and enhance them according to the specific requirements and unique context of UNBC.

Specifically, we are considering the following key areas:

Integration of BCNet Services: We intend to utilize BCNet's robust services and aim to integrate them effectively into our existing IT infrastructure. Our objective here is to ensure the seamless operation of these services within our context and maximize their potential in strengthening our information security and privacy measures.

Customized Security Solutions: Despite the wide range of services BCNet offers, we acknowledge the need for customized solutions to address specific security and privacy challenges unique to our institution. Our objective in this respect is to build upon BCNet's foundational services with enhancements tailored to our specific requirements.

Capacity Building: We aspire to enhance the technical competencies of our IT staff to ensure effective utilization and management of BCNet services and any additional security measures we implement. This includes specialized training such as the Certified Ethical Hacker course offered through BCNet.

Security Awareness Training: While technical solutions are vital, we also aim to foster a culture of security awareness across our institution. Our objective is to leverage BCNet's services to enhance our existing security awareness program, ensuring all members of our community are well-equipped to protect their data and contribute to our overall security posture.

We have initiated discussions with BCNet to explore how best we can achieve these objectives in collaboration with their expert team and will continue to engage with them throughout the project's lifecycle.

- Information Security and Privacy Improvement – BCNet offers significant services in this area, so we would want to understand what you are looking for in this area, and whether you have discussed with BCNet first.

Key Risks

Key Risks and Mitigation Strategies:

Cyber Threat Landscape Evolution:

Risk: The constant evolution of the cyber threat landscape means there is always a risk that our existing security measures may not be equipped to handle new, unforeseen threats.

Mitigation: Regular audits of our security infrastructure will be conducted to identify and address potential vulnerabilities. We will also actively participate in BCNet's and other relevant industry forums to stay updated on the latest security threats and measures.

Human Error:

Risk: Despite technological advances, human error remains a significant risk to information security and privacy. Mistakes such as falling for phishing scams or misconfiguring systems can lead to security breaches.

Mitigation: A comprehensive training program will be instituted to raise awareness about the importance of information security and educate our staff and students about potential cyber threats. This includes understanding and identifying phishing scams and ensuring proper system configuration and handling.

Implementation Challenges:

Risk: The implementation of new security measures can potentially disrupt current systems and processes, affecting our institution's day-to-day operations.

Mitigation: We will plan and execute a phased rollout of the security measures, coupled with extensive testing before full-scale implementation. This will ensure minimal disruptions and allow for any necessary adjustments to be made in a controlled environment.

Budget Constraints:

Risk: There's a possibility that the allocated budget may not be sufficient to cover all the identified security needs, especially considering the continuous evolution of threats.

Mitigation: We will prioritize initiatives based on a comprehensive risk assessment to ensure the most critical areas are addressed first. Additionally, we will continuously seek to leverage shared solutions and services from BCNet to maximize the cost-effectiveness of our security measures.

Regulatory Compliance:

Risk: The regulatory environment for information security and privacy is complex and ever-changing. There is a risk of potential non-compliance with new or updated regulations.

Mitigation: Regular reviews of our security and privacy policies will be undertaken to ensure compliance with all applicable laws and regulations. We will also engage legal experts when necessary to aid in understanding and complying with complex regulations.

Options Considered

UNBC consistently favors BCNet solutions to maximize cost efficiency and effectiveness. For solutions related to Microsoft technologies, we opt to partner with Microsoft for simplicity and seamless integration. Any alternative solutions are diligently evaluated through a comprehensive Request for Proposal (RFP) process to ensure optimal value for our investment.

Current Situation

At present, UNBC faces a critical juncture in its information security and privacy landscape. Despite our best efforts, we have recently encountered several near-miss security events where sensitive systems were precariously close to being compromised. These incidents highlight a crucial gap in our current infrastructure - the absence of robust, comprehensive tooling to detect and promptly respond to security threats.

The implications of not funding the "Enhancing Information Security and Safeguarding Privacy" project are dire. Without the necessary financial support to bolster our cybersecurity measures, the risk of a significant breach increases substantially. Such an event could lead to widespread disruption of our academic and administrative operations, loss of valuable research data, violation of privacy rights, and substantial damage to our institution's reputation.

Moreover, in a digital age where cybersecurity is of paramount importance, failing to upgrade our security infrastructure could deter prospective students, faculty, and research partners, who may perceive our institution as inadequately safeguarding their sensitive data.

The proposed project, therefore, is not a mere enhancement but a vital necessity. Funding is crucial to ensure the integrity of our digital environment, safeguard the privacy of our community members, and maintain the reputation and competitive edge of UNBC in the increasingly digital world of higher education.

IM/IT Project Detail

Project History:

☒ New

This is best classified as a hybrid of new and refresh initiatives. While certain aspects introduce novel components to UNBC's IT infrastructure, such as the implementation of Microsoft Sentinel, these elements are fundamentally extensions and improvements to existing systems and services. These enhancements are critical to ensuring our security measures are robust and updated to address the evolving landscape of cyber threats effectively. Thus, the project is a blend of fresh elements incorporated into a refresh of our current cybersecurity and privacy strategies.

☐ Mandatory (if mandatory, specify source of requirement):

☐ Refresh (if refresh, specify previous project):

BCNET Offering:

Yes, we intend to engage BCNet to facilitate the implementation of several key services, including:

- Microsoft Sentinel to maximize endpoint logging information collection
- Design and roll-out of a Security Awareness training program
- Sponsorship for team members to participate in the Certified Ethical Hacker courses offered through BCNet
- Engagement in the BCNet agreement for Tenable Nessus licensing for internal vulnerability scanning
- A thorough security audit for core systems and infrastructure conducted by BCNet-approved technical resources
- Renewal of the LinkedIn Learning contract with an intensified focus on staff cybersecurity training and improving digital literacy for our entire organization.
- Continued utilization of the BCNet SIEM as a Service

Attachment 2: Project Overview

5-Year Capital Plan (2024/25 – 2028/29)

Project Detail		
Institution	Campus/City	Project Priority
UNBC	Prince George	6 of 14
Project Title		
Core Network Fiber Upgrade		
Project Category		Program Type
IM/IT- Network		Other
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI / Donor Funding
\$1.0 M	\$1.0 M	\$
This investment is focused on a one-time capital upgrade that promises to provide enduring value, with no foreseeable recurring costs. Our projected budget takes into consideration all the necessary phases, from installation to testing and certification. Once functional, the new infrastructure will be self-sustaining and not require any further maintenance.		
Strategic Alignment		
CleanBC Targets	DRIPA Response	
N/A	N/A	
Mass Timber Eligibility	Community Benefits	
N/A	The Core Network Fiber Upgrade project, while primarily enhancing the university's digital infrastructure, has broad community benefits. By significantly improving our data access and service delivery capabilities, we can provide a richer educational experience for students and faculty, fostering innovation that benefits the local community and beyond. Improved network connectivity also bolsters the university's capacity to serve as a hub for community outreach programs, including distance learning initiatives, virtual community events, and online public forums. Moreover, the enhanced network robustness can support critical public services, such as emergency management systems, by providing a reliable and high-speed communication network, ultimately strengthening the university's role as a resilient community anchor during crisis situations.	
This project aligns seamlessly with the strategic vision and objectives of the University of Northern British Columbia (UNBC). As an institution dedicated to serving as a beacon for innovation and transformation, we understand the importance of efficient digital infrastructure in actualizing our mission. By enhancing our core network fiber, we empower our diverse communities of researchers and students, particularly in data-intensive fields such as geospatial studies and astrophysics.		
Our master plan, which is currently under review, aims to elevate the student experience through digitized support systems. This project aligns with this goal by ensuring quicker and more reliable access to essential data and learning resources. Furthermore, UNBC's strategic planning is built around four pillars, one of which emphasizes research enablement. Therefore, by enhancing our network capacity, we can provide improved access to both on-campus and cloud-based computing resources, as well as nationwide and international resources like NDRIO.		

Project Schedule		
Target Bus. Plan Approval Date	Target Construction Start Date	Target Occupancy Date
Feb/2024	Apr/2024	Sep/2029
<p>The Core Network Fiber Upgrade project is designed to be executed in a phased and structured manner to ensure efficiency, accuracy, and minimal disruption to university activities.</p> <ul style="list-style-type: none"> In the Fall of 2023, UNBC intends to issue a Request for Proposals (RFP) to comprehensively scope the project's costs and identify potential vendors. This will not only aid in financial planning but also provide a diverse pool of competent service providers who can competently deliver the project requirements. Once the RFP process is completed, a list of pre-qualified vendors will be generated. From this list, a selection will be made either to a single or multiple vendors depending on their unique strengths, capabilities, and competitive bids. This process ensures that we achieve the best value while maintaining high-quality standards. Following vendor selection, the project will enter the active phase involving installation, termination, certification, and eventual handover of the newly upgraded infrastructure. The timeline for these activities is flexible, depending on contractor availability and capacity. To accommodate this, the project will adopt a flexible schedule that allows for systematic progression over several months or possibly a couple of years. We anticipate reaching substantial completion of the Core Network Fiber Upgrade project by the end of 2025. This flexible timeline accounts for potential unforeseen challenges while ensuring that we stay focused on delivering a project that significantly enhances our network capability and aligns with the university's strategic priorities. 		
Project Scope & Objectives		
Project Scope		
<p>The scope of this project is not a building project, rather it is an FFE project, upgrading existing equipment in the buildings on campus. See IM/IT section below.</p>		
Project Objectives		
<p>Core Fiber Plant Upgrade:</p> <ul style="list-style-type: none"> The University Network has seen a 50% increase in demand year on year for the last 15 years. Existing fibre infrastructure is not able to handle the demands. The best and longest-term solution is to install new fibre around campus to enable higher speeds and additional capacity for data access and service delivery. 		
Key Risks		
<p>We've identified several potential risks associated with this project:</p> <p>Rising Labour Expenses: The market has experienced a surge in labour costs over recent years.</p> <ul style="list-style-type: none"> Mitigation Strategy: To account for this, we have proportionally increased our contingency allocation. <p>Increasing Material Costs: The fluctuating costs of materials could impact the project budget.</p> <ul style="list-style-type: none"> Mitigation Strategy: We will engage several vendors in a competitive bidding process to ensure we receive the most cost-effective proposal. <p>Material Availability: Any supply chain disruption could delay our project timeline.</p> <ul style="list-style-type: none"> Mitigation Strategy: Again, engaging multiple vendors will ensure a reliable supply of materials even in case of unforeseen shortages. 		
Options Considered		
<p>While we considered continuing with the existing infrastructure, the data indicates that we would reach capacity limits within three years. This approach would severely compromise our ability to deliver a high-quality educational experience to our students and faculty.</p>		

Current Situation

Failure to fund this project would necessitate extending the upgrade timeline to as long as a decade. Given our community of approximately 3,200 full-time students and 1,100 employees, this delay would detrimentally impact everyone on campus. Limited bandwidth would hamper the fluid access to shared information and data, causing significant disruption to students, faculty, and researchers.

IM/IT Project Detail

Project History: (Refresh)



☒ Refresh (if refresh, specify previous project):

This project is an essential refresh of our existing infrastructure, originally installed in the mid-1990s to the mid-2000s. Though still functional, the dated infrastructure imposes restrictions on our university community's ability to work effectively, especially given the increasing reliance on Software-as-a-Service (SaaS) offerings. By upgrading our network, we can provide faster, reliable links for those who need them, ultimately benefiting the entire campus community.

BCNET Offering: Partial

BCNet does not currently offer shared services suitable for on-campus wiring infrastructure. Given the significant cost associated with this project, we recommend exploring a variety of vendors in or near the Prince George area, ensuring the best possible value and local support for this vital project.

Attachment 2: Project Overview

5-Year Capital Plan (2024/25 – 2028/29)

Project Detail		
Institution	Campus/City	Project Priority
UNBC	Prince George	5 of 14
Project Title		
CMTN UNBC Terrace Learning Centre		
Project Category		Program Type
New Priority		Arts & Sciences
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI / Donor Funding
\$154.88 M	\$154.88 M	\$ 0
<ul style="list-style-type: none">The annual operating costs are anticipated to be met through reallocation of existing resources for the buildings that would be replaced.The existing UNBC Terrace building and land could potentially be sold – this revenue has not currently been factored into the project funding.		
Strategic Alignment		
CleanBC Targets	DRIPA Response	
Energy efficiency of a new building constructed to Energy Step 4 is expected to reduce emissions by approximately 75% relative to comparable institutional buildings. Operating a single combined building (rather than two buildings on separate sites) will achieve additional efficiencies.	Student and local First Nations consultation will be a strong component of the design development. This project will build on and complement the Indigenous forms and spaces of the recently completed student housing project at the Coast Mountain College site. It is expected that students and faculty from the Frieda Diesing School of Northwest Coast Art will have opportunities to contribute art towards the project.	
Mass Timber Eligibility	Community Benefits	
Mass timber is expected to be the primary construction methodology, subject to confirmation during detailed design.	No specific community benefits have been identified at this time.	
<ul style="list-style-type: none">Supports UNBC’s regional campus goals, and supporting students in rural areas of the province.Cost effectiveness would be achieved through combined building services. On the broader campus level there would be shared usage of existing CMTN facilities including housing and the First Nations Longhouse.Videoconference classroom for remote support of the Nursing program, and joint delivery of programs between the University and the College as a means to meet the educational needs to rural regions of the province.Space utilization would be improved through co-location of student services between the two institutions. Shared services within the building would include the Cafeteria and Food Services.Better integration with the College, and stronger service delivery in the home regions will improve the access to education for Aboriginal learners.		

Project Schedule		
Target Bus. Plan Approval Date	Target Construction Start Date	Target Occupancy Date
April 2026	April 2028	April 2031
The two institutions intend to proceed with functional planning in 2025 with a possible construction timeline as indicated above.		
Project Scope & Objectives		
Project Scope		
<p>At a conceptual level this would be nominally 11,000 m² in gross area and of mass timber construction.</p> <p>Programs include Nursing, Social Work and Education from UNBC, and Early Childhood Education, Social Work and Nursing from CMTN.</p>		
Project Objectives		
<p>The primary reason for considering this is to provide an enhanced learning environment for our students in North Western BC, and ensure that our students have the supports they need to succeed. This would create operational efficiencies especially around facilities, and expand the support systems for students (many of which UNBC shares with CMTN now, even though we are not on the same site).</p> <p>UNBC is exploring the idea of moving our operations out of UNBC's existing facility in Terrace, and disposing of both the land and the building.</p>		
Key Risks		
The project is at the concept development stage; key risks and proposed mitigation strategies will be developed as the Functional Planning is completed (Fall 2025).		
Options Considered		
The primary alternative option would be to maintain the status quo of each institution within their existing facilities on separate sites while the buildings continue to age.		
Current Situation		
<p>UNBC will continue to strengthen our partnerships with the colleges that operate in the North, particularly where there are synergies in facility utilization and program delivery. The aim is to provide better pathways for our students wherever possible.</p> <p>The UNBC Terrace campus is a single 1,314 m² building with an FCI of 0.44 that is owned by UNBC. Due to challenges associated with operating a single remote building, and a desire to provide better pathways for students in the Northwest region, UNBC and Coast Mountain College are proposing combining programming into a single site and a new building.</p> <p>The Terrace campus accommodates roughly 80 FTE.</p> <p>The expectation is that the existing Terrace UNBC campus building and land would be sold.</p>		
IM/IT Project Detail		
Not an IM/IT Project		

Attachment 2: Project Overview

5-Year Capital Plan (2024/25 – 2028/29)

Project Detail		
Institution	Campus/City	Project Priority
UNBC	Prince George	6 of 14
Project Title		
Agora Renewal		
Project Category		Program Type
Whole Asset Replacement or Renewal		Other
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI / Donor Funding
\$30.67 M	\$30.59 M	\$0.08 M
<ul style="list-style-type: none">A net reduction in operating and maintenance costs is expected due to newer and more efficient mechanical systems.		
Strategic Alignment		
CleanBC Targets	DRIPA Response	
Upgrades to HVAC, lighting, heat recovery and building envelope will be included to further reduce the emissions resulting from operating this building.	The Agora hosts the First Nations Centre, which will be enhanced as it is included within the scope. Consultation for design and planning will include the staff and participants in the First Nations Centre, as well as the UNBC Office of Indigenous Initiatives. The main campus entrance will enhance the Elder’s welcome area and aims to incorporate elements to increase the welcome for Indigenous members of our campus community.	
Mass Timber Eligibility	Community Benefits	
Mass timber structural elements were incorporated in the original building design, and this refit will preserve and enhance those components. No new structural work is proposed.	The Agora is the main point of access for community members coming to campus. In a typical year it hosts craft fairs, speech arts festivals, school groups and individuals seeking an indoor walking space.	
<ul style="list-style-type: none">Sustainability and efficient provision of campus space are strategic university goals. Maintenance of key campus buildings is a central tenet of the campus master plan. Describe how the project aligns with government priorities investment in new training and employment opportunitiesImproved building envelope and advanced heat recovery will enable low carbon electrification of the building heating systems.Campus infrastructure services would be upgraded to current standards as part of the renewal.Repairing and renewing the building at this stage in its life is more cost effective than deferring until catastrophic failures occur.Provides high quality and safe learning environment.		
Project Schedule		
Target Bus. Plan Approval Date	Target Construction Start Date	Target Occupancy Date
October 2027	April 2028	April 2030

Project Scope & Objectives
Project Scope
This project will involve an evaluation, repair and upgrade to the mechanical and electrical systems, stabilization of concrete retaining walls, substantial roof repairs (green, BUR, concrete pavers, etc.), and architectural interior work including glazing, doors, accessibility upgrades and access control.
Project Objectives
The primary objective of the project would be to repair and/or replace aging infrastructure prior to any further damage taking place. A number of the upgrades will also have energy savings opportunities.
Key Risks
<p>The project will need to be completed while the campus is operational – close cooperation with the scheduling office, night work and swing spaces will be utilized to mitigate impacts.</p> <p>Renovation work has the potential to uncover unknown conditions. Exploratory checks during design and contingency budgeting will reduce this to a manageable level.</p>
Options Considered
The only option available is to try to address small parts of this project with the yearly Routine Capital funding. Given the project management resources available and the volume of work required, this would take up to ten years to complete and is not a viable option.
Current Situation
<p>One of the original five campus buildings, the Agora was constructed in 1994 and contains Lecture Theatres, Main Entrances, Lobby, Offices and Food Services. It connects all the original buildings and behind all these services is the Utilidor that contains all the campus utility infrastructure.</p> <p>The exterior of the building includes cast-in-place concrete walls, stone and brick cladding finishing's and pre-cast concrete elements. The roof includes adhered built-up-roof with concrete interlocking pavers, metal roof assemblies and green roofs.</p> <p>With a high FCI (at 0.55), and being the heart of the campus, this building has been deemed the highest maintenance priority. According to VFA there are \$27.9 million worth of requirements identified in the next five years.</p> <p>The Agora will continue to serve as the heart and hub of campus – connecting the majority of the building while providing essential student services and classroom space.</p>
IM/IT Project Detail
Not an IM/IT project

Attachment 2: Project Overview

5-Year Capital Plan (2024/25 – 2028/29)

Project Detail		
Institution	Campus/City	Project Priority
UNBC	Prince George	7 of 14
Project Title		
Research Lab Renewal		
Project Category		Program Type
Whole Asset Replacement or Renewal		Sciences & Technology
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI / Donor Funding
\$39.49 M	\$39.39 M	\$0.10 M
<ul style="list-style-type: none">A net reduction in operating and maintenance costs is expected due to newer and more efficient mechanical systems.		
Strategic Alignment		
CleanBC Targets	DRIPA Response	
Upgrades to HVAC, lighting, heat recovery and building envelope will be included to further reduce the emissions resulting from operating this building. The goal is to bring this existing laboratory building to Net Zero ready.	Indigenous engagement and consultation for this project will focus on enhancing the Indigenous welcome and sense of place through the interior finishes revitalization.	
Mass Timber Eligibility	Community Benefits	
The existing concrete structure will be retained, and no new structural elements are planned. Mass timber accents on the building exterior will be retained and refinished as required.	No significant benefits have been identified.	
<ul style="list-style-type: none">Sustainability and efficient provision of campus space are strategic university goals. Maintenance of key campus buildings is a central tenet of the campus master plan.Repairing and renewing the building at this stage in its life is more cost effective than deferring until catastrophic failures occur.Improved building envelope and advanced heat recovery will enable low carbon electrification of the building heating systems.Campus infrastructure services would be upgraded to current standards as part of the renewal.Provides high quality and safe learning environment.		
Project Schedule		
Target Bus. Plan Approval Date	Target Construction Start Date	Target Occupancy Date
October 2027	April 2028	April 2030

Project Scope & Objectives
Project Scope <p>This project will involve an evaluation, repair and upgrade to the mechanical and electrical systems, Fire Alarm system renewal, exhaust system renewal (fume hoods), substantial roof repairs (green, BUR, concrete pavers, etc.), and architectural interior work including glazing, doors, accessibility upgrades and access control.</p>
Project Objectives <p>The primary objective of the project would be to repair and/or replace aging infrastructure prior to any further damage taking place. A number of the upgrades will also have positive energy savings opportunities.</p> <p>Will also be undertaking the first functional planning exercise for this building since the adjacent Teaching Lab was built in 2002/2004 and the use of this original lab building changed.</p>
Key Risks <p>The project will need to be completed while the campus is operational – close cooperation with the scheduling office, night work and swing spaces will be utilized to mitigate impacts.</p> <p>Renovation work has the potential to uncover unknown conditions. Exploratory checks during design and contingency budgeting will reduce this to a manageable level.</p>
Options Considered <p>The only option available is to try to address small parts of this project with the yearly Routine Capital funding. Given the project management resources available and the volume of work required, this would take up to ten years to complete and is not a viable option.</p>
Current Situation <p>One of the original five campus buildings, this building is a four storey building with approximately 7,581 square meters of floor space. The “Research Lab” was originally built as the only lab on campus and housed, teaching labs, research labs and graduate space. This building is now used solely for Research and Graduate students and contains a variety of research labs, a greenhouse, an archaeology lab, DNA sequencing lab, loading bay, Chemical Stores, multiple specialized labs and substantial associated mechanical and electrical systems.</p> <p>With UNBC’s highest FCI (at 0.77) this building has been deemed a high maintenance priority.</p> <p>According to VFA there are \$35.9 million worth of requirements identified in the next five years.</p> <p>The Research Lab will continue to provide lab space for research and office space for faculty and graduate students</p>
IM/IT Project Detail <p>Not an IM/IT project</p>

Attachment 2: Project Overview

5-Year Capital Plan (2024/25 – 2028/29)

Project Detail		
Institution	Campus/City	Project Priority
UNBC	Prince George	8 of 14
Project Title		
Library and Agora Roof Replacements		
Project Category		Program Type
Routine Capital		Other
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI / Donor Funding
\$0.8 M	\$0.8 M	\$0
<ul style="list-style-type: none">A net reduction in operating and maintenance costs is expected due to improved insulation and elimination of roof leaks.		
Strategic Alignment		
CleanBC Targets	DRIPA Response	
Increased insulation will reduce the GHG emissions associated with heating and cooling these buildings. Restoration of the green roof on the Agora will continue to provide heat island and water retention benefits.	N/A	
Mass Timber Eligibility	Community Benefits	
N/A	N/A	
<ul style="list-style-type: none">Provides high quality and safe learning environment.		
Project Schedule		
Target Bus. Plan Approval Date	Target Construction Start Date	Target Occupancy Date
February 2024	June 2024	September 2024
Specification and procurement was completed in spring of 2023 for the Library roof. The Agora roof specification will be completed through the fall of 2023.		
Project Scope & Objectives		
Project Scope		
Replace the roof in Area 1 of the Library building. This is scope that had been included in the planned work for summer 2023 but had to be cut for budgetary constraints. Topsheet of 29 year old SBS roof membrane is cracked and failing. The Agora roof is actively leaking – the green roof portion of the building is mostly working fine, but several areas were improperly detailed when originally constructed. Scope involves removing vegetation, soil and concrete pavers (walkways) so that hot applied membrane over concrete can be replaced.		

Project Objectives
The primary objective of the project would be to repair and/or replace aging infrastructure prior to any further damage taking place. Where feasible the insulation value of the assembly will also be increased.
Key Risks
Renovation work has the potential to uncover unknown conditions. Exploratory checks during design and contingency budgeting will reduce this to a manageable level.
Options Considered
The only option available is to try to address small parts of this project with the yearly Routine Capital funding. This would divert a significant portion of RC funds to this one project, and keeping up with asset maintenance on campus would suffer.
Current Situation
<p>One of the original five campus buildings, the Agora was constructed in 1994 and contains Lecture Theatres, Main Entrances, Lobby, Offices and Food Services. It connects all the original buildings and behind all these services is the Utilidor that contains all the campus utility infrastructure.</p> <p>Much of the building roof is a green roof, with both concrete pavers and vegetated areas. Portions of this are failed (leaking) and in some places the pavers have lifted up and pose a tripping hazard.</p> <p>With a high FCI (at 0.55), and being the heart of the campus, this building has been deemed the highest maintenance priority. According to VFA there are \$27.9 million worth of requirements identified in the next five years.</p> <p>The Agora will continue to serve as the heart and hub of campus – connecting the majority of the building while providing essential student services and classroom space.</p>
IM/IT Project Detail
Not an IM/IT project

Attachment 2: Project Overview

5-Year Capital Plan (2024/25 – 2028/29)

Project Detail		
Institution	Campus/City	Project Priority
UNBC	Northern British Columbia	9 of 14
Project Title		
Comprehensive Digital Transformation for Enhanced Efficiency and Collaboration		
Project Category		Program Type
IM/IT - Digital Collaboration		Other
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI / Donor Funding
\$4.5 M	\$4.5 M	\$0
Over the course of the project, an estimated annual investment of approximately \$750,000 is planned to be utilized for systematic enhancement of our digital infrastructure.		
Strategic Alignment		
CleanBC Targets		DRIPA Response
<ul style="list-style-type: none"> • Energy Efficiency: Transitioning from paper-based to digital systems will lead to a reduction in energy consumption associated with paper production, printing, and recycling. Moreover, by implementing server optimization strategies and choosing energy-efficient hardware for our upgraded IT infrastructure, we can further contribute to energy conservation goals. • Waste Reduction: By moving towards a paperless work environment, we will significantly reduce paper waste, contributing to CleanBC's waste reduction objectives. • Emission Reduction: Digital meetings, collaborations, and document sharing can reduce the need for physical travel, thereby reducing associated greenhouse gas emissions. <p>While these initiatives may not directly align with BC Energy Step Code or LEED targets (which are more related to physical building design and energy efficiency), they demonstrate our commitment to the underlying principles of sustainability and energy efficiency inherent in CleanBC's vision.</p>		N/A
Mass Timber Eligibility		Community Benefits
N/A		N/A
<p>This project aligns impeccably with the University of Northern British Columbia's mission to lead in the innovation of educational practices. We acknowledge the increasing significance of digitization in academic institutions and the potential benefits it can bring to our operations. The proposed plan aligns with our strategic objectives of process optimization, reducing manual operations, and enabling data accessibility for critical decision-making.</p>		

Project Schedule

Target Bus. Plan Approval Date	Target Construction Start Date	Target Occupancy Date
Feb/2024	Mar/2024	Sep/2029

		2023				2024				2025			
Project Phase	Duration	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Access Database Migration	6 months												
Existing Process Migration													
FAST Training	2 weeks												
Document Management	6 months												
PayMyTuition – Payment Management Implementation	2 months												
Web Time Entry Implementation	4 months												
Travel and Expense Management	6 months												
PayMyTuition – Ecommerce Implementation	2 months												

We envision this project to be executed over several years, commencing with pivotal enhancements to our paper-based, labor-intensive HR, payroll, and financial systems through ERP enhancements.

Note: This digital transformation project is currently in the planning phases, with early analysis activities and long-term project planning set to be completed in August 2023.

Project Scope & Objectives

Project Scope

The scope of this comprehensive digital transformation project encompasses both immediate and long-term objectives, creating a continuous journey towards digital excellence for the University of Northern British Columbia.

In the immediate term, the project will focus on tangible, system-specific enhancements. These include the implementation of the PayMyTuition payment management system to simplify financial transactions, the Banner Time Entry and Leave Management system to track employee attendance and working hours, and a Travel and Expense management system for a transparent, efficient overview of organizational expenses. Additionally, data from the currently used Microsoft Access Databases will be migrated to our central reporting tool, Argos, to improve data accessibility and security. These steps are crucial for enhancing the accuracy and efficiency of these processes and reducing errors and redundancies.

While these initiatives set the stage for significant process improvements, the project's broader, long-term scope is rooted in a holistic vision of digital transformation. We aim to create a digitally advanced environment that bolsters strategic decision-making, increases institutional effectiveness, and fosters a culture of innovation.

Long-term objectives include transitioning from manual systems to advanced digital solutions, fostering digital efficiency across all departments. We aim to ensure wide-ranging data accessibility, enabling strategic decision-making and effective resource allocation. Integral to our vision is the seamless integration of new and existing systems, eliminating redundancy, and improving inter-departmental collaboration.

We also aim to enhance the digital literacy of our community, empowering faculty, staff, and students to utilize digital resources effectively. With an eye towards the future, we intend to implement scalable, adaptable, and sustainable digital solutions to accommodate UNBC's growth and evolution.

At the heart of this transformation is the ambition to foster a culture of continuous digital improvement, ensuring UNBC remains a trailblazer in technology-driven higher education practices. Thus, the project's scope extends beyond mere software implementation, embracing a comprehensive vision of long-term digital transformation.

Project Scope & Objectives
Project Scope
<p>The scope of this comprehensive digital transformation project encompasses both immediate and long-term objectives, creating a continuous journey towards digital excellence for the University of Northern British Columbia.</p> <p>In the immediate term, the project will focus on tangible, system-specific enhancements. These include the implementation of the PayMyTuition payment management system to simplify financial transactions, the Banner Time Entry and Leave Management system to track employee attendance and working hours, and a Travel and Expense management system for a transparent, efficient overview of organizational expenses. Additionally, data from the currently used Microsoft Access Databases will be migrated to our central reporting tool, Argos, to improve data accessibility and security. These steps are crucial for enhancing the accuracy and efficiency of these processes and reducing errors and redundancies.</p> <p>While these initiatives set the stage for significant process improvements, the project's broader, long-term scope is rooted in a holistic vision of digital transformation. We aim to create a digitally advanced environment that bolsters strategic decision-making, increases institutional effectiveness, and fosters a culture of innovation.</p> <p>Long-term objectives include transitioning from manual systems to advanced digital solutions, fostering digital efficiency across all departments. We aim to ensure wide-ranging data accessibility, enabling strategic decision-making and effective resource allocation. Integral to our vision is the seamless integration of new and existing systems, eliminating redundancy, and improving inter-departmental collaboration.</p> <p>We also aim to enhance the digital literacy of our community, empowering faculty, staff, and students to utilize digital resources effectively. With an eye towards the future, we intend to implement scalable, adaptable, and sustainable digital solutions to accommodate UNBC's growth and evolution.</p> <p>At the heart of this transformation is the ambition to foster a culture of continuous digital improvement, ensuring UNBC remains a trailblazer in technology-driven higher education practices. Thus, the project's scope extends beyond mere software implementation, embracing a comprehensive vision of long-term digital transformation.</p>

Project Objectives
<p>Short-Term Objectives:</p> <ul style="list-style-type: none"> • Installation of the PayMyTuition payment management system to streamline organizational financial transactions. • Execution of the Banner Time Entry and Leave Management system for efficient tracking and management of employee attendance and hours worked. • Deployment of a Travel and Expense management system to ensure transparent and efficient tracking of organizational expenses. • Data migration from Microsoft Access Databases to the central reporting tool, Argos, enhancing data accessibility and reducing the risk of data loss. • Improving the accuracy and efficiency of payment, time and attendance, and travel and expense management systems. • Reducing the potential for errors, data redundancy, and loss across the organization's systems. <p>Long-Term Objectives:</p> <p>The overarching ambition of this project is to induce a transformative impact on UNBC's technological landscape, aiming to shape a digitally advanced environment that enables strategic decision-making, drives institutional effectiveness, and fosters a culture of innovation. These objectives fall within a broader theme of continuous digital advancement:</p> <ul style="list-style-type: none"> • Digital Efficiency: To replace manual, paper-based systems with advanced digital solutions, significantly reducing administrative burden and freeing up resources to focus on strategic university objectives. • Data Accessibility: To ensure data and information are readily available to the right people, promoting informed decision-making, policy development, and resource allocation. • System Integration: To seamlessly integrate new and existing systems, removing redundant solutions, and streamlining the workflow across different departments, fostering better inter-departmental cooperation. • Digital Literacy: To enhance the digital literacy of our faculty, staff, and students, empowering them to navigate and utilize digital resources effectively. • Scalability and Future Readiness: To ensure the proposed digital solutions are scalable, adaptable, and sustainable to accommodate future expansion, regulatory changes, and evolving technology trends. • Continuous Improvement: To embed a culture of continuous digital improvement, ensuring the university remains at the forefront of technology-driven higher education practices.
Key Risks
<p>Several risks inherent to software projects are associated with this endeavor.</p> <p>Mitigation strategies will be employed to address them:</p> <ul style="list-style-type: none"> • Unforeseen Challenges – Owing to the implementation of new software within the ERP, there may be unknown complexities. We plan to undertake extensive feasibility and risk analysis prior to initiation. • Code Integration – Any new software and modifications to the existing ERP system pose risks. We intend to engage skilled professionals and conduct rigorous testing to mitigate potential issues. • Aggressive Timelines – The risk of insufficiently tested code being pushed to production can cause issues. We will adopt a phased approach and ensure adequate testing time for each module. • Inaccurate Estimates – Misjudgments of cost, time, and outcomes can disrupt the project. We will invest in professional project management and agile methodologies to keep estimates realistic. • Budgetary Constraints – Changes in project scope can impact the budget. We will maintain a contingency fund and strict control on scope management. • Scope Creep – Changing project scope risks deadlines and budgets. Robust project management practices will be used to control this risk. • Change Management – Users' resistance to change is a risk. We plan to incorporate effective change management strategies, including user training and support, to address this issue. • Staff Turnover – Hiring and retention issues may cause delays. We will strive to foster an environment conducive to employee
Options Considered

Maintaining the Status Quo: We evaluated the prospect of retaining our current systems and processes. However, due to their inefficiencies, outdated interfaces, and inability to support strategic university objectives effectively, this option was deemed unsatisfactory.

Incremental Updates: We considered implementing gradual updates to our existing systems. Although this would involve less immediate disruption, it was determined that such an approach would not adequately address systemic inefficiencies or drive the transformative change we aim for.

Full-Scale Digital Transformation (Chosen Option): After evaluating these alternatives, we decided on a full-scale digital transformation. This option, while ambitious, offers the most substantial benefits, including improved efficiency, better data accessibility, increased scalability, and alignment with our strategic objectives. Although it entails a significant initial investment, we are confident that the long-term benefits will outweigh the costs.

Current Situation

The current IT infrastructure at the University of Northern British Columbia (UNBC) consists of disparate systems, many of which are outdated and cannot easily communicate with each other. As a result, redundant data entries and inconsistent data across different systems are prevalent, leading to inefficiencies and potential inaccuracies. Manual, paper-based processes are also heavily relied upon for crucial functions like HR, finance, and payroll, further exacerbating inefficiencies and limiting accessibility to real-time data.

Currently, important university decisions often rely on data pulled from these inconsistent and siloed systems. This fragmentation can lead to misinformed strategic planning, as decision-makers may not have access to the most accurate or complete data. Furthermore, data accessibility is limited by physical constraints, such as the need to be on campus or to manually search through physical files.

The existing legacy Microsoft Access Databases used for reporting and financial management are outdated, leading to potential security vulnerabilities and compatibility issues with newer technology platforms. They are also unable to effectively handle the scale of data management and analysis required by a modern university.

Lastly, there are several systems, such as PayMyTuition and Banner Web Time Entry, that are partially implemented but not yet fully operational. Their full implementation is key to improving efficiency and effectiveness of the related processes.

The proposed digital transformation project aims to address these pain points by integrating existing systems, removing redundancy, enhancing digital infrastructure, and transitioning from paper-based to electronic processes. This will not only improve efficiency and effectiveness of university operations but also ensure decision-makers have access to accurate, up-to-date information, enabling them to focus on important strategic objectives.

IM/IT Project Detail

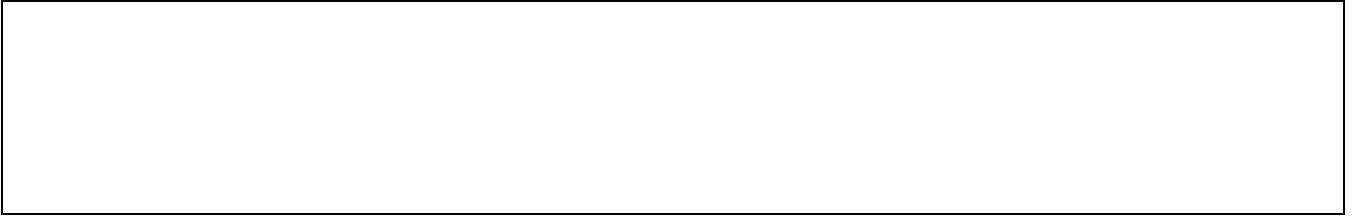
Project History:

- ☒ New
- ☐ Mandatory (if mandatory, specify source of requirement):
 -
- ☐ Refresh (if refresh, specify previous project):
 -

BCNET Offering:

Yes:

- We will be using BCNet services wherever possible during this project. Some components and selected solutions are already BCNet partners.



Attachment 2: Project Overview

5-Year Capital Plan (2024/25 – 2028/29)

Project Detail		
Institution	Campus/City	Project Priority
UNBC	Northern British Columbia	10 of 14
Project Title		
Strategic Enrollment Management Initiatives		
Project Category		Program Type
IM/IT - Digital Collaboration		Other
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI / Donor Funding
\$3.75 M	\$3.75 M	\$0
<p>This project involves a high-level budget estimate for the impending phases of implementation, broken down as follows:</p> <p>Software: \$275,000.00</p> <ul style="list-style-type: none">Liaison 5-year term: \$485,800 USDSalesforce annual: \$23,300 – 30,000 USD (depending on the number and types of licenses required)CloudAlly: Approximately \$25/user/yearTwilio: Estimated a few thousand a year, at \$.0075 per sms in Canada, more for internationalTouchNet e-payment gateway: Approximately \$9,300/year USD (if costs are not covered from a central fund) <p>Project Manager: \$75,000</p> <p>IT Resources: \$150,000 (Software Development Engineer & System Analyst)</p> <p>Marketing Resource: \$30,000</p> <p>Registrar Resource: \$35,000</p> <p>Recruitment Resource: \$30,000</p> <p>Contingency: \$30,000</p> <p>Total: \$625,000 Annual</p>		
Strategic Alignment		
CleanBC Targets		DRIPA Response
N/A		N/A
Mass Timber Eligibility		Community Benefits
N/A		N/A
<p>The project aligns with the university's institutional priorities by enhancing our recruitment and retention rates through improved communication mechanisms and data-driven insights. It also supports our strategic initiative to be more responsive and competitive in the higher education marketplace. This aligns with our mission to provide a student-focused learning environment that empowers our students and prepares them for successful and meaningful lives in a rapidly changing world.</p>		
Project Schedule		
Target Bus. Plan Approval Date	Target Construction Start Date	Target Occupancy Date
Feb/2024	Mar/2024	Sep/2029

The project schedule is outlined as follows:

Phase 1: From March 2024 to January 2025

CRM Applicant Dashboard and Decision Letters operational for Graduate and Undergraduate Admissions; email campaigns and broadcasts fully functioning for Undergraduate Admissions, Events registration, and Survey Tool for Student Life - Orientation, Insights – analytics tool implemented, complete Recruitment Suite build, continued governance and mapping of data from SIS to CRM

Phase 2: From February 2025 to February 2026

CRM Retention Suite initial planning and implementation with Student Success, exploring and initiating other functions of the CRM (Cases, Affiliations, Relationships), initial planning of onboarding other UNBC departments into the CRM (International, Library, Advancement); training for departments onboarded. Process and procedural guidelines developed

Phase 3: From March 2026 to January 2027

Continued training and onboarding of other UNBC departments into the CRM (Alumni). Reporting fully enabled; communication and marketing tools developed. Enhanced CRM functionality (co-curricular records). Continued development of processes and procedural guidelines as more CRM functionality is implemented.

Phase 4: From February 2027 to February 2028

Enhance reporting and analytics to support strategic priorities; continuous development of CRM functionality, processes, and workflow.

Project Scope & Objectives

Project Scope

Phase One:

- Building the core communication tool and student tracking;
- Build the communication plan;
- Build the CRM capabilities to support core recruitment activities;
- Build the landing page and create core forms.

Primary Departments: Recruitment, IT, Registrar, International Education and Marketing

Phase Two:

- Fully enable reporting functionality;
- Develop communication templates;
- Develop process and procedural guidelines;
- Develop scheduling tools;
- Develop event marketing tools;
- Develop email automation and management of email campaigns;
- Training;
- Enhancing recruitment activities and building core retention and tracking;
- Develop monitoring analytics;
- Internal and external marketing.

Primary Departments: Recruitment, Registrar, Student Services, Academic Success, International Education, Conference Services, Continuing Studies, Financial Aid, IT and Marketing

Phase Three:

- Engage department level processes;
- Enhance student retention piece;
- Enable Student record management (i.e., student visits/attendance);
- Enhance marketing analytics.

Phase Four:

- Enhance reporting capabilities;
- Provide institution wide access to CRM Tool;
- Develop analytics to enhance institutional strategic priorities;
- Develop engagement analytics.

Project Objectives
<p>The objective is to continue to develop a CRM solution that will streamline functions by creating processes that are easy for staff to understand and provide prospect management, communication, tracking, scheduling, interaction, monitoring, reporting, and analysis tools.</p> <p>We want to move more students from Explorer to the Student (the whole cycle). The goal is to improve our communication and processes at each stage within the prospect cycle. Additionally, we need to improve the retention of our existing students by improving the overall student experience at UNBC.</p> <p>By adopting the CRM solution, we want to attain the following goals:</p> <ul style="list-style-type: none"> • Ensure we have consistent, branded communications going out to the students in a fashion that creates a “just in time” relationship between the student and the information we are sending out throughout the lifetime of the student (Recruitment to Alumni). • Understanding how students communicate to inform the campaign and communication planning associated with the CRM. We know students not only use texting but also snapchat, with technology constantly changing we need to have the flexibility to match the right media for our target audiences and the solution needs to be scalable as social media changes. • Ensure we capture and keep current with the preferences of students thus the CRM becomes UNBC’s universal communications tool. • Throughout the student life cycles track activities, touches and contacts, including contacts via phone campaigns, services usage, student touch points and contacts. • Define and understand the preferred channels to communicate with students. This can be researched to find out for example, letters versus electronic, text versus snap chat. Understand what a reasonable expectation is and how they would like to receive communications. • Integrate with other UNBC solutions including Ellucian Student, Moodle etc. to ensure seamless and coordinated communication with students. • Ensure the product is scalable for future integration and has capability to add plugins (media, internet, software solutions). <p>Future iterations enhancements may include onboarding Advancement, HR, Security, Library</p>
Key Risks
<p>With this being a software project, there are many risks that are generally related to this type of project. Risks are outlined below:</p> <ol style="list-style-type: none"> 1. Unknown Unknowns – As many of this proposed project is dealing with implementing new software within the ERP there are many unknown unknowns with how the new modules will integrate with the university ERP system. 2. Code issues – new software requires code to be developed and modifications made to the existing ERP, creating modifications to align with current business practices always add an element of risk as you don’t know the full side effects of the modifications may cause. 3. Aggressive Deadlines – this causes risk to any software project as new modules, integrations and code cannot be tested thoroughly and may cause production issues if code is released to soon. 4. Inaccurate estimations – Inaccurate estimations of costs, deadlines and outcomes can impact the project significantly and causes the project to not meet the expectations of the customer. 5. Budget issues – As project scope changes, the project budget needs to change as well. 6. Scope creep – changing project scope is a huge risk impacting deadlines, estimations, and budget. 7. Change Management – software projects often lead to changes in processes and how the users respond to that change is always a risk. 8. Staffing turnover – Recruiting and staff turnover is a risk. Not being able to recruit causes delays and departing employees causes unexpected delays to deadlines, estimations, and budget.
Options Considered
N/A
Current Situation
<p>In today’s competitive marketplace where competition for current and prospective students is fierce, implementation of tools and strategies to foster, cultivate and enhance the overall student experience with UNBC is critical. Failure to communicate and interact with students using forums, tools, and communication mechanisms they are comfortable with will become a distinct disadvantage to UNBC resulting in lower recruitment and retention rates. In addition, UNBC needs to better understand the behavior and patterns of their current and prospective student – to do this UNBC needs to capture and analyze data associated with student patterns. Looking to the University’s Academic Action Plan, a CRM tool will help achieve Strategic Priority one.</p>

Currently, it is difficult for UNBC to respond to inquiries and information requests in a timely manner because of the highly manual and paper-based processes. The lack of integration among UNBC's systems and processes has created several challenges to manage constituent data and enhance relationships with all potential and current students. To be effective and timely, staff must have access to various tools to obtain the necessary information and data. In many cases, data sources include paper files and spreadsheets which are very labor intensive to use.

IM/IT Project Detail

Project History:

- ☒ New
- ☐ Mandatory (if mandatory, specify source of requirement):
 -
- ☐ Refresh (if refresh, specify previous project):
 -

BCNET Offering:

No (please provide rationale):

- BC Net doesn't have a CRM solution
- Ellucian CRM product could not meet the privacy legislation requirements for BC.

Attachment 2: Project Overview

5-Year Capital Plan (2024/25 – 2028/29)

Project Detail		
Institution	Campus/City	Project Priority
UNBC	Northern British Columbia	11 of 14
Project Title		
Enhancement and Modernization of Educational Technologies for Comprehensive Instructional Delivery.		
Project Category		Program Type
IM/IT- Computing Infrastructure		Other
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI / Donor Funding
\$1.92 M	\$1.92 M	\$0
Annual allocation of CAD \$320,000 for a span of five years. This will allow UNBC to convert all classrooms to support hybrid delivery in an extremely economic fashion. Typically, a single room would cost well over \$300,000, this approach uses newer low-cost technologies to achieve a satisfactory hybrid experience.		
Strategic Alignment		
CleanBC Targets	DRIPA Response	
While the focus of our project is technological enhancement, it aligns indirectly with CleanBC targets. The modernized audio-visual equipment is expected to reduce energy consumption due to improved efficiency. Also, by promoting robust remote learning, we aim to decrease the University community's carbon footprint, thus contributing to environmental sustainability.	While the scope of the audio-visual equipment upgrade project does not typically necessitate direct Indigenous engagement, the University of Northern British Columbia upholds its commitment to open communication and consultation with Indigenous students and local First Nations communities on all matters of mutual interest and importance. We remain dedicated to our partnerships with Indigenous communities and continue to explore meaningful ways of engagement within all aspects of University life.	
Mass Timber Eligibility	Community Benefits	
N/A	By upgrading the University's audio-visual facilities, the broader community will benefit from improved access to these spaces, further facilitated by the Conference and Events Services at the University of Northern British Columbia.	

This project directly aligns with the University of Northern British Columbia's overarching mission and strategic planning. UNBC is committed to enriching the quality of learning and fostering innovation in educational delivery - a commitment which is directly reflected in our endeavour to modernize our audio-visual technologies.

Note: This is a high priority for faculty that want to remove barriers to receiving education

Our initiative is in sync with the University's Master Plan, which emphasizes technology-led transformation in pedagogical practices and the cultivation of an inclusive, accessible, and flexible learning environment. By enabling hybrid and remote learning opportunities, we support the University's goals to extend its reach and make education more accessible, reflecting our core principles of inclusivity and diversity.

Moreover, the project promotes resource optimization and operational efficiency, vital facets of the University's strategic priorities. By utilizing our in-house Education Technology team to manage the project's stages, we adhere to the institutional objective of maximizing internal capabilities, reducing overheads, and ensuring the efficient utilization of public funding. Finally, this technology enhancement project contributes to the University's vision for the future, which revolves around the integration of advanced technology into all facets of academic and administrative activities. By modernizing our educational technologies, we pave the way for cutting-edge teaching practices, collaborative learning environments, and continued academic excellence at UNBC.

Project Schedule

Target Bus. Plan Approval Date	Target Construction Start Date	Target Occupancy Date
February 2024	March 2024	September 2029

We have allocated a budget of \$320,000 per annum for the coming five years towards this initiative. Our Education Technology team will meticulously specify the required audio-visual equipment each year. Following the equipment specification and procurement process, the installation and commissioning stages will be executed during the summer semester breaks to minimize disruption to academic activities. This well-structured schedule ensures smooth progression of the project while accommodating the academic calendar and operational considerations of the University.

Project Scope & Objectives

Project Scope

Revamping the existing audio-visual equipment, covering all classrooms, lecture theatres, meeting rooms, conference rooms, and distance learning facilities.

The upgrades will occur across all university campuses, including Prince George, Fort Saint John, Quesnel, and Terrace, thereby supporting instructors across all University locations. The new equipment will enhance in-person, online, and hybrid teaching methods, fostering more opportunities for remote learning.

Project Objectives

By modernizing the University's audio-visual facilities, we aim to create an efficient and reliable teaching environment across all campuses. This initiative will significantly reduce technical downtime, thereby enabling instructors to focus more on educational delivery.

One key point to understand that it is not possible to schedule classes at UNBC right now in a room with hybrid delivery as it would be impossible to build a schedule that could meet all the existing scheduling constraints. All classrooms need to have the capability to make it easy for the faculty, and the registrar's office to build a schedule that allows for hybrid delivery in any classroom. Right now, we have our mobile carts that faculty can setup, so for those faculty that are determined to offer hybrid delivery it is available to them. However, this is an additional complication that most faculty do not want to introduce into their lectures, as such hybrid delivery options are extremely limited. This project will remove that barrier in the long term.

Key Risks

Risk: Equipment Obsolescence – As technology continues to evolve at a rapid pace, there is a risk that the installed audio-visual equipment may become outdated before the end of its projected lifecycle.

Mitigation: Our Education Technology team will strategically select equipment that is known for its longevity and ability to accommodate future technological advancements, reducing the risk of early obsolescence.

Risk: Installation Disruptions – The installation of new equipment during summer breaks might still cause some disruptions in scheduled activities.

Mitigation: Detailed project scheduling and effective communication will be used to minimize potential disruptions. We will ensure all stakeholders are informed well in advance of any works, and installations will be scheduled to avoid peak usage times wherever possible.

Risk: Budget Overruns - Unforeseen circumstances during the upgrade process might result in cost overruns.

Mitigation: We will engage in thorough initial planning and budgeting and allocate a contingency fund to cater to unforeseen expenses. Regular monitoring of project expenses and budget reviews will help to control costs and keep the project within the financial framework.

Risk: Technical Glitches and System Failures - New systems might experience unexpected technical glitches, causing potential interruptions in service.

Mitigation: Post-installation, comprehensive testing will be conducted to ensure system performance and reliability. Our team will provide ongoing maintenance and support to promptly address any potential issues, ensuring minimal disruption to teaching activities.

By identifying these potential risks and implementing the corresponding mitigation strategies, we aim to deliver a successful project that enhances the University's teaching capabilities while adhering to budget and timeline commitments.

Options Considered

Allocating \$320,000 annually for the next five years will enable our internal Audio Visual team to handle all stages of the project, including programming, configuration, installation, and commissioning. By leveraging our internal expertise, we ensure optimal fund utilization by eliminating consultant or external contractor expenses.

Contracting out is possible, however the costs would increase exponentially.

Current Situation

Our campuses currently house outdated audio-visual equipment, which increases technical downtime and consequently hampers instructional productivity.

Our plan prioritizes updating these technologies to create a more reliable and efficient teaching environment, resulting in a better learning experience for our students and a more productive work environment for our faculty.

IM/IT Project Detail

Project History:

☒ New

☐ Mandatory (if mandatory, specify source of requirement):

•

☐ Refresh (if refresh, specify previous project):

•

BCNET Offering:

No: In the context of our audio-visual enhancement project, we found that BCNET's current service offerings do not directly apply.

While we are committed to utilizing BCNET's services whenever applicable, in this particular case involving the upgrade of our audio-visual equipment across multiple campuses, we were unable to identify a specific BCNET service that aligns with our project's scope and requirements.

Our project is focused on hardware upgrades and enhancements specific to our institutional needs, which requires a more customized approach. However, we greatly value our partnership with BCNET and will continue to explore opportunities to leverage their services in our future projects and initiatives.

Attachment 2: Project Overview

5-Year Capital Plan (2024/25 – 2028/29)

Project Detail		
Institution	Campus/City	Project Priority
UNBC	Northern British Columbia	12 of 14
Project Title		
Enhancement of IT Infrastructure through Strategic Cloud Adoption		
Project Category		Program Type
IM/IT- Computing Infrastructure		Other
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI / Donor Funding
\$8.2 M	\$8.2 M	\$0
<p>This project will necessitate a transition from capital to operational expenditure. Although an overall increase in expenditure is anticipated to facilitate this shift in the short-term, the long-term strategic benefits and efficiencies make this a necessary and worthwhile investment. Compared to bringing up our current datacenter architectures to industry standards, this represents a substantial cost savings.</p> <ul style="list-style-type: none"> We aim to capitalize the costs through the upfront payment for one-year or three-year reserved instances, allowing the university to realize cost savings of up to 60% over regular pricing. Any potential operating costs that may arise will be comprehensively reported by the ITS leadership to the university's leadership to ensure strategic decisions regarding continued funding for services based on the university's economic realities. The reserved instance cost will have an incremental cost at years 1 and 4, ongoing is a mix of capital via reserved instances and ongoing costs associated with storage, network and other cloud components. 		
Strategic Alignment		
CleanBC Targets	DRIPA Response	
<p>Energy Efficiency and Reduced Emissions: By moving to a cloud-based system, UNBC will be utilizing shared computing resources in AWS data centers that are optimized for energy usage, which is typically more efficient than running and cooling servers in a private data center. This shared model reduces the overall carbon footprint per user and aligns with the CleanBC initiative's objectives of energy efficiency and reduced emissions.</p> <p>Promotion of Clean Energy: Amazon, the provider of AWS, is committed to achieving 100% renewable energy usage for its global infrastructure, aligning with the CleanBC initiative's focus on promoting clean energy.</p> <p>Please note that these are broad alignments with the CleanBC initiative's objectives, as the specifics of the initiative (like BC Energy Step Code and LEED target) are more applicable to building construction and major renovations rather than IT projects.</p>	<p>Engagement with Indigenous communities is a crucial part of our commitment to inclusivity and respect for Indigenous cultures, knowledge, and rights. Although the technical aspects of transitioning to cloud-based services might not directly impact these communities, we strive to ensure that our services meet the needs and expectations of all users, including Indigenous students and staff.</p>	

Mass Timber Eligibility		Community Benefits	
N/A		The Cloud Adoption project at UNBC will stimulate the local economy, enhance community collaborations, and extend education accessibility via improved online platforms. It will also bolster disaster resilience, contribute to green IT practices, elevate community-wide digital literacy, and empower local-impact research, fostering a resilient, inclusive, and innovative community environment.	
<ul style="list-style-type: none">The proposed project will revitalize the Information Technology systems at the University of Northern British Columbia (UNBC), fortifying our ability to rapidly respond to evolving community needs in teaching, learning, and research. This strategic investment will facilitate the seamless integration and utilization of our services by faculty, students, and researchers.This project is intrinsically aligned with the institutional priorities of UNBC. Our commitment to facilitating cutting-edge research, providing an unrivalled learning experience, and maintaining a robust and secure IT infrastructure underscores this project. The cloud adoption initiative underscores our master plan to evolve with the latest technology trends and adequately respond to increasing academic demands.			
Project Schedule			
Target Bus. Plan Approval Date		Target Construction Start Date	Target Occupancy Date
Feb/2024		Mar/2024	Sep/2029
<ul style="list-style-type: none">The project is planned for execution in a phased manner over the next 2-5 years. Starting with the research workloads this year, we aim to transition ERP workloads next year and the remaining workloads will be gradually migrated over the subsequent years. Ongoing optimization of the system will be a critical component of the project timeline.			
Project Scope & Objectives			
Project Scope			
<ul style="list-style-type: none">Our project intends to elevate our support for research, teaching, and learning outcomes by addressing significant gaps in our current IT infrastructure, particularly in disaster recovery and datacenter redundancy. Geographical constraints and natural disaster vulnerabilities in Prince George make it challenging to establish a fully redundant datacenter configuration.With the adoption of Amazon Web Services (AWS) as our cloud platform, we aim to optimize our services and reduce costs through a comprehensive, reserved three-year capacity plan. This initiative is designed to modernize IT service delivery, improve service availability, and reduce operational risk, thereby increasing our capacity to focus on IT modernization projects.			
Project Objectives			
<p>The University of Northern British Columbia (UNBC) is currently confronted with multiple challenges relating to its on-premises datacenters. The geographic remoteness of our location in Prince George compounds these issues due to the difficulties of establishing high-capacity, redundant Internet connections and a geographically redundant datacenter configuration. These inherent geographic challenges are further complicated by the potential for natural disasters such as forest fires and flooding. Our current datacenter is outdated, lacking the necessary security and redundancy features that contemporary IT workloads require. The risk of losing our datacenter due to natural disasters or other threats presents a serious risk to our operations. Furthermore, there has been a chronic underinvestment in our ability to backup and maintain a highly available information infrastructure, leading to major shortcomings in disaster recovery provisions.</p> <p>There is also a growing demand from our university community, including faculty, students, and researchers, for improved IT service delivery, higher service availability, and more efficient responses to technological needs. This demand is rooted in the increasing reliance on digital platforms for teaching, learning, and research.</p> <p>The transition to a cloud-based infrastructure offers an opportunity to address these challenges. It would provide more robust security, increased redundancy, improved service availability, and the flexibility to scale services as needed. Furthermore, the adoption of a cloud-based platform would facilitate the modernization of our IT systems, allowing UNBC to provide state-of-the-art resources to our academic community and evolve our service offerings in line with advancements in technology.</p> <p>In summary, this project is designed to address the pressing need for a comprehensive upgrade of our IT infrastructure to enhance the support for research, teaching, and learning outcomes, to mitigate the risks associated with our current setup, and to take advantage of the opportunities provided by a shift to a cloud-based platform.</p>			

Key Risks

1. **Data Migration Risk:** Migrating large amounts of data to a new platform can introduce risks of data loss or corruption.
Mitigation Strategy: Implement a comprehensive data migration plan with rigorous testing and validation. Use data migration tools offered by AWS to ensure a smooth transition. Establish multiple backups before initiating the migration process.
2. **System Downtime Risk:** The process of transition could potentially disrupt existing services and operations, leading to downtime.
Mitigation Strategy: Plan the migration in phases, starting with non-critical systems and moving to critical systems during off-peak hours or times when usage is at its lowest. Also, consider implementing AWS's hybrid cloud environment to maintain certain services on-premises during the transition phase to minimize disruption.
3. **Security and Privacy Risks:** Data breaches or unauthorized access can occur if the cloud environment is not adequately secured.
Mitigation Strategy: Incorporate stringent security measures in line with best practices for cloud security. This includes employing AWS's robust security measures, such as data encryption, multi-factor authentication, and advanced threat detection mechanisms. Regular security audits will be conducted to ensure the ongoing integrity of the system.
4. **Financial Risks:** There is a potential for unexpected costs or cost overruns associated with the transition to a cloud-based platform.
Mitigation Strategy: Develop a detailed financial plan that accounts for both initial and ongoing costs. Leveraging reserved instances in AWS can offer substantial cost savings. Regularly monitor and adjust the budget as necessary throughout the project duration.
5. **Change Management Risks:** Resistance to change from stakeholders can present challenges during the adoption and integration process.
Mitigation Strategy: Implement a robust change management strategy that includes stakeholder engagement, clear communication of the benefits and impacts of the change, and comprehensive training programs to ensure stakeholders are comfortable with the new system.
6. **Vendor Lock-In Risk:** Over-reliance on a single cloud vendor (AWS in this case) could lead to difficulties if a change of vendor becomes necessary in the future.
Mitigation Strategy: Use open standards and portable configurations wherever possible to maintain flexibility. Have a vendor transition plan in place, and consider multi-cloud strategies for future scalability.

Options Considered

- UNBC Information Technology Services (ITS), in partnership with our Contract and Supply Chain Management department, undertook a competitive bid process. This process led to the determination that AWS is the most suitable cloud vendor for administrative systems and applications. AWS's sophisticated platform can also be utilized by researchers according to their specific needs.

• Current Situation

As it stands, the University of Northern British Columbia is relying on an outdated, on-premises data center to manage and store its critical information systems. This infrastructure not only limits our ability to swiftly adapt to the evolving needs of our educational and research community but also presents significant risks in terms of data security, service availability, and disaster recovery. Our geographical remoteness and exposure to natural disasters such as wildfires and floods pose further challenges to maintaining a resilient, high-performing data center on-site.

Impact if Project is Not Funded:

Should the project fail to secure funding, the implications would be substantial:

- **Compromised Service Availability:** Our current data center struggles to guarantee consistent, high-quality service. This could disrupt educational delivery, research activities, and administrative operations, severely impairing the university's function.
- **Security Vulnerabilities:** The aging infrastructure presents an increased risk of data breaches and cyber-attacks, which could compromise the privacy of our students, faculty, and staff.
- **Inadequate Disaster Recovery Capabilities:** Our limited disaster recovery provisions may result in significant data loss and prolonged service disruption in the event of a natural disaster or other emergencies.
- **Inhibited Innovation:** Without access to the advanced tools and capabilities provided by cloud-based services, our capacity for innovation, modernization, and growth would be restricted. This could impact our competitive position and limit our ability to attract and retain students and faculty.

- Increased Operational Costs: The maintenance and upgrading of an on-premises data center could involve considerable, ongoing costs, which could be better used for academic and research initiatives.
- Thus, securing funding for this project is not just about modernizing our IT infrastructure; it is about ensuring the university's resilience, security, and capacity to provide high-quality education and research in an increasingly digital world.

IM/IT Project Detail

Project History:

- ☒ New
- ☐ Mandatory (if mandatory, specify source of requirement):
- ☐ Refresh (if refresh, specify previous project):

BCNET Offering:

No (please provide rationale):

- While BCNet's educloud service is beneficial for some small workloads, it does not meet the level of sophistication and scalability provided by AWS. Although we currently utilize educloud for external monitoring of UNBC critical systems, the service does not meet our broader needs or match our expectations for a global-scale cloud provider.
- Our Chief Information Officer is actively engaging with the BCNet procurement committee to discuss the expanded support of commercial cloud offerings. We anticipate taking advantage of these opportunities as they become available.

Attachment 2: Project Overview

5-Year Capital Plan (2024/25 – 2028/29)

Project Detail		
Institution	Campus/City	Project Priority
UNBC	Prince George	13 of 14
Project Title		
WIFI Access and Coverage Upgrades		
Project Category		Program Type
IM/IT- Network		Other
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI / Donor Funding
\$0.75 M	\$0.75 M	\$0
This project will improve WIFI coverage for weak spots, high congestion, and address those areas each year for a modest cost of 250,000 over 3 years.		
Strategic Alignment		
CleanBC Targets	DRIPA Response	
N/A	N/A	
Mass Timber Eligibility	Community Benefits	
N/A	The Enhancement of WIFI Access and Coverage project delivers substantial community benefits, acting as a catalyst for innovation and connectivity. By improving internet speed and connectivity, it directly enriches the learning environment for students and bolsters the research capabilities of faculty members. The project also enhances operational efficiency, fostering better student and faculty experiences. It enables robust online community engagement, contributing to the University's outreach efforts. Moreover, it fortifies our emergency preparedness and positively impacts the local economy by creating jobs during the upgrade process. The project, therefore, plays a vital role in the overall growth and enhancement of the UNBC community and beyond.	
Recognizing the increasing centrality of seamless and reliable WIFI connectivity in contemporary educational settings, this project is strategically designed to align with the University of Northern British Columbia's mission to provide an advanced, responsive, and user-friendly technological environment for our students, faculty, and staff. The project also resonates with the University's master plan emphasizing the adoption of cutting-edge technology to improve the learning and teaching experience, thereby strengthening our institution's academic and research competitiveness. The project anticipates and responds to the advancing WIFI technologies including WIFI6, WIFI6E, and the forthcoming WIFI7, requiring continuous investment and strategic attention to meet the expectations of our digital-native learners and educators.		
Project Schedule		
Target Bus. Plan Approval Date	Target Construction Start Date	Target Occupancy Date
Feb/2024	Mar/2024	Fall 2027

<p>The project schedule is designed with an understanding of the timely importance of quality WIFI service. Key milestones include obtaining necessary approvals by the end of Feb 2024, initiation of deployment in Mar 2024, and completion of the project by September 2027. Phases of the project are designed to transition smoothly into one another to ensure timely completion.</p>
<p>Project Scope & Objectives</p>
<p>Project Scope</p>
<p>The scope of the project encompasses enhancement of the current WIFI infrastructure throughout the UNBC campus, including student housing and long-term leased locations.</p>
<p>Project Objectives</p>
<p>The primary objectives of the project include the augmentation of existing WIFI capabilities, expansion of coverage areas, improvement in internet connection speed, and integration of advanced WIFI technologies to ensure a high-quality, reliable, and secure digital environment.</p>
<p>Key Risks</p>
<p>Potential risks include technological obsolescence, budgetary overruns, and potential project delays. Mitigation strategies include a robust and proactive technological assessment, meticulous financial management, and contingency planning for unexpected delays.</p>
<p>Options Considered</p>
<p>Various options including maintaining the current infrastructure, limited upgrades, and complete overhauls have been considered. The proposed enhancement presents the best balance between cost-effectiveness and service quality improvements.</p>
<p>Current Situation</p>
<p>Without this project, UNBC's existing WIFI system may not be able to keep up with increasing usage and evolving technology. This could potentially lead to an adverse impact on our students, staff, and faculty's learning, teaching, and research experience.</p>
<p>IM/IT Project Detail</p>
<p>Project History:</p> <p><input type="checkbox"/> New</p> <p><input type="checkbox"/> Mandatory (if mandatory, specify source of requirement):</p> <p>•</p> <p><input checked="" type="checkbox"/> Refresh (if refresh, specify previous project):</p> <p>This project constitutes a necessary refresh of the WIFI infrastructure and follows a life-cycle approach that includes phases such as Assessment, Design, Deployment, Validation, and Assessment. The budgetary request is specifically targeted towards the critical Deployment and Validation stages, following the successful completion of a comprehensive assessment of WIFI coverage across campus in collaboration with key stakeholders.</p>
<p>BCNET Offering:</p> <p>No (please provide rationale):</p> <ul style="list-style-type: none"> This project is not directly supported by BCNET as it does not offer on-campus assistance for WIFI services. However, the University of Northern British Columbia will leverage its relationship with BCNET for potential advice and consultation, enhancing the project's success probability.

Attachment 4: Summary of Major Ongoing and Planned Self-Funded Projects (>\$5 million)
5-Year Capital Plan Instructions (2024/25 to 2028/29)



#	Institution	Campus	Region	Project Description	Anticipated Construction Start Date (Month/Year)	Anticipated Occupancy Date (Month/Year)	Total Project Budget	Total Cashflow Previous Years	Total Cashflow Forecast 2024/25	Total Cashflow Forecast 2025/26	Total Cashflow Forecast 2026/27	Total Cashflow Forecast 2027/28	Total Cashflow Forecast 2028/29	Total Cashflow Forecast Outgoing Years
1	UNBC	Prince George	Cariboo	David Douglas Botanical Garden Expansion - CERIP and NDIT	Jul/2022	Apr/2030	\$ 5,300,000	\$ 1,200,000	\$ 200,000				\$ 2,300,000	\$ 1,600,000
2	UNBC	Quesnel	Cariboo	Quesnel River Research Center - Lab Expansion - BCSRIF Funding	Apr/2024	Nov/2024	\$ 3,000,000	\$ 250,000	\$ 2,300,000	\$ 450,000				
3	UNBC	Prince George	Cariboo	UNBC Childcare Facility - Ministry of Education and Childcare Funding	May/2026	May/2029	\$ 12,000,000		\$ 250,000	\$ 1,800,000	\$ 3,700,000	\$ 6,250,000		
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							\$ 20,300,000	\$ 1,450,000	\$ 2,750,000	\$ 2,250,000	\$ 3,700,000	\$ 6,250,000	\$ 2,300,000	\$ 1,600,000

Attachment 5: Existing Student Housing Building Inventory Data - Completed and Under Construction
5-Year Capital Plan Instructions (2024/25 to 2028/29)



#	Institution	Campus	Municipality	Neighbourhood / Building Group Name	Building Name	* Room Type (*see Instructions tab)	* Building Type	* Student Type	* Kitchen Facilities	* Number of Beds	* Building Status	Year Built/ To be Completed	Year Renovated (if applicable)	Description of Renovations	* Notes
1	UNBC	Prince George	Prince George		Neyoh - Dorm 1	4 Bedroom	Apartment/Townhouse	Undergrad	Shared Kitchen	270	Operational	1995	2016	The work completed was substantially on the interior and involved the architectural elements (eg. Paint, flooring and furniture replacements, washroom upgrades, upgraded social space and lighting). All electrical baseboard heaters within the suites and common areas were also replaced with hydronic radiators and connected to the Bioenergy Plant. Door hardware was also replaced and upgraded to card access. Basic envelope repairs were completed to the roof and the exterior, as well as a major upgrade tot he sidewalk to accommodate accessibility issues. Cost was \$5.2 million.	Both Housing buildings on campus are identical. They are primarily wood frame construction and the majority of the suites are 4 bedroom with shared kitchen and bathrooms. There are a few 2 bedroom suites for Rl Coordinators. There is also some common space provided.
2	UNBC	Prince George	Prince George		Keyoh - Dorm 2	4 Bedroom	Apartment/Townhouse	Undergrad	Shared Kitchen	270	Operational	1996	2017	The work completed was substantially on the interior and involved the architectural elements (eg. Paint, flooring and furniture replacements, washroom upgrades, upgraded social space, and lighting, the same as Neyoh. All electric baseboard heaters within the suites and common areas were also replaced with hydronic radiators and connected to the Bioenergy Plant. Door hardware was also replaced and upgraded to card access. Basic envelope repairs were completed to the roof and the exterior, as well as a major upgrade to the sidewalk to accommodate accessibility issues. Cost was \$5.5 million.	Both Housing buildings on campus are identical. They are primarily wood frame construction and the majority of the suites are 4 bedroom with shared kitchen and bathrooms. There are a few 2 bedroom suites for Rl Coordinators. There is also some common space provided.
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BOARD OF GOVERNORS – Quarterly Regular Meeting

Meeting Date:	September 15, 2023
Agenda Item:	8.ii.b. Scholarships, Bursaries, and Awards – P. Wood-Adams/K. Lewis
Motion:	<i>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 June – August 2023, as presented.</i>
Material:	Scholarships, Bursaries, and Awards



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Fort St. John Hospital Foundation Award be approved.

Rationale: To activate the Fort St. John Hospital Foundation 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: May 24, 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.: SCSB20230628.03

Moved by: Stathers

Committee Decision: CARRIED

Approved by SCSB: June 28, 2023

Date

Seconded by: Palmer

Attachments: 2 pages

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Fort St. John Hospital Foundation Award

Awards Guide Description/Intent: The Fort St. John Hospital Foundation is dedicated to raising and managing funds to enhance patient care and comfort in the North Peace Region. They have established this award to support nursing students who wish to remain in the region.

Donor: Fort St. John Hospital Foundation

Value: \$2,500

Number: One

Award Type: Award

Eligibility: Available to a full-time undergraduate student enrolled in the Northern Baccalaureate Nursing Program (NBNP) who is a resident of Fort St. John or the North Peace Region (Blueberry River First Nations, Doig River First Nation, Halfway River First Nation, Baldonnel, Cecil Lake, Charlie Lake, Hudson's Hope, Rose Prairie, and Taylor). First preference will be given to a student who demonstrates a commitment to work in Fort St. John immediately following the completion of their studies and resides in a surrounding community within the North Peace Region.

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 new Terms and Conditions for the McElhanney Engineering Scholarship be approved.

Rationale: To activate the McElhanney Engineering Scholarship commencing the 2023-2024 Academic Year.

Proposed By: Francesco Bartolillo, Sponsorships Officer

Research & Innovation Contact: Francesco Bartolillo, Sponsorships Officer

Faculty/Academic Department: N/A

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: May 30, 2023

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20230628.04

Moved by: Zhou

Committee Decision: CARRIED

Approved by SCSB: June 28, 2023

Date

Seconded by: Zogas

Attachments: 2 pages.

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-Course

Award Name: McElhanney Engineering Scholarship

Awards Guide Description/Intent: McElhanney Ltd. has been in business since 1910 and is excited to support UNBC students through this scholarship. The McElhanney Engineering Scholarship will be given to an engineering student entering their 2nd year of study who is from northern British Columbia and intends to work in northern BC upon graduating.

Donor: McElhanney Ltd.

Value: \$2,500

Number: One

Award Type: Scholarship

Eligibility: Available to a full-time undergraduate student enrolled in an Engineering Program who has completed 30 credit hours and demonstrates a desire to work in northern British Columbia following their studies. First preference will be given to a resident of northern British Columbia.

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 new Terms and Conditions for the Prince Rupert Port Authority Award be approved.

Rationale: To activate the Prince Rupert Port Authority 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: May 23, 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.: SCSB20230628.05

Moved by: Gehloff

Committee Decision: CARRIED

Approved by SCSB: June 28, 2023

Date

Seconded by: Zogas

Attachments: 2 pages.

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:**Award Category:** General**Award Name:** Prince Rupert Port Authority Award

Awards Guide Description/Intent: The Port of Prince Rupert is sustaining its growth as a key North American trade gateway, sustaining 7,800 jobs in northern BC, and with 60 billion dollars in annual trade, is the third largest port in Canada. Employment in port-related occupations, such as marine, terminal, rail, truck and logistics activities, has more than doubled in the last decade with an average annual wage of approximately \$95,000.

The Prince Rupert Port Authority is dedicated to supporting communities in northern BC through various investment programs and partnerships. This award has been established to assist students pursuing a career that will support the trade gateway.

Donor: Prince Rupert Port Authority**Value:** \$1,500**Number:** Two**Award Type:** Award

Eligibility: Available to a full-time undergraduate or graduate student who is enrolled in an Environmental, Sustainability, Engineering, International Business or Global and International Studies Program at UNBC. First preference will be given to a student who is a resident of northern BC. Second preference will be given to a student who self-identifies as Indigenous.

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 new Terms and Conditions for the Todd French Memorial Award be approved.

Rationale: To activate the Todd French Memorial 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: May 23, 2023

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20230628.06

Moved by: Stathers

Committee Decision: CARRIED

Approved by SCSB: June 28, 2023

Date

Seconded by: Palmer

Attachments: 2 pages.

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: Graduate

Award Name: Todd French Memorial Award

Awards Guide Description/Intent: This award has been established to honour the memory of Todd French, a beloved family member, friend, colleague and mentor. Todd was a passionate aquatic scientist who worked in the fields of chemical, physical, and biological limnology, riverine ecology and environmental toxicology. His love of the outdoors was evident in his work and daily life. From 2002 to 2014, Todd worked as a sessional instructor for the University of Northern British Columbia (UNBC) and collaborated with faculty on northern BC lake projects. In 2015, he accepted a full-time Research Associate position within UNBC's Department of Geography. Todd joined Environmental Dynamics Inc. (EDI) in 2021 where he was involved in many interesting projects, including training local First Nations on water sampling techniques. He excelled at field work, proposal writing, data analysis and graphic presentation. Todd was known for his generosity of spirit, scientific curiosity, genuine connection to people, enthusiastic attitude and never-ending patience. He will be remembered and missed by all who knew him.

Donor: Family, friends and colleagues of Todd French

Value: \$1,000

Number: One

Award Type: Award

Eligibility: Available to a full-time graduate student studying aquatic science who is enrolled in an MSc NRES Program (Biology, Environmental Science, Geography) or PhD NRES Program. First preference will be given to a student whose research relates to chemical, physical, or biological limnology, river ecology or environmental toxicology.

Criteria: Academic proficiency

Effective Date: Endowed 2022

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Association of Former MLAs of BC Award be approved.

Rationale: To revise the Association of Former MLAs of BC 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: May 26, 2023

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20230628.07

Moved by: Zhou

Committee Decision: CARRIED

Approved by SCSB: June 28, 2023

Date

Seconded by: Zogas

Attachments: 2 pages

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Association of Former MLAs of BC Award

Awards Guide Description/Intent: ~~The Association of Former MLAs of British Columbia through its Ned deBeck Foundation held annual university student assistance fund-raising dinners. All funds raised at these events were forwarded to the four BC universities. The proceeds are directed to students who have shown an indication to enter public service and who may require some financial assistance to enable them to continue their studies. This award has been established by the Association of Former MLAs of British Columbia (AFMLABC) to support students interested in future public service (elected or appointed) who may require financial assistance to continue their studies. In 1995, the AFMLABC, through its Ned deBeck Foundation, provided the funds to create this award by hosting annual fundraising dinners.~~

Donor: ~~Ned deBeck Foundation~~ Association of Former MLAs of BC

Value: \$1,000

Number: ~~One~~ Two

Award Type: Award

Eligibility: Available to a full-time undergraduate student, ~~with satisfactory academic standing who is~~ enrolled in a Political Science Program, ~~and~~ who demonstrates an interest in future public service (elected or appointed). Students must have graduated from a secondary school in British Columbia. An effort will be made to provide one award to a female applicant and one award to a male applicant.

Criteria: Satisfactory academic standing

Application Instructions: ~~Complete the Career Goals section (indicating your desire to enter into politics through public service or legislative assembly) of the online Awards Application.~~

Effective Date: Endowed 1995, revised 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 BCOGC Engineering Bursary with a name change to BCER Engineering Bursary be approved.

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

Proposed By: Tara Mayes, Development Officer – Donor Relations

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

Faculty/Academic Department: N/A

Indigenous Content: Yes

Date to SCSB: June 5, 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.: SCSB20230628.08

Moved by: Gehloff

Committee Decision: CARRIED

Approved by SCSB: June 28, 2023

Date

For Information of Senate & Board

Seconded by: Hanlon

Attachments: 2 pages.

Chair's Signature

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: BC ~~OGCER~~ Engineering Bursary

Awards Guide Description/Intent: ~~The BC Oil and Gas Commission is a regulatory agency with responsibilities for overseeing oil and gas and geothermal operations in British Columbia, including exploration, development, pipeline transportation and reclamation. The Commission has partnered with several post-secondary institutions across the province to support education. This award has been created to financially support students fulfilling their dreams of completing an Engineering Degree at UNBC. The BC Energy Regulator (BCER) regulates the full life cycle of energy resource activities in British Columbia, from site planning to restoration. BCER oversees energy sectors such as oil and gas, liquified natural gas, geothermal, hydrogen, and carbon capture. They have partnered with several post-secondary institutions across the province to support education. This bursary has been created to financially support Engineering students fulfilling their dreams of completing a degree at UNBC.~~

Donor: ~~BC Oil and Gas Commission~~ BC Energy Regulator (BCER)

Value: \$2,500

Number: Two

Award Type: Bursary

Eligibility: Available to a full-time undergraduate student enrolled in an Engineering Program. First preference will be given to applicants who self-identify as Indigenous or are from a rural or remote community.

Criteria: Demonstrated financial need and satisfactory academic standing

Effective Date: Established 2018, revised 202~~2~~3

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 BCOGC Indigenous Knowledge Research Grant with a name change to BCER Indigenous Knowledge Research Grant be approved.

Rationale: To revise the BCOGC Indigenous Knowledge Research Grant 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: June 5, 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.: SCSB20230628.09

Moved by: Palmer

Committee Decision: CARRIED

Approved by SCSB: June 28, 2023

Date

Seconded by: Zhou

Attachments: 2 pages

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: Graduate

Award Name: BC ~~OGGER~~ Indigenous Knowledge Research Grant

Awards Guide Description/Intent: ~~The BC Oil and Gas Commission is a regulatory agency with responsibilities for overseeing oil and gas and geothermal operations in British Columbia, including exploration, development, pipeline transportation and reclamation. The Commission has partnered with several post-secondary institutions across the province to support education. This research grant has been created to financially support graduate students fulfilling their dreams of completing a degree at UNBC.~~ The BC Energy Regulator (BCER) regulates the full life cycle of energy resource activities in British Columbia, from site planning to restoration. BCER oversees energy sectors such as oil and gas, liquified natural gas, geothermal, hydrogen, and carbon capture. They have partnered with several post-secondary institutions across the province to support education. This research grant has been created to financially support graduate students fulfilling their dreams of completing a degree at UNBC.

Donor: ~~BC Oil and Gas Commission~~ BC Energy Regulator (BCER)

Value: \$5,000

Number: Three

Award Type: Award

Eligibility: Available to a full-time graduate student conducting research related to the landscape of Indigenous law and governance in British Columbia, integration of Indigenous and Canadian law (federal, provincial, municipal) regarding land use and natural resource management, building collective understanding of Indigenous knowledge and reconciliation, ~~and/or,~~ integration of Indigenous knowledge into natural resource management, land use planning, and decision-making in British Columbia. First preference will be given to Indigenous learners and researchers.

Criteria: Satisfactory academic standing

Application Instructions: Applicants must include rationale of how their research (e.g. abstract or thesis proposal) relates to the eligible topics

Effective Date: Established 2019, revised 202~~2~~3

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Minerva Foundation for BC Women Scholarship be approved.

Rationale: To revise the Minerva Foundation for BC Women 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: Yes (Determined by the Development Officer)

Date to SCSB: May 2, 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: Friendly amendment to wording in document

Motion No.: SCSB20230628.10

Moved by: Palmer

Seconded by: Hanlon

Committee Decision: CARRIED

Attachments: 2 pages

Approved by SCSB: June 28, 2023

Date

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Minerva Foundation for BC Women Scholarship

Awards Guide Description/Intent: ~~Minerva Foundation for BC Women is a registered non-profit charitable organization that supports women and girls throughout the province to gain the confidence and skills they need to reach their leadership potential.~~ The Minerva Foundation is a Vancouver-based charity dedicated to advancing leadership opportunities for women and girls in BC.

Formatted: Underline

Donor: Minerva Foundation for BC Women

Value: \$2,500

Number: One

Award Type: Scholarship

Eligibility: Available to a full-time undergraduate student enrolled in the Bachelor of Commerce Program who identifies as female. First preference will be given to students who identify as indigenous, single parents, students returning to university after a prolonged absence or Minerva BC Program Alumna. Students who have been involved in Minerva BC programs must identify the name of the program and year they participated in their award application.

Criteria: Academic excellence-

Effective Date: Established 2020, [revised 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 Spike Kendy Bursary be approved.

Rationale: To revise the Spike Kendy Bursary commencing the 2023-2024 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

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

Faculty/Academic Department: N/A

Indigenous Content: Yes (Determined by the Development Officer)

Date to SCSB: May 31, 2022

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

SCII Motion Number:

SCII Meeting Date:

SCII Brief Summary of Committee Discussion:

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20230628.11

Moved by: Hanlon

Committee Decision: CARRIED

Approved by SCSB: June 28, 2023

Date

Seconded by: Gehloff

Attachments: 2 pages

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Spike Kendy Award

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

Donor: Nan Kendy and family

Value: \$1,500

Number: One

Award Type: Award

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

Criteria: Satisfactory academic standing

Effective Date: Established 2019, revised 202~~2~~3

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 UNBC Scholars criteria be approved.

Rationale: Revised to include a deadline by which alternate nominations from the schools will no longer be considered.

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

External Relations Contact: N/A

Faculty / Academic Department: N/A

Date: June 28, 2023

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20230628.12

Moved by: Zogas

Committee Decision: CARRIED

Seconded by: Gehloff

Attachments: 2 pages

Approved by SCSB June 28, 2023

Date

Chair's Signature

For Information of Senate & Board

The UNBC Scholars program recognizes Grade 12 students in northern BC and the Yukon for outstanding academic achievement. The scholarship will take the form of a waiver of full tuition fees to a maximum of 120 credits (or the number of credits required for a Bachelor's degree).

Students do not apply to be UNBC Scholars. Rather, at the start of their Grade 12 year, each high school in northern BC will indicate the one student from their school with the highest grade point average based on the student's Grade 11 marks (minimum 80%). The GPA will be calculated on the basis of the highest grade received in either English Language Arts 11 or English Studies 12 or English First Peoples 12, and the highest grade received in Math 11 or 12, and the next three highest academic* 11 or 12 courses (to include three academic courses from the following list) and one elective**.

You can refer to the Ministry of Education (MOE) website listing for more info about academic and elective courses via <https://curriculum.gov.bc.ca/curriculum> or review UNBC's Admission Info (courses listed at the Grade 12 level would normally apply the Grade 11 equivalent for the UNBC Scholars Award GPA calculation) via <https://www2.unbc.ca/calendar/undergraduate/high-school-admissions#ApprovedBCHighSchoolCourses>.

*Approved Academic Courses for UNBC Scholars Nomination: Core French 11 or 12, Language Arts 11 or 12, Math 11 or 12 (including Foundations of Math 11, Pre-Calculus 11, Workplace Math 11), Science 11 or 12, Social Studies 11 or 12.

** One elective from: Art Education 11 or 12, Applied Design Skills & Technologies 11 or 12, Physical Health Education 11 or 12, Interdisciplinary Studies 11 or 12, Work Experience 12, Board Approved 11 or 12 courses, Dual Credit 12 (or any academic courses not used above).

CRITERIA

The intent of these scholarships is to recognize the most outstanding Grade 12 students from northern BC and Yukon secondary schools, and to encourage them to choose to attend UNBC after their Grade 12 year. *Schools are asked to nominate their top student whether or not the student has identified UNBC as the institution of choice for his/her future academic plans.*

To be eligible to hold the award, the student must:

- Meet UNBC Admission requirements (refer to the academic calendar for details via www.unbc.ca/calendar),
- Be a Canadian citizen or permanent resident at the time of nomination,
- Maintain at least an 80% average in Grade 12,
- Register as a full-time student at UNBC for the academic year immediately following the nomination.
- Students must be registered in 12 credit hours in each of the September and January Semesters.

UNBC will make provisional offers of admission to the students who are selected as UNBC Scholars. If a student selected as a UNBC Scholar does not maintain at least an 80% average in Grade 12, or if they choose not to attend UNBC, they waive all rights to the scholarship, which is not transferable to any other institution. If the student declines the award offer or does not meet the eligibility requirements at the end of Grade 12, UNBC has the option to request an alternate nominee. **Alternate nominations will not be considered once the academic year in which the award is tenable has commenced.**

Other student fees, such as the student society fees, and fees for athletics and recreation will be the responsibility of the recipient. The recipient will also be required to pay for all books and course materials. While UNBC Scholars will be guaranteed a place in residence if they wish, they will be responsible for residence fees.

Nominations should be submitted by December 15

Nominations should be sent via e-mail: awards@unbc.ca Page 111 of 408

BOARD OF GOVERNORS – Quarterly Regular Meeting

Meeting Date:	September 15, 2023
Agenda Item:	7.ii.c. Quarter 1: April to June 2023 Report and Forecast – Rahim Somani
Material:	<i>(For information)</i> Financial Information Act Report

Quarter 1: April to June 2023

\$ in Millions	2020 A	2021 A	2022 A	2023 A	2024 B	Q1 2023	Q1 2024
Tuition and Student Fees	21.20	20.60	21.53	23.35	27.69	3.04	3.35
Provincial and Federal Grants	64.78	67.67	71.41	76.88	72.33	17.53	21.00
Other Grants and Income	24.18	23.77	23.72	26.76	24.07	6.05	4.13
Ancillary Revenue	10.49	5.39	8.96	10.64	11.22	2.16	2.32
Total Revenues	120.65	117.43	125.62	137.63	135.31	28.78	30.80
Employee Costs	74.61	75.73	82.74	88.93	87.15	20.44	23.69
Other Expenses	47.12	38.43	41.23	43.36	50.16	12.02	12.06
Total Expenses	121.73	114.16	123.97	132.29	137.31	32.46	35.75
Balance before Restricted Contributions	(1.08)	3.27	1.65	5.34	(2.00)	(3.68)	(4.95)
Restricted Endowment Contributions	1.26	3.52	1.81	2.35	1.54	0.38	0.21
Surplus / (Deficit)	0.18	6.79	3.46	7.69	(0.46)	(3.30)	(4.74)
Accumulated Surplus: Opening	141.49	141.67	148.47	151.93	159.62	151.93	159.62
Accumulated Surplus: Closing	141.67	148.46	151.93	159.62	159.16	148.63	154.88
A: Annual Actual	B: Budget				Q1: Quarter 1 (April to June)		

- 1.1 The consolidated position generally remains negative at the end of Q1, given the bulk of student related revenues are recognized in subsequent quarters, whereas the expenditure, particularly employee costs, are largely incurred evenly through the year except for the impact of mandated compensation increases effective July 1. For Q1 2023-24, tuition and student fees represent 12% of the annual budget as compared to expenditures that represent 26% of the annual budget.
- 1.2 The tuition and student fees for Q1 2023-24 show a 10% increase as compared to Q1 2022-23. This is primarily driven by an 11% increase in revenue from undergraduate and graduate tuition, coupled with a 14% increase in other fees. Noteworthy is the 31% increase in tuition revenue from international students, breaking down into a 27% increase for international undergraduates and 46% for international graduate students as compared to Q1 2022-23.
- 1.3 Grants including Provincial, Federal, and other grants and other income show a 7% increase as compared to Q1 2022-23 that is primarily driven by additional Provincial grant related to a portion of Shared Recovery Mandate.
- 1.4 In the first quarter, Ancillary Services revenue constitutes 21% of the total annual budget. Just like student tuition and other fees, most of the student-related revenue is realized in the subsequent quarters. During the current reporting quarter, the revenue from ancillary services has increased by 8%, and expenses by 4% in comparison to the first quarter of the previous fiscal year (2022-23) resulting in the improved financial performance.

BOARD OF GOVERNORS – Quarterly Regular Meeting

Meeting Date:	September 15, 2023
Agenda Item:	7.iii. Governance and Human Resources Committee Report
Material:	Governance and Human Resources Committee Report to Board of Governors – September 2023 – J. McKay

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

Submitted by: Joel McKay

Date(s) of meetings since last report: July 13, 2023, August 31, 2023

Topics reviewed and recommendations made:

1. Governance

- Reviewed Board agendas.
- Reviewed annual Board schedule.
- Reviewed proposed governance actions and priorities for 2023-2024 to be discussed at the September BOG meeting.
- Discussed Indigenous Membership Verification Plan (interim and long-term).
- Reviewed skills matrix of Order-in-Council Board members in preparation for filling upcoming vacancies.
- Committee lists were reviewed.
- Recommendations to the Board:
 - Strategic Plan
 - Appeals to the Board of Governors Policy and Procedures
 - Repeal to the Guideline for the Conduct of a Board Hearing into the President's Recommendation that a Management/Exempt Employee Be Dismissed and the Guideline for the Conduct of an Appeal Under Section 60(3) of the *University Act*.
 - Memorandum of Understandings between UNBC, CNC and SD57 and UNBC, CNC and Coast Mountain College
 - Two Naming Proposals
 - The Pension policies and agreements associated with the UNBC Pension Trust.
 - That the Chair sign the 2023/2024 Mandate Letter

2. Human Resources

- Reviewed the Executive Compensation Disclosure
- Initiated the Annual 360 Degree Performance Review of the President
- Reviewed the Appointment Delegation Report and made recommendations to HR. A report to come forward to BOG for the November quarterly meeting.
- Recommendations to the Board:
 - Terms of the collective agreement reached with the University of Northern British Columbia Faculty Association.
 - Ratification of the Collective Agreement with CUPE 3799.
 - Note: Both approved at special meeting in July

Board of Governors: Governance Action Items Update
August 2023

Action Item	Current Status
1. Complete new Strategic Plan and Vision	Underway. Currently moving through the approval process 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.	<p>Continuing. Initiated with transfer of existing materials to Teams site. BOG sessions on bi-cameral governance, university finances, academic matters, and student enrolment have been recorded and posted to the Teams site for on-going use. A similar session about PSEC has been requested for Fall 2023.</p> <p>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.</p> <p>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.</p>
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 external 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.

<p>6. Specific Board-related policies be reviewed, revised, or developed as necessary, including: Procedures for Presidential Review; the President Search Procedures; Search Committees for Academic Vice-Presidents and other Senior Academic Administrators Procedures; Appointment of Senior Academic and Administrative 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.</p>	<p>Underway. Policy schedule for 2022-23 has been developed. Four first drafts (presidential review, president search procedures, delegation of Board authority, board appeals) went to Governance & Human Resources Committee in January 2023 and are in the consultation stage.</p> <p>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. The Board approved the Appointment Delegation Policy in June 2023.</p>
<p>7. The Audit and Risk Committee develops a process for annual evaluation of the function and functioning of the Board and its committees.</p>	<p>Committee developed a draft survey process and tested it in May 2023, with results to go to the Board in September 2023.</p>
<p>8. Re-instate the Advisory Committee on Advancement, with a northern focus and an updated mandate.</p>	<p>Terms of reference for the University Advancement Advisory Board approved at January 2023 Board of Governors meeting. Recommended membership was approved by the Board at the June 2023 meeting. The Chair of UAAB has also been appointed. UAAB will begin work in fall 2023.</p>
<p>9. Advance the UNBC Land Trust structure and governance model.</p>	<p>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.</p>

BOARD OF GOVERNORS – Quarterly Regular Meeting

Meeting Date:	September 15, 2023
Agenda Item:	7.iii.a. Strategic Plan - Geoff Payne
Motion:	<i>That, on the recommendation of the UNBC Senate and the Governance and Human Resources Committee, the Board of Governors approves the UNBC Strategic Plan, as presented.</i>
Material:	Strategic Plan

Ready,

UNBC's Strategic Plan 2023-2028



[illegible]

- 4** Traditional Acknowledgement and Welcome
- 5** Welcome from the President and Vice Chancellor
- 6** How we Developed the Plan
- 7** What we Believe
- 8** Our Mission | Our Vision | Our Values
- 9** Foundational Goals
- 10** Themes
 - 11** Foster Local Solutions for Global Impact
 - 12** Cultivate Curiosity
 - 13** Empower Northern Communities
 - 14** Act on Truth & Reconciliation
- 15** Implementing and Reporting on Progress
- 16** Annual Planning Cycle
- 17** Appreciation

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.

Prince George Campus

The Prince George campus is situated on the unceded traditional territory of the Lheidli T'enneh First Nation, part of the Dakelh (Carrier) peoples' territory.

South-Central Campus

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 (formerly Alexandria Band). Lhtako, Nazko, and Lhoosk'uz are on traditional Dakelh territory, and ?Esdilagh is a member of the Tsilhqot'in Nation.

Peace River-Liard Campus

The Peace River-Liard 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.

Northwest Campus

The Northwest campus in Terrace is situated on the unceded traditional Ts'msyen (Tsimshian) territory of the Kitsumkalum and Kitselas First Nation. It includes a satellite campus in the coastal community of Prince Rupert, situated on the unceded traditional Tsimshian territory of the Lax Kw'alaams Band and Metlakatla First Nation.

Wilp Wilxo'oskwhl Nisga'a Institute

UNBC has a federated agreement with the Wilp Wilxo'oskwhl (House of Wisdom) Nisga'a Institute (WWNI). Established by the Nisga'a Lisims Government in 1993 and situated on Gitwinksihlkw Village Lands within Nisga'a Treaty territory, WWNI is a fully accredited university-college serving all people in northwestern British Columbia.

Welcome from the President and Vice Chancellor

This isn't my plan – it comes from the communities we serve. This is our plan. More than one thousand voices, from inside and outside the University, shared their voices and their hopes for the future of UNBC.

You told us that we need to be ready.

Ready for a new and very different future.

Ready to help communities prepare for coming changes.

Ready to forge new relationships with Indigenous Peoples.

Ready to reimagine how we educate, research, and learn so that we can lead this different future.

Ready to listen, to think differently, and to collaborate widely to find innovate solutions to the global challenges we face.

Ready to make our mark.

We are situated in a global microcosm. Pressing issues facing the world today can be explored in the region we call home – climate change, clean energy production, economic diversification, biodiversity, food and water security, to name a few. Filled with passionate people and backed by a community that fought for our existence, we are uniquely positioned to lead the path to a more sustainable future.

We are ready to do just that.

How we Developed the Plan

By the numbers....

- ✓ Launch event, 214 participants, 4 campus locations
- ✓ Questions to the community, 215 comments
- ✓ Survey, 919 responses
- ✓ Interviews and town halls, 33 town halls, 162 participants
- ✓ Vetting online, many 'votes' and comments
- ✓ Theme Working Groups, 17 participants (faculty, staff, Deans, Directors), 16 hours of input
- ✓ Steering Committee

(Infographic – timeline

As a university, there are certain things we hold true, things that are part of who we are and how we will implement this strategic plan.

- Keep students top of mind in every decision we make and invest in them.
- Strive for teaching, learning, and research excellence and impact.
- Honour our connection to communities and contribute to the success and sustainability of the North.
 - Provide opportunities and pathways to post-secondary education and research for all learners in the North.
 - Help develop an educated, sustainable workforce for the North.
 - Connect with communities through research and development, shaping and responding to socio-economic and environmental changes in the region.
- Respect learners and learning, knowing that we all have much to learn from one another.
- Provide the best possible learning and working environment for everyone.
- Acknowledge and celebrate the role of research in learning and learning in research.
- Continually question our role in a changing world to sustain a strong, vibrant, and relevant presence in northern B.C.

Our Mission

Ignite. Inspire. Lead Change.

UNBC facilitates learning and generates knowledge through teaching and research. How we do that is unique.

We are connected to the North and the communities that call northern British Columbia home.

Supporting the sustainability of these communities is why we exist – this is what drives UNBC.

In service to the North, we ignite curiosity, inspire creativity, and champion excellence to help the region thrive.

We lead positive change by sharing what we learn with the world.

Our Vision

Leading a Sustainable Future

Education. Research. Community Impact.

Our Values

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

Our values inform our lives, our decisions, and our choices. At UNBC we value:

Academic excellence

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

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 are, and 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.

Our four themes describe how we will make our vision happen. These are the areas on which we will concentrate to make sure we are leading a sustainable future through education, research, and community impact. Each theme features a series of strategic goals that detail what we hope to achieve, and our foundational goals run across all four.

Foundational Goals

- Support fulfilling student learning journeys.
- Celebrate the best of UNBC's achievements.
- Attract and retain outstanding people for our community.
- Influence local and global policy.



Themes

Foster Local Solutions for Global Impact

**We will leverage our
unique position to mobilize
knowledge for local and
global change.**

Strategic Goals

- Value and leverage UNBC's connections to place and people to solve locally and globally relevant challenges.
- Harness the energy of alumni and global networks to collaborate, learn, and share.
- Continuously enhance an innovative and supportive learning and knowledge generation ecosystem.

Cultivate Curiosity

**We will excel at teaching,
learning, and inquiry.**

Strategic Goals

- Foster a culture of curiosity.
- Expand experiential learning.
- Inspire discovery through research.
- Nurture an inclusive and accessible university community that respects and learns from diverse perspectives and contributions.

Empower Northern Communities

**We will leverage our
unique position to mobilize
knowledge for local and
global change.**

Strategic Goals

- Create knowledge through community based and community driven research.
- Work with communities and regional partners to identify and deliver timely solutions for pressing issues.
- Mobilize knowledge and build community capacity and fellowship through education.

Act on Truth & Reconciliation

We will continue on our path to advance and meaningfully enact reconciliation with Indigenous peoples, through dialogue, education, research, relationships, and service.

Strategic Goals

- Endorse and implement learnings and articles from the UN Declaration on the Rights of Indigenous Peoples, and the Truth and Reconciliation Commission of Canada.
- Advance decolonization and Indigenization.
- Increase cultural awareness and understanding for cultural safety and humility.
- Improve representation by recruiting and retaining Indigenous students, faculty, and staff.



Implementing & Reporting on Progress

A strategic plan is always a broad strokes document. It can be a little vague and often it is difficult to see how any of the things it promises will happen.

Our plan will be implemented through a cascade of lower-level plans, all taking direction from the strategic plan, and each providing more detail on what people will do to make progress on achieving the strategic goals.

We also know we don't have the capacity to do it all at once. UNBC will select a handful of priorities from the strategic goals for focus each year. These priorities will be resourced as needed and progress will be monitored and reported.



(Infographic – annual planning cycle)

This is our plan,

We sincerely thank everyone who came out, wrote in, or completed a survey. Without your voices we wouldn't have such a powerful and exciting direction for the future.

Thank you also to the many people who worked behind the scenes to facilitate the planning process, in particular our Steering Committee who put in many planning days helping to develop the framework.

We are ready to make it happen,

Motion Number (assigned by
Steering Committee of Senate): S-202308.05

SENATE COMMITTEE ON ACADEMIC AFFAIRS

PROPOSED MOTION

Motion: That the Memorandum of Understanding between UNBC, the College of New Caledonia, and School District No. 57 be approved as proposed.

Effective Date: Upon signature of the MoU

Rationale: The MoU creates an initial framework for collaboration between UNBC, CNC, and SD No. 57 with regards to developing, promoting, and delivering a dual credit "Technology Exploration" program. This program will allow grade 11 students to experience four or more different fields of technology (such as Computer Science, Engineering, Web Design, Cybersecurity, Biotechnology, Health Technology etc.), enabling them to complete credit towards high school graduation and their first year at a post-secondary institute, jump-starting their careers in the tech-sector.

Motion proposed by: John McNeill, Administrative Manager

Academic Program: Initially Computer Science, but not exclusive

Implications for Other Programs / Faculties? Dependent upon project detail

Faculty(ies): Initially Science and Engineering, but not exclusive

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

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

Attachment Pages (if applicable): 2 pages

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING

Brief Summary of Committee Debate:

Motion No.: SCAAF202308.03

Moved by: Todd Whitcombe

Seconded by: Kathy Lewis

Committee Decision: CARRIED

Approved by SCAAF: August 9, 2023
Date


Chair's Signature

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

MEMORANDUM OF UNDERSTANDING

Dated the ____ day of ____, 202__

BETWEEN:

COLLEGE OF NEW CALEDONIA
3320—22nd Ave
Prince George BC V2N 1P8
(Hereinafter referred to as “CNC”)

AND

SCHOOL DISTRICT NO.57 (PRINCE GEORGE)
2100 Ferry Ave.
Prince George, BC V2L 4R5
(Hereinafter referred to as “SD57”)

AND

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
3333 University Way
Prince George BC V2N 4Z9
(Hereinafter referred to as “UNBC”)

WHEREAS:

- A. As parties to this Memorandum of Understanding, CNC, UNBC, and SD57 hereby affirm their intent to collaborate on the development, promotion, and delivery of a Technology Exploration program on a dual credit basis for SD57 students.
- B. Details of the implementation of any activity resulting from this Memorandum of Understanding shall be negotiated between the three institutions, and will be outlined in a Supplementary Agreement(s) between the institutions.
- C. The institutions recognize that this collaboration may result in the development of various types of intellectual property. The institutions are committed to working in good faith to develop fair principles for dealing with intellectual property, including ownership, use, publication, and confidentiality. The principles will be developed in accordance with the institutions’ respective policies and collective agreements and will be incorporated into the Supplementary Agreement(s).
- D. The three institutions shall designate a liaison office for this Memorandum of Understanding and for any Supplementary Agreements. For CNC, the liaison office shall be the Office of the Vice-President, Academic. For SD57, the liaison office shall be the Office of the Assistant Superintendent. For UNBC, the liaison office shall be the Office of the Vice President Academic & Provost.

- E. This memorandum of Understanding reflects the commitment of the institutions to collaborate on the development, promotion, and delivery of the dual credit Technology Exploration program as of the date indicated above.
- F. This Memorandum of Understanding may be amended by mutual written agreement between the institutions.
- G. This Memorandum of Understanding may be terminated at any time by any of the institutions, provided that notice of termination is provided by the notifying institutions to the other institutions at least ninety (90) days in advance of the date on which termination is intended to become effective. Any termination of the Memorandum of Understanding shall not have effect on any arrangement in place at the time that the notice is provided, where the arrangement arises from any Supplementary Agreement(s) resulting from this Memorandum of Understanding. Supplementary Agreements may only be terminated in accordance with the terms contained therein.

IN WITNESS WHEREOF the parties hereto have executed the Memorandum of Understanding as of the date first written above.

Witness

College of New Caledonia

Per: _____
Dr. Chad Thompson
Vice-President, Academic
College of New Caledonia

Witness

School District No. 57 (Prince George)

Per: _____
Lee Karpenko
Assistant Superintendent
School District No. 57

Witness

University of Northern British Columbia

Per: _____
Dr. Wendy Rodgers
Vice President Academic &
Provost
University of Northern British
Columbia

Motion Number (assigned by
Steering Committee of Senate): S-202308.06

SENATE COMMITTEE ON ACADEMIC AFFAIRS

PROPOSED MOTION

Motion: That the attached Memorandum of Understanding between UNBC, College of New Caledonia, and Coast Mountain College for the joint-delivery of the Northern Collaborative Baccalaureate Nursing Program be approved as presented.

Effective Date: September 2022

Rationale: The Northern Collaborative Baccalaureate Nursing Program (NCBNP) is a 4-year BScN program, delivered jointly by UNBC with College of New Caledonia and Coast Mountain College. The colleges are responsible for program delivery for the first two years, while UNBC is responsible for program delivery for the third and fourth years. UNBC confers the degrees for this program. The MOU outlines the responsibilities of each institution for co-delivery and co-governance of the NCBNP. The MOU covers the period from September 2022 to August 2025, at which time the MOU will be updated and approved again.

Motion proposed by: Catharine Schiller

Academic Program: School of Nursing, Northern Collaborative Baccalaureate Nursing Program

Implications for Other Programs / Faculties? None

Faculty: Faculty of Human and Health Sciences

Faculty Council / Committee Motion Number: FHHS.2023.07.14.01

Faculty Council / Committee Approval Date: July 14, 2023

Attachment Pages (if applicable): 30 pages

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING

Brief Summary of Committee Debate:


Motion No.: SCAAF 202308.04

Moved by: Todd Whitcombe

Seconded by: Ron Camp

Committee Decision:

Approved by SCAAF: August 9, 2023
Date


Chair's Signature

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

September 1, 2022

MEMORANDUM OF UNDERSTANDING

Between

**The University of Northern British Columbia
College of New Caledonia
Coast Mountain College**

Collectively

The Northern Collaborative Baccalaureate Nursing Program (NCBNP)

This memorandum of understanding (MOU) is between the University of Northern British Columbia (UNBC), the College of New Caledonia (CNC) and Coast Mountain College (CMTN) (herein called the partnering institutions). The MOU describes the mutual interests and responsibilities of the partners in operationalizing the Northern Collaborative Baccalaureate Nursing Program (NCBNP), as approved by the British Columbia College of Nurses and Midwives (BCCNM) and the Canadian Association of Schools of Nursing (CASN), leading to a UNBC Bachelor of Science in Nursing (BScN) degree. The NCBNP is one of the larger and more complex of the 15 baccalaureate registered nursing programs in the Province, producing approximately 10% of the new graduates from B.C. programs each year. The NCBNP is a 4-year integrated program delivered through the strategic and operative collaboration of three partnering institutions at six host campuses: 1) UNBC - Prince George campus, Quesnel campus, and Terrace campus, 2) CNC - Prince George campus and Quesnel campus, and 3) CMTN - Terrace campus. Only two host campuses, UNBC campus and CNC campus, are housed together in one standalone building located in Quesnel. All of the other four campuses are standalone separate campuses: two in Prince George and two in Terrace. The NCBNP is one of two BScN degrees offered in the northern 2/3rds of the province. The program aims at annually graduating a total of 188 students (104 in Prince George, 32 in Quesnel and 32 in Terrace), new graduates provide approximately 90% of new degree nursing hires employed by the Northern Health Authority. NCBNP graduates provide an essential pipeline of degree prepared nurses into the B.C. healthcare workforce, especially to the 300,000 indigenous and non-indigenous B.C. residents who live and work within the northern 2/3rds of the province (an area of 600,000 square kilometers) and are served by First Nations Health Authority, Northern Health Authority, and Provincial Health Services Authority. NCBNP graduates are integral to the Ministry of Health's and Ministry of Postsecondary Education and Future Skills' mandates aimed at the delivery of quality healthcare to the citizens of B.C. now and into the future.

1. Goals, Purposes, and Principles of the MOU Partnership and Program

A. The overarching goals of the MOU are:

- To instill effective strategic and operational collaborative oversight of the NCBNP
- To guarantee that the NCBNP's academic, support and physical resource requirements provided by UNBC, CNC and CMTN (Refer to Appendix A) maximize the strengths and synergies through the shared delivery of the collaborative program
- To ensure that the NCBNP meets the regulatory requirements of the British Columbia College of Nurses and Midwives (BCCNM) Education Program Review Committee and the accreditation standards of the Canadian Association of Schools of Nursing (CASN)
- To support student success and a post-secondary quality student experience across all three partners for all those enrolled in the NCBNP that operates as a 4-year integrated program.

NCBNP MoU

1

- B. The purposes of the NCBNP partnerships are to provide students with an outstanding undergraduate nursing education, a high quality educational experience and the preparation necessary to succeed as Registered Nurses upon graduation. These purposes will be achieved by:
- Using resources across the three partners equitably, efficiently, and cost-effectively to ensure student success.
 - Committing to providing students with innovative and dynamic teaching and learning environments through a process of continuous quality improvement for the NCBNP.
 - Ensuring that NCBNP graduates meet professional discipline degree requirements and master key professional competencies required for Registered Nurse licensure and entry-to-practice opportunities: sustained through an ongoing strong partnership with the Northern Health Authority, FNHA, PHSA and a practice-driven approach to nursing education – a unique approach in Canada that ensures responsive, relevant nursing education.
- C. The Partners agree that the 4-year integrated NCBNP will be guided by the following principles:
- Commitment to the Partnerships: Agreement that the partners are committed to outcomes that result in the delivery of a seamless 4-year integrated program to students through the effective and efficient shared use of academic, support and physical resources, including and not limited to financial resources, human resources, and material resources.
 - Resolve to improve student enrolment management (SEM) as a joint responsibility. Aspire to increase northern graduates at every stage in SEM.
 - Resolve to Increase Student Admission and Retention: The partners are committed to providing appropriate sustainable institutional resources to address admission challenges, mitigate attrition and increase student retention. Each partner will combine its own institutional resources (professors, financial aid, academic advising, etc.) and create intervention plans for vulnerable students as they progress through the years to increase retention.
 - Appropriate Representation: Agreement that each institution is appropriately represented at most, if not all, tables including those internal to the NCBNP and with external organizations, such as government, Canadian Association of Schools of Nursing, Nurse Educators Council of B.C., the Northern Health Authority, and First Nations Health Authority.
 - Fulsome representation from each institution at stakeholder dialogues or meetings that inform or impact on any aspects of program delivery i.e., admission, marketing.
 - Collaborative, Evidence Informed Decision-Making: While UNBC is the degree granting institution, decisions about changes to curriculum will be made collaboratively by the partners based on current nursing and interdisciplinary topic-specific and education scholarship.
 - Administrative Harmonization: Administrative procedures and processes for students will be harmonized where possible to optimize student engagement and success, reflecting an integrated 4-year NCBNP. (E.g., NCBNP Evaluation Committee, NCBNP Curriculum Committee, NCBNP Collaborative Student Admission and Progression Committee)
- D. The Partners will collaboratively:
- a. Support student success for all students enrolled in the NCBNP

- b. Provide all students with a high-quality baccalaureate-level educational experience and the preparation necessary to practice as Registered Nurses
 - c. Engage in decision-making about curriculum. Curriculum review is planned to commence Fall 2024, each partner needs to agree to this timely request for support resources to ensure that curriculum and resources are fit for the next decade running post Covid-19 pandemic.
 - d. All parties will provide notice of transfer credit changes to maximize student mobility and success
 - e. Ensure consultative decision-making while respecting institutional roles and accountabilities
 - f. Commit to ensuring that students experience the NCBNP as a single, 4-year integrated program
 - g. Act to ensure a seamless transition for students between the colleges and UNBC
 - h. Maximize the sharing of resources, physical and human, while remaining responsive to regional needs. Within the next 12 months, NCBNP partners will establish formalized agreements specific to lab sharing between UNBC & CNC, and UNBC & CMTN.
 - i. Promote interaction and scholarly collaboration among faculty and students.
- E. The roles and responsibilities of UNBC as the degree granting institution will be consistent with the BCCNM and CASN Recognition and Accreditation requirements, as will be those of the School of Health Sciences, CNC, and the Health Program, CMTN.

2. Governance Structure

UNBC, as the degree granting institution for the BScN degree, has final authority over all academic matters related to the NCBNP. Decisions and recommendations will be made in accordance with the governance, policies and administration of the three partnering institutions. The NCBNP Management Committee will make timely recommendations to the UNBC Senate and to the Education Councils at CNC and CMTN for the ongoing academic planning and outcomes of the program. The NCBNP Management Committee is responsible for enacting the decisions of the UNBC Senate and the Education Councils at CNC and CMTN.

- A. The goals, purposes and principles of the NCBNP will be governed and enacted via the following five committees:
- i. The NCBNP Collaborative Management Committee composed of the:
 - Dean or Chair, School of Nursing, UNBC
 - Dean or Associate Dean, School of Health Sciences, CNC
 - Dean or Associate Dean, Health Programs, Coast Mountain College
 - The Vice President, Academic, at each institution as ex-officio

Each school will have one vote and any decision requires a majority in order to be passed. Recommendations must be approved by this committee prior to seeking approval of any governing body (Senate, Education Council, CASN, etc.).

This committee may establish standing and temporary working groups to carry out specific duties and functions of the NCBNP (e.g., the Licensed Practical Nursing Transition Working Group is a temporary standing group that extended from the Collaborative Student Advisement and Progression Committee (CSAPC)).

This management committee is accountable to the UNBC Senate and to the Education Councils at CNC and CMTN for the ongoing academic planning and outcomes of the program. Thus, all final decisions and recommendations must be in accordance with the governance, policies and administration of the three partnering institutions. However, any changes made during UNBC Senate approval must go back to the Management Committee for further action.

ii. The NCBNP Collaborative Coordinators' Committee composed of the:

- NCBNP UNBC Undergraduate Coordinator, Prince George
- NCBNP UNBC Campus Coordinator, Quesnel
- NCBNP UNBC Campus Coordinator, Terrace
- NCBNP CNC Faculty Coordinator(s), Prince George
- NCBNP CNC Faculty Coordinator, Quesnel
- NCBNP CMTN Coordinator, Terrace
- Student Elect/ Alumni Elect

iii. The following three committees will be composed of faculty and staff representing the three partner institutions:

- The NCBNP Collaborative Student Admission and Progression Committee
- The NCBNP Collaborative Curriculum Committee
- The NCBNP Collaborative Evaluation Committee

Guests may be invited to any of the above five committees as required for consultation into the problem-solving and resolution of challenges related to strategy and operations of the NCBNP. Those invited will depend on the issues being prioritized and discussed and thus not considered permanent members of the committee.

iv. Services - academic, support and physical resources (Refer to Appendix A)

v. Terms of reference for five committees (Refer to Appendix B)

vi. Governance structure diagram (Refer to Appendix C)

3. Enrolment Management: Recruitment, Admission and Registration Processes

- A. UNBC is responsible, overall, for the NCBNP, including enrolment management with all institutions collaboratively engaging in creating transparent and understandable admission requirements, as well as understanding each partner institution's recruitment and registration processes that are guided by best practices in the field. Although overall direction of the NCBNP rests with the UNBC School of Nursing Chair, this responsibility is substantively shared with the Dean or Associate Dean of the School of Health Sciences at CNC, and the Dean or Associate Dean of Health Programs at Coast Mountain College. This is in accordance with the requirements of BCCNM approval and CASN Accreditation.
- B. CNC and CMTN will be the portals of entry into the NCBNP with seamless transition entry into UNBC at year three. Applicants will be simultaneously admitted to a College and the University, with

potential access to admission scholarships for nursing students and to ensure the seamless transition from year two to year three).

- C. CNC and CMTN will manage all admission processes (i.e. registration, student advising and progression support) through the first two years of the program. UNBC will provide student advising and progression support through the third and fourth years of the program.
- D. Advising and transfer credit decisions made by CNC and CMTN for the students in years one and two will be transparent to UNBC. Advising and transfer credit decisions made by UNBC for the students in years three and four will be transparent to CNC and CMTN Colleges. Required non-nursing and elective courses may be taken at any partner institution as long as they are within the established transfer limits and meet the requirements approved by the partner institutions, by UNBC as the degree granting institution, and by BCCAT who sets post-secondary transfer credit guidelines.
- E. All parties involved in the NCBNP and Collaborative Management Committee will coordinate enrolment planning and management.
- F. In conformance with the expectations of the Ministry of Advanced Education, Skills and Training (AEST), CNC and CMTN will support the first two years of the program and report the corresponding FTE activity. The courses in the first two years are considered to be CNC and CMTN courses, respectively, for the purposes of this agreement regarding FTE reporting. UNBC will support the third and fourth years of the program and report the corresponding FTE activity to the Ministry of Advanced Education, Skills, and Training. The courses in the third and fourth years are considered to be UNBC courses for the purposes of this agreement.
- G. The partners agree that the sharing of student information is an important part of ensuring success in a collaborative program. The partners commit to sharing information deemed necessary for student progression through a system that ensures an orderly and timely flow of information. Information sharing shall include the following: student identification and contact information, transcripts, criminal record check, and documentation of academic and/or behavioural misconduct. In general, the official student record at each institution will be available to any partner member who would normally have access to such information at any one of the partnering institutions.
- H. The Bachelor of Science in Nursing (BScN) degree will be conferred by The University of Northern British Columbia and requires the UNBC Senate to have the final approval.

4. Curriculum

- A. The curriculum of the NCBNP will be collaboratively managed, directed and supported by the partner institutions. All curriculum changes/additions/deletions will be vetted through the curriculum committee with recommendations sent to the NCBNP Collaborative Management Committee for approval.
- B. Any changes to curriculum or academic regulations and policies will be subject to the formal processes in place at the partner institutions and must be in accordance with the University Act of British Columbia and the Colleges and Institutions Act of British Columbia. Proposed changes to the curriculum or admission requirements in any of the years of the program must be agreed upon by all partner institutions.
- C. Curricular changes will follow the respective institutional approval processes (the UNBC Senate and the Education Councils of CNC and CMTN) and be coordinated between the partner institutions.

- D. Nursing faculty at all partner institutions will be involved in the development, teaching and evaluation of nursing courses in the NCBNP.

5. Resources: Tuition, Fees and Other Funds

- A. The partner institutions will work in a fair and transparent fashion in regards to policies and procedures for collection and distribution of revenues and expenditures.

6. Terms and Termination

- A. The terms of this Agreement shall commence on September 1, 2022 and shall be reviewed every three (3) years.
- B. The parties will cooperate to make all relevant faculty, staff, students and applicants aware of this Agreement.
- C. The NCBNP Collaborative Management Committee is accountable for the enactment of this Agreement on an ongoing basis.
- D. To participate in the accreditation process, the partner institutions will maintain membership in the Canadian Association of Schools of Nursing (CASN).
- E. All parties will participate in BCCNM accreditation review to maintain partnership in the collaborative.
- F. Amendments to this agreement must be in writing and approved by the NCBNP Collaborative Management Committee and the designated representative of each partner institution.
- G. Where possible, consultation will take place one year or more in advance of any partner institution's proposed termination of their involvement in this agreement. Any of the partner institutions may terminate their involvement in this Agreement upon a minimum of one year written notice to the other parties. Should either CMTN or CNC be the sole party terminating involvement in this Agreement, then the remaining two parties will use their best efforts to negotiate a new Agreement for offering the program by the expiry of the notice period. In the event that both CMTN and CNC terminate their involvement in this Agreement, or if UNBC terminates its involvement in this Agreement, then this Agreement will expire at the end of the notice period.
Regardless of any party providing notice to terminate its involvement in this Agreement, all partner institutions shall respect those students who are then enrolled in or admitted to the NCBNP and will provide an opportunity for those students to complete the program according to the requirements of the Senate of UNBC and the Education Councils of CNC and CMTN.
- H. Applications by other educational institutions to be party to this Affiliation Agreement will be made to the NCBNP Collaborative Management Committee.
- I. Any notice required to be given by any party to the others shall be deemed to be properly given if delivered in writing to their respective addresses:

The University of Northern
British Columbia
The Office of the President
3333 University Way
Prince George, B.C.
V2N 4Z9

College of New Caledonia
The Office of the President
3330 22nd Avenue
Prince George, B.C.
V2N 1P8

Coast Mountain College
Office of the President
5331 McConnell Avenue
Terrace, B.C.
V8G 4X2

7. Partnership Dispute Resolution

- A. Any partnership dispute arising within the NCBNP should be resolved at the lowest possible level of the governance process, progressing as follows: 1) Coordinators, 2) Chairs, Deans and Registrars, 3) Vice Presidents, and 4) Presidents or designates of the respective institutions.

Signatures:

Date:

University of Northern British Columbia

Dr. Geoff Payne

President

Dr. Wendy Rodgers

Vice-President Academic and Provost

College of New Caledonia

Dr. Dennis Johnson

President

Dr. Chad Thompson

Vice President Academic

Coast Mountain College

Dr. Laurie Waye

President & CEO

Dr. Titi Kunkel

Vice President Academic, Students, and International

Appendix A: Services - Academic, Support and Physical Resources

- A. Services accessible to NCBNP students by the three partners will be harmonized to the extent possible.
- B. NCBNP Committees, Office of the Registrars, Library Information Literacy Services, and Senior Administration members across the three partnering institutions will be responsible for collaborating to maximize effectiveness and consistency in policies and procedures for successful 4-year integrated NCBNP delivery, experience and outcomes for NCBNP students.
- C. To the extent possible, NCBNP students will be eligible for access to institutional scholarships, as well as libraries and other facilities across the three partner institutions (e.g. residences, sports centre, etc.).

1. Services – UNBC

General Description	Services
Student Services Departments	Centre for Teaching, Learning, and Technology
	Office of the Registrar
	Library
	Office of Student Recruitment
	Northern Analytical Laboratory Services
Student Success	Academic Advising
	Academic Success Centre
	Access Resource Centre
	Conference Services
	Educational Media Services
	Financial Aid
	First Nations Centre
	Health and Wellness Centre (Counselling Centre and Health Services)
	Housing and Residence Life
	Information Technology Services
	International Exchanges and Student Programs
	Student Career Centre (Co-operative Education)
Indigenous Services	Aboriginal Cultural Resources
	Tutoring Support
	Internal Services and Supports
	Cultural Activities
	External Services
	Overcoming Systemic Barriers
	First Nations Centre Graduation
International Services	International Office
	International Undergrad and Graduate Program
	English Language Studies
	International Exchange Program

Registrar Services	Admissions – Eligibility and Transfer Credits
	Records Management
	Registration
	Scheduling of Courses and Exams
	Student Online Services
NUGSS Student Services	Student-led Organizations
	Student Advocacy
	Social Events
	U-Pass Program
	Health and Dental Plan
Campus Infrastructure and other Services	Parking and public transit
	Library
	Food Services
	Meeting rooms and study spaces
	Charles Jago Northern Sports Centre (Prince George campus)
	Security Services Office
	Nursing simulation labs on campus
	Access to simulation lab at Mills Memorial Hospital, University Hospital of Northern BC, and GR Baker Memorial Hospital
	Northern Women's Centre
	Northern Pride Centre
	Technology supported classroom environments including the ability to connect across multiple campuses, digital boards and other teaching tools.
	Interfaith Chaplaincy

2. Services – College of New Caledonia (CNC)

General Description	Services
Office of the Registrar	Student Academic Advising Admissions Registration Student Records Graduation and Credentials Student Self-serve Registration
Student Services	On-site student housing Financial Aid and Awards Wellness Coach Accessibility Services Student Success center (Testing and Tutoring) Student Council Fitness and Recreation (through Communications Department)

	<p>Health and Wellness Center: 2 Nurse Practitioners; 1 Counsellor; Physician days</p> <p>Cafeteria</p> <p>College Bookstore</p> <p>17 computer labs (PG) and 3 Computer labs (Quesnel)</p> <p>Kodiak's Restaurant</p> <p>Media Services</p> <p>Safe Walk Service</p> <p>Security</p> <p>Library Services</p> <p>Chaplaincy Services</p> <p>Caledonia Early Care and Learning Center</p> <p>Human Resources for Student Employment</p> <p>Applied Research and Innovation</p> <p>ESL Training</p> <p>Communications (Student Event Planning)</p>
Aboriginal Services	<p>Aboriginal Resource Center</p> <p>Aboriginal Academic Advisor</p> <p>Elder in Residence</p> <p>Aboriginal Tutoring and Writing Services</p>
Library Services	<p>Online and on site libraries at both CNC sites</p> <p>Interlibrary loan services</p> <p>Computer terminals</p> <p>Research Librarian available to go into classes to orientate/teach students library skills</p> <p>Spaces as listed: Prince George Campus: Study spaces (total) in the library-269</p> <p>Silent study spaces 54 based on breakdown below</p> <ul style="list-style-type: none"> • Student Lab #1 – 16 seats (quiet study) • Student Lab #2 – 26 seats (not quiet) • Media study rooms, 2 rooms – 12 people (quiet) (closed rooms) • Seminar Room #1 – 12 people • Study Room #2-#7 – capacity 1-5 people in each, so – 30 seats, marked quiet study (group work goes on but these are closed rooms) • Open area – 173 seats in various groupings, some quieter areas surrounded by book stacks • Computer Terminals -12 • Quesnel Campus: Student Bookable spaces – 16 • Open Spaces: 30

	<ul style="list-style-type: none"> • 7 computer terminals
Nursing Labs	<p>2 nursing labs with 25 beds in Prince George (supports NCBNP, PRAN and HCAP students) Lab A has 10 beds and a private room with one bed. equaling 11 beds in total Lab B has 16 beds</p> <p>2 nursing labs with 13 beds in Quesnel (supports NCBNP students in all four years and HCAP students)</p> <p>Access to Northern Health Simulation Lab but must be booked 6 months in advance in Prince George; Access to Simulation Lab in Quesnel but must be booked one semester in advance</p>
Information Technology Services	<p>Support</p> <p>Computer Labs on campus</p> <p>Digital SMART Boards in classrooms</p> <p>Digital delivery across all 6 CNC campuses (Dedicated classroom spaces at all campuses)</p> <p>Videoconferencing capabilities</p>

3. Services – Coast Mountain College

General Description	Services
Student Services	Educational Advising
	Learning Assistance
	Orientation
	Leaders in Action
	Exam Invigilation
	On-site Student Housing
	Student Employment
	Health and Wellness - Counselling (24/7 access)
	Fitness and Recreation
	Accessibility Services
	Financial Aid
	WriteAway (writing tutor)
Indigenous Services (note all previously stated services apply to all students, including Indigenous students)	
	First Nations access services
	Indigenous support team
	Cultural activities
	First Nations Council
	Waap Galts'ap Community Longhouse

International Services (note all previously stated services apply to all students, including international students)	
	International Student Advisor
	International Coordinator
Registrar Services	
	Advising and Admissions
	Registration
	Student Records
	Graduation and credentials
	Student Self-serve <ul style="list-style-type: none"> - Online student portal - ALLERTUS safety app
Center of Learning Transformation (COLT)	
	Promote and support innovation in experiential place-based learning
	Support program and curriculum review
	Support and promote Indigenization
	Support and promote Articulation
Campus/Program Infrastructure	Parking (at no cost) and link to public transit
	Library (online and physical libraries at each campus)
	Interlibrary loan services
	Cafeteria (Terrace)
	Yurt
	Three bookable breakout rooms
	Wellness space and sports field
	Bikes available for loan through library
	2 dedicated simulation labs to support patient care learning. Utilized by the NCBNP Nursing students (including 3 and 4 th year from UNBC), HCA and PN programs of CMTN
	Access to simulation lab at Mills Memorial Hospital
	Technology support classroom environments including; ability to connect across multiple campuses, digital boards and other teaching tools.

NCBNP COLLABORATIVE COORDINATORS COMMITTEE

SECTION 1 – INTRODUCTION

PURPOSE

The purpose of this document is to set out the terms of reference, composition, and operating arrangements of the NCBNP Collaborative Coordinators Committee

DEFINITIONS

NCBNP: Northern Collaborative Baccalaureate Nursing Program

Partner institutions: University of Northern British Columbia (UNBC), College of New Caledonia (CNC), and Coast Mountain College (CMTN)

Partner sites: UNBC Prince George, UNBC Terrace, UNBC Quesnel, CNC Prince George, CNC Quesnel, CMTN Terrace

Collaborative Faculty: The NCBNP faculty of the partner institutions.

GOVERNING BODY

The coordinators committee members gather information from, and disseminate information back to, their respective institutions through the UNBC School of Nursing Department, the CNC Nursing Department, and the CMTN Nursing Department. The Coordinators Committee works under the general oversight of and reports directly to the NCBNP Collaborative Management Committee.

SECTION 2 – PROCEDURES

RESPONSIBILITIES

The NCBNP Coordinators Committee supports and helps facilitate the integrity of the NCBNP philosophy, graduate outcomes and core threads. The Coordinators Committee's responsibilities include but are restricted to the following:

- Supporting a consistency in operations among partner institutions
- Sharing information and addressing difficulties that affect all partner institutions
- Facilitating collaborative approaches to internal and external program and partnership initiatives
- Facilitating support of faculty in ways that are applicable to all partner institutions.

NCBNP COLLABORATIVE COORDINATORS COMMITTEE

COMPOSITION MEMBERSHIP

Membership of the Coordinators Committee consists of the following:

- Coordinator, Undergraduate Nursing Programs, UNBC
- Nursing Program Coordinator, CMTN
- Nursing Program Coordinator(s), CNC Prince George
- Nursing Program Coordinator, CNC-Quesnel
- Nursing Program Coordinator, UNBC-Quesnel
- Nursing Program Coordinator, UNBC-Terrace
- Guests may be invited to attend meetings as required to provide input on specific issues or planning activities.

Membership of the Coordinators Committee will be confirmed at the beginning of each academic year.

CHAIR

The Chair position will rotate among the committee members, meeting to meeting.

The Chair will set the agenda and timetable for committee meeting through consultation with members and will circulate agendas, minutes, reports and other relevant information to and from the Coordinators Committee, and other NCBNP Committees.

MINUTES

Minutes: The Chair will take minutes or will designate a minute-taker. The Minute Taker will record the proceedings of meetings and submit meeting minutes to the Committee members within two weeks of a meeting.

The UNBC Coordinator of Undergraduate Nursing Programs shall retain a copy of all meeting minutes for future referral.

OPERATING PROCEDURES AND DECISION MAKING

By consensus

MEETINGS

The Coordinators Committee will meet a minimum of four times per year.

REPORTS

The Coordinators Committee will submit minutes of their meetings to the Collaborative Management Committee.

NCBNP COLLABORATIVE COORDINATORS COMMITTEE

SECTION 3 – GOVERNANCE

RESPONSIBILITY

The Collaborative Management Committee is responsible for reviewing the Terms of Reference of the Coordinators Committee as needed in consultation with the Coordinators Committee members, and advising on needed revisions.

VERSION CONTROL AND CHANGE HISTORY

This 2018 version was created using the 2017 Terms of Reference for the Coordinators Committee, with updates to reflect the name change from Northwest Community College (NWCC) to Coast Mountain College (CMTN).

COLLABORATIVE STUDENT ADMISSION AND PROGRESSION COMMITTEE (SAPC)

SECTION 1 – INTRODUCTION

PURPOSE

The purpose of this document is to set out the terms of reference, composition, and operating arrangements of the NCBNP's SAPC.

DEFINITIONS

NCBNP: Northern Collaborative Baccalaureate Nursing Program

Partner institutions: University of Northern British Columbia (UNBC), College of New Caledonia (CNC), and Coast Mountain College (CMTN)

Partner sites: UNBC Prince George, UNBC Terrace, UNBC Quesnel, CNC Prince George, CNC Quesnel, CMTN Terrace

Joint Faculty: The NCBNP faculty of the partner institutions.

GOVERNING BODY

This committee reports to the NCBNP Joint Management Committee.

SECTION 2 – PROCEDURES

RESPONSIBILITIES

The NCBNP's SAPC has been established to provide advice and recommendations to the NCBNP Joint Management Committee related to the admission and progression of students in the NCBNP. SAPC activities will include but not be restricted to the following:

- Identifying, discussing and initiating procedural changes related to student progression
- Reviewing and ensuring consistency in partner institution academic calendars
- Maintaining and revising NCBNP priority registration guidelines
- Reviewing and reconciling course transfer credit anomalies
- Setting program admission criteria
- Recommending the process for student selection
- Recommending revisions to academic regulations re: the NCBNP in the following areas:
 - program content
 - course co-requisites and pre-requisite requirements
- Following up with partner institutions' Education Council and Senate once course and program content revisions have been approved by the partner institutions nursing faculty and the NCBNP Joint Management Committee

COLLABORATIVE STUDENT ADMISSION AND PROGRESSION COMMITTEE (CSAPC)

COMPOSITION

MEMBERSHIP

Membership of SAPC consists of the following:

- UNBC Prince George: Two faculty members (includes co-Chair/Coordinator or designate)
- UNBC Nursing Program Advisor
- UNBC Registrar's Office: One staff member
- UNBC Quesnel: One faculty member (Coordinator or designate)
- UNBC Terrace: One faculty member (Coordinator or designate)
- CNC Prince George: Two faculty members (includes co-Chair/Coordinator or designate)
- CNC Quesnel: One faculty member (Coordinator or designate)
- CNC Prince George Nursing Advisor
- CNC Quesnel Student Advisor
- CNC Registrar's Office Prince George: One staff member
- CNC Registrar's Office Quesnel: One staff member
- CMTN: One faculty member (Coordinator or designate)
- CMTN Student Advisor
- CMTN Registrar's Office: One staff member

Term of Appointment: Membership of the Committee will be confirmed at the beginning of each academic year. To facilitate membership renewal, in August of each year, the UNBC Co-Chair of the SAPC Joint Committee will circulate a call letter among partner sites requesting that they identify SAPC representatives for the Committee. Partner institutions and sites will submit their list of representatives no later than September 30 of each academic year.

Appointments are ongoing, for a period of not less than one year.

Quorum: 5 members from the three partner institutions, of which three must be faculty members. There must also be a Coordinator or designate from each partnering institution.

CHAIR

The Committee shall select Committee Co-Chairpersons from among its membership. Selection shall occur at a spring meeting each year and result in one (1) Co-Chairperson from CNC and one (1) Co-Chairperson from UNBC. In the absence of both Committee Co-Chairpersons at any one meeting, the members present shall select one member of themselves to chair the meeting.

Term of appointment: One year

The Co-Chairs will set the agenda and timetable for committee meeting through consultation with committee members and will circulate agendas, minutes, reports and other relevant information to and from the Committee to other NCBNP Committees.

MINUTES

Minutes: The Co-Chairs will appoint the Minute Taker. The Minute Taker will record the proceedings

COLLABORATIVE STUDENT ADMISSION AND PROGRESSION COMMITTEE (CSAPC)

of meetings and submit meeting minutes to the Co-Chair and Committee members within three weeks of a meeting.

The UNBC Nursing Program Advisor shall retain a copy of all meeting minutes for future referral.

OPERATING PROCEDURES

DECISION MAKING

By consensus

MEETINGS

The Committee will meet at least four times per year.

REPORTS

The Committee shall make recommendations to the Joint Management Committee on all matters requiring action beyond the authority level of the Committee.

The Committee will submit an annual report of its activities to Joint Faculty and the Joint Management Committee by August 31 of each year. This will be written by one of the co-Chairs.

EVALUATION AND REVIEW

The Joint Management Committee will review and comment on the SAPC's work, and provide these comments to the SAPC by September 30 for discussion at the first meeting in the academic year.

SECTION 3 – GOVERNANCE

RESPONSIBILITY

SAPC is authorized to seek information it requires in order to fulfill its mandate. The Committee is authorized to identify inconsistencies in practice amongst partner institutions and/or sites and bring them to the attention of the Joint Management Committee for action.

The Joint Management Committee is responsible for updating the SAPC's Terms of Reference in consultation with SAPC.

VERSION CONTROL AND CHANGE HISTORY

This 2022 version was created using the 2017/19 version of SAPC Terms of Reference.

NCBNP COLLABORATIVE CURRICULUM COMMITTEE

SECTION 1 – INTRODUCTION

PURPOSE

The purpose of this document is to set out the terms of reference, composition, and operating arrangements of the NCBNP Curriculum Committee.

DEFINITIONS

NCBNP: Northern Collaborative Baccalaureate Nursing Program

Partner institutions: University of Northern British Columbia (UNBC), College of New Caledonia (CNC), and Coast Mountain College (CMTN)

Partner sites: UNBC Prince George, UNBC Terrace, UNBC Quesnel, CNC Prince George, CNC Quesnel, CMTN, Terrace

Joint Faculty: The NCBNP faculty of the partner institutions.

GOVERNING BODY

This Committee reports to the UNBC School of Nursing Committee, the CNC Nursing Faculty Committee and the CMTN Nursing Faculty Committee, as well as to respective Senate or Education Councils through Joint Faculty. The Committee works under the general oversight of the NCBNP Joint Management Committee.

SECTION 2 – PROCEDURES

RESPONSIBILITIES

The NCBNP Curriculum Committee ensures that the integrity of the NCBNP curriculum philosophy, graduate outcomes and core threads are achieved through curriculum assessment, planning, implementation, evaluation, and revision. It functions as the joint academic decision-making body of the NCBNP partner institutions to support the consistent application of curricular threads and the consistent achievement of graduate outcomes. The Committee's responsibilities include, but are not restricted to, the following:

- Setting the NCBNP curriculum to meet expected graduate outcomes and to reflect the healthcare and professional nursing practice needs in Northern BC
- Ensuring that the curriculum of the NCBNP meets the standards for BCCNM and CASN Accreditation
- Developing and communicating a philosophy of teaching and learning consistent with the goals of the NCBNP, BCCNM Professional Standards for Registered Nurses and Nurse Practitioners, and the Canadian Nurses Association (CNA) Code of Ethics for Registered Nurses (2017).
- Reviewing and recommending changes to the NCBNP curriculum as per BCCNM Competencies in Context of Entry-level RN Practice in BC (2021), CASN Accreditation Guidelines, and ongoing evaluation results.

NCBNP COLLABORATIVE CURRICULUM COMMITTEE

- Formulating curriculum planning and revision recommendations that address:
 - changes in population/community health and health service environments
 - long-range planning
 - course content
 - program objectives and outcomes
 - educational approaches
 - alternative entry points into the program and future study options for graduates
- Commissioning working groups to investigate issues pertinent to curriculum and receiving their recommendations

COMPOSITION MEMBERSHIP

Up to Fall 2022, membership of the Committee will be confirmed at the beginning of each academic year. The coordinators for CNC, CMTN, and UNBC-Coordinator of Undergraduate Programs will submit their list of representatives for all joint NCBNP committees to the NCBNP management team.

Membership of the Committee consists of the following:

- Up to two tenured/tenure track/continuing faculty representatives or alternates from each partner institution site
- Guests may be invited to attend meetings as required to provide input on specific issues or planning activities

Term of Appointment: Membership of the Committee will be confirmed in advance of each academic year. From **February 2023**, the chair and co-chair of the Committee will circulate a call letter among partner sites requesting that they identify and/or confirm committee representatives for the upcoming academic year. The coordinators for CNC, CMTN, and UNBC-Coordinator of Undergraduate Programs will submit their list of representatives to the Management Committee no later than **April 1** of each academic year.

Term of Appointment: Two years, renewable

Quorum: 5 members from the three partner institutions, of which three must be faculty members. There must also be a coordinator or designate from each partnering institution.

CHAIR

Two Co-Chairs will be selected by the membership at the first meeting in the academic year and will assume the Chair from the second meeting in the academic year. The Co-Chairs will rotate among partner institutions.

Term of appointment: Two years

The Co-Chairs will set the agenda and timetable for committee meeting through consultation with committee members and will circulate agendas, minutes, reports, and other relevant information to and from the Committee to other NCBNP Committees.

Meetings are to occur during the third week of September, October, February, and March yearly. Outlook will be utilized to schedule committee meetings (i.e., determine members' availability, distribute meeting

NCBNP COLLABORATIVE CURRICULUM COMMITTEE

invitations, etc.).

MINUTES

Minutes: The administration support for the Chair's organization will take minutes or appoint a Minute Taker. The Minute Taker will record the proceedings of meetings and submit meeting minutes to the Co-Chair and Committee members within two weeks of a meeting.

Copies of all meeting minutes will be kept for future referral in password-protected, shared drive at each of the collaborative institutions.

OPERATING PROCEDURES AND DECISION MAKING

By consensus

MEETINGS

The Committee will meet at least four times per year.

REPORTS

The Co-Chairs of the committee will submit an annual report of committee activities to the Joint Faculty Committee and to the Joint Management Committee by August 31 of each year.

Beginning Fall 2022, the committee will report on its activities bi-annually in December and April, within each academic year. The chair and co-chair will be responsible for writing and distributing said reports to the NCBNP Collaborative Management Committee.

EVALUATION AND REVIEW

The Joint Management Committee will review and comment on the Curriculum Committee's work and provide these comments to the Curriculum Committee by September 30th for discussion at the first meeting in the academic year.

Beginning Fall 2022 onwards the NCBNP Collaborative Management Committee will review and comment on the curriculum committee work and provide these comments to the curriculum committee twice a year in January and May, of each academic year.

SECTION 3 – GOVERNANCE

RESPONSIBILITY

~~The NCBNP Joint Curriculum Committee is responsible for updating their Terms of Reference.~~

The Collaborative Management Committee is responsible for updating curriculum committee Terms of Reference in consultation with the curriculum committee Chair and Co-Chair membership.

NCBNP COLLABORATIVE CURRICULUM COMMITTEE

VERSION CONTROL AND CHANGE HISTORY

Date 13th June 2022 was created using the 2015 and 2021 version(s).

NCBNP JOINT EVALUATION COMMITTEE

SECTION 1 – INTRODUCTION

PURPOSE

The purpose of this document is to set out the terms of reference, composition, and operating arrangements of the NCBNP Evaluation Committee.

DEFINITIONS

NCBNP: Northern Collaborative Baccalaureate Nursing Program

Partner institutions: University of Northern British Columbia (UNBC), College of New Caledonia (CNC), and Coast Mountain College (CMTN)

Partner sites: UNBC Prince George, UNBC Terrace, UNBC Quesnel, CNC Prince George, CNC Quesnel, CMTN Terrace

Joint Faculty: The NCBNP faculty of the partner institutions.

GOVERNING BODY

This Committee reports to the UNBC School of Nursing Committee, the CNC Nursing Faculty Committee and the CMTN Nursing Faculty Committee, as well as to respective Senate or Education Councils through Joint Faculty. The Committee works under the general oversight of the NCBNP Joint Management Committee.

SECTION 2 – PROCEDURES

RESPONSIBILITIES

The NCBNP Evaluation Committee ensures the on-going evaluation of the NCBNP. It provides information and advice to appropriate bodies, which will use the information for program revision, as well as for policy and decision-making. Evaluation Committee activities will include but not be restricted to the following:

- Assuming responsibility for short term, intermediate, and long-term evaluation of the NCBNP
- Developing and/or updating a system of program evaluation
- Monitoring the implementation and effectiveness of the program evaluation system
- Addressing BCCNM approval and CASN accreditation standards related to program evaluation
- Receiving and reviewing evaluation data and reports, including recommendations from stakeholders
- Ensuring that communication processes with the NCBNP Committees, faculty and students are in place to disseminate program evaluation results

NCBNP JOINT EVALUATION COMMITTEE

- Making recommendations for curriculum and program revisions based on evaluation data
- Creating and directing working groups as required.

COMPOSITION MEMBERSHIP

Up to Fall 2022, membership of the Committee will be confirmed at the beginning of each academic year. The coordinators for CNC, CMTN, and UNBC-Coordinator of Undergraduate Programs will submit their list of representatives for all joint NBCNP committees to the NCBNP management team.

Membership of the Evaluation Committee consists of the following:

- Up to two tenured/tenure track/continuing faculty representatives or alternates from each partner institution site
- Guests may be invited to attend meetings as required to provide input on specific issues or planning activities

Term of Appointment: Membership of the Committee will be confirmed in advance of each academic year. From **February 2023**, the chair and co-chair of the Evaluation Committee will circulate a call letter among partner sites requesting that they identify and/or confirm committee representatives for the upcoming academic year. The coordinators for CNC, CMTN, and UNBC-Coordinator of Undergraduate Programs will submit their list of representatives to the Management Committee no later than **April 1** of each academic year.

Term of Appointment: Two years, renewable

Quorum: 5 members from the three partner institutions, of which three must be faculty members. There must also be a coordinator or designate from each partnering institution.

CHAIR AND CO-CHAIR

Two Co-Chairs will be selected by the membership at the first meeting in the academic year and will assume the Chair from the second meeting in the academic year. The Co-Chairs will rotate among partner institutions.

Term of appointment: Two years

The Co-Chairs will set the agenda and timetable for committee meeting through consultation with committee members and will circulate agendas, minutes, reports and other relevant information to and from the Committee to other NCBNP Committees.

Meetings are to occur during the third week of September, October, February, and March yearly. Outlook will be utilized to schedule committee meetings (i.e. determine members' availability, distribute meeting invitations, etc.).

MINUTES

NCBNP JOINT EVALUATION COMMITTEE

Minutes: The administration support for the Chair's organization will take minutes or appoint a Minute Taker. The Minute Taker will record the proceedings of meetings and submit meeting minutes to the Co-Chair and Committee members within two weeks of a meeting.

Copies of all meeting minutes will be kept for future referral in password-protected, shared drive at each of the collaborative institutions.

OPERATING PROCEDURES AND DECISION MAKING

By consensus

MEETINGS

The Committee will meet at least four times per year.

REPORTS

The Co-Chairs of the committee will submit an annual report of committee activities to the Joint Faculty Committee and to the Joint Management Committee by August 31 of each year.

Beginning Fall 2022, the committee will report on its activities bi-annually in December and April, within each academic year. The chair and co-chair will be responsible for writing and distributing said reports to the NCBNP Collaborative Management Committee.

EVALUATION AND REVIEW

The Joint Management Committee will review and comment on the Evaluation Committee's work, and provide these comments to the Evaluation Committee by September 30th for discussion at the first meeting in the academic year.

Beginning Fall 2022, the NCBNP Collaborative Management Committee will review and comment on the Evaluation Committee's work and provide these comments to the evaluation committee twice a year in January and May, of each academic year.

SECTION 3 – GOVERNANCE

RESPONSIBILITY

~~The NCBNP Joint Evaluation Committee is responsible for updating their Terms of Reference. The Joint Management Committee is responsible for reviewing the Terms of Reference of the Evaluation Committee as needed, and advising of recommended changes.~~

The Collaborative Management Committee is responsible for updating the Evaluation committee Terms of Reference in consultation with the evaluation committee Chair and Co-Chair membership.

VERSION CONTROL AND CHANGE HISTORY

This 13th June 2022 version was created using the 2015 and 2021 version(s).

NCBNP COLLABORATIVE MANAGEMENT COMMITTEE

SECTION 1 – INTRODUCTION

PURPOSE

The purpose of this document is to set out the terms of reference, composition, and operating arrangements of the NCBNP Collaborative Management Committee.

Role: To provide overall governance and management oversight of the NCBNP.

DEFINITIONS

NCBNP: Northern Collaborative Baccalaureate Nursing Program

Partner institutions: University of Northern British Columbia (UNBC), College of New Caledonia (CNC), and Coast Mountain College (CMTN)

Partner sites: UNBC Prince George, UNBC Terrace, UNBC Quesnel, CNC Prince George, CNC Quesnel, CMTN Terrace

Collaborative Faculty: The NCBNP faculty of the partner institutions.

GOVERNING BODY

This committee is the governing body of the NCBNP as identified in the Affiliation Agreement between UNBC, CNC and CMTN of February 8, 2019-2022. It is accountable to the UNBC Senate and to the Education Councils at CNC and CMTN for the ongoing academic planning and outcomes of the NCBNP.

SECTION 2 – PROCEDURES

RESPONSIBILITIES

The NCBNP Collaborative Management Committee is responsible to maintain the quality and academic rigor of the NCBNP. It provides overall governance oversight of the NCBNP and oversees the on-going planning and operation of the NCBNP including:

- Overseeing policy development for the NCBNP
- Enrolment planning and management
- Receiving and evaluating reports from NCBNP committees
- Responding to recommendations from NCBNP committees and NCBNP Collaborative Faculty
- Providing direction on planning and operational issues for the NCBNP
- Ensuring adequate resources are made available for the functioning of the NCBNP
- Approving the administration of collaborative development funds and other external revenues allocated to the NCBNP
- Recommending tuition and fees to the partner institutions

NCBNP COLLABORATIVE MANAGEMENT COMMITTEE

- Setting policy on roles/responsibilities, as well as academic and professional qualifications for faculty and clinical instructors in accordance with requirements of the NCBNP, requirements of the partner institutions, and requirements of the accreditation nursing regulatory bodies (British Columbia College of Nursing Professionals, and Canadian Universities of Schools of Nursing)
- Working in partnership with external stakeholders, the Ministry of Advanced Education and Skills Training, and the Ministry of Health to plan, implement and evaluate new initiatives, pathways and/or partnerships including health human resource planning for the North.

COMPOSITION MEMBERSHIP

The Voting membership of the Collaborative Management Committee consists of the following:

- Dean of Faculty of Human and Health Sciences, or Chair, School of Nursing, UNBC
- Dean or Associate Dean, School of Health Sciences, CNC
- Dean or Associate Dean, Health Programs, CMTN
- The Vice President, Academic, at each institution as ex-officio x 3

Term of appointment: Ongoing

Quorum: 3 members, one from each of the three partner institutions.

CHAIR

The Chair of the Collaborative Management Committee will be chosen by the committee and will rotate annually between the partner institutions as determined by the committee. Administrative support will be provided by the Chair's institution. Each institution will keep copies of the minutes for their individual institution's records.

The Chair will set the agenda and timetable for Committee meetings through consultation with Committee members and will circulate agendas, minutes, reports and other relevant information to and from the Committee to other NCBNP Committees.

Guests may be invited as required for consultation into the problem-solving and resolution of challenges related to strategy and operations of the NCBNP. Those invited will depend on the issues being prioritized and discussed and thus not considered permanent members of the committee.

MINUTES

Minutes: The Chair will appoint a Minute Taker. The Minute Taker will record the proceedings of meetings and submit meeting minute to the committee members prior to the next meeting.

The UNBC School of Nursing Chair shall retain a copy of all meeting minutes for future referral.

OPERATING PROCEDURES

Specific responsibilities of the Collaborative Management Committee:

- A. To ensure that the NCBNP operates in accordance with the goals, purposes and principles of the MOU
- B. To review and approve recommended changes from all standing committees of the NCBNP

NCBNP COLLABORATIVE MANAGEMENT COMMITTEE

- C. To establish and appoint members to the NCBNP Committees, and any other committees or working groups that are created in the performance of its mandate
- D. To request, receive and/or approve reports and recommendations from the NCBNP Coordinators' Committee and Standing Committees and to delegate authority for decision-making to those committees as it deems fit
- E. To review program-wide data related to enrolments, completion rates and other aspects related to the effective operation of the NCBNP
- F. To review and approve ongoing academic planning, resourcing and operation of the NCBNP program in accordance with the governance policies and administration of the sponsoring institutions
- G. To provide each institutional Vice President Academic with a report on activities of the NCBNP annually or as requested in preparation for their collaborative executive meetings. To provide each institutional VPA with information regarding issues arising within the partnership that require attention, in a timely manner.
- H. To develop, implement and update a strategic action plan which aligns with partnering institutions' strategic plans.

DECISION MAKING

- By consensus

MEETINGS

The Committee will meet weekly as needed but no less than eight times per year.

REPORTS

The Committee will submit an annual report of NCBNP activities to the senior administration of partner institutions by October 31 of each year.

SECTION 3 – GOVERNANCE

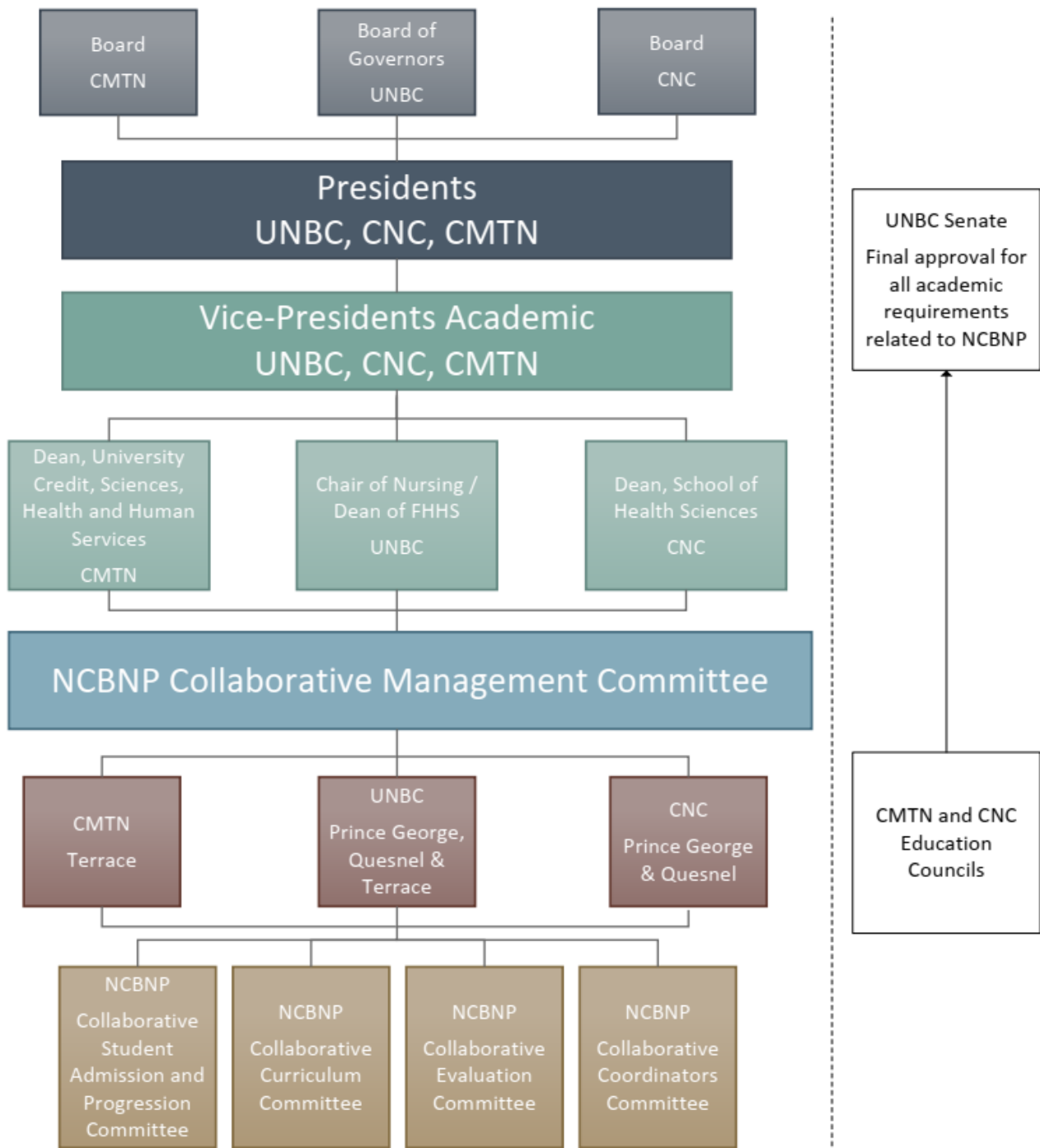
RESPONSIBILITY

The Collaborative Management Committee is responsible for updating its own Terms of Reference within the framework provided by Affiliation Agreement. In the absence of Committee consensus, outstanding issues will be referred to senior administration.

VERSION CONTROL AND CHANGE HISTORY

This 2022 version was created using the February 8, 2019 (Draft) version of the Affiliation Agreement and updated May 24, 2022.

NCBNP Governance Structure



BOARD OF GOVERNORS – Quarterly Regular Public Session

Meeting Date:	September 15, 2023
Agenda Item:	8.a. UNBC Pension Trust
Motion:	<p>i. Statement of Investment Policies and Procedures (SIP&P) <i>That, on the recommendations of the Governance and Human Resources Committee, the Finance and Investment Committee, and the Audit and Risk Committee, the Board of Governors approves of the Statement of Investment Policies and Procedures as presented.</i></p> <p>ii. Trust Agreement, effective October 1, 2022 <i>That, on the recommendations of the Governance and Human Resources Committee, the Finance and Investment Committee, and the Audit and Risk Committee, the Board of Governors approves the Trust Agreement as presented.</i></p> <p>iii. Governance Policy UNBC Retirement Savings Plan <i>That, on the recommendations of the Governance and Human Resources Committee, the Finance and Investment Committee, and the Audit and Risk Committee, the Board of Governors approves the Governance Policy UNBC Retirement Savings Plan Statement of Investment Policies and Procedures as presented.</i></p> <p>iv. Ellement Performance Report – UNBC Staff Pension Plan (for information)</p>

Material:	<ul style="list-style-type: none"> -UNBC Pension Plan Briefing Note -SIPP – Final Draft for Approval -Pension Plan Statement of Investment 2006 -Pension Trust Agreement 2023 -Pension Trust Agreement 2005 -Governance Policy – Draft 2023 -Governance Policy 2016 -Q2 UNBC Staff Analytics Report
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BRIEFING NOTE FOR:
GOVERNANCE AND HUMAN RESOURCES COMMITTEE,
FINANCE AND INVESTMENT COMMITTEE, AND
AUDIT AND RISK COMMITTEE

Meeting Date:	30 and 31 August 2023		
Subject:	UNBC Pension Plan		
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Submitted By:	Rahim Somani, Vice President, Finance and Administration		

1.0 DOCUMENTS FOR APPROVAL

- 1.1 **Statement of Investment Policies and Procedures (SIP&P):** Superseding Document: UNBC Statement of Investment Policies December 6, 2008.
- 1.2 **Trust Agreement:** Superseding Document: UNBC Pension Trust Agreement November 26, 2005
- 1.3 **Governance Policy UNBC Retirement Savings Plan:** Superseding Document: Governance Policy January 1, 2016

2.0 DOCUMENTS FOR INFORMATION

- 2.1 Ellement Performance Report - University of Northern BC Staff Pension Plan as at March 31, 2023.

3.0 NEXT STEPS

- 3.1 Once these documents are approved by the Board of Governors on the recommendation of the Finance and Investment Committee of the Board, the membership and relevant designations will be updated to reflect the current membership and reported to the Trustees of UNBC Pension Plan before publishing these documents.
- 3.2 Moving forward the following documents will be submitted on a regular basis through the Finance and Investment Committee:
 - 3.2.1 Ellement Quarterly Performance Reports on a quarterly basis.
 - 3.2.2 List of existing Trustees on an annual basis at the June meeting.

University of Northern British Columbia

Statement of Investment Policies and Procedures

Effective _____, 2023

Approved on behalf of the University of Northern British Columbia

Name_____

Title_____

Date_____

Signature_____

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Section 1. Introduction

Definition of the Plan

- 1.1 The University of Northern British Columbia (“UNBC”) sponsors a defined contribution pension plan and a Supplemental Employee Retirement Plan, collectively known as “the Plans”:
- University of Northern British Columbia Pension Plan (“DC Plan”)
 - University of Northern British Columbia Supplemental Employee Retirement Plan (“SERP”)
- 1.2 The Plans are considered to be Capital Accumulation Plans (“CAP”).

Purpose of the Plan

The purpose of the Plans is to assist and encourage UNBC employees to plan and save for retirement.

The Plans are not intended to be the sole source of retirement income. They are one source of retirement income that should be supplemented by other sources such as personal savings and the Canada Pension Plan.

Goal of the Statement of Investment Policies and Procedure (“SIP&P” or “Statement”)

- 1.3 This SIP&P provides the framework for the prudent management of the Plans’ investments by:
- Identifying the roles and responsibilities of those involved in the investment process;
 - Defining and communicating the Plans’ investment philosophy and strategy to all stakeholders;
 - Describing the objectives and risk philosophy for the Plans’ investments; and
 - Documenting how Investment Managers and Investment Options are selected, monitored and replaced.
- 1.4 This Statement is intended to provide guidance in conjunction with the University of Northern British Columbia Governance Policy (“Governance Policy”). If this Statement and the Governance Policy disagree, in matters relating to the Plans’ investments, this Statement shall take precedence.

Applicable Legislation and Guidelines

- 1.5 The DC Plan is registered and administered under Canada’s *Income Tax Act* and associated regulations. The Plan is also registered and administered under British Columbia’s *Pension Benefits Standards Act* and associated regulations.
- 1.6 UNBC expects that all activities with respect to the Plans comply with applicable legislation and meet the relevant Canadian Association of Pension Supervisory Authorities (CAPSA) Guidelines.

Section 2. Roles and Responsibilities

UNBC Board of Governors

2.1 The UNBC Board of Governors is the sponsor of the Plans, the legal administrator of the DC Plan and will, in accordance with the Plans' Governance Policy:

- Establish the UNBC Pension Board of Trustees ("Trustees") and appoint its members;
- Approve this Statement;
- Delegate the responsibility for the adherence to this Statement to the Trustees; and
- Monitor the Plans' investment structure and performance of the Investment Manager

UNBC Pension Board of Trustees

2.2 The Trustees will:

- Review this Statement at least annually and recommend amendments to the Board of Governors when appropriate;
- Select and monitor the Plans' Investment Consultant and CAP Service Provider;
- Select and monitor the Plans' investment options; and
- With respect to the Plans' investments, monitor compliance with applicable legislation and Guidelines

Investment Consultant

2.3 UNBC has retained the Investment Consultant to:

- Assist the Trustees in establishing and reviewing this Statement;
- Assist the Trustees in selecting and overseeing the Plans' CAP Service Provider, investment structure, investment managers and investment options;
- Assist the Trustees in meeting their fiduciary responsibilities, complying with applicable legislation and meeting applicable Guidelines with respect to the Plans' investments;
- Keep the Trustees informed about regulatory changes and other activity that may impact the Plans' investments; and
- Meet with the Trustees on a regular basis and provide investment performance monitoring reports at least annually.

CAP Service Provider

2.4 UNBC has retained the CAP Service Provider to:

- Fulfill the duties specified in the CAP Service Provider agreements with UNBC including offering and maintaining unitized segregated funds and guaranteed investment products ("Investment Options") to Plan Members;
- Establish investment policies for each of the Investment Options available to the Plan Members;
- Provide decision-making tools, ongoing communication, a website and a call center to Plan Members for educating Plan Members about Plan provisions, retirement planning, investment methods, investment options, investment performance, investment management fees and the ways in which a Plan Member can obtain support.
- Allocate contributions to Plan Member accounts in accordance with the Plan Members' investment instructions, allocate contributions to the Default Investment Option in the event the Plan Member has not provided investment instructions, process changes to the Plan Members' accounts in accordance with the Plan Members' instructions, process withdrawals from the Plan Members' accounts in accordance with the Plan Members' instructions and ensure that all are done in accordance with applicable legislation, the CAP Guidelines and the terms of the Plans;
- Advise UNBC, the Trustees and the Investment Consultant promptly of any changes in the organization, staffing or anything else that could reasonably be considered relevant in determining the ongoing suitability of the CAP Service Provider to provide these services to the Plans;
- Provide the Trustees with administrative updates, financial statements, compliance certificates, investment policies and Investment Option compliance certificates;
- Meet with the Trustees on a regular basis, at least annually; and
- Inform the Trustees and the Investment Consultant of any changes in the Investment Options' investment policy statements and of any policy violations by the Investment Managers.

Investment Managers

2.5 With the support of the Investment Consultant, the Trustees have selected Investment Options for investment by the Plan Members. The Investment Options are managed by the Investment Managers. The Investment Managers are expected to:

- Manage the Investment Options available in the Plans according to the investment policies established with the CAP Service Provider;
- Invest the assets of each Investment Option in a manner that a reasonable and prudent person would apply in respect of a portfolio of investments made on behalf of another

person to whom there is owed a fiduciary duty to make investments without undue risk of loss and with a return on the investments commensurate with the risk;

- Vote all proxy rights in the best interests of Plan Members; and
- Inform the CAP Service Provider of any deviations from the investment policies established for the Investment Options.

Plan Members

2.6 UNBC operates the Plans in accordance with CAPSA's Guidelines for Capital Accumulation Plans ("the CAP Guidelines") These Guidelines state that Plan Members have certain responsibilities. The Plan Members have the responsibility to:

- Make retirement and investment decisions within the Plans, and use the information and decision-making tools available to assist them in making those decisions such as:
 - Selecting Investment Options and determining the amount they will invest in any particular Investment Option; and
 - Determining whether and when they need to change their Investment Options;
- Consider obtaining qualified investment advice and/or financial planning advice;
- Notify UNBC or the CAP Service Provider of any errors in their personal data; and
- Review and select options at termination of employment and ensure all documentation in this regard is returned to the CAP Service Provider or UNBC as appropriate.

Investment Guidelines

Types of Investments

2.7 The Trustees consider several factors in selecting the types of investments to be made available to Plan Members. These include:

- The needs and reasonable expectations of Plan Members;
- The demographic mix of Plan Members;
- The risk tolerance of Plan Members;
- The variation of risk tolerance and expectations among Plan Members of the same age; and
- The knowledge and ability of Plan Members to select among the Investment Options.

2.8 The Trustees accept that investments are subject to many types of risk including:

- The risk that the market value of an Investment Option will fluctuate based on:
 - The price of its underlying investments;
 - Changes in currency exchange rates;
 - The default of a debt obligation;
 - Changes in interest rates; and
 - Geo-political activity.
- The risk that inflation may erode the value of a Plan Member's account; and
- That the timing of any transaction may be adverse.

2.9 The Trustees accept that the Investment Managers may invest in any categories of investments and loans permitted in the investment policies established with the CAP Service Provider including but not limited to the following:

- | | |
|---------------|---|
| Cash: | Cash, treasury bills, bank deposits, deposit notes, term deposits, guaranteed investment certificates, government guaranteed paper, bankers' acceptances, commercial paper, asset-backed securities, floating rate notes, and bonds and debentures with less than one year to maturity. |
| Fixed Income: | Bonds, debentures, notes, coupons, asset-backed securities, mortgage-backed securities, private placements, and exchange traded funds. |
| Equity: | Common shares, preferred shares, depository receipts, limited partnerships, royalty trusts, income trusts, real estate investment trusts, private placements, subscription receipts, instalment receipts, rights, warrants, convertible securities, and exchange traded funds. |
| Derivatives: | Futures, forwards, options, swaps, over-the-counter contracts, and structured notes. |

Real Assets: Real estate, infrastructure and commodities.

Constraints

- 2.10 The Trustees accept the constraints that the Investment Managers employ in the management of the Plans' Investment Options. These constraints are found in the investment policies established between the Investment Managers and the CAP Service Provider.

Liquidity

- 2.11 The Investment Options in the Plan will be valued daily and have daily liquidity.

Lending of Cash and Securities

- 2.12 The Trustees accepts that the lending of cash and securities may occur within the Investment Options. It is expected that the lending programs are consistent with industry best practices.

Borrowing

- 2.13 The Trustees accepts that borrowing by the Investment Manager may occur within the Investment Options. It is expected that this will only occur as a temporary measure for the purpose of accommodating redemption requests and shall not exceed 5% of the market value of the Investment Options at the time of the borrowing.

Valuation of Investments Not Regularly Traded

- 2.14 The Trustees expect that the valuation of investments that are not regularly traded at a public exchange will be valued according to industry best practices by the Investment Manager.

Related Party Transactions

- 2.15 Related party investments are not permitted unless the related party investment is held within an Investment Option managed under the sole and independent discretion of the Investment Manager.

Conflicts in Policies

- 2.16 In cases where conflicts exist between this Statement and the investment policies of the Investment Options, the investment policies of the Investment Options shall take precedence.

Section 3. Investment Options

Selecting Investment Options

- 3.1 The Trustees have established certain beliefs which have guided them in selecting the Investment Options for the Plan. The Trustees have considered factors including:
- The CAP Service Provider's investment platform;
 - Active management vs. passive management;
 - Investment Manager investment style; and
 - The Investment Consultant's research ratings.
- 3.2 The Trustees have selected Investment Options to provide investment solutions for different types of Plan Members:
- A suite of target date funds for Plan Members who do not want to construct their own investment portfolios; and
 - A suite of asset class funds for Plan Members who want to construct their own investment portfolios.
- 3.3 The criteria for selecting Investment Options include, but are not limited to, the following:
- Stability of the investment management organization;
 - Depth, experience, and turnover of the Investment Option's management team;
 - Definition, consistency, and robustness of the investment process;
 - Adherence to a strong risk management process;
 - Compliance with regulatory authority;
 - Strong long-term performance as expected given style and investment process; and
 - Fees.

Investment Options

- 3.4 The Plans' current Investment Options are stated in Appendix A.

Default Investment Option

- 3.5 The Trustees have selected a Default Investment Option. If a Plan Member does not select an Investment Option or provides instructions which are incomplete or incorrect, the CAP Service Provider will invest all funds to the Plan Members' credit in the Plans in the Default Investment Option. The Default Investment Option is stated in Appendix A.

Environmental, Social and Governance Factors

- 3.6 The Trustees acknowledges that it has a primary responsibility to make decisions in the best interests of the Plan Members. This fiduciary responsibility requires that there be an appropriate balance between the need to select Investment Options to meet the Plans' purpose, and the need for the Investment Options returns to be delivered in as stable a manner as possible.

The Trustees, with the assistance of the Investment Consultant, select the Investment Options for the Plans and consider multiple factors including the Investment Managers' business, staff, expected and historical performance, risk management, investment process, terms and conditions and how the Investment Manager integrates ESG factors into their investment process. The Trustees believe that all of these factors will contribute to superior investment returns over the longer term, with an appropriate management of risk. The Trustees consider, but do not specifically favor nor avoid Investment Options with ESG factor integration as part of their investment management style. However, The Trustees acknowledge that the Investment Managers may take account of ESG factors to meet the Investment Options goals.

Section 4. Performance Monitoring

Investment Objectives

- 4.1 The primary investment return objective for each actively managed Investment Option is to achieve an annualized rate of return, before fees, over rolling four-year periods that meets or exceeds the performance targets as indicated in Appendix A.
- 4.2 An additional investment return objective for each actively managed Investment Option is to generate an annualized rate of return, before fees, over rolling four-year periods that exceeds the annualized rate of return generated by the median fund in a universe of comparable funds.
- 4.3 The primary investment return objective for each passively managed Investment Option is to generate an annualized rate of return, before fees, over rolling four-year periods that is within a specific percentage from the benchmark return as indicated in Appendix A.
- 4.4 The performance of the Investment Options will be evaluated at least annually and will be considered satisfactory if their primary investment objective is achieved.

Reasons for Terminating an Investment Option

- 4.5 Reasons for considering the termination of an Investment Option include, but are not limited to:
- Changes in the investment structure and/or philosophy of the Plan;
 - Changes in any of the factors used to select the Investment Options; and/or
 - Failure of the Investment Option to meet investment objective(s) on a consistent basis.

Section 5. Conflicts of Interest

Definition

- 5.1 A conflict of interest exists whenever UNBC, any or all of the Trustees, the CAP Service Provider, the Investment Consultant or an officer, director, employee or agent of any of these parties or any directly related party may benefit from knowledge of, participation in, or by, an investment policy or investment decision by UNBC or the Trustees.

Reporting

- 5.2 Should an actual or perceived conflict of interest arise, the party to the conflict shall immediately disclose the conflict to the Chair of the Pension Board of Trustees. The party to the conflict will abstain from decision making with respect to the area of conflict, unless otherwise determined permissible by decision of the Trustees.
- 5.3 The Trustees are the sole arbiter in determining whether a conflict of interest exists and shall take the necessary measures to remedy the situation.
- 5.4 Where an actual or perceived conflict of interest arises, the nature and substance of the conflict will be disclosed to all affected parties within 30 days after the conflict has arisen.

Appendix A – Investment Options and Performance Targets

Asset Class/ Fund Category	Style	Investment Option	Primary Investment Objective
Target Date Funds (Default investment option)	Active	SunLife Granite Target Date Series	Achieve a return that exceeds the return of the benchmark of each fund over rolling 4-year periods. Benchmarks for the funds are not static. The benchmarks are updated over time to reflect each fund's changing asset mix. Benchmarks for all of the funds (excluding the Sun Life Granite Retirement Fund) are updated semi-annually on October 1st and April 1st of each year.
Diversified	Active	Beutel Goodman Balanced Fund CC&L Group Income & Growth Fund MFS Responsible Balanced Fund	Achieve a return that exceeds the return of the benchmark portfolio as defined by the Investment Manager over rolling 4-year periods.
Canadian Equities	Active	Beutel Goodman Canadian Equity Fund CC&L Group Canadian Q Growth Fund	Achieve a return that exceeds the return of the S&P/TSX Composite Index over rolling 4-year periods.
Canadian Small Cap Equities	Active	Beutel Goodman Small Cap Fund	Achieve a return that exceeds the return of the S&P/TSX Small-Cap Index over rolling 4-year periods.
Canadian Equities	Passive	BlackRock S&P/TSX Composite Index Fund	Achieve a return that is +/- 0.2% from the return of the S&P/TSX Index over rolling 4-year periods.

U.S. Equities	Active	Beutel Goodman American Equity Fund	Achieve a return that exceeds the return of the S&P 500 Index (CAD) over rolling 4-year periods
U.S. Equities	Passive	BlackRock U.S. Equity Index Fund	Achieve a return that is +/- 0.2% from the return of the S&P 500 Index (CAD) over rolling 4-year periods.
International Equities	Active	Fiera International Equity Fund	Achieve a return that exceeds the return of the MSCI EAFE Index (Net) (CAD) over rolling 4-year periods.
International Equities	Passive	BlackRock EAFE Equity Index Fund	Achieve a return that is +/- 0.22% from the return of the MSCI EAFE Index (Net) (CAD) over rolling 4-year periods.
Global Equities	Active	Morgan Stanley Global Franchise	Achieve a return that exceeds the return of the MSCI World Index (Net) (CAD) over rolling 4-year periods.
Global Equities	Passive	TDAM Global Equity Index Fund	Achieve a return that is +/- 0.2% from the return of the MSCI World ex Canada (Net) (CAD) over rolling 4-year periods.
Fixed Income	Active	PH&N Core Plus Bond Fund	Achieve a return that exceeds the return of the FTSE Canada Universe Bond Index over rolling 4-year periods.

Fixed Income	Passive	BlackRock Universe Bond Index Fund	Achieve a return that is +/- 0.2% from the return of the FTSE Canada Universe Bond Index over rolling 4-year periods
Guaranteed	N/A	Sun Life 1-, 3- and 5-Year GIA Sun Life Guaranteed Daily Interest Account	Achieve a competitive return.

The Plans' Primary Default Investment Option is the Sun Life Granite Target Date Fund that matures closest to, without going past the Plan Members 65th birthday. The Plans' Secondary Default Investment Option is the Sun Life Granite Retirement Target Date Fund.

**SUBJECT: UNIVERSITY OF NORTHERN BRITISH COLUMBIA PENSION PLAN
STATEMENT OF INVESTMENT POLICIES****1. Purpose**

The Defined Contribution Pension Plan for the employees of the University of Northern British Columbia was established by the University effective January 1st, 1991. The sponsor and legal administrator of the plan is the University.

Under the terms of the Trust Agreement the Pension Board of Trustees is delegated the duty of administering the Plan. Among its duties, this Pension Board of Trustees is charged with providing "a selection of investment vehicles to Members for the investment of their Employee account and/or Employer account". To do this it may "employ such counsel and agents....it may deem necessary...". This statement of Investment Policies is to provide the guidelines by which investment vehicles and agents are chosen and monitored for the ongoing operation of the Pension Plan.

2. Definitions

The following terms shall have the following meanings unless the context otherwise requires:

"Actively Managed Fund" means an investment fund managed with the objective of the Investment Manager being to make specific investments with the goal of outperforming a benchmark index.

"Agent" means any individual or firm retained on behalf of the Pension Board of Trustees to perform services in support of the Pension Board of Trustees obligations under the Plan or this Statement of Investment Policies.

"Designated Officer" means an employee of the University appointed by the University to sit on the Pension Board of Trustees.

"Fiduciary" means a custodian or a corporation authorized to hold assets for another party.

"First Pensionable Earnings" means those earnings as defined in the UNBC Pension Plan.

"Investment Agent" means the agent appointed by the Board of Governors/University pursuant to a Service and Fee Agreement for the purposes of holding the Employee Accounts, Employer Accounts and Voluntary Contribution Accounts as defined in the UNBC Pension Plan.

"Investment Manager" means an individual or firm that provides investment management services in managing an investment fund.

"Investment Fund" means an investment vehicle managed by an Investment Management Firm and made available to Members through the Investment Agent as one of the available Investment Options.

"Investment Options" means the list of Investment Funds made available to Members as selected by the Pension Board of Trustees from the Investment Agents list of available Investment Funds.

"Member" means a person who is a "Member" as defined from time to time in the Plan

"Passively Managed Fund" means an investment fund managed with the objective of the Investment Manager being to hold investments that track broad market indices.

"Pension Board of Trustees" means the Trustees charged with the general administration and trusteeship of the UNBC Pension Plan, as identified in the UNBC Pension Trust Agreement.

"Pension Fund" means the "Fund" as defined in the UNBC Pension Trust Agreement.

"Pensionable Earnings" means those earnings as defined in the UNBC Pension Plan.

"Plan" means the University of British Columbia Pension Plan as amended from time to time.

"Staff" means those University Employees specifically assigned to the Pension Board of Trustees to provide secretarial and administrative support.

3. Type of Plan and Risk/Return Considerations

3.1 Plan Description

The Plan is a defined contribution pension arrangement and is intended to provide the Members with a vehicle for retirement savings. Neither the University nor the Pension Board of Trustees makes any investment decisions for individual Members beyond providing a selection of Investment Options from which the Members may choose where to invest their, and the employer's, contributions. The Pension Board of Trustees will also provide a selection of retirement options from which the Members may choose at the time of retirement.

Each Member of the Plan will have two accounts in their name; an Employee Account and an Employer Account. The University is required to contribute the following on behalf of each Member:

Employee Account:	3% of the first pensionable earnings and 5% of the balance.
Employer Account:	8% of the first pensionable earnings and 10% of the balance.

The Members may make voluntary contributions to the Plan up to the maximum amount permitted by the Income Tax Act, such contributions to be held in a separate Voluntary Contribution Account in the Member's name.

An Investment Agent will be appointed to receive the contributions and distribute them among the Investment Options according to the directions given by individual Members.

The Pension Board of Trustees will select the Investment Options that are offered to the Members from the list of Investment Funds available to the Pension Board of Trustees through the Investment Agent.

At retirement the assets (total of the Employee account and the Employer account) in a Member's account are converted into a prescribed retirement arrangement for the Member. Members may elect an alternate arrangement for any assets in their voluntary contribution account.

A legal description of the Plan and its operation can be found in the Trust Agreement, a copy of which is available on the UNBC Web Site or in hard-copy from the Human Resources Department.

3.2 Assumptions of Investment Risk and Risk/Return Considerations

It is inherent in the design of a defined contribution pension plan that each Member assumes all of the investment risk (and rewards) associated with the Investment Funds in which the Member chooses to invest. A Member's retirement benefit is thus dependent on the investment decisions the Member makes prior to retirement. Since Members determine how the funds in their accounts are invested the University and its Governors, Directors, Officers, Employees, and the Pension Board of Trustees and Agents are not responsible for the rates of return earned on Investment Funds with any Member's accounts.

Investment objectives differ for each Member depending on such things as Member's age, expected retirement age, tolerance for risk, financial situation and other characteristics specific to the Member. Members are encouraged to adopt an investment strategy appropriate to their personal objectives. Standard investment information on each of the Investment Funds offered will be made available to Members in order for them to make informed investment decisions that will meet their personal objectives. Individual Members have the responsibility to make their own investment decisions (and this includes making appropriate use of all materials and advice available) and undertake periodic reviews of these decisions.

3.3 Type of Investment Funds

The type of Investment Options made available for investment shall only be those permitted by the BC Pension Benefits Standards Act and Regulations and the Income Tax Act (Canada).

4. University Responsibility

4.1 Parties Involved with Plan Administration

The University has the ultimate responsibility for the Plan. The Board of Governors of the University has the sole power to amend or terminate the Plan and to appoint some members of the Pension Board of Trustees (the other members are representatives of the employee groups).

The Pension Board of Trustees acts on behalf of the Board of Governors in matters relating to the Pension Plan. Among other duties the Pension Board of Trustees oversee the management and administration of the Plan and the Pension Fund. The Pension Board of Trustees reports annually to the Board of Governors on the state of the Pension Fund and may at any time make recommendations for changes to the terms and conditions of the Plan. All Pension Committee minutes shall be made available to the Board of Governors at their request.

The Human Resources Director of the University (or other such officer(s) as the University may periodically designate) will make available and supervise such employees of the University as are necessary to operate the Plan and carry out the instructions of the Pension Board of Trustees. Designated Officer(s) shall sit as members of the Pension Board of Trustees, reporting to the Pension Board of Trustees and assisting the Pension Board of Trustees in making its annual report to the Board of Governors.

All Agents and other Fiduciaries will take instructions from Designated Officers, which instructions must be consistent with the terms of the UNBC Pension Trust Agreement, this statement of Investment Policies and all instructions given them by the Pension Board of Trustees.

4.2 Selection of Investment Options

The Pension Board of Trustees will decide which Investment Funds will be offered to Members and will approve the hiring and termination of the Investment Agent who administers the Investment Options. In making these determinations the Pension Board of Trustees may rely on information from Staff or other appropriate advisors.

4.3 Investment Education

The Pension Board of Trustees has a responsibility to the Members to create and maintain an environment that assists Members to make prudent investment choices. The Pension Board of Trustees is responsible for ensuring that appropriate investment education and information are provided to Members on an ongoing basis to facilitate informed investment decision-making relative to the personal characteristics and investment objective of the Members.

Staff shall, with the Investment Agent, support the Pension Board of Trustees in the coordination and development of educational and communication programs. Members shall receive a description of the Investment Options under the Plan and, with respect to each Investment Fund, a general description of the investment objectives and the risk and return characteristics. While investment counselling to the Members will not be provided, access to investment information will be made available.

4.4 Administration and Investment Expenses

The University will be responsible for the Pension Fund audit and Plan administration costs (eg. staff support for the administration of the Plan). Investment expenses, including investment management fees and transaction costs, will be deducted directly from individual Member accounts.

4.5 Insurance and Bonding

Staff shall review annually the bonding and insurance arrangements of each Fiduciary (including the Investment Agent) and determine what protection they provide to the Plan and the Members against losses incurred that are not associated with ordinary investment risk. Staff will report the results of this review to the Pension Board of Trustees who will take action if any is required.

4.6 Member Responsibility for Investment Direction

Each Member shall give instructions to the Investment Agent regarding the manner in which the Member's contributions are to be allocated among the Investment Options. A Member may transfer assets between all of the Investments Funds offered. These instructions will be carried out generally no later than the next business day following the date that the instructions were received by the Investment Agent.

5. Pension Board of Trustees Responsibilities

The Pension Board of Trustees responsibilities, all of which it shall carry out with the Staff's assistance, include:

- a) annually reviewing this Statement of Investment Policies and making changes where necessary;
- b) regularly monitoring and evaluating the performance of the Investment Agent;

-
- c) annually evaluating each of the Investment Fund's continued appropriateness for the Members and making changes where necessary;
 - d) recommending to the Board of Governors the hiring and termination of the Investment Agent;
 - e) acting as liaison for the Members of the Plan;
 - f) recommending to the Board of Governors changes to the UNBC Pension Trust Agreement; and,
 - g) dealing with any other issues relevant to the Plan.

6. Investment Agent Responsibility

The Investment Policy defines the guidelines for the selection of the Investment Agent and the criteria for monitoring the performance of the Investment Agent. The Investment Agent must:

- a) offer a wide range of Investment Options from a diverse group of Investment Management Firms. These Investment Options must include the following asset classes; Balanced, Bonds, Short Term, Canadian Equity, International Equity and US Equity.
- b) provide investment management services to the Pension Fund and produce reports that conform to generally accepted principles of accounting and abide by the rules and regulations laid down in the BC Pension Benefits Standards Act and Amendments.
- c) give the Members access to a website where they can, on a daily basis, get current information about the number of shares they have in each Investment Fund and the current price per share as well as monthly and annual rates of return in table form. Through the website the Members must be able to transfer between Investment Options and change the designation of their contributions and the contributions of the employer.
- d) also offer a paper system that allows Members to transfer between Investment Options and change the designation of contributions.
- e) offer the possibility of daily transfers within the Investment Options offered for all assets in the Members portfolio.
- f) provide educational materials and seminars for Members with respect to the various Investment Options made available to the Members. Member education shall include, but not be limited to, such topics as 1) the impact of time horizons for investments, 2) risk and return expectations for various asset classes, 3) asset mix and asset volatility.

7. Evaluation of the Investment Agent

In reviewing the Investment Agent's performance, the Pension Board of Trustees will consider such factors as organizational changes and communication skills as well as the training and education provided to Members. A formal review of the Investment Agent will take place when there is an increase in management fees, when there is a change of ownership or at the discretion of the Pension Board of Trustees.

8. Selection of Investment Funds

The Pension Board of Trustees will choose the funds to be offered to the Members from the funds available through the Investment Agent. In choosing these funds, the Pension Board of Trustees will provide a selection of funds that will allow Members to construct efficient investment

portfolios. Fund options will include both Balanced and asset class specific funds as specified in Section 6. Where applicable, there should be funds that are passively and actively managed and following different investment styles.

9. Monitoring Fund Performance

On a quarterly basis the Pension Board of Trustees will receive a performance measurement report from an independent third party showing the performance of each Investment Fund. Measurement will give consideration to whether the fund is “actively managed” or “passively managed”.

Actively Managed Funds are expected to place above the median for a representative asset class on a moving four-year basis.

Passively Managed Funds are expected to obtain a tracking error between +/- 0.2% and a positive value added on a moving four-year basis in relation to the representative benchmark.

If necessary, the Pension Board of Trustees may replace an underperforming fund.

The Pension Board will annually review each Investment Management Firm for material change in organizational structure and personnel. If the change in the firm is seen by the Board to be detrimental, the Pension Board of Trustees may replace the Investment Funds that are affected.

10. Conflicts of Interest and Disclosure Requirements

The policy guidelines below apply to:

- a) a member of the Pension Board of Trustees;
- b) the University;
- c) a custodian or other Fiduciary; and,
- d) any employee or agent retained by those listed in 1, 2 and 3 to provide services to the Plan.

A conflict of interest, whether actual or perceived, includes for the purposes of this policy any circumstances in which any person listed above:

- a) owes a duty to another person which may conflict with his or her duties to the Plan, the University or the Members, or
- b) may materially benefit from knowledge of, or participation in, or by virtue of, an investment decision or holding of the Pension Fund.

Any person listed above must disclose the nature and extent of the person's conflict of interest to the Pension Board of Trustees immediately in writing.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
PENSION TRUST AGREEMENT**

(originally effective as of January 1, 1991, consolidated and updated as at , 202X)

THIS AMENDED AGREEMENT AND DECLARATION OF TRUST is dated for reference the _____ day of _____, 2023.

AMONG:

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
(the "University")

AND:

**RAHIM SOMANI, KIRAN KULLAR, KERRY ROBERTS, WILLIAM CHEW,
SHANNON MACKAY, BETTY ANN SHIELS, and PAUL SANBORN**
(the "Trustees")

WHEREAS:

- A. The University established a pension plan for its employees known as "The University of Northern British Columbia Pension Plan" (the "Plan") on or about January 1, 1991, a copy of the current version of which is attached hereto and marked Schedule "A".
- B. Pursuant to the Plan, contributions are paid to the Trustees which monies when received by the Trustees will constitute a trust fund (the "Fund") to be held and administered for the benefit of the Members of the Plan, retired Members of the Plan, or their survivors and designated beneficiaries.
- C. The Fund established for the purposes of the Plan has been administered in accordance with the terms of a trust agreement effective as of January 1, 1991 (the "Trust") between the University and the original trustees, namely, John Chapman, Geoffrey R. Weller, J. Alain D. Lefebvre, Harold Kamikawaji, Patricia Appavoo, Dennis Macknak and Leanne Murphy (the "Original Trustees").
- D. The current trustees are: Rahim Somani, KIRAN KULLAR, Kerry Roberts, William Chew, Shannon MacKay, Betty Ann Shiels and Paul Sanborn.
- E. Article XIII(1) of the Trust provides that the University may amend the Trust at any time in whole or in part. The University has decided to amend and restate the Trust effective _____, 202X and the Trustees by affixing their signatures hereto acknowledge and confirm such amendment and restatement.

This Agreement witnesses that the parties agree as follows:

ARTICLE 1 INTERPRETATION

1.1 DEFINITIONS

The following terms have the following meanings, unless the context otherwise requires:

“Agreement” means this instrument amended from time to time;

“Applicable Legislation” means all statutes of Canada or a province of Canada, together with regulations thereunder, which require compliance by the Plan or the Fund.

“Chair” means the chair of the Trustees appointed in accordance with Article 3.7 hereof;

“Collective Agreement” means any written agreement between CUPE, the Faculty Association, the Directors’ Group and the Exempt Employee Group and the University which provides, among other things, for Contributions, with any and all extensions or renewals thereof and successor agreements thereto;

“Contributions” means payments made or to be made to the Fund under the provisions of, or in accordance with, the Plan;

“CUPE” means CUPE 3799.

“Directors’ Group” means the formal advisory body recognized by the University representing the needs, concerns, and conditions of employment of those University employees who are exempt from membership in CUPE, who are not members of the Faculty Association, who are not represented by the Exempt Employee Group, and who are not University student employees;

“Employee” means “Employee” as defined from time to time in the Plan;

“Exempt Employee Group” means the formal advisory body recognized by the University representing the needs, concerns, and conditions of employment of those University employees who are exempt from membership in CUPE, who are not members of the Faculty Association, who are not represented by the Directors’ Group, and who are not University student employees;

“Faculty Association” means the University of Northern British Columbia Faculty Association;

“Fund” means all money and other property paid or delivered as Contributions from time to time to the Trustees and accepted by the Trustees, together with any earnings, profits and increments thereon and property from time to time substituted therefore, as well as any other property accepted by the Trustees from whatever source, less authorized payments therefrom, and includes the trust fund established for the purposes of the Plan held by the Trustees in trust and applied in the manner and for the purposes provided in the Plan and in this Agreement;

“Member” means a person who is a “Member” as defined from time to time in the Plan;

“Person” means a natural person;

“Plan” means the University of Northern British Columbia Pension Plan, as amended from time to time;

“Recording Secretary” means the person appointed in accordance with Article 5.1 hereof;

“Trustees” means the Original Trustees and all successors thereto; and

1.2 GENERAL APPLICATION

Words in the singular include the plural and vice versa.

1.3 HEADINGS

The headings used herein are for ease of reference only and will not form part of this Agreement or be used in its interpretation.

ARTICLE 2 TRUST

2.1 PURPOSE AND ESTABLISHMENT OF THE FUND

The Trustees agree to receive the assets of the Fund and to hold and administer them for the purpose of providing pension and other benefits described in the Plan and for the purpose of paying certain expenses of the Trustees and of the operation and administration of the Fund and Plan as herein provided.

2.2 LIMITATION OF RIGHTS TO THE FUND

The following limitations apply to the rights or interests in, or use of, the Fund:

- (a) none of the University, CUPE, the Faculty Association, the Directors' Group or the Exempt Employee Group, or any other Person, association, firm or corporation have any right, title or interest, in or to the assets of the Fund, except as specifically provided by the Plan or in this Agreement; and
- (b) no money, property, equity, or interest of any nature whatsoever in the Fund or any insurance policy or other contract, or any benefits or monies payable therefrom, is subject to sale, transfer, alienation, assignment, encumbrance, nor to seizure or sale under any legal, equitable, or other process, except as provided by the Plan, this Agreement or Applicable Legislation.

2.3 INCORPORATION OF PLAN

The provisions of the Plan are incorporated and form part of this Agreement.

2.4 OPERATION OF FUND AND PLAN

The operation and administration of the Fund and the Plan is the joint responsibility of the Trustees.

ARTICLE 3 TRUSTEES

3.1 NUMBER OF TRUSTEES

The Trustees include the following voting members:

- (a) the Vice President, Finance and Administration of the University;
- (b) the Associate Vice President, Financial Services of the University;
- (c) the Director of Human Resources of the University;
- (d) the Manager of Treasury Services of the University;
- (e) one Person appointed by the Board of Governors of the University who is not a Member of the Plan;
- (f) one Person appointed by CUPE;
- (g) one Person appointed by the Faculty Association;
- (h) one Person appointed by the **Directors' Group**;
- (i) one Person appointed by **the Exempt Employee** Group.

The Trustees may decide to permit the inclusion of up to two (2) additional voting or non-voting Trustees.

3.2 APPOINTMENT OF TRUSTEES AND TERMS

- (a) Each Trustee who holds office by virtue of their position will serve at the pleasure of the Board of Governors of the University.
- (b) Each Trustee appointed by the University will serve at the pleasure of the Board of Governors of the University.
- (c) Each Trustee appointed by CUPE will serve a term of at least three (3) years, which term may be renewed to a maximum of three (3) terms.
- (d) Each Trustee appointed by the Faculty Association will serve a term of at least three (3) years, which term may be renewed to a maximum of three (3) terms.

- (e) Each Trustee appointed by the **Directors' Group** will serve a term of at least three (3) years, which term may be renewed to a maximum of three (3) terms.
- (f) Each Trustee appointed by the **Exempt Employee Group** will serve a term of at least three (3) years, which term may be renewed to a maximum of three (3) terms.

3.3 ACCEPTANCE OF TRUSTEESHIP

- (a) Each Trustee, other than the Original Trustees, must sign and file with the Recording Secretary an Acceptance of Trust in the form set forth in Schedule "B" hereto and is deemed to accept the trust created and established by this Agreement and to consent to act as a Trustee strictly in accordance with the provisions of this Agreement. No appointment of a Trustee will be effective until such Trustee has signed and filed an Acceptance of Trust as aforesaid.
- (b) The entitlement to a pension or other benefit under the Plan does not constitute a conflict of interest and does not disentitle a Member from serving as a Trustee.
- (c) Each Trustee upon appointment will be provided by the Trustees with a copy of:
 - (i) this Agreement and the Plan, as well as all amendments thereto;
 - (ii) all contracts then in effect with the agents, the most recent audit report for the Fund, the Investment Policy and Guidelines for the Fund, the latest asset mix review, investment measurement report, and performance review together with any actuarial or consultant's reports for the Plan, and all written reports or statements relating to the Plan or Fund or to the agents and professional advisors of the Trustees received by the Trustees from all agents and professional advisors of the Trustees dated within the 18 month period prior to the date the Trustee signs the Acceptance of Trust in the form set forth in the Schedule "B" hereto;
 - (iii) all:
 - a. minutes of all meetings of the Trustees; and
 - b. resolutions consented to in writing; andheld or made within the 18 month period referred to in Article 3.3(c)(ii); and
 - (iv) any other document requested by the Trustee which relates to the Fund or the Plan.

3.4 RESIGNATION OF TRUSTEES

- (a) A Trustee may resign by giving 30 day's notice in writing to the other Trustees, the Recording Secretary, and their respective appointing body. Any such notice must state the date, not less than 30 days from the actual date of the notice, on which such resignation is to take effect. Such resignation will take effect on the date stated in the notice unless another Trustee has been appointed and has accepted the Trust pursuant to Article 3.5, in which event the resignation takes effect as of the date of acceptance by the successor Trustee.

3.5 APPOINTMENT OF SUCCESSOR TRUSTEES

- (a) If any Trustee dies, resigns, or is removed, the party which appointed the Trustee must forthwith appoint a successor Trustee and any such successor Trustee, immediately upon completing and filing with the official records of the Trustees an Acceptance of Trust in the form of Schedule "B", is vested with all the property, rights, powers and duties of a Trustee hereunder, from that date forward as if originally named as a Trustee.
- (b) If the appointment of a Trustee subject to (a) hereof is subject to term limits, the successor Trustee will first serve out the balance of the term of such Trustee and such partial term will be considered to be that successor Trustee's first term.
- (c) A Trustee who resigns, is removed, or otherwise ceases to be a Trustee will be fully discharged from all duties, responsibilities, and liabilities with respect to the Plan and this Agreement arising from an act or failure to act subsequent to the effective date of their ceasing to be a Trustee.

3.6 CONVEYANCE OF PROPERTY

Every person ceasing to be a Trustee hereunder is deemed to have conveyed, assigned, transferred, or made over to the other Trustees upon the effective date of such cessation (the "Cessation Date") any or all the rights to and property of the Fund, and must, if necessary, convey, assign, transfer, and make over to the other Trustees upon the Cessation Date any or all the rights and property of the Fund as the other Trustees may direct. Each Trustee, by signing this Agreement or an Acceptance of Trust in the form of Schedule "B", constitutes and appoints the other Trustees upon the effective date of such Acceptance of Trust, the Trustee's attorneys to sign all documents and deeds in the Trustee's name as may be necessary to convey the Trustee's legal interest in the rights to and property of the Fund to the other Trustees upon the Cessation Date should the Trustee cease to be a Trustee. Upon the appointment of a successor Trustee, the Trustees upon the effective date of such Acceptance of Trust by a successor Trustee will be deemed to have conveyed, assigned, transferred or made over to the successor Trustee all the rights to and property of the Fund and will sign all documents and deeds as may be necessary to convey a joint legal interest in the rights to and property of the Fund to the successor Trustee.

3.7 APPOINTMENT OF CHAIR

The Trustee who is the Vice President, Finance and Administration of the University will be the Chair.

3.8 REMOVAL OF TRUSTEES

Three (3) Trustees may request the party which appointed another Trustee to remove such other Trustee, which request must be sent to the party which appointed such Trustee and to the Trustee to be removed. If the party which appointed such Trustee does not remove such Trustee within 30 days of the receipt of such request, the three (3) requesting Trustees, or the Board of Governors, or the CUPE, or the Faculty Association, the Directors' Group or the Exempt Employee Group may make an application to the Supreme Court of British Columbia to effect such removal.

3.9 CUPE/FACULTY ASSOCIATION CEASING TO BE BARGAINING AGENT

(a) If:

- (i) CUPE/FACULTY ASSOCIATION ceases to be the bargaining agent for all of its members who immediately prior to such cessation were Members and Employees; and
- (ii) another trade union does not become the bargaining agent in its place in respect of more than 50% of such Members within 30 days of CUPE/FACULTY ASSOCIATION's cessation;

then:

- (iii) all Trustees appointed by CUPE/FACULTY ASSOCIATION forthwith are removed as Trustees effective the 31st day after such cessation; and
- (iv) any matter which by this Agreement requires the agreement or consent of CUPE/FACULTY ASSOCIATION will, from the 31st day after such cessation, no longer require such agreement or consent.

(b) If:

- (i) CUPE/FACULTY ASSOCIATION ceases to be the bargaining agent for all of its members who immediately prior to such cessation were Members and Employees; and
- (ii) another trade union becomes the bargaining agent in its place in respect of more than 50% of such Members;

then such replacing trade union, for the purposes of this Agreement, upon signing and filing with the official records of the Trustees an acknowledgement in the form set forth in Schedule "C" hereto, will be:

- (iii) considered a successor to CUPE/**FACULTY ASSOCIATION** which ceased to be the bargaining agent as aforesaid; and
 - (iv) entitled to appoint Trustees pursuant to Article 3.
- (c) If the trade union(s) replacing CUPE/**FACULTY ASSOCIATION** does not file its Schedule "C" within 30 days of CUPE/**FACULTY ASSOCIATION** ceasing to be the bargaining agent for all of its members who immediately prior to such cessation were Members and Employees, then the quorum and voting requirements set out in Article 3.11 hereof will be suspended until such time as the Schedule "C" is filed and the successor Trustees are appointed in accordance with Article 3.5 hereof. For greater clarity, those Trustees will be authorized to conduct all affairs of the Trust and the Plan until the successor trade union(s) complies with this Article.
- (d) In the event CUPE/**FACULTY ASSOCIATION** ceases to be the bargaining agent for all of its members who immediately prior to such cessation were Members and Employees, and no trade union becomes the bargaining agent in its place in respect of more than 50% of its members, then any trade union which has become the bargaining agent for any portion of the Members shall be entitled to receive copies of the minutes of meetings of the Trustees.

3.10 DEFECT

Notwithstanding the subsequent discovery or determination that some defect existed in the appointment, removal, or qualification of any Trustee, all acts and proceedings of the Trustees done and carried out in good faith, at any time while any such defect existed, will be valid and effective.

3.11 MEETINGS, QUORUM AND VOTING

- (a) The Trustees must meet four times each calendar year. Additional meetings may be held at the option of
- (i) the Chair, or
 - (ii) any two Trustees.

The Chair must give 14 days' notice of each meeting to the Trustees in accordance with Article 11 hereof.

- (b) Notice convening any meeting of the Trustees may be waived by consent of all Trustees.
- (c) Each meeting will be held at a time and place to be determined by the Chair and will be chaired by the Chair or, if the Chair is not available, by one of the Trustees appointed by the Trustees.
- (d) A Trustee may participate in a meeting by conference call or similar communication equipment or device so long as the Trustees and all persons participating in the meeting can hear and respond to one another. Each Trustee so participating in any such meeting is deemed to be present in person and to form part of the quorum at the stated location of such meeting and is entitled to vote by voice vote recorded by the Recording Secretary.
- (e) Each Trustee has one vote.
- (f) Individuals other than Trustees and the Recording Secretary may attend meetings of Trustees only if invited by the Chair.
- (g) If all Trustees are present at the commencement of a meeting the validity of the notice convening the meeting is not open to question.
- (h) The quorum necessary for the transaction of business at a meeting of the Trustees is five (5) Trustees, provided that at least two (2) of the five (5) must be Trustees appointed pursuant to Article 3.1(a) through (d) hereof, and at least two (2) of the five (5) must be Trustees appointed pursuant to Article 3.1 (e) through (h) hereof.
- (i) All actions of the Trustees must be taken:
 - (i) at a meeting at which a quorum is present, with the concurrence of at least five (5) Trustees, provided that at least two (2) of the five (5) must be Trustees appointed pursuant to Article 3.1(a) through (d) hereof, and at least two (2) of the five (5) must be Trustees appointed pursuant to Article 3.1 (e) through (h) hereof; or
 - (ii) with the concurrence of all Trustees as evidenced by a resolution consented to in writing and signed by all Trustees without a meeting, provided that such resolution in writing must be recorded in the minutes of the next meeting of the Trustees.
- (j) A resolution in writing that is signed by the Trustees is deemed to have been passed on the date the last signature is affixed. A Trustee may sign a resolution electronically provided that such signature complies with the requirements of the *Electronics Transactions Act* (British Columbia) or other Applicable Legislation.

ARTICLE 4 POWERS AND DUTIES OF TRUSTEES

4.1 GENERAL

The administration of the Plan and Fund is vested wholly in the Trustees who will have all of the power and authority necessary to administer the Plan, subject always to the provisions of the Plan, and to administer the Fund. Without restricting the generality of the foregoing, the Trustees will:

- (a) administer the Fund in conformity with this Agreement, the Plan, and Applicable Legislation;
- (b) construe in a manner consistent with the provisions of the Plan, this Agreement, and Applicable Legislation, the provisions of this Agreement and the Plan and the terms used in this Agreement and in the Plan, and any construction adopted by the Trustees in good faith will be binding upon CUPE, the Faculty Association, the Directors' Group, the Exempt Employee Group, the Members, and any Person claiming a benefit under the Plan;
- (c) consider all aspects of the design, financing, and administration of the Plan which the Trustees consider relevant, or, in the discretion of the Trustees, those aspects of the design, financing, and administration of the Plan which are referred to the Trustees in writing by one or more Members, CUPE, the Faculty Association, the Directors' Group, and the Exempt Employee Group, the costs of which may, in the discretion of the Trustees, be borne by the Fund or referred to the party requesting such consideration;
- (d) keep true and accurate books of accounts and records of all their transactions which will be open to the inspection of any Trustee, CUPE, the Faculty Association, the Directors' Group, and the Exempt Employee Group at all times, and ensure all records relating to the Plan (or copies of such records) are retained in Canada, in accordance with Applicable Legislation;
- (e) arrange for an independent annual audit of the assets of the Plan and keep a copy of the auditor's report available for inspection at all reasonable times by any Trustee, the University, CUPE, the Faculty Association, the Directors' Group, and the Exempt Employee Group;
- (f) implement the Investment Policy and Guidelines for the Fund and develop such additional guidelines and policies as may be required from time to time under the Plan (including but not limited to those required by Applicable Legislation), and provide such guidelines and policies to their agents when appropriate as well as such further determinations or instructions as may be reasonably required for the proper administration of the Plan;

- (g) review the performance of its agents at least annually;
- (h) review the investment performance of the Fund and all investment choices selected for Members at least annually;
- (i) provide information to Members concerning the operation of the Plan and the investment choices available to them in compliance with Applicable Legislation and the Guidelines for Capital Accumulation Plans proposed by the Joint Forum of Financial Market Regulators;
- (j) provide a prudent selection of investment choices for Members for their investment of their Employee Account and Employer Account (as defined in the Plan), including the selection of a default investment fund for Members who do not make an election;
- (k) establish committees with such terms of reference and appoint such persons to such committees as the Trustees in their discretion see fit, and to determine the manner in which the expenses, if any, of any such committees will be paid;
- (l) establish and document a framework and ongoing processes to identify, assess and manage the Plans' risks; and
- (m) ensure the Trustees and their agents possess the knowledge and skills necessary to perform their duties pursuant to this Agreement, and where appropriate, the Trustees shall obtain training and support from external parties and/or delegates to ensure they are able to fulfil their responsibilities.

4.2 ADDITIONAL POWERS OF TRUSTEES

The Trustees may:

- (a) appoint and remove from time to time such agents or employees as the Trustees deem necessary to assist in handling the management of the Plan and Fund including, without restricting the generality of the foregoing, actuaries, investment managers, custodians, lawyers, and accountants;
- (b) delegate any of their powers or duties to any of their agents;
- (c) make and promulgate such policies and standards consistent with this Agreement and the Plan as may in their discretion be deemed proper and necessary for effecting the provisions of this Agreement and for the sound and efficient administration of the Fund and the Plan;
- (d) administer reciprocal agreements or arrangements established under the Plan for the transfer or sharing, on an equitable basis, of service, benefits or monies or any or all of them between other pension plans and the Plan;

- (e) compromise, settle, arbitrate, and release, at the cost of the Fund, all claims or demands in favour of or against the Fund, the Trustees, or any of them, on such terms and conditions as the Trustees deem advisable, and, without restricting the generality of the foregoing, defend, at the cost of the Fund, any law suits or claims against the Trustees or a Trustee if they consider such action appropriate and in accordance with Articles 8.1, 8.2 and 8.3 hereof;
- (f) obtain such insurance as the Trustees deem advisable to:
 - (i) insure the Fund from any losses arising from the acts or omissions of any or all of the Trustees, and
 - (ii) insure the Trustees collectively and individually against any claims made against them or any of them acting in their capacities as Trustees;
- (g) in the event of an administrative error, take such steps as they consider necessary to permit reasonable resolution of the error;
- (h) rely on all tables, valuations, certificates and reports furnished by the actuary, consultant or other third-party provider appointed for the purposes of the Plan and upon all opinions given by any professional advisor selected or approved by them;
- (i) in addition to such other powers as are set forth herein or conferred by law, the Trustees may:
 - (i) sell, exchange, lease, convey, or dispose of any property at any time forming a part of the Fund or the whole thereof upon such terms as they may deem proper and effect and deliver any and all instruments of conveyance and transfer in connection therewith;
 - (ii) enter into any and all contracts and agreements, including contracts of insurance, for carrying out the terms of this Agreement and for the administration of the Fund and the Plan, and do all acts as they in their discretion may deem necessary or advisable, all of which contracts, agreements, and acts will be binding and conclusive on CUPE, the Faculty Association, the Directors' Group, and the Exempt Employee Group, Members, and any other Person claiming a benefit under the Plan;
 - (iii) appoint one or more trust companies, chartered banks, credit unions, life insurance companies, or other financial institutions that are authorized to act as a custodian of securities by the laws of any country, province, state, or any other political subdivision of any country in which such financial institutions are located as their agent to hold any or all assets belonging to the Fund, which may be held in the name of the trust companies, banks, credit unions, or insurance companies, and to hold, transfer and otherwise deal with such assets on the direction of the Trustees;

- (iv) register, or cause to be registered, the securities or other assets of the Fund in the name of:
 - a. the Trustees;
 - b. a custodian appointed by the Trustees;
 - c. a nominee of a custodian; or
 - d. in bearer form if the investment is not registerable or it would not be in the best interest of the Fund to do otherwise
- provided that the accounts and records of the Fund will at all times show that all such investments are part of the Fund;
- (v) do all acts whether or not expressly authorized herein which the Trustees may deem necessary or proper for the protection of the Fund, and the judgment of the Trustees will be final.

4.3 EXPENSES AND REMUNERATION OF TRUSTEES

- (a) The Trustees may be reimbursed from the Fund, as approved by resolution of the Trustees, for the expenses of their attendance at meetings of the Trustees, and for such other expenses that may be incurred in carrying out the duties of a Trustee.
- (b) The Trustees will not be compensated by the Fund for their services, nor for loss of wages or salary occasioned by their services.

4.4 FINANCIAL

- (a) All receipts will be deposited in an account in accordance with Article 4.2(i)(vii) hereof and all disbursements will be made therefrom.
- (b) All instructions to any custodial agent will be in writing, delivered by mail, facsimile or electronic mail, and signed in a manner determined by the Trustees.
- (c) The fiscal year end of the Fund is December 31.
- (d) The Trustees are hereby empowered to authorize and make payments out of the Fund as follows:
 - (i) all taxes and other assessments levied or assessed under existing or future laws against the Trustees or the Fund in respect of the Fund or any money, property, or securities from time to time forming a part thereof;

- (ii) benefit payments to such Persons, or their beneficiaries or personal representatives, in such amounts for such purposes and in such manner as provided in the Plan;
- (iii) all reasonable and necessary expenses, costs, and fees incurred in connection with the maintenance, operation, and administration of the Fund and the Plan, including, without restricting the generality of the foregoing:
 - a. insurance premiums incurred as a result of obtaining insurance as contemplated in Article 4.2(f) hereof;
 - b. such expenses and remuneration of the Trustees and committee members permitted under Articles 4.3, 4.4 and 4.1(l);
 - c. the costs, expenses, and interest as provided in Articles 4.2 and 8.1, 8.2, and 8.3 hereof;
 - d. the professional fees, expenses, and other costs of, or relating to:
 - 1. the custodian of the assets of the Fund;
 - 2. investment management;
 - 3. legal counsel;
 - 4. the auditor;
 - 5. the actuary or consultant;
 - 6. Recording Secretary; and
 - 7. such other technical and professional advisors as are required for the purpose of efficiently and responsibly administering the Plan and the Fund;
 - e. such indemnities as are set out in a custodial agreement, approved by the Trustees, as being payable from the Fund;
 - f. any damages ordered by a court properly payable by the Fund in the sole discretion of the Trustees; and
 - g. such other expenses, costs, and fees specified in the Plan as being payable from the Fund and not inconsistent with this Agreement and in conformity with Articles 4.3 and 4.4 hereof;

to the extent such payments out of the Fund are approved by a resolution of the Trustees.

ARTICLE 5 ADMINISTRATION

5.1 RECORDING SECRETARY

A Person will be retained to serve as a Recording Secretary to the Trustees. Such individual must maintain the official records of the Trustees, including, without restricting the generality of the foregoing, complete and accurate minutes of the proceedings of the Trustees, all resolutions adopted by the Trustees, all completed forms of Acceptance of Trust and all notices of addresses of Trustees, all of which will be open at all reasonable times for inspection by any Trustee.

5.2 DELEGATION OF ADMINISTRATION

The Trustees will appoint, and from time to time may change the appointment of, an agent or agents, which may be a department or a Person employed by the University, or a firm, or a combination thereof, to administer the Plan, maintain the Plan records, and file, or arrange to be filed, such reports and returns as are required to be made under Applicable Legislation.

ARTICLE 6 CONTRIBUTIONS

6.1 CONTRIBUTIONS

All Contributions will be made to the Trustees in accordance with the terms of the Plan.

6.2 COLLECTION ENFORCEMENT

The Trustees may demand, collect, and receive all Contributions required to be made from the University or a Member and not paid, and for such purposes may commence and prosecute to judgment and execution such actions or may take such proceedings, at law or in equity as the Trustees see fit.

ARTICLE 7 MISCELLANEOUS

7.1 POSSESSION

All contracts, policies of insurance, or other contractual arrangements which are entered into under the terms of this Agreement will remain in the possession of, and the title thereto will remain in, the Trustees, but all such contracts and policies are open to inspection as may reasonably be required by or on behalf of any of CUPE, the Faculty Association, the Directors' Group or the Exempt Employee Group, the Trustees, and the Members.

7.2 CONCLUSIVENESS OF INSTRUMENTS

The Trustees may authorize one or more Trustees, or any other person they may designate, to execute on their behalf any notice or other instrument.

No person dealing with the Trustees in relation to the Plan is obliged to see to the application of any money or property of the Plan, or to see that the terms of this Agreement have been complied with, or is obliged to inquire into the necessity or expediency of any act of the Trustees, and every instrument executed by or under the authority of the Trustees is conclusive evidence that:

- (a) at the time of the delivery of the instrument the trust hereby created was in full force and effect;
- (b) the instrument was executed in accordance with the terms and conditions contained in this Agreement; and
- (c) the Person(s) who so executed the instrument were duly authorized and empowered to execute the instrument.

7.3 RECEIPTS

The receipt given by any Trustee for any monies or other property received effectually discharges the Person or Persons paying or transferring the same and such Person or Persons is not bound to see to the application, or answerable for the loss or misapplication thereof.

7.4 RIGHTS

No Member nor any Person claiming through a Member has any right, title, or interest in refunds or returns or other property of the Plan, or in any part of the Fund, except the right to receive the benefits provided under the Plan.

ARTICLE 8 INDEMNIFICATION AND LIMITATION OF LIABILITY

8.1 INDEMNIFICATION OF TRUSTEES

Each Trustee will be indemnified from the Fund against expenses reasonably incurred by the Trustee in connection with any action, suit or proceeding to which the Trustee may be made a party by reason of being or having been a Trustee, except in relation to matters as to which the Trustee shall be finally adjudged in such action, suit or proceeding to have been derelict in the performance of their duty as Trustee. "Derelict" shall mean bad faith, gross negligence, or wilful misconduct.

8.2 ADVANCEMENT OF EXPENSES

Expenses incurred with respect to any claim, action, suit or proceeding may be advanced by the Trustees prior to the final disposition thereof in the discretion of the Trustees and upon receipt of an undertaking satisfactory in form and amount to the Trustees by or on behalf of the recipient to repay such amount unless it is ultimately determined that the recipient is entitled to indemnification hereunder.

8.3 INDEMNIFICATION NOT INVALIDATED BY NON-COMPLIANCE

The failure of a Trustee to comply with the provisions of this Agreement will not invalidate any indemnity to which the Trustee is entitled under this part.

8.4 LIABILITY FOR BENEFITS

None of the University, CUPE, the Faculty Association, the Directors' Group or the Exempt Employee Group are liable for the failure of the Trustees to secure the benefits contemplated herein or in the Plan for any Beneficiary, or for any default or neglect of the Trustees.

8.5 ACTION BY TRUSTEES

The Trustees may seek judicial protection by any action or proceeding they may deem necessary to settle their accounts, or to obtain a judicial determination or declaratory judgment on any question of the construction of this Agreement or to obtain instruction as to any action hereunder. Any such determination is binding upon all parties to, or persons claiming under, this Agreement.

**ARTICLE 9
TERMINATION OF TRUST**

9.1 RESOLUTION

If the Plan is terminated, the trust hereby created may be terminated by a resolution of the Trustees, and if so terminated or otherwise terminated for any reason whatsoever, all unexpended sums of money and other assets in the possession of the Trustees, or to which they are entitled from any source whatsoever, must be dealt with in accordance with the Plan.

**ARTICLE 10
AMENDMENT OF TRUST**

10.1 WRITTEN AMENDMENT

This Agreement may be amended by an instrument in writing executed by the University provided that no amendment may authorize or permit any part of the Fund to be used for or diverted to purposes other than those provided for in Article 4.4 hereof.

ARTICLE 11 NOTICES

11.1 METHOD OF GIVING NOTICE

Any notice to be given to a Trustee, the University, CUPE, the Faculty Association, the Directors' Group or the Exempt Employee Group must be in writing and may be given personally, by delivery, facsimile or electronic mail, or sent by post-paid first class mail, to the respective party at the address provided to the Recording Secretary. Any notice is deemed given and received, if delivered, upon receipt and if sent by mail as aforesaid, on the fifth day, excluding holidays, after it has been posted as aforesaid at any postal station in British Columbia provided that if mailed, should there be at the time of mailing or between the time of mailing and the actual receipt of notice, a mail strike, slowdown, or other dispute which might affect the delivery of such notice by the mails, then such notice is effective only when actually delivered. For the purpose of this Article 11.1, the term "holiday" has the same meaning as set out in the *Interpretation Act* (British Columbia). Any notice given by facsimile or electronic mail is deemed given and received upon the day after such facsimile or electronic mail is sent.

**ARTICLE 12
SITUS AND CONSTRUCTION OF TRUST /
EFFECTIVE DATE / COUNTERPARTS**

12.1 BRITISH COLUMBIA

The laws of the Province of British Columbia govern this Agreement.

12.2 ENUREMENT

The rights and obligations of the parties hereunder enure to the benefit of and are binding upon the parties and their respective successors and assigns.

12.3 EFFECTIVE DATE

Notwithstanding the actual date of signing this Agreement by any Person, this Agreement will have full force and effect as of and from October 1, 2022.

12.4 COUNTERPARTS

This Agreement may be executed in any number of counterparts, and each executed counterpart will be considered to be an original. All executed counterparts taken together will constitute the Agreement.

This Agreement has been executed as of the day and year first above written on the respective dates set forth below.

Executed under the seal of the)
UNIVERSITY OF NORTHERN BRITISH)
COLUMBIA on the day of ,)
2023 by)

Geoff Payne, President

Wendy Rodgers, Provost and Vice
President, Academic

SIGNED, SEALED AND DELIVERED by)
RAHIM SOMANI on the day of)
 , 2023 in the presence of:

)

Signature

RAHIM SOMANI, as Trustee
(VP Administration and Finance)

Print Name

Address

Occupation

SIGNED, SEALED AND DELIVERED by)
 KIRAN KULLAR on the day of)
 , 2023 in the presence of:)
)
)

 Signature)

 KIRAN KULLAR, as Trustee
 (Director of Finance)

 Print Name)

 Address)
)
)

 Occupation)
)

SIGNED, SEALED AND DELIVERED by)
 BETTY ANN SHIELS on the day)
 of , 2023 in the presence of:)
)
)

 Signature)

 BETTY ANN SHIELS, as Trustee
 (appointed by Board of Governors)

 Print Name)

 Address)
)
)

 Occupation)
)

Signature)
)
)
Print Name)
)
Address)
)
)
Occupation)
)

SIGNED, SEALED AND DELIVERED by)
PAUL SANBORN on the day of)
 , 2023 in the presence of:)

)
)

Signature)
)
)
Print Name)
)
Address)
)
)
Occupation)
)

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SIGNED, SEALED AND DELIVERED by)
KERRY ROBERTS on the day of)
 , 2023 in the presence of:

Signature

KERRY ROBERTS, as Trustee
(Director of Human Resources)

Print Name

Address

Occupation

SIGNED, SEALED AND DELIVERED by)
WILLIAM CHEW on the day of)
, 2023 in the presence of:)

Signature

WILLIAM CHEW, as Trustee (Treasury Services Manager) OR EXEMPT?

Print Name

Address

Occupation

SCHEDULE "B"
ACCEPTANCE OF TRUST FOR TRUSTEES

TO: The Trustees of the University of Northern British
 Columbia Pension Plan

The undersigned, _____ [insert name], having been appointed to serve as a Trustee of the Plan in accordance with the Agreement and Declaration of Trust dated for reference the _____ day of _____ providing for the administration of the trust fund for the Plan, as amended to the date hereof (the "Trust Agreement"), acknowledges:

- (1) I have read a copy of the Plan text and of the Trust Agreement;
- (2) I understand the powers and duties of the Trustees and the potential liability of the Trustees for acts and omissions of the Trustees.

I hereby accept the trust created and established by the Agreement, consent to act as a Trustee thereunder, and agree to administer the Plan and the Fund (as defined in the Agreement) strictly in accordance with the provisions of the Agreement and the Plan.

I have been appointed by _____ to be a Trustee.

DATED at _____, this _____ day of _____, _____.

Witness	Signature of Trustee
---------	----------------------

Residential Address of Trustee	Business Address of Trustee

Telephone: _____	Telephone: _____
E-mail: _____	E-mail: _____

SCHEDULE "C"
ACKNOWLEDGEMENT OF SUCCESSOR STATUS

TO: The Trustees of the University of Northern
 British Columbia Pension Plan

The undersigned trade union, having become the bargaining agent in the place of the _____ in accordance with the provisions of Article 3.9 of the Agreement and Declaration of Trust dated for reference the _____ day of _____ providing for the administration of the trust fund for the Plan as amended to date (the "Trust Agreement"), hereby acknowledges having been provided with a copy of the Trust Agreement and declares itself to be a successor to the _____ in accordance with the provisions of the Trust Agreement, and agrees to be bound by the Trust Agreement as successor to such union from the date hereof in accordance with the provisions of the Trust Agreement.

DATED at _____, this ____ day of _____, ____.

Executed on behalf of _____, the successor union, by:

Authorized Signatory

Authorized Signatory

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
PENSION TRUST AGREEMENT**

(originally effective as of January 1, 1991, consolidated as at November 26, 2005, incorporating all amendments up to and including November 26, 2005)

THIS AMENDED AGREEMENT AND DECLARATION OF TRUST is dated for reference the 26th day of November, 2005.

AMONG:

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
(the "University")

AND:

SHARON COCHRAN, COLLEEN SMITH, MICHAEL KNUDSON, BETTY ANN SHIELS, WILLIAM ZHANG, STAN BEELER, JOAN ROSS, and RANDALL BRAZZONI
(the "Trustees")

WHEREAS:

- A. The University established a pension plan for its employees known as "The University of Northern British Columbia Pension Plan" (the "Plan") on or about January 1, 1991, a copy of the current version of which is attached hereto and marked Schedule "A".
- B. Pursuant to the Plan, contributions are paid to the Trustees which monies when received by the Trustees will constitute a trust fund (the "Fund") to be held and administered for the benefit of the Members of the Plan, retired Members of the Plan, or their designated beneficiaries.
- C. The Fund established for the purposes of the Plan has been administered in accordance with the terms of a trust agreement effective as of January 1, 1991 (the "Trust") between the University and the original trustees, namely, John Chapman, Geoffrey R. Weller, J. Alain D. Lefebvre, Harold Kamikawaji, Patricia Appavoo, Dennis Macknak and Leanne Murphy (the "Original Trustees").
- D. The current trustees are: Sharon Cochran, Colleen Smith, Betty Ann Shiels, William Zhang, Stan Beeler, Joan Ross, and Randall Brazzoni.
- E. Article XIII(1) of the Trust provides that the University may amend the Trust at any time in whole or in part. The University has decided to amend and restate the Trust effective November 26, 2005 and the Trustees by affixing their signatures hereto acknowledge and confirm such amendment and restatement.

This Agreement witnesses that the parties agree as follows:

ARTICLE 1 INTERPRETATION

1.1 DEFINITIONS

The following terms have the following meanings, unless the context otherwise requires:

“Agreement” means this instrument amended from time to time;

“Applicable Legislation” means all statutes of Canada or a province of Canada, together with regulations thereunder, which require compliance by the Plan or the Fund.

“Chair” means the chair of the Trustees appointed in accordance with Article 3.7 hereof;

“Collective Agreement” means any written agreement between the Union, the Faculty Association, the Directors’ Group and the Exempt Employee Group and the University which provides, among other things, for Contributions, with any and all extensions or renewals thereof and successor agreements thereto;

“Contributions” means payments made or to be made to the Fund under the provisions of, or in accordance with, the Plan;

“Directors’ Group” means the formal advisory body recognized by the University representing the needs, concerns, and conditions of employment of those University employees who are exempt from membership in the Union, who are not members of the Faculty Association, who are not represented by the Exempt Employee Group, and who are not University student employees;

“Employee” means “Employee” as defined from time to time in the Plan;

“Exempt Employee Group” means the formal advisory body recognized by the University representing the needs, concerns, and conditions of employment of those University employees who are exempt from membership in the Union, who are not members of the Faculty Association, who are not represented by the Directors’ Group, and who are not University student employees;

“Faculty Association” means the University of Northern British Columbia Faculty Association;

“Fund” means all money and other property paid or delivered as Contributions from time to time to the Trustees and accepted by the Trustees, together with any earnings, profits and increments thereon and property from time to time substituted therefore, as well as any other property accepted by the Trustees from whatever source, less authorized payments therefrom, and includes the trust fund established for the purposes of the Plan held by the Trustees in trust and applied in the manner and for the purposes provided in the Plan and in this Agreement;

“Member” means a person who is a “Member” as defined from time to time in the Plan;

“Person” means a natural person;

“Plan” means the University of Northern British Columbia Pension Plan, as amended from time to time;

“Recording Secretary” means the person appointed in accordance with Article 5.1 hereof;

“Trustees” means the Original Trustees and all successors thereto; and

“Union” means CUPE 3799.

1.2 GENERAL APPLICATION

Words in one gender include all genders, and words in the singular include the plural and vice versa.

1.3 HEADINGS

The headings used herein are for ease of reference only and will not form part of this Agreement or be used in its interpretation.

ARTICLE 2 TRUST

2.1 PURPOSE AND ESTABLISHMENT OF THE FUND

The Trustees agree to receive the assets of the Fund and to hold and administer them for the purpose of providing pension and other benefits described in the Plan and for the purpose of paying certain expenses of the Trustees and of the operation and administration of the Fund and Plan as herein provided.

2.2 LIMITATION OF RIGHTS TO THE FUND

The following limitations apply to the rights or interests in, or use of, the Fund:

- (a) none of the University, the Union, the Faculty Association, the Directors' Group or the Exempt Employee Group, or any other Person, association, firm or corporation have any right, title or interest, in or to the assets of the Fund, except as specifically provided by the Plan or in this Agreement; and
- (b) no money, property, equity, or interest of any nature whatsoever in the Fund or any insurance policy or other contract, or any benefits or monies payable therefrom, is subject to sale, transfer, alienation, assignment, encumbrance, nor to seizure or sale under any legal, equitable, or other process, except as provided by the Plan, this Agreement or Applicable Legislation.

2.3 INCORPORATION OF PLAN

The provisions of the Plan are incorporated and form part of this Agreement.

2.4 OPERATION OF FUND AND PLAN

The operation and administration of the Fund and the Plan is the joint responsibility of the Trustees.

ARTICLE 3 TRUSTEES

3.1 NUMBER OF TRUSTEES

The number of Trustees will be eight, as follows:

- (a) the Vice President, Administration and Finance of the University;
- (b) the Director, Finance and Budgets of the University;
- (c) the Director of Human Resources of the University;
- (d) one Person appointed by the Board of Governors of the University who is not a Member of the Plan;
- (e) one Person appointed by the Union;
- (f) one Person appointed by the Faculty Association;
- (g) one Person appointed by the Directors' Group;
- (h) one Person appointed by the Exempt Employee Group.

3.2 APPOINTMENT OF TRUSTEES AND TERMS

- (a) Each Trustee who holds office by virtue of his or her position will serve at the pleasure of the Board of Governors of the University.
- (b) Each Trustee appointed by the University will serve at the pleasure of the Board of Governors of the University.
- (c) Each Trustee appointed by the Union will serve a term of three (3) years, which term may be renewed to a maximum of three (3) terms.
- (d) Each Trustee appointed by the Faculty Association will serve a term of three (3) years, which term may be renewed to a maximum of three (3) terms.
- (e) Each Trustee appointed by the Directors' Group will serve a term of three (3) years, which term may be renewed to a maximum of three (3) terms.
- (f) Each Trustee appointed by the Exempt Employee Group will serve a term of three (3) years, which term may be renewed to a maximum of three (3) terms.

3.3 ACCEPTANCE OF TRUSTEESHIP

- (a) Each Trustee, other than the Original Trustees, must sign and file with the Recording Secretary an Acceptance of Trust in the form set forth in Schedule “B” hereto and is deemed to accept the trust created and established by this Agreement and to consent to act as a Trustee strictly in accordance with the provisions of this Agreement. No appointment of a Trustee will be effective until such Trustee has signed and filed an Acceptance of Trust as aforesaid.
- (b) The entitlement to a pension or other benefit under the Plan does not constitute a conflict of interest and does not disentitle a Member from serving as a Trustee.
- (c) Each Trustee upon appointment will be provided by the Trustees with a copy of:
 - (i) this Agreement and the Plan, as well as all amendments thereto;
 - (ii) all contracts then in effect with the agents, the most recent audit report for the Fund, the Investment Policy and Guidelines for the Fund, the latest asset mix review, investment measurement report, and performance review together with any actuarial or consultant’s reports for the Plan, and all written reports or statements relating to the Plan or Fund or to the agents and professional advisors of the Trustees received by the Trustees from all agents and professional advisors of the Trustees dated within the 18 month period prior to the date the Trustee signs the Acceptance of Trust in the form set forth in the Schedule “B” hereto;
 - (iii) all:
 - a. minutes of all meetings of the Trustees; and
 - b. resolutions consented to in writing; andheld or made within the 18 month period referred to in Article 3.3(c)(ii); and
 - (iv) any other document requested by the Trustee which relates to the Fund or the Plan.

3.4 RESIGNATION OF TRUSTEES

- (a) A Trustee may resign by giving 30 day’s notice in writing to the other Trustees, the Recording Secretary, and their respective appointing body. Any such notice must state the date, not less than 30 days from the actual date of the notice, on which such resignation is to take effect. Such resignation will take effect on the date stated in the notice unless another Trustee has been appointed and has accepted the Trust pursuant

to Article 3.5, in which event the resignation takes effect as of the date of acceptance by the successor Trustee.

3.5 APPOINTMENT OF SUCCESSOR TRUSTEES

- (a) If any Trustee dies, resigns, or is removed, the party which appointed him or her must forthwith appoint a successor Trustee and any such successor Trustee, immediately upon completing and filing with the official records of the Trustees an Acceptance of Trust in the form of Schedule "B", is vested with all the property, rights, powers and duties of a Trustee hereunder, from that date forward as if originally named as a Trustee.
- (b) If the appointment of a Trustee subject to (a) hereof is subject to term limits, the successor Trustee will first serve out the balance of the term of such Trustee and such partial term will be considered to be that successor Trustee's first term.
- (c) A Trustee who resigns, is removed, or otherwise ceases to be a Trustee will be fully discharged from all duties, responsibilities, and liabilities with respect to the Plan and this Agreement arising from an act or failure to act subsequent to the effective date of his or her ceasing to be a Trustee.

3.6 CONVEYANCE OF PROPERTY

Every person ceasing to be a Trustee hereunder is deemed to have conveyed, assigned, transferred, or made over to the other Trustees upon the effective date of such cessation (the "Cessation Date") any or all the rights to and property of the Fund, and must, if necessary, convey, assign, transfer, and make over to the other Trustees upon the Cessation Date any or all the rights and property of the Fund as the other Trustees may direct. Each Trustee, by signing this Agreement or an Acceptance of Trust in the form of Schedule "B", constitutes and appoints the other Trustees upon the effective date of such Acceptance of Trust his or her attorneys to sign all documents and deeds in his or her name as may be necessary to convey his or her legal interest in the rights to and property of the Fund to the other Trustees upon the Cessation Date should he or she cease to be a Trustee. Upon the appointment of a successor Trustee, the Trustees upon the effective date of such Acceptance of Trust by a successor Trustee will be deemed to have conveyed, assigned, transferred or made over to the successor Trustee all the rights to and property of the Fund and will sign all documents and deeds as may be necessary to convey a joint legal interest in the rights to and property of the Fund to the successor Trustee.

3.7 APPOINTMENT OF CHAIR

The Trustee who is the Vice President, Administration and Finance of the University will be the Chair.

3.8 REMOVAL OF TRUSTEES

Three (3) Trustees may request the party which appointed another Trustee to remove such other Trustee, which request must be sent to the party which appointed such Trustee and to the Trustee to be removed. If the party which appointed such Trustee does not remove such Trustee within 30 days of the receipt of such request, the three (3) requesting Trustees, or the Board of Governors, or the Union, or the Faculty Association, the Directors' Group or the Exempt Employee Group may make an application to the Supreme Court of British Columbia to effect such removal.

3.9 UNION CEASING TO BE BARGAINING AGENT

(a) If:

- (i) the Union ceases to be the bargaining agent for all of its members who immediately prior to such cessation were Members and Employees; and
- (ii) another trade union does not become the bargaining agent in its place in respect of more than 50% of such Members within 30 days of the Union's cessation;

then:

- (iii) all Trustees appointed by the Union forthwith are removed as Trustees effective the 31st day after such cessation; and
- (iv) any matter which by this Agreement requires the agreement or consent of the Union will, from the 31st day after such cessation, no longer require such agreement or consent.

(b) If:

- (i) the Union ceases to be the bargaining agent for all of its members who immediately prior to such cessation were Members and Employees; and
- (ii) another trade union becomes the bargaining agent in its place in respect of more than 50% of such Members;

then such replacing trade union, for the purposes of this Agreement, upon signing and filing with the official records of the Trustees an acknowledgement in the form set forth in Schedule "C" hereto, will be:

- (iii) considered a successor to the Union which ceased to be the bargaining agent as aforesaid; and

- (iv) entitled to appoint Trustees pursuant to Article 3.
- (c) If the trade union(s) replacing the Union does not file its Schedule "C" within 30 days of the Union ceasing to be the bargaining agent for all of its members who immediately prior to such cessation were Members and Employees, then the quorum and voting requirements set out in Article 3.11 hereof will be suspended until such time as the Schedule "C" is filed and the successor Trustees are appointed in accordance with Article 3.5 hereof. For greater clarity, those Trustees will be authorized to conduct all affairs of the Trust and the Plan until the successor trade union(s) complies with this Article.
- (d) In the event the Union ceases to be the bargaining agent for all of its members who immediately prior to such cessation were Members and Employees, and no trade union becomes the bargaining agent in its place in respect of more than 50% of its members, then any trade union which has become the bargaining agent for any portion of the Members shall be entitled to receive copies of the minutes of meetings of the Trustees.

3.10 DEFECT

Notwithstanding the subsequent discovery or determination that some defect existed in the appointment, removal, or qualification of any Trustee, all acts and proceedings of the Trustees done and carried out in good faith, at any time while any such defect existed, will be valid and effective.

3.11 MEETINGS, QUORUM AND VOTING

- (a) The Trustees must meet four times each calendar year. Additional meetings may be held at the option of
 - (i) the Chair, or
 - (ii) any two Trustees.

The Chair must give 14 days' notice of each meeting to the Trustees in accordance with Article 11 hereof.

- (b) Notice convening any meeting of the Trustees may be waived by consent of all Trustees.
- (c) Each meeting will be held at a time and place to be determined by the Chair and will be chaired by the Chair or, if the Chair is not available, by one of the Trustees appointed by the Trustees.

- (d) A Trustee may participate in a meeting by conference call or similar communication equipment or device so long as the Trustees and all persons participating in the meeting can hear and respond to one another. Each Trustee so participating in any such meeting is deemed to be present in person and to form part of the quorum at the stated location of such meeting and is entitled to vote by voice vote recorded by the Recording Secretary.
- (e) Each Trustee has one vote.
- (f) Individuals other than Trustees and the Recording Secretary may attend meetings of Trustees only if invited by the Chair.
- (g) If all Trustees are present at the commencement of a meeting the validity of the notice convening the meeting is not open to question.
- (h) The quorum necessary for the transaction of business at a meeting of the Trustees is five (5) Trustees, provided that at least two (2) of the five (5) must be Trustees appointed pursuant to Article 3.1(a) through (d) hereof, and at least two (2) of the five (5) must be Trustees appointed pursuant to Article 3.1 (e) through (h) hereof.
- (i) All actions of the Trustees must be taken:
 - (i) at a meeting at which a quorum is present, with the concurrence of at least five (5) Trustees, provided that at least two (2) of the five (5) must be Trustees appointed pursuant to Article 3.1(a) through (d) hereof, and at least two (2) of the five (5) must be Trustees appointed pursuant to Article 3.1 (e) through (h) hereof; or
 - (ii) with the concurrence of all Trustees as evidenced by a resolution consented to in writing and signed by all Trustees without a meeting, provided that such resolution in writing must be recorded in the minutes of the next meeting of the Trustees.
- (j) A resolution in writing that is signed by the Trustees is deemed to have been passed on the date the last signature is affixed.

ARTICLE 4 POWERS AND DUTIES OF TRUSTEES

4.1 GENERAL

The administration of the Plan and Fund is vested wholly in the Trustees who will have all of the power and authority necessary to administer the Plan, subject always to the provisions of the Plan, and to administer the Fund. Without restricting the generality of the foregoing, the Trustees will:

- (a) administer the Fund in conformity with this Agreement, the Plan, and Applicable Legislation;
- (b) construe in a manner consistent with the provisions of the Plan, this Agreement, and Applicable Legislation, the provisions of this Agreement and the Plan and the terms used in this Agreement and in the Plan, and any construction adopted by the Trustees in good faith will be binding upon the Union, the Faculty Association, the Directors' Group, the Exempt Employee Group, the Members, and any Person claiming a benefit under the Plan;
- (c) consider all aspects of the design, financing, and administration of the Plan which the Trustees consider relevant, or, in the discretion of the Trustees, those aspects of the design, financing, and administration of the Plan which are referred to the Trustees in writing by one or more Members, the Union, the Faculty Association, the Directors' Group, and the Exempt Employee Group, the costs of which may, in the discretion of the Trustees, be borne by the Fund or referred to the party requesting such consideration;
- (d) keep true and accurate books of accounts and records of all their transactions which will be open to the inspection of any Trustee, the Union, the Faculty Association, the Directors' Group, and the Exempt Employee Group at all times;
- (e) arrange for an independent annual audit of the assets of the Plan and keep a copy of the auditor's report available for inspection at all reasonable times by any Trustee, the University, the Union, the Faculty Association, the Directors' Group, and the Exempt Employee Group;
- (f) develop and provide to their agents such guidelines and policies as may be required from time to time under the Plan as well as such further determinations or instructions as may be reasonably required for the proper administration of the Plan;
- (g) review the performance of its agents at least annually;

- (h) review the investment performance of the Fund and all investment choices selected for Members at least annually;
- (i) provide information to Members concerning the operation of the Plan and the investment choices available to them in compliance with the Guidelines for Capital Accumulation Plans proposed by the Joint Forum of Financial Market Regulators;
- (j) provide a selection of investment choices for Members for their investment of their Employee Account and Employer Account (as defined in the Plan);
- (k) at their sole discretion, to invest and reinvest the principal and income of the Fund in a manner that a reasonable and prudent person would apply in respect of a portfolio of investments made on behalf of another person to whom there is owed a fiduciary duty to make investments without undue risk of loss and with a reasonable expectation of a return on the investments commensurate with the risk. For greater certainty, the Trustees may invest the Fund in any investments inside and outside of Canada which the Trustees deem advisable, including without restricting the generality of the foregoing, investments in mutual funds, common trust funds and pooled funds; and
- (l) establish committees with such terms of reference and appoint such persons to such committees as the Trustees in their discretion see fit, and to determine the manner in which the expenses, if any, of any such committees will be paid.

4.2 ADDITIONAL POWERS OF TRUSTEES

The Trustees may:

- (a) appoint and remove from time to time such agents or employees as the Trustees deem necessary to assist in handling the management of the Plan and Fund including, without restricting the generality of the foregoing, actuaries, investment managers, custodians, lawyers, and accountants;
- (b) delegate any of their powers or duties to any of their agents;
- (c) make and promulgate such policies and standards consistent with this Agreement and the Plan as may in their discretion be deemed proper and necessary for effecting the provisions of this Agreement and for the sound and efficient administration of the Fund and the Plan;
- (d) administer reciprocal agreements or arrangements established under the Plan for the transfer or sharing, on an equitable basis, of service, benefits or monies or any or all of them between other pension plans and the Plan;

- (e) compromise, settle, arbitrate, and release, at the cost of the Fund, all claims or demands in favour of or against the Fund, the Trustees, or any of them, on such terms and conditions as the Trustees deem advisable, and, without restricting the generality of the foregoing, defend, at the cost of the Fund, any law suits or claims against the Trustees or a Trustee if they consider such action appropriate and in accordance with Articles 8.1, 8.2 and 8.3 hereof;
- (f) obtain such insurance as the Trustees deem advisable to:
 - (i) insure the Fund from any losses arising from the acts or omissions of any or all of the Trustees, and
 - (ii) insure the Trustees collectively and individually against any claims made against them or any of them acting in their capacities as Trustees;
- (g) in the event of an administrative error, take such steps as they consider necessary to permit reasonable resolution of the error;
- (h) rely on all tables, valuations, certificates and reports furnished by the actuary or the consultant appointed for the purposes of the Plan and upon all opinions given by any professional advisor selected or approved by them;
- (i) in addition to such other powers as are set forth herein or conferred by law, the Trustees may:
 - (i) sell, exchange, lease, convey, or dispose of any property at any time forming a part of the Fund or the whole thereof upon such terms as they may deem proper and effect and deliver any and all instruments of conveyance and transfer in connection therewith;
 - (ii) enter into any and all contracts and agreements, including contracts of insurance, for carrying out the terms of this Agreement and for the administration of the Fund and the Plan, and do all acts as they in their discretion may deem necessary or advisable, all of which contracts, agreements, and acts will be binding and conclusive on the Union, the Faculty Association, the Directors' Group, and the Exempt Employee Group, Members, and any other Person claiming a benefit under the Plan;
 - (iii) appoint one or more trust companies, chartered banks, credit unions, life insurance companies, or other financial institutions that are authorized to act as a custodian of securities by the laws of any country, province, state, or any other political subdivision of any country in which such financial institutions are located as their agent to hold any or all assets belonging to the Fund, which may be held in the name of the trust

companies, banks, credit unions, or insurance companies, and to hold, transfer and otherwise deal with such assets on the direction of the Trustees;

- (iv) exercise all voting powers attaching to any shares, stock, debentures, or other securities at any time forming part of the Fund and to delegate all such powers to any custodian of all or any part of the assets of the Fund;
- (v) exercise all rights incidental to the ownership of stocks, shares, bonds, other securities, investments, and property held as part of the Fund, and issue proxies to others;
- (vi) enter into any voting, pooling, or other deposit agreement and deposit any securities or assets to be held under it with any protective organization or depository;
- (vii) register, or cause to be registered, the securities or other assets of the Fund in the name of:
 - a. the Trustees;
 - b. a custodian appointed by the Trustees;
 - c. a nominee of a custodian; or
 - d. in bearer form if the investment is not registerable or it would not be in the best interest of the Fund to do otherwise

provided that the accounts and records of the Fund will at all times show that all such investments are part of the Fund;

- (viii) do all acts whether or not expressly authorized herein which the Trustees may deem necessary or proper for the protection of the Fund, and the judgment of the Trustees will be final.

4.3 EXPENSES AND REMUNERATION OF TRUSTEES

- (a) The Trustees may be reimbursed from the Fund, as approved by resolution of the Trustees, for the expenses of their attendance at meetings of the Trustees, and for such other expenses that may be incurred in carrying out the duties of a Trustee.
- (b) The Trustees will not be compensated by the Fund for their services, nor for loss of wages or salary occasioned by their services.

4.4 FINANCIAL

- (a) All receipts will be deposited in an account in accordance with Article 4.2(i)(vii) hereof and all disbursements will be made therefrom.
- (b) All instructions to any custodial agent will be in writing, delivered by mail, facsimile or electronic mail, and signed in a manner determined by the Trustees.
- (c) The fiscal year end of the Fund is December 31.
- (d) The Trustees are hereby empowered to authorize and make payments out of the Fund as follows:
 - (i) all taxes and other assessments levied or assessed under existing or future laws against the Trustees or the Fund in respect of the Fund or any money, property, or securities from time to time forming a part thereof;
 - (ii) benefit payments to such Persons, or their beneficiaries or personal representatives, in such amounts for such purposes and in such manner as provided in the Plan;
 - (iii) all reasonable and necessary expenses, costs, and fees incurred in connection with the maintenance, operation, and administration of the Fund and the Plan, including, without restricting the generality of the foregoing:
 - a. insurance premiums incurred as a result of obtaining insurance as contemplated in Article 4.2(f) hereof;
 - b. such expenses and remuneration of the Trustees and committee members permitted under Articles 4.3, 4.4 and 4.1(l);
 - c. the costs, expenses, and interest as provided in Articles 4.2 and 8.1, 8.2, and 8.3 hereof;
 - d. the professional fees, expenses, and other costs of, or relating to:
 - 1 the custodian of the assets of the Fund;
 - 2 investment management;
 - 3 legal counsel;
 - 4 the auditor;

- 5 the actuary or consultant;
 - 6 Recording Secretary; and
 - 7 such other technical and professional advisors as are required for the purpose of efficiently and responsibly administering the Plan and the Fund;
- e. such indemnities as are set out in a custodial agreement, approved by the Trustees, as being payable from the Fund;
 - f. any damages ordered by a court properly payable by the Fund in the sole discretion of the Trustees; and
 - g. such other expenses, costs, and fees specified in the Plan as being payable from the Fund and not inconsistent with this Agreement and in conformity with Articles 4.3 and 4.4 hereof;

to the extent such payments out of the Fund are approved by a resolution of the Trustees.

ARTICLE 5 ADMINISTRATION

5.1 RECORDING SECRETARY

A Person will be retained to serve as a Recording Secretary to the Trustees. Such individual must maintain the official records of the Trustees, including, without restricting the generality of the foregoing, complete and accurate minutes of the proceedings of the Trustees, all resolutions adopted by the Trustees, all completed forms of Acceptance of Trust and all notices of addresses of Trustees, all of which will be open at all reasonable times for inspection by any Trustee.

5.2 DELEGATION OF ADMINISTRATION

The Trustees will appoint, and from time to time may change the appointment of, an agent or agents, which may be a department or a Person employed by the University, or a firm, or a combination thereof, to administer the Plan, maintain the Plan records, and file, or arrange to be filed, such reports and returns as are required to be made under Applicable Legislation.

ARTICLE 6 CONTRIBUTIONS

6.1 CONTRIBUTIONS

All Contributions will be made to the Trustees in accordance with the terms of the Plan.

6.2 COLLECTION ENFORCEMENT

The Trustees may demand, collect, and receive all Contributions required to be made from the University or a Member and not paid, and for such purposes may commence and prosecute to judgment and execution such actions or may take such proceedings, at law or in equity as the Trustees see fit.

ARTICLE 7 MISCELLANEOUS

7.1 POSSESSION

All contracts, policies of insurance, or other contractual arrangements which are entered into under the terms of this Agreement will remain in the possession of, and the title thereto will remain in, the Trustees, but all such contracts and policies are open to inspection as may reasonably be required by or on behalf of any of the Union, the Faculty Association, the Directors' Group or the Exempt Employee Group, the Trustees, and the Members.

7.2 CONCLUSIVENESS OF INSTRUMENTS

The Trustees may authorize one or more Trustees, or any other person they may designate, to execute on their behalf any notice or other instrument.

No person dealing with the Trustees in relation to the Plan is obliged to see to the application of any money or property of the Plan, or to see that the terms of this Agreement have been complied with, or is obliged to inquire into the necessity or expediency of any act of the Trustees, and every instrument executed by or under the authority of the Trustees is conclusive evidence that:

- (a) at the time of the delivery of the instrument the trust hereby created was in full force and effect;
- (b) the instrument was executed in accordance with the terms and conditions contained in this Agreement; and
- (c) the Person(s) who so executed the instrument were duly authorized and empowered to execute the instrument.

7.3 RECEIPTS

The receipt given by any Trustee for any monies or other property received effectually discharges the Person or Persons paying or transferring the same and such Person or Persons is not bound to see to the application, or answerable for the loss or misapplication thereof.

7.4 RIGHTS

No Member nor any Person claiming through a Member has any right, title, or interest in refunds or returns or other property of the Plan, or in any part of the Fund, except the right to receive the benefits provided under the Plan.

7.5 INCAPACITATED PERSONS

The Trustees may by resolution direct payment of any benefits under the Plan payable to any incapacitated person to the legal guardian or committee of any such person, whose receipt will be a sufficient discharge to the Trustees. The Trustees are not bound to see to the application of any benefits so paid. The Trustees will establish a policy for the payment of benefits to minors or incapacitated persons and must specifically ensure that a trustee be appointed to receive the interest of any minor intended to receive any benefit under the Plan.

ARTICLE 8 INDEMNIFICATION AND LIMITATION OF LIABILITY

8.1 INDEMNIFICATION OF TRUSTEES

Each Trustee will be indemnified from the Fund against expenses reasonably incurred by him or her in connection with any action, suit or proceeding to which he or she may be made a party by reason of his or her being or having been a Trustee, except in relation to matters as to which he or she shall be finally adjudged in such action, suit or proceeding to have been derelict in the performance of his or her duty as Trustee. "Derelict" shall mean bad faith, gross negligence, or wilful misconduct.

8.2 ADVANCEMENT OF EXPENSES

Expenses incurred with respect to any claim, action, suit or proceeding may be advanced by the Trustees prior to the final disposition thereof in the discretion of the Trustees and upon receipt of an undertaking satisfactory in form and amount to the Trustees by or on behalf of the recipient to repay such amount unless it is ultimately determined that he or she is entitled to indemnification hereunder.

8.3 INDEMNIFICATION NOT INVALIDATED BY NON-COMPLIANCE

The failure of a Trustee to comply with the provisions of this Agreement will not invalidate any indemnity to which he or she is entitled under this part.

8.4 LIABILITY FOR BENEFITS

None of the University, the Union, the Faculty Association, the Directors' Group or the Exempt Employee Group are liable for the failure of the Trustees to secure the benefits contemplated herein or in the Plan for any Beneficiary, or for any default or neglect of the Trustees.

8.5 ACTION BY TRUSTEES

The Trustees may seek judicial protection by any action or proceeding they may deem necessary to settle their accounts, or to obtain a judicial determination or declaratory judgment on any question of the construction of this Agreement or to obtain instruction as to any action hereunder. Any such determination is binding upon all parties to, or persons claiming under, this Agreement.

**ARTICLE 9
TERMINATION OF TRUST**

9.1 RESOLUTION

If the Plan is terminated, the trust hereby created may be terminated by a resolution of the Trustees, and if so terminated or otherwise terminated for any reason whatsoever, all unexpended sums of money and other assets in the possession of the Trustees, or to which they are entitled from any source whatsoever, must be dealt with in accordance with the Plan.

**ARTICLE 10
AMENDMENT OF TRUST**

10.1 WRITTEN AMENDMENT

This Agreement may be amended by an instrument in writing executed by the University provided that no amendment may authorize or permit any part of the Fund to be used for or diverted to purposes other than those provided for in Article 4.4 hereof.

ARTICLE 11 NOTICES

11.1 METHOD OF GIVING NOTICE

Any notice to be given to a Trustee, the University, the Union, the Faculty Association, the Directors' Group or the Exempt Employee Group must be in writing and may be given personally, by delivery, facsimile or electronic mail, or sent by post-paid first class mail, to the respective party at the address provided to the Recording Secretary. Any notice is deemed given and received, if delivered, upon receipt and if sent by mail as aforesaid, on the fifth day, excluding holidays, after it has been posted as aforesaid at any postal station in British Columbia provided that if mailed, should there be at the time of mailing or between the time of mailing and the actual receipt of notice, a mail strike, slowdown, or other dispute which might affect the delivery of such notice by the mails, then such notice is effective only when actually delivered. For the purpose of this Article 11.1, the term "holiday" has the same meaning as set out in the *Interpretation Act* (British Columbia). Any notice given by facsimile or electronic mail is deemed given and received upon the day after such facsimile or electronic mail is sent.

**ARTICLE 12
SITUS AND CONSTRUCTION OF TRUST /
EFFECTIVE DATE / COUNTERPARTS**

12.1 BRITISH COLUMBIA

The laws of the Province of British Columbia govern this Agreement.

12.2 ENUREMENT

The rights and obligations of the parties hereunder enure to the benefit of and are binding upon the parties and their respective successors and assigns.

12.3 EFFECTIVE DATE

Notwithstanding the actual date of signing this Agreement by any Person, this Agreement is effective on November 26, 2005 and will have full force and effect as of and from November 26, 2005.

12.4 COUNTERPARTS

This Agreement may be executed in any number of counterparts, and each executed counterpart will be considered to be an original. All executed counterparts taken together will constitute the Agreement.

This Agreement has been executed as of the day and year first above written on the respective dates set forth below.

Executed under the seal of the)
 UNIVERSITY OF NORTHERN BRITISH)
 COLUMBIA on the day of)
 , 2005 by)

 ●, President)

 ●, Vice President)

SIGNED, SEALED AND DELIVERED by)
 SHARON COCHRAN on the day)
 of , 2005 in the presence of:)

 Signature)

 Print Name)

 Address)

 Occupation)

 SHARON COCHRAN, as Trustee
 (VP Administration and Finance)

SIGNED, SEALED AND DELIVERED by)
COLLEEN SMITH on the day of)
 , 2005 in the presence of:)

Signature

COLLEEN SMITH, as Trustee
(Director, Finance & Budgets)

Print Name

Address

Occupation

SIGNED, SEALED AND DELIVERED by)
MICHAEL KNUDSON on the day)
of , 2005 in the presence of:)

Signature

MICHAEL KNUDSON, as Trustee
(Director of Human Resources of the
University)

Print Name

Address

Occupation

SIGNED, SEALED AND DELIVERED by)
 BETTY ANN SHIELS on the day)
 of , 2005 in the presence of:)

 Signature)

 Print Name)

 Address)

 Occupation)

 BETTY ANN SHIELS, as Trustee
 (appointed by Board of Governors)

SIGNED, SEALED AND DELIVERED by)
 WILLIAM ZHANG on the day of)
 , 2005 in the presence of:)

 Signature)

 Print Name)

 Address)

 Occupation)

 WILLIAM ZHANG, as Trustee
 (appointed by the Union)

SIGNED, SEALED AND DELIVERED by)
STAN BEELER on the day of)
 , 2005 in the presence of:)

Signature

STAN BEELER, as Trustee
(appointed by the Faculty Association)

Print Name

Address

Occupation

SIGNED, SEALED AND DELIVERED by)
JOAN ROSS on the day of)
, 2005 in the presence of:)

Signature

JOAN ROSS, as Trustee
(appointed by the Directors' Group)

Print Name

Address

Occupation

SIGNED, SEALED AND DELIVERED by)
 RANDALL BRAZZONI on the)
 day of , 2005 in the presence)
 of:)

 Signature)

 Print Name)

 Address)

 Occupation)

 RANDALL BRAZZONI, as Trustee
 (appointed by the Exempt Employee
 Group)

SCHEDULE "B"
ACCEPTANCE OF TRUST FOR TRUSTEES

TO: The Trustees of the University of Northern British
 Columbia Pension Plan

The undersigned, _____ [insert name], having been appointed to serve as a Trustee of the Plan in accordance with the Agreement and Declaration of Trust dated for reference the _____ day of _____ providing for the administration of the trust fund for the Plan, as amended to the date hereof (the "Trust Agreement"), acknowledges:

- (1) I have read a copy of the Plan text and of the Trust Agreement;
- (2) I understand the powers and duties of the Trustees and the potential liability of the Trustees for acts and omissions of the Trustees.

I hereby accept the trust created and established by the Agreement, consent to act as a Trustee thereunder, and agree to administer the Plan and the Fund (as defined in the Agreement) strictly in accordance with the provisions of the Agreement and the Plan.

I have been appointed by _____ to be a Trustee.

DATED at _____, this _____ day of _____, _____.

Witness

Signature of Trustee

Residential Address of Trustee

Business Address of Trustee

Telephone:
Fax:
E-mail:

Telephone:
Fax:
E-mail:

SCHEDULE "C"
ACKNOWLEDGEMENT OF SUCCESSOR STATUS

TO: The Trustees of the University of Northern
 British Columbia Pension Plan

The undersigned trade union, having become the bargaining agent in the place of the _____ in accordance with the provisions of Article 3.9 of the Agreement and Declaration of Trust dated for reference the _____ day of _____ providing for the administration of the trust fund for the Plan as amended to date (the "Trust Agreement"), hereby acknowledges having been provided with a copy of the Trust Agreement and declares itself to be a successor to the _____ in accordance with the provisions of the Trust Agreement, and agrees to be bound by the Trust Agreement as successor to such Union from the date hereof in accordance with the provisions of the Trust Agreement.

DATED at _____, this ____ day of _____, _____.

Executed on behalf of _____, the successor Union, by:

Authorized Signatory

Authorized Signatory



University of Northern British Columbia

Governance Policy
UNBC Retirement Plans

 , 202X

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Section 1: Introduction

Background

Retirement savings plan governance is the process by which the plan's sponsor and administrator discharge their fiduciary and any legal responsibilities with respect to the plan. Effective governance exists when the administrator is held accountable for administering the plan in accordance with the plan documents, common law, relevant statutes, governance guidelines and industry best practices.

Primary responsibility for the administration and operation of employer-sponsored plans and the related funds sits with the employer that maintains the plan. The administrator is responsible for administering the plans in accordance with their terms and conditions. Under statute and common law, the administrator is permitted to delegate functions where it is reasonable and prudent to do so. In these cases, the administrator must select the delegate personally, be satisfied that the delegate is qualified to perform the delegated tasks and supervise the delegate in a reasonable manner. However, the administrator cannot delegate accountability for its decision-making functions.

The administrator is considered to be a fiduciary and is required to exercise the care, diligence and skill that a prudent person would exercise when dealing with the property of another person. The administrator must always act in good faith and in the best interest of the members and other persons entitled to benefits under the plan. An administrator is also subject to basic fiduciary duties including (a) a duty of loyalty, (b) a duty to act honestly and prudently, (c) a duty to not let personal interests conflict with fiduciary duties and (d) a duty to maintain an even hand with competing interests among beneficiaries.

Since 1988, pension regulators have published governance guidelines to provide administrators with direction regarding their governance practices. These apply to registered pension plans and represent best practices for governance of these and other retirement savings arrangements. Effective September 30, 2015, the new BC pension standards legislation includes a requirement for pension plan administrators to maintain a written governance policy containing a number of prescribed elements. The BC Financial Services Authority (BCFSA) has identified information security and outsourcing arrangements as key areas of risk for pension plans and has developed Guidelines setting out their expectations for mitigating these risks which take effect September 30, 2022. These legislated requirements and industry governance guidelines, among others, are reflected in this policy.

Scope

The University of Northern British Columbia ("UNBC" or "the University") maintains a registered defined contribution pension plan ("the DC Plan") with employee and University contributions. Benefits above the registered plan limits are provided through a University funded and administered Supplemental Employee Retirement Plan ("SERP"). Together, the DC Plan and the SERP are referred to in this document as "the Plans". The DC Plan is registered under the *Income Tax Act* (Canada) and the *Pension Benefits Standards Act* (British Columbia) and related regulations. The SERP is a non-registered arrangement with earned benefits paid by the University. The Plans cover employees at UNBC campuses in Prince George, Terrace, and Fort St. John and may include employees of other regional affiliated groups as approved by the UNBC Board of Governors.

The Plans are maintained to assist and encourage University employees to plan and save for retirement. However, the Plans are not intended to be the only source of income for UNBC employees in retirement and should be supplemented by other sources such as personal savings and the Canada Pension Plan.

Key Responsibilities

The UNBC Board of Governors is the legal sponsor of the Plans. While the majority of the University's responsibilities in this regard have been delegated to a Board of Trustees (the "Trustees"), the Board of Governors does retain certain direct responsibilities as enumerated in this governance policy. These include the following key responsibilities:

- Approve, adopt and amend the governance structure and processes, including monitoring and reporting policies and procedures and the Trustees' terms of reference;
- Appoint the various University Trustees;
- Receive and review regular reports from the Trustees on the status, performance and operation of the Plans; and
- Approve the initiation or termination of the Plans, upon the recommendation of the Trustees.

The Trustees are empowered by their terms of reference [see Appendix A] to retain service providers, advisors and such other professionals as the Trustees consider necessary to discharge their delegated responsibilities.

Objectives

This governance policy consists of a number of elements each of which addresses a key governance requirement. Together these elements provide a comprehensive governance framework for the Plans designed with the following objectives in mind:

1. To ensure all critical governance responsibilities are properly taken into account and are assigned to accountable parties.
2. To appropriately distinguish between the governance decisions required of UNBC when acting in its capacity as plan sponsor and those decisions it may take in its capacity as plan administrator, and to assign decision-making responsibility in ways that minimize the potential for conflict of interests.
3. To place responsibility for the performance of governance tasks in the hands of parties who possess the necessary competencies and resources to discharge their responsibilities suitably.
4. To maintain a strong policy framework to guide the activities of parties to whom responsibilities have been delegated.
5. To establish a risk management strategy and framework to identify, assess and mitigate potential risks to the Plans, and/or the members and beneficiaries of the Plans.
6. To ensure service providers are retained when needed and are monitored and managed diligently.
7. To ensure the Plans' governance is fully compliant with all regulatory requirements.

This document will be reviewed each year or more frequently if circumstances warrant.

Section 2: Governance Structure and Processes

The following chart outlines the governance structure and processes that have been developed for the Plans along with the key parties involved and the role that they play. External Providers may not be utilized in relation to every process; however, to the extent that they are, the following table summarizes the role that they play.

Category of Work	UNBC Board of Governors	UNBC Pension Board of Trustees	UNBC HR & Benefits Staff	External Providers
Governance (Sponsor/Administrator)				
Pension plan governance structure	▪ Approves	▪ Recommends ▪ Monitors	▪ Recommends ▪ Implements	▪ Recommends
Appointment of University Appointed Trustees	▪ Approves	▪ Recommends; Monitors	▪ Recommends	
Terms of Reference of Trustees	▪ Approves	▪ Recommends	▪ Recommends	▪ Advises/Recommends
Fiduciary education	▪ Receives	▪ Receives	▪ Recommends ▪ Implements	▪ Recommends ▪ Delivers
Monitoring and reporting procedures	▪ Approves	▪ Recommends ▪ Monitors	▪ Implements	▪ Recommends
Dispute resolution process		▪ Approves	▪ Advises	▪ Recommends
Member communication policy and procedures		▪ Approves	▪ Recommends ▪ Implements ▪ Monitors	▪ Recommends
Plan Design (Sponsor)				
Plan design parameters and details	▪ Approves	▪ Recommends	▪ Implements	▪ Recommends
Plan Documentation				
Plan text – initial draft and revisions		▪ Approves	▪ Implements	▪ Recommends
Member booklets		▪ Approves	▪ Implements	▪ Recommends
Investments – DC Plan (Administrator)				
Investment structure (investment beliefs, guidelines, manager structures & mandates)		▪ Approves	▪ Recommends ▪ Implements ▪ Monitors	▪ Recommends ▪ Implements
Investment and asset mix policy (SIP&P)	• Approves	▪ Implements ▪ Monitors	▪ Recommends ▪ Implements	▪ Recommends
Appointment/termination of investment consultants		▪ Approves	▪ Recommends ▪ Implements	

Category of Work	UNBC Board of Governors	UNBC Pension Board of Trustees	UNBC HR & Benefits Staff	External Providers
Performance of investment managers and overall investment structure	▪ Monitors (through reporting)	▪ Monitors (actively)	▪ Monitors	▪ Recommends
Cost effectiveness of investment program		▪ Monitors	▪ Monitors	
Performance of investment consultants		▪ Monitors	▪ Monitors	
Compliance with legislation, policies and mandates		▪ Monitors	▪ Monitors	▪ Monitors
Funding – DC Plan (Sponsor/Administrator)				
Legislative requirements for remittance of contributions		▪ Monitors	▪ Recommends	▪ Recommends
Risk Management				
Risk management strategy and assessment	▪ Informed	▪ Monitors ▪ Approves	▪ Recommends	▪ Recommends
Accounting – DC Plan (Administrator)				
Audited financial statements (optional)	▪ Approves	▪ Reviews ▪ Recommends	▪ Prepares	▪ Provides input
Appointment/termination of auditor	▪ Informed	▪ Approves	▪ Recommends ▪ Implements	
Administration (Administrator)				
Appointment/termination of pension consultant		▪ Approves	▪ Recommends ▪ Implements	
Member communications		▪ Monitors ▪ Approves	▪ Recommends ▪ Implements	▪ Recommends
Plan expense policy	▪ Informed	▪ Approves	▪ Recommends ▪ Implements	
Member feedback		▪ Reviews	▪ Gathers	
Compliance with pension regulations (DC Plan only)	▪ Informed	▪ Monitors	▪ Monitors	▪ Monitors
Cost effectiveness of pension administration	▪ Informed	▪ Monitors	▪ Monitors	
Appointment/termination of custodian/recordkeeper	▪ Informed	▪ Approves	▪ Recommends ▪ Implements	▪ Recommends
Performance of custodian / recordkeeper	▪ Informed	▪ Monitors	▪ Monitors	

Category of Work	UNBC Board of Governors	UNBC Pension Board of Trustees	UNBC HR & Benefits Staff	External Providers
Interpretation of plan provisions		▪ Approves	▪ Recommends	▪ Recommends
Appointment/termination of record-keeper	▪ Informed	▪ Approves	▪ Recommends ▪ Implements	▪ Recommends
Performance of record-keeper	▪ Informed	▪ Monitors	▪ Monitors	
Information security policy and procedures [Appendix C]	▪ Informed ▪ Implements	▪ Approves ▪ Implements ▪ Monitors	▪ Recommends ▪ Implements	▪ Recommends ▪ Implements
Maintenance of service provider list (DC Plan)		▪ Monitors	▪ Implements	▪ Provides input

Notes:

- Where more than one group recommends, the order is as follows: Advisors recommend to HR/Benefits team who recommends to the Board of Trustees who recommends to the Board of Governors.
- External Providers primarily refers to the Pension Consultant and Investment Consultant, but may also include auditors, investment managers, external legal advisors, pension providers, record-keeper, trustee/custodian or other appointed providers.

Section 3: Monitoring and Reporting Procedures

The following chart summarizes the procedures to monitor the activities of the Plans' governance structures and those parties with responsibilities for the Plans' governance. The specific reporting that is expected to accompany such monitoring is also summarized.

Report/Activity	Frequency	Delivered to	Reviews	Prepares/Monitors	Advises
Governance					
Plan mission / objectives	Not less than every 5 years	Board of Governors	Trustees	UNBC Staff External Providers	Consultants
Governance Structure Review <ul style="list-style-type: none"> Allocation of roles & delegation Terms of reference Plan mission / objectives 	3–5 years	Board of Governors	Trustees	UNBC Staff	Consultants
Annual Report, including <ul style="list-style-type: none"> Compliance with UNBC policies, applicable legislation and regulations Asset allocation Performance of total fund and asset classes 	Annual	Board of Governors	Trustees	UNBC Staff with Consultants	
Administrator's governance assessment <ul style="list-style-type: none"> Compliance with legislation and guidelines Funding, investment of assets Performance of parties to Plans 	Annual	Board of Governors	Trustees	UNBC Staff	Consultants
Continuing Education / Review of Fiduciary Responsibilities	3 years	Trustees; Board of Governors		UNBC Staff	Consultants
Review of member communications	Annual	Trustees		UNBC Staff	Consultants
Plan Design					
Review plan design	As needed	Board of Governors	Trustees	UNBC Staff	Consultants

Report/Activity	Frequency	Delivered to	Reviews	Prepares/Monitors	Advises
Accounting					
Review of financial statements (DC Plan)	Annual	Board of Governors	Trustees	UNBC Staff	Consultants
Review and reconciliation of trustee/custodian statements	Ongoing			UNBC Staff	
Investments (DC Plan)					
Review and approve SIP&P	Annual	Trustees	UNBC Staff	Consultants	
Monitor compliance with investment legislation, policies and mandates	Ongoing	Trustees		UNBC Staff	Consultants
Investment reporting on performance, strategy, asset mix, etc. (as appropriate)	Quarterly	Trustees	UNBC Staff	Consultants	
Review investment management fees and services	3 years	Trustees	UNBC Staff	Consultants	
Review of investment consultant performance	3 years	Trustees		UNBC Staff	
Risk Management					
Review risk management framework and risk assessment	Annual	Board of Governors		Trustees, UNBC Staff	Consultants
Administration					
Review of plan expense policy	3–5 years	Trustees		UNBC Staff	Consultants
Monitor compliance with applicable legislation, regulations, guidelines and Plan terms	Ongoing	Trustees		UNBC Staff	Consultants
Review Plan provider fees	3–5 years	Trustees		UNBC Staff	
Review of Plan provider performance	3–5 years	Trustees		UNBC Staff	
Review of member booklet	3–5 years	Trustees		UNBC Staff Consultants	

Report/Activity	Frequency	Delivered to	Reviews	Prepares/Monitors	Advises
Review of member communications	Annual or as required by legislation	Trustees		UNBC Staff Consultants	

Section 4: Risk Management

The Trustees are responsible for developing and maintaining an effective risk management strategy. Through its annual risk management review process, the Trustees assess this strategy.

Key Plan Risks & Risk Management Strategy

The Trustees have identified key risks that must be managed through the effective governance of the Plans, and the following table outlines these risks along with strategies that can be employed to mitigate or eliminate those risks:

Possible Risk	Risk Management Strategy
1. Failure to meet fiduciary obligations to plan members and stakeholders	<ul style="list-style-type: none"> Trustee member selection, training and development Adherence to governance policies Use of governance tools, such as compliance checklists
2. Non-compliance with legislation, plan terms, or industry guidelines	<ul style="list-style-type: none"> Adherence to governance policies Use of governance tools, such as compliance checklists Selection of and development of written terms of reference for qualified advisors Proactively monitoring and managing investment and administration fees and potential conflicts of interest to reduce litigation risk
3. Excessive cost/expenses	<ul style="list-style-type: none"> Asking questions about categories of fees and whether fees and expenses come with justifiable, tangible benefits for members (e.g., savings, education or other benefits) Benchmarking Looking for opportunities to leverage possible economies of scale Assessing the impact fees and expenses may have over the long-term on members' savings and retirement income
4. Inadequate performance of service providers	<ul style="list-style-type: none"> Competitive selection process for delegates Written terms of reference for delegates Periodic performance reviews (which could include consideration of member satisfaction or complaints) Review of delegate's financial strength re potential claims
5. Temporary or permanent unavailability of a service provider	<ul style="list-style-type: none"> Discuss business continuity with service providers and reflect details in processes and service contracts as appropriate Ensure Trustees and/or UNBC Staff have access to Plan records and data Ensure Trustees are aware of alternative service providers that could act as substitute or replacement if necessary
6. Unauthorized, illegal, or accidental loss or modification, disclosure, or misuse of data as a result of human error, a cyber attack or technology failure	<ul style="list-style-type: none"> Review any errors identified in the records Fiduciary education regarding information security, as appropriate Adherence to Information Security Policy and Procedures [Appendix C]
7. Pre-financial risks to investment performance caused by	<ul style="list-style-type: none"> Work with service providers to monitor and manage these risks, as appropriate

environmental, social and governance factors.	<ul style="list-style-type: none"> ▪ Comply with any responsible investment position or policy established for the Plan ▪ Fiduciary education on ESG ▪ Respond to member enquiries about ESG/ ensure appropriate materials are available for member information
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Each year the Trustees should assess the Plans' risk management performance and consider what, if any, adjustments in strategy are required to be made.

Section 5: Governance Standards Guidelines

The purpose of this section is to set out the governance standards that are applicable to parties who have responsibilities in relation to the Plans. Such parties (collectively referred to as “Parties” in this section) include UNBC (as the Plans’ sponsor and administrator, represented by the Board of Governors), the pension Board of Trustees, UNBC Staff, and External Providers.

Privacy and Confidentiality

UNBC’s policies, directives and procedures regarding protection of privacy and sensitive information apply to the Parties.

See Appendix C for Information Security Policy and Procedures.

Access to Information

Access to all information relating to the Plans and their governance is available to identified UNBC Staff members. Such UNBC Staff are responsible for disseminating the necessary reporting to the Board of Governors and the Board of Trustees and responding to their additional information requests subject to privacy restrictions. Such UNBC Staff are also responsible for providing information on an as-needed basis to external Consultants. External Consultants support the UNBC Staff’s need to access information in a timely manner through regular and ad-hoc reporting.

Conflicts of Interest

A conflict of interest, whether actual or perceived, includes any circumstances in which a Party:

- owes a duty to another person that may conflict with his or her duties to the Plans, the Plan members or another Party; or,
- may materially benefit from knowledge of, participation in, or by virtue of, an investment decision or holding of a pension fund for which the Party has responsibility.

If a conflict of interest arises, the person in the actual or perceived conflict must disclose the nature and the extent of that person’s conflict of interest to the Chair of the Board of Trustees immediately in writing. The Chair will immediately advise all other members of the Board of Trustees. The person disclosing the conflict may not participate in any activities or decisions related to the issue in conflict. This disclosure shall be considered a continuing disclosure on that issue, subject to any future notification by the person, for the purpose of the obligations outlined in this policy.

The Board of Trustees shall maintain a register of any conflicts of interest. The register shall include a description of each conflict of interest, the individual to whom the conflict of interest applied, the date on which the conflict of interest arose and the manner in which the conflict of interest was dealt with.

Knowledge and Skill Expectations

Board of Trustees Members

Trustees are appointed by the University or by other Parties as set out in the Trustees' terms of reference [Appendix A]. The appointment process is intended to result in:

- a Board whose members collectively possess the skills and knowledge necessary to fulfil the Trustees' responsibilities; and
- responsible succession planning.

The suitability of a candidate to serve as a Board of Trustees member will be judged based on the extent to which the candidate possesses the requisite skills and knowledge expected of a Trustee as well as his or her potential to fill any gaps existing at the time of appointment within two years of being appointed.

The Board of Trustees plays a major role in managing the Plan's governance and as such a significant reliance is placed on the Board of Trustees. Consequently, it is imperative that the Trustees possess the necessary skills and knowledge to perform their delegated duties. To this end, the specific qualifications that Board of Trustees members are expected to develop and maintain are as follows:

- an ability to draw upon relevant knowledge and experience when applying judgement and when making decisions that are relevant to the Plans;
- a willingness and ability to carry out the duties of a Trustee and fulfil the associated obligations;
- an understanding of the needs, concerns and priorities of the Plans' membership;
- an ability to serve as a Trustee in an independent and objective fashion;
- an understanding of the elements and meaning of the Plans' Governance Policy;
- an ability to recognize gaps in knowledge, skills or resources and ensure that such gaps are filled either through additional training / education or through the appointment of external advisors;
- an ability to communicate effectively; and
- an appropriate degree of financial literacy to enable effective monitoring of the Plans' performance.

The Board of Trustees will strive to develop and maintain a sound understanding of the following subjects:

- Canada's retirement income system (public programs, employment plans and private savings)
- Pension investment management
- Asset class characteristics such as historical rates of return, volatility, correlation, liquidity, cost structure
- Investment performance measurement and reporting (e.g., performance attribution and peer group rankings)
- Roles and duties of managers, consultants, fundholder, brokers etc.
- Trends and developments in the retirement and pension industry
- Retirement planning and financial literacy
- Cyber risk and information security for retirement plans
- Environmental, Social and Governance (ESG) considerations

In order to best manage time commitments and to accommodate individual learning styles, this policy supports flexible learning using a variety of approaches, including online materials, orientation programs, in-house education sessions provided by consultants, conferences or seminars.

Other Parties

The Plans' advisors and providers are expected to meet the following knowledge and skill requirements which will be evaluated at the time that such parties are hired or appointed:

- necessary expertise to perform the delegated duties and not take on duties which fall outside their relevant area of expertise;
- familiarity with the necessary expertise that is required to effectively operate the Plans and defer to such other expertise as appropriate for additional insight;
- appropriate professional accreditations and maintain such accreditations in good standing;
- effective communication skills to ensure that advice and recommendations are provided in a timely and proactive manner based on accurate information presented in an objective fashion; and
- an understanding of the elements and meaning of the Plan's Governance Policy.

Conduct

All Parties are expected to execute their responsibilities in accordance with the following characteristics and traits:

- exercise the care, skill and diligence appropriate to the Party's responsibilities and duties;
- conduct business in an honest and fair manner;
- abide by local, provincial and federal legislation and jurisprudence;
- bring professionalism, accountability and integrity to their function; and
- carry out duties in an objective manner and in accordance with ethical business practices.

Compensation

Trustees who are employees of UNBC are not entitled to additional compensation for serving as Trustees beyond the compensation received for the performance of their duties as employees. Trustees are entitled to reimbursement for expenses incurred in the course of their Board duties, in accordance with UNBC expense reimbursement policy.

Dispute Resolution

In the event of a dispute involving an individual entitled to benefits under the Plans, the Board of Trustees will work with the individual and external Consultants as necessary to resolve the matter in a manner that is timely and complies with relevant pension legislation.

Section 6: Service Provider Guidelines

Purpose

In order to fulfill its duties and responsibilities related to the Plans, the Board of Trustees may delegate activities and responsibilities to external service providers (e.g., third party administrator, pension consultant, investment consultant, etc.). To discharge its fiduciary obligations to the Plans, the Committee must engage service providers who are suitably qualified.

The purpose of this section is to set out guidelines for the selection, monitoring, and review of service providers engaged by the Board to assist it in carrying out its responsibilities related to the Plans.

Selection Criteria

The Board of Trustees must be satisfied that each service provider:

- is suitably qualified and experienced to deliver the required services;
- does not have a conflict of interest;
- has adequate resources to deliver the required services;
- has controls in place to secure member data and other sensitive information;
- is able to deliver the required services in a cost-effective manner; and
- is adequately insured to cover potential liabilities.

Selection Process

To the greatest extent practical, the Board of Trustees shall take into account corporate purchasing policies process when selecting service providers. In all instances the appointment of a service provider must be approved by the Board of Trustees and clearly documented.

Documentation

The appointment of a service provider shall be documented by the Board of Trustees in writing by way of the Board minutes, an appointment letter or service contract. The type of documentation shall be appropriate to the significance of the appointment and shall be determined by the Board of Trustees at the time the appointment is made.

Any service provider agreement or contract shall normally include the following, depending in part on the particular scope and materiality of the arrangement:

- period of engagement;
- process for renewal and termination;
- information management including access to plan records and data, data privacy and data protection;
- standard of care;
- indemnification provisions;
- services to be performed;
- compensation for services;
- any rules or limitations on sub-contracting;
- reporting requirements, performance measures;
- the right to evaluate the service provided;

- dispute resolution process; and
- contingency planning (for example, in the event of a service disruption).

Review of Service Providers

The Board of Trustees shall review the appointment of service provider on an annual basis, or more frequently if warranted. This review shall consider the following elements:

- performance in relation to engagement (quality, timeliness, budget);
- cost competitiveness;
- availability of alternatives; and
- developments in the industry.

If, based on a review of a service provider, the Board of Trustees concludes that there is an issue that is material in nature, the Board shall take such steps as it considers appropriate.

Reporting by Service Providers

Each service provider shall report to the Board of Trustees at such intervals as the Board considers appropriate in relation to the significance of the role being performed, but no less frequently than on an annual basis. Each service provider shall submit a report to the Trustees that includes:

- a summary of the activities conducted in the year by the service provider in order to discharge their assigned responsibilities;
- a description and assessment of performance in relation to objectives;
- where applicable, any concerns raised by Plan members and the status of the resolution of these concerns;
- where applicable, any incidents, complaints or developments related to information security management;
- any advice to the Board regarding emerging or expected events that could substantially affect the discharge of the service provider's responsibilities;
- identification and explanation of any planned or recommended initiatives for the coming years; and
- an attestation that the Trustees' policies on conduct, conflicts and confidentiality have been honoured by the service provider.

With respect to reporting from consultants regarding investments for the DC Plan, the Board of Trustees may use the follow as a guideline:

Frequency of Reporting	Topic
Quarterly	<ul style="list-style-type: none"> ▪ Investment performance ▪ Investment strategies ▪ Expected future performance
Semi-annually	<ul style="list-style-type: none"> ▪ Investment returns of the Investment Options and Investment Managers' individual performance relative to the SIP&P and mandate objectives, for example: <ul style="list-style-type: none"> ○ the investment returns calculated on a time-weighted rate of return basis; ○ the risk profile of the Investment Options relative to the SIP&P; ○ the added value of the Investment Options over the market rate of return;and ○ an attribution of the returns indicating their source;
Semi-annually	<ul style="list-style-type: none"> ▪ comments on key issues and concerns that may affect future performance of the Investment Managers and the Investment Options ▪ general industry trends and developments that may influence the Plans

Application of the Board's Policies to Service Providers

Each service provider is expected to follow industry standards regarding document retention and to adhere to UNBC's governance standards guidelines [Section 5]. The Board of Trustees shall ensure that each service provider is aware of, and adheres to, the standards.

Service Provider List

The Board of Trustees will ensure that a list of current service provider contracts is maintained that includes contact information, the function or activities being outsourced, information about the materiality of the outsourcing arrangement, the date of the last review of the outsourcing arrangement, and whether any sensitive information is involved.

Appendix A - Board of Trustees Terms of Reference

Purpose

This Appendix A constitutes the Terms of Reference for the Board of Trustees as delegated administrator of the Plans. The basic purpose is to establish, in accordance with the terms of the Plans, the Trustees' responsibilities, membership and procedures required to accomplish its functions, and to meet the requirements of applicable legislation and industry guidelines.

If any provision of these terms of reference is inconsistent with an express provision of one or more of the Plans, the provision of the Plan(s) shall apply.

These terms of reference have been approved by the Board of Governors. The Board of Governors retains the sole right to amend or modify the Board of Trustees' terms of reference.

Definitions

Unless the context clearly indicates otherwise, the following terms shall have the following meanings:

"Applicable Legislation" means the *Pension Benefits Standards Act* (British Columbia) and any regulation thereto, the *Income Tax Act* (Canada), and any similar statute applicable to the Plans, all as amended and in effect from time to time.

"Auditor" means the accountant responsible for the preparation of the financial statements of the Plans as may be required under Applicable Legislation.

"Benefit" means the amount or form of any payment payable from the Plans.

"Board of Trustees" means the Pension Board of Trustees which is responsible for the administration of the Plans.

"Chair" means the Chair of the Board of Trustees as appointed in accordance with these Terms of Reference and the Trust Agreement

"Collective Agreement" means any written agreement between the University and one or more of CUPE, the Faculty Association, the Directors' Group and the Exempt Employee Group and which refers to the Plans. It includes any and all extensions or renewals thereof and successor agreements thereto.

"Consultants" means the Pension Consultant and Investment Consultant as applicable.

"CUPE" means CUPE 3799.

"External Providers" primarily refers to the Consultants, but may also include auditors, investment managers, legal advisors, pension providers, record-keeper, trustee/custodian, or other appointed providers.

"Fund" means the funds in which assets are held in the DC Plan or the SERP, as applicable.

"UNBC Staff" means staff of UNBC, to whom certain administrative functions related to the Plans may be delegated by the Board of Governors or the Trustees.

"Investment Consultant" means the person or firm who provides investment consulting advice and related services at the request of the University or the Board of Trustees.

"Investment Options" means the investment options offered to Members under the Plans.

"Investment Managers" means the investment managers responsible for the investment of the Investment Options.

"Member" means an employee of UNBC who is a member of the Plans, or who is no longer an employee but who remains contingently or absolutely entitled to retirement income under one or both of the Plans.

"Pension Consultant" means the person or firm who provides pension and governance consulting advice and related services at the request of the University or the Board of Trustees.

"Plans" means:

- University of Northern British Columbia Pension Plan
- University of Northern British Columbia Supplemental Pension Arrangement

"Recordkeeper" means the trust company duly registered in Canada and/or an insurance company authorized to underwrite life assurance in Canada, appointed to provide third-party recordkeeping and administration services for one or more of the Plans.

"Secretary" means the individual appointed by the Trustees in accordance with this Appendix.

"SIP&P" means the Statement of Investment Policies and Procedures adopted by the Board of Trustees

"Terms of Reference" means the rules and regulations applicable to the Trustees as set forth in this document and includes any amendments which are from time to time made hereto.

"Trustee " means a member of the Board of Trustees.

Composition of Board of Trustees

The Trustees will include the following voting members:

- (a) the Vice President, Administration and Finance of the University;
- (b) the Director, Finance and Budgets of the University;
- (c) the Director of Human Resources of the University;
- (d) the Manager of Treasury Services of the University;
- (e) one Person appointed by the Board of Governors of the University who is not a Member of the Plan;
- (f) one Person appointed by CUPE;
- (g) one Person appointed by the Faculty Association;
- (h) one Person appointed by the Directors' Group;
- (i) one Person appointed by the Exempt Employee Group.

The Trustees may decide to permit the inclusion of up to two (2) additional voting or non-voting Trustees.

Each Trustee who holds office by virtue of his or her position will serve at the pleasure of the Board of Governors of the University. Each Trustee appointed by the University will serve at the pleasure of the Board of Governors of the University. Each of the other four Trustees will serve a term of at least three (3) years, which may be renewed to a maximum of three terms.

Each Trustee must accept the appointment to the Board of Trustees in accordance with the procedures and documentation as described in the Trust Agreement.

Each Trustee upon appointment will be provided with a copy of:

- i) this Policy, the plan documents, and any amendments to the Plans;
- ii) all contracts then in effect with retained service providers, the most recent audit report for the Fund, the SIP&P, the latest asset mix review, investment measurement report, and performance review together with any Consultants' reports for the Plans, and all written reports or statements relating to the Plans or Funds or to the agents and professional advisors received by the Trustees within the 18 month period prior to the date the Trustee signs the Acceptance of Trust form;
- iii) all minutes of all meetings of the Trustees; and resolutions consented to in writing; and held or made within the preceding 18 month period; and

iv) any other document requested by the Trustee which relates to the Fund or the Plans.

The process for resignation of a Trustee and/or appointment of a successor Trustee is covered in detail in the Trust Agreement and is not repeated here.

Appointment of Chair and Secretary

The Trustee who is the Vice President, Administration and Finance of the University will be the Chair. In this regard, the Chair will ensure each new Trustee is provided, prior to their first meeting, the Plans' documents, reports, meeting minutes, and any other supporting documentation as the Chair deems appropriate for new members to read.

The Chair shall meet with the new member to discuss any questions that the member may have after reviewing this information.

Meeting Procedures

The Chair chairs all meetings of the Board of Trustees. If the Chair is absent, the Trustees shall elect another member to chair the meeting.

The quorum necessary for the transaction of business at a meeting of the Trustees is five (5) Trustees, provided that at least two (2) of the five (5) must be Trustees appointed by the University, and at least two (2) of the five (5) must be Trustees appointed by CUPE, the Faculty Association, the Directors Group, and Exempt Employees. Decisions of the Board shall be taken by majority vote of the members present at the meeting. Each Trustee has one (1) vote.

The Trustees may allocate responsibilities among its members or designate other persons to act on its behalf. Any such allocation or designation, however, must be set out in writing and retained in the Trustee's permanent records and must be monitored appropriately.

The Board of Trustees shall hold at least four (4) meetings per calendar year. In lieu of meeting in person, the Trustees may hold meetings by telephone conference call, subject to the same notice requirements.

Special meetings may be called by any two Trustees or by the Chair by giving at least two weeks' notice of the time and place to each Trustee. Special meetings may be held at any time without notice if all Trustees are present at such meeting or if those absent consent to the holding of a meeting and if there is a quorum.

The Secretary shall keep minutes of each meeting and a record of its decisions and a register of potential conflicts of interest, and will ensure records are kept that contain all documents, reports and correspondence received by the Trustees. The Secretary will record the minutes of each meeting. The Secretary will ensure that minutes are distributed to each Trustee within thirty (30) days following each meeting.

Each Trustee shall treat as confidential, during as well as after the completion of his term of office, all information relating to a person or the affairs of the Plans or the University of which he acquires knowledge in connection with his engagement as a Trustee.

The Trustees shall administer the Plans in accordance with the Plans' provisions, applicable legislation and guidelines. The Board of Trustees and each individual Trustee will carry out its duties and responsibilities honestly and in good faith and in the best interests of the Members of the Plans and with the care, diligence and skill that a person of ordinary prudence would exercise in dealing with the property of another person, and will use all relevant knowledge and skill that the Board or the Trustees possess.

Standard of Care and Liability

In discharging his or her duties, each Trustee shall exercise the care and diligence appropriate to their responsibilities.

The Board and each Trustee will not be liable in respect of any acts taken or failed to be taken by it in the exercise of its duties in accordance with this standard of care. Specifically, the Board and each Trustee will not be liable for the investment performance of the Investment Options or any loss to or diminution of the Plans' assets, unless such loss or diminution is in breach of such standard of care.

The University will defend, indemnify and hold harmless or will purchase indemnity insurance for each Trustee against any claims or demands and any legal or other expense in respect thereof, made against such Trustees, their heirs, executors, administrators, successors and legal representatives, as applicable, at all times and in respect of matters arising from the proper exercise of their duties as described herein. The University will not indemnify or hold harmless or purchase indemnity insurance for any Trustee in respect of a matter arising from the Trustee's negligence, gross negligence, and lack of good faith, fraud or wilful misconduct or breach of standard of care in the exercise of his or her duties hereunder.

The University will inform each Trustee in writing of the terms of such indemnities upon each Trustee joining the Board and upon any modifications to the indemnities.

Appointment of Service Providers and Advisors

The Board of Trustees may appoint such service providers and advisors as it considers necessary or desirable for the effective performance of its duties in relation to the Plan. The compensation of service providers shall be fixed by the Trustees.

The Board's selection, compensation and management of service providers and advisors shall be in accordance with the standards expected of the Trustees, including Section 6 (Service Provider Guidelines) of this Governance Policy.

Any party to whom the Trustee delegates responsibilities must report, at such times as the Trustees determines, on the activities they have undertaken to carry out their responsibilities.

Duties and Responsibilities

The Trustees shall interpret the Plans' provisions. By virtue of such power, the Trustees shall decide any matters relating to the methods to be employed for the calculation of Benefits under the Plans and the determination of the rights to a Benefit.

The Trustees shall decide any matters relating to the general contents of all reports, statements and forms required for the administration of the Plans.

The Trustees shall review and approve the written descriptions of the Plans which are provided to members of the Plans and explanations of any amendments made to the Plans to ensure compliance with Applicable Legislation.

The Trustees shall select and appoint independent experts as they feel they need to assist them in carrying out their responsibilities under the Plan.

The Trustees shall be responsible to:

- implement and maintain a Statement of Investment Policies and Procedures (the "SIP&P");

- establish, amend and maintain an Investment Manager structure and strategy as the means to implement the SIP&P;
- select and replace the Investment Managers and the Investment Options; and
- monitor the performance of the Fund, the Investment Managers and the Investment Options.

The appointment of service providers or the delegation of responsibilities shall normally be documented by way of the Board of Trustees meeting minutes, an appointment letter, or service contract. The type of documentation shall be appropriate to the significance of the appointment and shall be determined by the Trustees at the time the appointment is made.

The Trustees shall file documents as required with the applicable provincial regulatory authorities and, if applicable, with Canada Revenue Agency, or shall delegate this role to one of the Consultants.

The Trustees shall review any other reports, information or documents pertaining to the Plans which have been provided directly to the Trustees by the University, the Consultants or other External Provider or any other person or body to whom such responsibilities have been delegated.

The Trustees shall review and monitor new developments and applicable law with respect to the Plans and ensure that the Plans comply with Applicable Legislation and industry practice.

The Trustees shall review and monitor the appropriateness of the design of the Plans and make recommendations to the Board of Governors regarding any material changes thereto.

The Trustees shall adopt amendments to the Plans that are required to maintain registration of the Plans under Applicable Legislation and such routine or “housekeeping” amendments as the Trustees consider prudent or necessary where such amendments do not represent an increase in the obligations of the Plans.

The Trustees are responsible for ensuring all service providers are aware of and are following an appropriate document retention policy for the Plans’ records.

The Trustees shall monitor and comply with the Information Security Policy and Procedures [Appendix C]. The Board of Trustees shall periodically review its relationships with all of its service providers, the Investment Options provided to the Plan Members, record keeping and the education and decision-making tools made available for Members. The criteria for such review shall include, as applicable, performance in relation to engagement objectives or service agreements, cost competitiveness, the availability of alternatives and development in the industry.

Conflict of Interest

No Trustee will knowingly permit his or her interest, monetary or otherwise, direct or indirect to conflict with the proper exercise of his or her duties and responsibilities as described herein.

Each Trustee will disclose to the others in writing the nature and details of any actual, perceived or possible conflicts of interest that such Trustee knows or ought to know exist with respect to their role on the Board, and of any rights that the Trustee may have in or may invoke against the Plans or related Fund, specifying, where such is the case, the nature and value of such rights. Such disclosure will be made to the Board Chair as soon as practicable after the Trustees discover the conflict of interest. Disclosure should also be made at the first Board meeting at which the matter giving rise to the conflict in issue is discussed. As soon as the conflict is disclosed, the Chair will, through a meeting of the Trustees or by taking other appropriate steps, decide upon a suitable course of action to resolve the conflict.

Any Trustee to whom a conflict of interest applies will abstain from the deliberations and decision making with respect to the matter giving rise to the conflict, unless otherwise permitted by the Chair of the meeting. In the

event that the conflict of interest involves the Chair, the Trustees will elect a Member who will act as Chair for the purpose of any matter coming before the Board involving the conflict of interest (including the resolution of such conflict) and the same procedures relating to the resolution of the conflict will apply.

The failure of a person to comply with the procedures described in this section will not of itself invalidate any decision, contract or other matter pertaining to the Plans.

Delegated Powers

The following powers and duties are delegated to the Investment Managers:

- investing the assets allocated to them in accordance with the SIP&P;
- providing on an annual basis, or whenever changes occur, their current policies and procedures relating to voting rights on securities, UNBC controls and trading policies; and
- advising on an ongoing basis of any changes in the organization, personnel or investment process.

The following powers and duties are delegated to the Recordkeeper:

- providing recordkeeping and administration services;
- maintaining custody of the assets of the Plans and executing transactions; and
- providing annual confirmation that the Investment Managers are in compliance with the policy for the Investment Options.

The following powers and duties are delegated to the Consultants:

- preparing a report for the Trustees for the purpose of the annual review;
- preparing and delivering to Trustees a report on the performance of the Investment Managers of the Investment Options at least quarterly; and
- attending Trustee meetings on request.

Review and Reporting

The Board of Trustees shall provide an annual report to the Board of Governors on the Plans' financial positions, performance relative to objectives, compliance with applicable law and UNBC's policies, and key governance activities. The report may specify:

- whether the Plans are in compliance with applicable law, guidelines, and corporate policies;
- any changes to the strategy set out in the Investment Policy, including any changes to the Investment Options;
- significant changes to the service providers;
- the nature of the education and communication programs for Members and the results of any assessments;
- investment returns and investment performance evaluation;
- progress against any responsible investing policy or goals;
- Plan costs;
- any events, circumstances or factors that could have a material impact on the Plans or on UNBC; and
- recommendations with respect to the existing governance structure.

The Board shall ensure that an annual assessment of the DC Plan's administration and governance is completed in accordance with the requirements of Applicable Legislation.

The Trustees reserve the right to amend this Terms of Reference provided that any such amendment is approved by a resolution in writing by the Board of Governors. Any amendment shall be made by the adoption of a resolution at a meeting of the Board of Governors and shall be written down in the register of the decisions of the Board of Governors.

Appendix B—Administration and Governance Assessment

This section provides a framework for the Trustees' annual assessment of the Plan's administration and governance as reported to the Board of Governors and as required by applicable law. The framework includes a schedule of performance expectations for those parties involved in the Plan's governance.

Activity	Frequency / Reporting	Performer	Comments/Recommendation
Performance of Plan			
Consider whether Plan's design should be reviewed	Ongoing		
Review purpose of Plan and determine if changes are warranted	Annually		
Legislative Compliance			
Review Plan text for Compliance	Ongoing / Annual Status Report		
Review Member Annual Statements for Compliance	Ongoing / Annual Status Report		
Review Member Termination Statement for Compliance	Ongoing / Annual Status Report		
Review Member Retirement Statement for Compliance	Ongoing / Annual Status Report		
Review Member Death Statement for Compliance	Ongoing / Annual Status Report		
Review Spousal Waivers for Compliance	Ongoing / Annual Status Report		
Filing Annual Information Returns	Within 180 days of Plan year-end		
Filing Plan Amendments as Required	As required / Ensure Form 6 included		
Filing of Notice of Plan Amendment to Members (in case of adverse amendment)	60 days before intended date of amendment		
Monitor Legislative Trends and Developments	Ongoing		
Monitor Case Law	Ongoing		

Activity	Frequency / Reporting	Performer	Comments/Recommendation
Investment of Plan Assets			
Monitor Performance of Investment Funds	Ongoing / Annual Status Report		
Monitor Investment Manager(s)	Ongoing / Annual Status Report		
Confirm or Amend Investment Strategy	Ongoing / Annual Status Report		
Review Content and Appropriateness of SIP&P	Ongoing Annual Status Report		
Approve Asset Mix	At least annually		
Approve Benchmarks	At least annually		
Approve Investment Restrictions and Quality Standards	At least annually		
Approve Investments Outside of Asset Class Ranges of a Minor and Temporary Nature	At least annually		
Approve Investments Outside of List of Eligible Investments	At least annually		
Approve Securities Lending	At least annually		
Administration			
Measure Service Performance	Ongoing / Annual Status Report		
Member Enrollment	Ongoing / Annual Status Report		
Maintenance of Member Records	Ongoing / Annual Status Report		
Calculating and Processing Benefit Payments	Ongoing / Annual Status Report		
Confidentiality and information security risk (e.g., reporting on any incidents or changes to processes or security measures)	Ongoing/ Annual Status Report		
Communication			
Content of Communication Materials	Ongoing / Annual Status Report		

Activity	Frequency / Reporting	Performer	Comments/Recommendation
Distribution of Plan Member Communication	Ongoing / Annual Status Report		
Monitoring of Third-Party Providers			
Pension Consultant	Ongoing or as required by service agreement		
Auditor/Accountant			
RecordKeeper / Fundholder			
Investment Managers			
Investment Consultant			
Governance			
Annual Report Submitted to Board of Governors	Annually		
Board of Trustees Self-assessment	Annually		
Fiduciary Education	At least triennially		
Formal Governance Assessment	At least triennially		
Governance Structure Review	3–5 years		

Performance Expectations

Party	Reviewer	Frequency	Key Performance Indicators	Most Recent Review Date	Commentary
Board of Trustees	Self-Assessment	Annually	<ul style="list-style-type: none"> Discharge mandates and oversee delegates 		
UNBC Staff	Director HR; input from Finance, Trustees	Annually	<ul style="list-style-type: none"> Plan member feedback Support given Trustees 		
Record Keeper	Board of Trustees with input from HR	Annually	<ul style="list-style-type: none"> Service quality metrics in service agreement Support given Trustees Member Feedback Fees 		
Consultants	Board of Trustees with input from UNBC Staff	Annually	<ul style="list-style-type: none"> Reporting Fees Contribution to Trustee mtgs 		

Party	Reviewer	Frequency	Key Performance Indicators	Most Recent Review Date	Commentary
Investment Manager	Board of Trustees, with input from UNBC Staff	Semi-annually	<ul style="list-style-type: none"> • Performance re objectives • Compliance with mandate • Support given Board 		

Appendix C—Information Security Policy and Procedures

The purpose of this Appendix C is to set out the information security policy and procedures that are applicable to parties who have responsibilities in relation to the Plans. Such parties (collectively referred to as “Parties” in this Appendix) include UNBC (as the Plans’ sponsor and administrator, represented by the Board of Governors), the pension Board of Trustees, UNBC Staff, and External Providers. The Board of Trustees has responsibility for approving and monitoring the implementation of these policies and procedures.

Key Terms

Information Security Risks

The Trustees recognize that information security risks for the Plans:

- may include the unauthorized, illegal, or accidental loss or modification, disclosure, or misuse of data (including personal information or other sensitive information), or the impairment of network or information systems;
- can come from parties within the organization, service providers or from external threat actors; and
- can be a material risk for the Plans.

Personal Information

Personal information is any recorded information about an identifiable individual other than their business contact information. Personal information includes information that can be used to identify an individual through association or inference.

Privacy and Confidentiality

Data privacy is concerned with the rights of individuals to have control over the collection, use and disclosure of their personal information. Confidentiality is a related concept referring to the obligation to protect personal information or maintain its secrecy.

Protection

Data and system protection is concerned with securing against the unauthorized or accidental loss or misuse of data or information systems.

Duties and Responsibilities

The Parties are responsible for ensuring the confidentiality, privacy and protection of the personal information of all members and other individuals whose information is held or controlled by or on behalf of the Plans.

The Board of Trustees are ultimately responsible for overseeing the prudent management of material information security risks and for establishing and documenting an effective framework for managing such risks. The Board of Trustees’ risk management framework must consider the data and systems that are under the direct control of the Board of Trustees or UNBC, and the data and systems that are in the hands of third-party providers. In outsourcing functions such as record keeping, document retention and the overall administration of the Plans, or in sharing data or authorizing the collection of data by service providers, the Board of Trustees will specify with such parties the obligation of such parties to at all times protect personal information and to take all reasonable measures to protect the Plans and members from information security risks.

Data Privacy

The Parties will not, as a condition of participating in the Plans, require an individual to consent to the collection, use or disclosure of personal information beyond what is necessary to provide the product or service.

Use:

- The Parties will not use personal information for purposes other than those for which it was collected, except with the consent of the member, or other individual or as required or authorized by law.
- The Parties' use of an individual's personal information may include, but is not limited to:
 - Plan design and benchmarking – to analyze member engagement and outcomes
 - Enrollment use - to enroll the individual in the Plans according to the enrollment option(s) selected
 - Benefit administration use – to facilitate the payment of contributions by or on behalf of the individual, to determine the individual's beneficiaries and percentage of benefits allocated to each beneficiary, and to process benefits and statements
 - *Income Tax Act* use - to report PAs, PARs, PSPAs, T4s and any other applicable tax forms/slips
 - Contact use - to contact members or other individuals by mail or email to verify or provide information and respond to questions

Disclosure:

The Parties will not disclose personal information for purposes other than those for which it was collected, except with the consent of the member, or other individual or as required or authorized by law. When disclosing personal information, the Parties will take all reasonable steps to protect the privacy and interests of members and other individuals.

Data Protection

The Board of Governors, the pension Board of Trustees, and UNBC Staff will protect the personal information and other sensitive information related to the Plans that is in their custody or control by making reasonable electronic and physical security arrangements to prevent unauthorized or illegal access, collection, use, disclosure, copying, modification, disposal, or destruction of such information.

The Board of Trustees will take reasonable steps, through contractual or other reasonable means, to ensure that a comparable level of information protection is implemented by the service providers and agents who assist in providing services to the Board of Trustees, members and other individuals related to the Plans. This may include seeking assurance from service providers and agents that they employ electronic and physical security safeguards appropriate to the sensitivity level of the information in question and the evolving nature of the information security risk environment, including:

- Physical measures such as locked and fire-resistant filing cabinets and restricted access to offices
- Organization measures such as restricted access to files and databases to unauthorized individuals
- Electronic measures such as passwords and encryption
- Logging and review of users' network activities and multi-layered controls
- Monitoring information systems and assets to detect and identify incidents
- Procedures for responding to and recovering from material information security incidents

- Investigative measures if the Board of Trustees have reasonable grounds to believe personal information is being inappropriately collected, used or disclosed or to believe that there are increasing information security risks

The Board of Trustees may also ask service providers and agents to report any information security incidents to the Trustees in a timely manner, including details regarding the threat or breach and the service provider's or agent's response and recovery efforts.

The Board of Trustees expect and rely on the Plans' affiliated employers to protect the personal information and other sensitive information related to the Plans that is in their custody or control, using appropriate structures, processes and controls to protect data and manage information security risks. The Board of Trustees may seek assurance from affiliated employers regarding these practices on an ongoing basis.



University of Northern British Columbia

Governance Policy UNBC Retirement Savings Plans

January 1, 2016

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Section 1: Introduction

Background

Retirement savings plan governance is the process by which the plan's sponsor and administrator discharge their fiduciary and any legal responsibilities with respect to the plan. Effective governance exists when the administrator is held accountable for administering the plan in accordance with the plan documents, common law, relevant statutes, governance guidelines and industry best practices.

Primary responsibility for the administration and operation of employer-sponsored plans and the related funds sits with the employer that maintains the plan. The administrator is responsible for administering the plans in accordance with their terms and conditions. Under statute and common law, the administrator is permitted to delegate functions where it is reasonable and prudent to do so. In these cases, the administrator must select the delegate personally, be satisfied that the delegate is qualified to perform the delegated tasks and supervise the delegate in a reasonable manner. However, the administrator cannot delegate accountability for its decision-making functions.

The administrator is considered to be a fiduciary and is required to exercise the care, diligence and skill that a prudent person would exercise when dealing with the property of another person. The administrator must always act in good faith and in the best interest of the members and other persons entitled to benefits under the plan. An administrator is also subject to basic fiduciary duties including (a) a duty of loyalty, (b) a duty to act honestly and prudently, (c) a duty to not let personal interests conflict with fiduciary duties and (d) a duty to maintain an even hand with competing interests among beneficiaries.

Since 1988, pension regulators have published governance guidelines to provide administrators with direction regarding their governance practices. These apply to registered pension plans and represent best practices for governance of these and other retirement savings arrangements. Effective September 30, 2015, the new BC pension standards legislation includes a requirement for pension plan administrators to maintain a written governance policy containing a number of prescribed elements. These legislated requirements along with various industry governance guidelines are reflected in this policy.

Scope

The University of Northern British Columbia ("UNBC" or "the University") maintains a registered defined contribution pension plan ("the DC Plan") with employee and University contributions. Benefits above the registered plan limits are provided through a University funded and administered Supplemental Employee Retirement Plan ("SERP"). Together, the DC Plan and the SERP are referred to in this document as "the Plans". The DC Plan is registered under the Income Tax Act, Canada and the British Columbia Pension Benefits Standards Act and related regulations. The SERP is a non-registered arrangement with University funding. The Plans cover employees at UNBC campuses in Prince George, Terrace, and Fort St. John and may include employees of other regional affiliated groups as approved by the Board of Governors.

The Plans are maintained to assist and encourage University employees to plan and save for retirement. However, the Plans are not intended to be the only source of income for UNBC employees in retirement and should be supplemented by other sources such as personal savings and the Canada Pension Plan.

Key Responsibilities

The UNBC Board of Governors is the legal sponsor of the Plans. While the majority of the University's responsibilities in this regard have been delegated to a Board of Trustees (the "Trustees"), the Board of Governors does retain certain direct responsibilities as enumerated in this governance policy. These include the following key responsibilities:

- Approve, adopt and amend the governance structure and processes, including monitoring and reporting policies and procedures and the Trustees' terms of reference;
- Appoint the various University appointed Trustees;
- Receive and review regular reports from the Trustees on the status, performance and operation of the Plans; and
- Approve the initiation or termination of the Plans, upon the recommendation of the Trustees.

The Trustees are empowered by their terms of reference [see Appendix A] to retain service providers, advisors and such other professionals as the Trustees consider necessary to discharge their delegated responsibilities.

Objectives

This governance policy consists of a number of elements each of which addresses a key governance requirement. Together these elements provide a comprehensive governance framework for the Plan designed with the following objectives in mind:

1. To ensure all critical governance responsibilities are properly taken into account and are assigned to accountable parties.
2. To appropriately distinguish between the governance decisions required of UNBC when acting in its capacity as plan sponsor and those decisions it may take in its capacity as plan administrator, and to assign decision-making responsibility in ways that minimize the potential for conflict of interests.
3. To place responsibility for the performance of governance tasks in the hands of parties who possess the necessary competencies and resources to discharge their responsibilities suitably.
4. To maintain a strong policy framework to guide the activities of parties to whom responsibilities have been delegated.
5. To ensure service providers are retained when needed and are monitored and managed diligently.
6. To ensure the Plans' governance is fully compliant with all regulatory requirements.

This document will be reviewed each year or more frequently if circumstances warrant.

Section 2: Governance Structure and Processes

The following chart outlines the governance structure and processes that have been developed for the Plans along with the role that they play. External Providers may not be utilized in relation to every process; however, to the extent that they summarize the role that they play.

Category of Work	UNBC Board of Governors	UNBC Pension Board of Trustees	UNBC HR & Benefits Staff
Governance (Sponsor/Administrator)			
Pension plan governance structure	▪ Approves	▪ Recommends ▪ Monitors	▪ Recommends ▪ Implements
Appointment of University Appointed Trustees	▪ Approves	▪ Recommends; Monitors	▪ Recommends
Terms of Reference of Trustees	▪ Approves	▪ Recommends	▪ Recommends
Fiduciary education	▪ Receives	▪ Receives	▪ Recommends ▪ Implements
Monitoring and reporting procedures	▪ Approves	▪ Recommends ▪ Monitors	▪ Implements
Dispute resolution process		▪ Approves	▪ Advises
Member communication policy and procedures		▪ Approves	▪ Recommends ▪ Implements ▪ Monitors
Plan Design (Sponsor)			
Plan design parameters and details	▪ Approves	▪ Recommends	▪ Implements
Plan Documentation			
Plan text – initial draft and revisions		▪ Approves	▪ Implements
Member booklets		▪ Approves	▪ Implements
Investments (Administrator)			
Investment structure (investment beliefs, guidelines, manager structures & mandates)		▪ Approves	▪ Recommends ▪ Implements ▪ Monitors
Investment and asset mix policy (SIP&P)	• Approves	▪ Implements ▪ Monitors	▪ Recommends ▪ Implements
Appointment/termination of investment consultants		▪ Approves	▪ Recommends ▪ Implements
Performance of investment managers and overall investment structure	▪ Monitors (through reporting)	▪ Monitors (actively)	▪ Monitors
Cost effectiveness of investment program		▪ Monitors	▪ Monitors
Performance of investment consultants		▪ Monitors	▪ Monitors
Compliance with legislation, policies and mandates		▪ Monitors	▪ Monitors

UNBC Governance Policy for
Employee Pension Plans

Category of Work	UNBC Board of Governors	UNBC Pension Board of Trustees	UNBC HR & Benefits Staff
Funding (Sponsor/Administrator)			
Legislative requirements for remittance of contributions		▪ Monitors	▪ Recommends
Risk Management			
Risk management strategy and assessment	▪ Informed	▪ Monitors ▪ Approves	▪ Recommends
Accounting (Administrator)			
Audited financial statements (optional)	▪ Approves	▪ Reviews ▪ Recommends	▪ Prepares
Appointment/termination of auditor	▪ Informed	▪ Approves	▪ Recommends ▪ Implements
Administration (Administrator)			
Appointment/termination of pension consultant		▪ Approves	▪ Recommends ▪ Implements
Member communications		▪ Monitors ▪ Approves	▪ Recommends ▪ Implements
Plan expense policy	▪ Informed	▪ Approves	▪ Recommends ▪ Implements
Member feedback		▪ Reviews	▪ Gathers
Compliance with pension regulations	▪ Informed	▪ Monitors	▪ Monitors
Cost effectiveness of pension administration	▪ Informed	▪ Monitors	▪ Monitors
Appointment/termination of custodian/recordkeeper	▪ Informed	▪ Approves	▪ Recommends ▪ Implements
Performance of custodian / recordkeeper	▪ Informed	▪ Monitors	▪ Monitors
Interpretation of plan provisions		▪ Approves	▪ Recommends
Appointment/termination of record-keeper	▪ Informed	▪ Approves	▪ Recommends ▪ Implements
Performance of record-keeper	▪ Informed	▪ Monitors	▪ Monitors

Notes:

- Where more than one group recommends, the order is as follows: Advisors recommend to HR/Benefits team who recommends to recommends to the Board of Governors.
- External Providers primarily refers to the Pension Consultant and Investment Consultant, but may also include auditors, investment advisors, pension providers, record-keeper, trustee/custodian or other appointed providers.

Section 3: Monitoring and Reporting Procedures

The following chart summarizes the procedures to monitor the activities of the Plans' governance structures and those part of the Plans' governance. The specific reporting that is expected to accompany such monitoring is also summarized.

Report/Activity	Frequency	Delivered to	Reviews	Prepares/M
Governance				
Governance Structure Review <ul style="list-style-type: none"> Allocation of roles & delegation Terms of reference Plan mission / objectives 	3–5 years	Board of Governors	Trustees	Internal Sta
Annual Report, including <ul style="list-style-type: none"> Compliance with internal policies, applicable legislation and regulations Asset allocation Performance of total fund and asset classes 	Annual	Board of Governors	Trustees	Internal Sta Consultants
Administrator's governance assessment <ul style="list-style-type: none"> Compliance with legislation and guidelines Funding, investment of assets Performance of parties to Plans 	Annual	Board of Governors	Trustees	Internal Sta
Continuing Education / Review of Fiduciary Responsibilities	3 years	Trustees; Board of Governors		Internal Sta
Review of member communications	Annual	Trustees		Internal Sta
Plan Design				
Review plan design	As needed	Board of Governors	Trustees	Internal Sta
Accounting				
Review of financial statements	Annual	Board of Governors	Trustees	Internal Sta
Review and reconciliation of trustee/custodian statements	Ongoing			Internal Sta

Report/Activity	Frequency	Delivered to	Reviews	Processes/
Investments				
Review and approve SIPP	Annual	Trustees	Internal Staff	Consultant
Monitor compliance with investment legislation, policies and mandates	Ongoing	Trustees		Internal Staff
Investment Report <ul style="list-style-type: none"> Investment performance Allocation among asset classes Compliance with investment policies Portfolio characteristics and distribution Manager outlook Organizational changes, if any 	Quarterly	Trustees	Internal Staff	Consultant
Review investment fees and services	3 years	Trustees	Internal Staff	Consultant
Review of investment consultant performance	3 years	Trustees		Internal Staff
Accounting				
Review of financial statements	Annual	Board of Governors	Trustees	Internal Staff
Review and reconciliation of trustee/custodian statements	Ongoing			Internal Staff
Administration				
Review of plan expense policy	3–5 years	Trustees		Internal Staff
Monitor compliance with applicable legislation, regulations, guidelines and Plan terms	Ongoing	Trustees		Internal Staff
Review cost effectiveness of administration	3–5 years	Trustees		Internal Staff
Review of trustee/custodian performance	3–5 years	Trustees		Internal Staff

Section 4: Risk Management

The Trustees are responsible for developing and maintaining an effective risk management strategy. Through its annual risk management review process, the Trustees assess this strategy.

Key Plan Risks & Risk Management Strategy

The Trustees have identified key risks that must be managed through the effective governance of the Plan, and the following table outlines these risks along with strategies that can be employed to mitigate or eliminate those risks:

Possible Risk	Risk Management Strategy
1. Failure to meet fiduciary obligations to plan members and stakeholders	<ul style="list-style-type: none">▪ Trustee member selection, training and development▪ Adherence to governance policies▪ Use of governance tools, such as compliance checklists
2. Non-compliance with legislation, plan terms, or industry guidelines	<ul style="list-style-type: none">▪ Adherence to governance policies▪ Use of governance tools, such as compliance checklists▪ Selection of and development of written terms of reference for qualified advisors
3. Excessive cost/expenses	<ul style="list-style-type: none">▪ Benchmarking
4. Inadequate performance of service providers	<ul style="list-style-type: none">▪ Competitive selection process for delegates▪ Written terms of reference for delegates▪ Periodic performance reviews▪ Review of delegate's financial strength re potential claims

Each year the Trustees should assess the Plans' risk management performance and consider what, if any, adjustments in strategy are required to be made.

Section 5: Governance Standards Guidelines

The purpose of this section is to set out the governance standards that are applicable to parties who have responsibilities in relation to the Plans. Such parties (collectively referred to as "Parties" in this section) include UNBC (as the Plans' sponsor and administrator, represented by the Board of Governors), the pension Board of Trustees, Internal Staff, and External Providers.

Privacy and Confidentiality

UNBC's policies, directives and procedures regarding protection of privacy apply to the Parties.

All deliberations, records, material and information not generally available to the public shall be considered confidential. The Parties shall maintain the confidentiality of each deliberation and shall safeguard such records and information from improper access.

Access to Information

Access to all information relating to the Plans and their governance is available to identified UNBC Internal Staff members. Such Internal Staff are responsible for disseminating the necessary reporting to the Board of Governors and the Board of Trustees and responding to their additional information requests subject to privacy restrictions. Such Internal Staff are also responsible for providing information on an as-needed basis to external Consultants. External Consultants support the Internal Staff's need to access information in a timely manner through regular and ad-hoc reporting.

Conflicts of Interest

A conflict of interest, whether actual or perceived, includes any circumstances in which a Party:

- owes a duty to another person that may conflict with his or her duties to the Plans, the Plan members or another Party; or,
- may materially benefit from knowledge of, participation in, or by virtue of, an investment decision or holding of a pension fund for which the Party has responsibility.

If a conflict of interest arises, the person in the actual or perceived conflict must disclose the nature and the extent of that person's conflict of interest to the Chair of the Board of Trustees immediately in writing. The Chair will immediately advise all other members of the Board of Trustees. The person disclosing the conflict may not participate in any activities or decisions related to the issue in conflict. This disclosure shall be considered a continuing disclosure on that issue, subject to any future notification by the person, for the purpose of the obligations outlined in this policy.

The Board of Trustees shall maintain a register of any conflicts of interest. The register shall include a description of each conflict of interest, the individual to whom the conflict of interest applied, the date on which the conflict of interest arose and the manner in which the conflict of interest was dealt with.

Knowledge and Skill Expectations

Board of Trustees Members

Trustees are appointed by the University or by other Parties as set out in the Trustees' terms of reference [Appendix A]. The appointment process is intended to result in:

- a Board whose members collectively possess the skills and knowledge necessary to fulfil the Trustees' responsibilities; and
- responsible succession planning.

The suitability of a candidate to serve as a Board of Trustees member will be judged based on the extent to which the candidate possesses the requisite skills and knowledge expected of a Trustee as well as his or her potential to fill any gaps existing at the time of appointment within two years of being appointed.

The Board of Trustees plays a major role in managing the Plan's governance and as such a significant reliance is placed on the Board of Trustees. Consequently, it is imperative that the Trustees possess the necessary skills and knowledge to perform their delegated duties. To this end, the specific qualifications that Board of Trustees members are expected to develop and maintain are as follows:

- a basic knowledge of relevant retirement and investment issues;
- an ability to draw upon relevant knowledge and experience when applying judgement and when making decisions that are relevant to the Plans;
- a willingness and ability to carry out the duties of a Trustee and fulfil the associated obligations;
- an understanding of the needs, concerns and priorities of the Plans' membership;
- an ability to serve as a Trustee in an independent and objective fashion;
- an understanding of the elements and meaning of the Plans' Governance Policy;
- an ability to recognize gaps in knowledge, skills or resources and ensure that such gaps are filled either through additional training / education or through the appointment of external advisors;
- an ability to communicate effectively; and
- an appropriate degree of financial literacy to enable effective monitoring of the Plans' performance.

Other Parties

The Plan's advisors and providers are expected to meet the following knowledge and skill requirements which will be evaluated at the time that such parties are hired or appointed:

- necessary expertise to perform the delegated duties and not take on duties which fall outside their relevant area of expertise;
- familiarity with the necessary expertise that is required to effectively operate the Plan and defer to such other expertise as appropriate for additional insight;
- appropriate professional accreditations and maintain such accreditations in good standing;
- effective communication skills to ensure that advice and recommendations are provided in a timely and proactive manner based on accurate information presented in an objective fashion; and
- an understanding of the elements and meaning of the Plan's Governance Policy.

Conduct

All Parties are expected to execute their responsibilities in accordance with the following characteristics and traits:

- exercise the care, skill and diligence appropriate to the Party's responsibilities and duties;

- conduct business in an honest and fair manner;
- abide by local, provincial and federal legislation and jurisprudence;
- bring professionalism, accountability and integrity to their function; and
- carry out duties in an objective manner and in accordance with ethical business practices.

Compensation

Trustees who are employees of UNBC are not entitled to additional compensation for serving as Trustees beyond the compensation received for the performance of their duties as employees. Trustees are entitled to reimbursement for expenses incurred in the course of their Board duties, in accordance with UNBC expense reimbursement policy.

Dispute Resolution

In the event of a dispute involving an individual entitled to benefits under the Plan, the Board of Trustees will work with the individual and external Consultants as necessary to resolve the matter in a manner that is timely and complies with relevant pension legislation.

Section 6: Service Provider Guidelines

Purpose

In order to fulfill its duties and responsibilities related to the Plans, the Board of Trustees may delegate activities and responsibilities to external service providers (e.g., third party administrator, pension consultant, investment consultant, etc.). To discharge its fiduciary obligations to the Plans, the Committee must engage service providers who are suitably qualified.

The purpose of this section is to set out guidelines for the selection, monitoring, and review of service providers engaged by the Board to assist it in carrying out its responsibilities related to the Plans.

Selection Criteria

The Board of Trustees must be satisfied that each service provider:

- is suitably qualified and experienced to deliver the required services;
- does not have a conflict of interest;
- has adequate resources to deliver the required services;
- is able to deliver the required services in a cost effective manner; and
- is adequately insured to cover potential liabilities.

Selection Process

To the greatest extent practical, the Board of Trustees shall take into account corporate purchasing policies process when selecting service providers. In all instances the appointment of a service provider must be approved by the Board of Trustees and clearly documented.

Documentation

The appointment of a service provider shall be documented by the Board of Trustees in writing by way of the Board minutes, an appointment letter or service contract. The type of documentation shall be appropriate to the significance of the appointment and shall be determined by the Board of Trustees at the time the appointment is made.

Any service provider agreement or contract shall normally include the following:

- period of engagement;
- process for renewal and termination;
- confidentiality and ownership of information;
- standard of care;
- indemnification provisions;
- services to be performed; and
- compensation for services.

Review of Service Providers

The Board of Trustees shall review the appointment of service provider on an annual basis, or more frequently if warranted. This review shall consider the following elements:

- performance in relation to engagement (quality, timeliness, budget);
- cost competitiveness;
- availability of alternatives; and
- developments in the industry.

If, based on a review of a service provider, the Board of Trustees concludes that there is an issue that is material in nature, the Board shall take such steps as it considers appropriate.

Reporting by Service Providers

Each service provider shall report to the Board of Trustees at such intervals as the Board considers appropriate in relation to the significance of the role being performed, but no less frequently than on an annual basis. Each service provider shall submit a report to the Trustees that includes:

- a summary of the activities conducted in the year by the service provider in order to discharge their assigned responsibilities;
- a description and assessment of performance in relation to objectives;
- where applicable, any concerns raised by Plan members and the status of the resolution of these concerns;
- any advice to the Board regarding emerging or expected events that could substantially affect the discharge of the service provider's responsibilities;
- identification and explanation of any planned or recommended initiatives for the coming years; and
- an attestation that the Trustees' policies on conduct, conflicts and confidentiality have been honoured by the service provider.

Application of the Board's Policies to Service Providers

Each service provider is expected to follow industry standards regarding document retention and to adhere to UNBC's governance standards guidelines [Section 5]. The Board of Trustees shall ensure that each service provider is aware of, and adheres to, the standards.

Appendix A - Board of Trustees Terms of Reference

Purpose

This Appendix A constitutes the Terms of Reference for the Board of Trustees as delegated administrator of the Plans. The basic purpose is to establish, in accordance with the terms of the Plans, the Trustees' responsibilities, membership and procedures required to accomplish its functions, and to meet the requirements of applicable legislation and industry guidelines.

If any provision of these terms of reference is inconsistent with an express provision of one or more of the Plans, the provision of the Plan(s) shall apply.

These terms of reference have been approved by the Board of Governors. The Board of Governors retains the sole right to amend or modify the Board of Trustees' terms of reference.

Definitions

Unless the context clearly indicates otherwise, the following terms shall have the following meanings:

"Applicable Legislation" means the British Columbia Pension Benefits Standards Act and any regulation thereto, the Income Tax Act, Canada, and any similar statute applicable to the Plans, all as amended and in effect from time to time.

"Auditor" means the accountant responsible for the preparation of the financial statements of the Plans as may be required under Applicable Legislation.

"Benefit" means the amount or form of any payment payable from the Plans.

"Board of Trustees" means the Pension Board of Trustees which is responsible for the administration of the Plans.

"Chair" means the Chair of the Board of Trustees as appointed in accordance with these Terms of Reference and the Trust Agreement

"Collective Agreement" means any written agreement between University and one or more of the Union, the Faculty Association, the Directors' Group and the Exempt Employee Group and which refers to the Plans. It includes any and all extensions or renewals thereof and successor agreements thereto.

"Consultants" means the Pension Consultant and Investment Consultant as applicable.

"External Providers" primarily refers to the Consultants, but may also include auditors, investment managers, legal advisors, pension providers, record-keeper, trustee/custodian, or other appointed providers.

"Fund" means the funds in which assets are held in the DC Plan or the SERP, as applicable.

"Internal Staff" means staff of UNBC, to whom certain administrative functions related to the Plans may be delegated by the Board of Governors or the Trustees.

"Investment Consultant" means the person or firm who provides investment consulting advice and related services at the request of the University or the Board of Trustees.

"Investment Options" means the investment options offered to Members under the Plans.

"Investment Managers" means the investment managers responsible for the investment of the Investment Options.

"Member" means an employee of UNBC who is a member of the Plans, or who is no longer an employee but who remains contingently or absolutely entitled to retirement income under one or both of the Plans.

"Pension Consultant" means the person or firm who provides pension and governance consulting advice and related services at the request of the University or the Board of Trustees.

"Plans" means:

- University of Northern British Columbia Pension Plan
- University of Northern British Columbia Supplemental Pension Arrangement

"Recordkeeper" means the trust company duly registered in Canada and/or an insurance company authorized to underwrite life assurance in Canada, appointed to provide third-party recordkeeping and administration services for one or more of the Plans.

"Secretary" means the individual appointed by the Trustees in accordance with this Appendix.

"SIP&P" means the Statement of Investment Policies and Procedures adopted by the Board of Trustees

"Terms of Reference" means the rules and regulations applicable to the Trustees as set forth in this document and includes any amendments which are from time to time made hereto.

"Trustee" means a member of the Board of Trustees.

Composition of Board of Trustees

The eight Trustees will be as follows:

- (a) the Vice President, Administration and Finance of the University;
- (b) the Director, Finance and Budgets of the University;
- (c) the Director of Human Resources of the University;
- (d) one Person appointed by the Board of Governors of the University who is not a Member of the Plan;
- (e) one Person appointed by the Union;
- (f) one Person appointed by the Faculty Association;
- (g) one Person appointed by the Directors' Group;
- (h) one Person appointed by the Exempt Employee Group.

Each Trustee who holds office by virtue of his or her position will serve at the pleasure of the Board of Governors of the University. Each Trustee appointed by the University will serve at the pleasure of the Board of Governors of the University. Each of the other four Trustees will serve a term of three (3) years, which may be renewed to a maximum of three terms.

Each Trustee must accept the appointment to the Board of Trustees in accordance with the procedures and documentation as described in the Trust Agreement.

Each Trustee upon appointment will be provided with a copy of:

- i) this Policy, the plan documents, and any amendments to the Plans;
- ii) all contracts then in effect with retained service providers, the most recent audit report for the Fund, the SIP&P, the latest asset mix review, investment measurement report, and performance review together with any Consultants' reports for the Plans, and all written reports or statements relating to the Plans or Funds or to the agents and professional advisors received by the Trustees within the 18 month period prior to the date the Trustee signs the Acceptance of Trust form;
- iii) all minutes of all meetings of the Trustees; and resolutions consented to in writing; and held or made within the preceding 18 month period; and
- iv) any other document requested by the Trustee which relates to the Fund or the Plans.

The process for resignation of a Trustee and/or appointment of a successor Trustee is covered in detail in the Trust Agreement and is not repeated here.

Appointment of Chair and Secretary

The Trustee who is the Vice President, Administration and Finance of the University will be the Chair. In this regard, the Chair will ensure each new Trustee is provided, prior to their first meeting, the Plan documents, reports, meeting minutes, and any other supporting documentation as the Chair deems appropriate for new members to read.

The Chair shall meet with the new member to discuss any questions that the member may have after reviewing this information.

Meeting Procedures

The Chair chairs all meetings of the Board of Trustees. If the Chair is absent, the Trustees shall elect another member to chair the meeting.

The quorum necessary for the transaction of business at a meeting of the Trustees is five (5) Trustees, provided that at least two (2) of the five (5) must be Trustees appointed by the University, and at least two (2) of the five (5) must be Trustees appointed by the Union, the Faculty Association, the Directors Group, and Exempt Employees. Decisions of the Board shall be taken by majority vote of the members present at the meeting. Each Trustee has one (1) vote.

The Trustees may allocate responsibilities among its members or designate other persons to act on its behalf. Any such allocation or designation, however, must be set out in writing and retained in the Trustee's permanent records and must be monitored appropriately.

The Board of Trustees shall hold at least four (4) meetings per calendar year. In lieu of meeting in person, the Trustees may hold meetings by telephone conference call, subject to the same notice requirements.

Special meetings may be called by the majority of Trustees or by the Chair by giving at least two weeks' notice of the time and place to each Trustee. Special meetings may be held at any time without notice if all Trustees are present at such meeting or if those absent consent to the holding of a meeting and if there is a quorum.

The Secretary shall keep minutes of each meeting and a record of its decisions and a register of potential conflicts of interest, and will ensure records are kept that contain all documents, reports and correspondence received by the Trustees. The Secretary will record the minutes of each meeting. The Secretary will ensure that minutes are distributed to each Trustee within thirty (30) days following each meeting.

Each Trustee shall treat as confidential, during as well as after the completion of his term of office, all information relating to a person or the affairs of the Plans or the University of which he acquires knowledge in connection with his engagement as a Trustee.

The Trustees shall administer the Plans in accordance with the Plans' provisions, applicable legislation and guidelines. The Board of Trustees and each individual Trustee will carry out its duties and responsibilities honestly and in good faith and in the best interests of the Members of the Plans and with the care, diligence and skill that a person of ordinary prudence would exercise in dealing with the property of another person, and will use all relevant knowledge and skill that the Board or the Trustees possess.

Standard of Care and Liability

In discharging his or her duties, each Trustee shall exercise the care and diligence appropriate to their responsibilities.

The Board and each Trustee will not be liable in respect of any acts taken or failed to be taken by it in the exercise of its duties in accordance with this standard of care. Specifically, the Board and each Trustee will not be liable for the investment performance of the Investment Options or any loss to or diminution of the Plans' assets, unless such loss or diminution is in breach of such standard of care.

The University will defend, indemnify and hold harmless or will purchase indemnity insurance for each Trustee against any claims or demands and any legal or other expense in respect thereof, made against such Trustees, their heirs, executors, administrators, successors and legal representatives, as applicable, at all times and in respect of matters arising from the proper exercise of their duties as described herein. The University will not indemnify or hold harmless or purchase indemnity insurance for any Trustee in respect of a matter arising from the Trustee's negligence, gross negligence, and lack of good faith, fraud or wilful misconduct or breach of standard of care in the exercise of his or her duties hereunder.

The University will inform each Trustee in writing of the terms of such indemnities upon each Trustee joining the Board and upon any modifications to the indemnities.

Appointment of Service Providers and Advisors

The Board of Trustees may appoint such service providers and advisors as it considers necessary or desirable for the effective performance of its duties in relation to the Plan. The compensation of service providers shall be fixed by the Trustees.

The Board's selection, compensation and management of service providers and advisors shall be in accordance with the standards expected of the Trustees.

Any party to whom the Trustee delegates responsibilities must report, at such times as the Trustees determines, on the activities they have undertaken to carry out their responsibilities.

Duties and Responsibilities

The Trustees shall interpret the Plans' provisions. By virtue of such power, the Trustees shall decide any matters relating to the methods to be employed for the calculation of Benefits under the Plans and the determination of the rights to a Benefit.

The Trustees shall decide any matters relating to the general contents of all reports, statements and forms required for the administration of the Plans.

The Trustees shall review and approve the written descriptions of the Plans which are provided to members of the Plans and explanations of any amendments made to the Plans to ensure compliance with Applicable Legislation.

The Trustees shall select and appoint independent experts as they feel they need to assist them in carrying out their responsibilities under the Plan.

The Trustees shall be responsible to:

- implement and maintain a Statement of Investment Policies and Procedures (the "SIP&P");
- establish, amend and maintain an Investment Manager structure and strategy as the means to implement the SIP&P;
- select and replace the Investment Managers and the Investment Options; and
- monitor the performance of the Fund, the Investment Managers and the Investment Options.

To the greatest practical extent, the Trustees shall select and appoint service providers through a competitive selection process. The Trustees shall follow due diligence practices to determine that each service provider:

- is suitably qualified and experienced,
- has no conflicts of interest,
- has adequate resources to deliver the required services and
- is reasonably cost effective

The appointment of service providers or the delegation of responsibilities shall normally be documented by way of the Board of Trustees meeting minutes, an appointment letter, or service contract. The type of documentation shall be appropriate to the significance of the appointment and shall be determined by the Trustees at the time the appointment is made.

The Trustees shall be responsible to approve all fees payable to the external service providers and the Investment Managers and shall review such fees at least once per year.

The Trustees shall file documents as required with the applicable provincial regulatory authorities and, if applicable, with Canada Revenue Agency, or shall delegate this role to one of the Consultants.

Once a year, the Trustees may request any service provider to prepare a report that includes:

- a summary of the activities conducted in the year by the service provider in order to discharge their assigned responsibilities,
- any concerns raised with the service provider by the Plans' members and the status of the resolution of such concerns,
- any advice to the Trustees regarding emerging or expected events that could substantially affect the discharge of the service provider's responsibilities, and
- an attestation that the Trustees' policies on conflicts and confidentiality have been honoured by the service provider.

The Trustees shall review any other reports, information or documents pertaining to the Plans which have been provided directly to the Trustees by the University, the Consultants or other External Provider or any other person or body to whom such responsibilities have been delegated.

The Trustees shall review and monitor new developments and applicable law with respect to the Plans and ensure that the Plans comply with Applicable Legislation and industry practice.

The Trustees shall review and monitor the appropriateness of the design of the Plans and make recommendations to the Board of Governors regarding any material changes thereto.

The Trustees shall adopt amendments to the Plans that are required to maintain registration of the Plans under Applicable Legislation and such routine or "housekeeping" amendments as the Trustees consider prudent or necessary where such amendments do not represent an increase in the obligations of the Plans.

The Trustees are responsible for ensuring all service providers are aware of and are following an appropriate document retention policy for the Plans' records.

The Board of Trustees shall periodically review its relationships with all of its service providers, the Investment Options provided to the Plan Members, record keeping and the education and decision-making tools made available for Members. The criteria for such review shall include, as applicable, performance in relation to engagement objectives or service agreements, cost competitiveness, the availability of alternatives and development in the industry.

Conflict of Interest

No Trustee will knowingly permit his or her interest, monetary or otherwise, direct or indirect to conflict with the proper exercise of his or her duties and responsibilities as described herein.

Each Trustee will disclose to the others in writing the nature and details of any actual, perceived or possible conflicts of interest that such Trustee knows or ought to know exist with respect to their role on the Board, and of any rights that the Trustee may have in or may invoke against the Plans or related Fund, specifying, where such is the case, the nature and value of such rights. Such disclosure will be made to the Board Chair as soon as practicable after the Trustees discover the conflict of interest. Disclosure should also be made at the first Board meeting at which the matter giving rise to the conflict in issue is discussed. As soon as the conflict is disclosed, the Chair will, through a meeting of the Trustees or by taking other appropriate steps, decide upon a suitable course of action to resolve the conflict.

Any Trustee to whom a conflict of interest applies will abstain from the deliberations and decision making with respect to the matter giving rise to the conflict, unless otherwise permitted by the Chair of the meeting. In the event that the conflict of interest involves the Chair, the Trustees will elect a Member who will act as Chair for the purpose of any matter coming before the Board involving the conflict of interest (including the resolution of such conflict) and the same procedures relating to the resolution of the conflict will apply.

The failure of a person to comply with the procedures described in this section will not of itself invalidate any decision, contract or other matter pertaining to the Plans.

Delegated Powers

The following powers and duties are delegated to the Investment Managers:

- investing the assets allocated to them in accordance with the SIP&P;
- providing on an annual basis, or whenever changes occur, their current policies and procedures relating to voting rights on securities, internal controls and trading policies; and
- advising on an ongoing basis of any changes in the organization, personnel or investment process.

The following powers and duties are delegated to the Recordkeeper:

- providing recordkeeping and administration services;
- maintaining custody of the assets of the Plans and executing transactions; and
- providing annual confirmation that the Investment Managers are in compliance with the policy for the Investment Options.

The following powers and duties are delegated to the Consultants:

- preparing a report for the Trustees for the purpose of the annual review;
- preparing and delivering to Trustees a report on the performance of the Investment Managers of the Investment Options at least quarterly; and
- attending Trustee meetings on request.

Monitoring

The Trustees shall meet with the Consultants:

- quarterly, to discuss investment performance, investment strategies and expected future performance;
- semi-annually, to review the investment returns of the Investment Options and the Investment Managers' individual performance relative to the SIP&P and mandate objectives; and
- semi-annually to review industry trends and developments that may influence the Plans.

An analysis of the Investment Options and Investment Managers' performance shall be delivered to the Trustees by the Investment Consultant at least semiannually and shall include the following items:

- the investment returns calculated on a time-weighted rate of return basis;
- the risk profile of the Investment Options relative to the SIP&P;
- the added value of the Investment Options over the market rate of return;
- the return of the Investment Options relative to their objectives as set out in the SIP&P;
- an attribution of the returns indicating their source; and
- comments on key issues and concerns that may affect future performance of the Investment Managers and the Investment Options.

Review and Reporting

The Board of Trustees shall provide an annual report to the Board of Governors on the Plans' financial positions, performance relative to objectives, compliance with applicable law and UNBC's policies, and key governance activities. The report will specify:

- whether the Plans are in compliance with applicable law, guidelines, and corporate policies,
- any changes to the strategy set out in the Investment Policy, including any changes to the Investment Options,
- significant changes to the service providers,
- the nature of the education and communication programs for Members and the results of any assessments,
- investment returns and investment performance evaluation,
- Plan costs,
- any events, circumstances or factors that could have a material impact on the Plans or on UNBC, and
- recommendations with respect to the existing governance structure.

The Board shall ensure that an annual assessment of the DC Plan's administration and governance is completed in accordance with the requirements of Applicable Legislation.

The Trustees reserve the right to amend this Terms of Reference provided that any such amendment is approved by a resolution in writing by the Board of Governors. Any amendment shall be made by the adoption of a resolution at a meeting of the Board of Governors and shall be written down in the register of the decisions of the Board of Governors.

Appendix B—Administration and Governance Assessment

This section provides a framework for the Trustees' annual assessment of the Plan's administration and governance as required of Governors and as required by applicable law. The framework includes a schedule of performance expectations for those responsible for the Plan's governance.

Activity	Frequency / Reporting	Performer	Comments
Performance of Plan			
Consider whether Plan's design should be reviewed	Ongoing		
Review purpose of Plan and determine if changes are warranted	Annually		
Legislative Compliance			
Review Plan text for Compliance	Ongoing / Annual Status Report		
Review Member Annual Statements for Compliance	Ongoing / Annual Status Report		
Review Member Termination Statement for Compliance	Ongoing / Annual Status Report		
Review Member Retirement Statement for Compliance	Ongoing / Annual Status Report		
Review Member Death Statement for Compliance	Ongoing / Annual Status Report		
Review Spousal Waivers for Compliance	Ongoing / Annual Status Report		
Filing Annual Information Returns	Within 180 days of Plan year-end		
Filing Plan Amendments as Required	As required / Ensure Form 6 included		
Filing of Notice of Plan Amendment to Members (in case of adverse amendment)	60 days before intended date of amendment		
Monitor Legislative Trends and Developments	Ongoing		
Monitor Case Law	Ongoing		

Activity	Frequency / Reporting	Performer	Comments
Investment of Plan Assets			
Monitor Performance of Investment Funds	Ongoing / Annual Status Report		
Monitor Investment Manager(s)	Ongoing / Annual Status Report		
Confirm or Amend Investment Strategy	Ongoing / Annual Status Report		
Review Content and Appropriateness of Investment Policy (SIPP)	Ongoing Annual Status Report		
Approve Asset Mix	At least annually		
Approve Benchmarks	At least annually		
Approve Investment Restrictions and Quality Standards	At least annually		
Approve Investments Outside of Asset Class Ranges of a Minor and Temporary Nature	At least annually		
Approve Investments Outside of List of Eligible Investments	At least annually		
Approve Securities Lending	At least annually		
Administration			
Measure Service Performance	Ongoing / Annual Status Report		
Member Enrollment	Ongoing / Annual Status Report		
Maintenance of Member Records	Ongoing / Annual Status Report		
Calculating and Processing Benefit Payments	Ongoing / Annual Status Report		
Communication			
Content of Communication Materials	Ongoing / Annual Status Report		
Distribution of Plan Member Communication	Ongoing / Annual Status Report		

Activity	Frequency / Reporting	Performer	Comments
Monitoring of Third-Party Providers			
Pension Consultant	Ongoing or as required by service agreement		
Auditor/Accountant			
RecordKeeper / Fundholder			
Investment Managers			
Investment Consultant			
Governance			
Annual Report Submitted to Board of Governors	Annually		
Board of Trustees Self-assessment	Annually		
Fiduciary Education	At least triennially		
Formal Governance Assessment	At least triennially		
Governance Structure Review	3–5 years		

Performance Expectations

Party	Reviewer	Frequency	Key Performance Indicators	Most Recent Review Date	
Board of Trustees	Self-Assessment	Annually	<ul style="list-style-type: none"> Discharge mandates and oversee delegates 		
Internal Staff	Director HR; input from Finance, Trustees	Annually	<ul style="list-style-type: none"> Plan member feedback Support given Trustees 		
Record Keeper	Board of Trustees with input from HR	Annually	<ul style="list-style-type: none"> Service quality metrics in service agreement Support given Trustees Member Feedback Fees 		
Consultants	Board of Trustees with input from Internal Staff	Annually	<ul style="list-style-type: none"> Reporting Fees Contribution to Trustee mtgs 		
Investment Manager	Board of Trustees, with input from Internal Staff	Semi-annually	<ul style="list-style-type: none"> Performance re objectives Compliance with mandate Support given Board 		



UNBC Pension Plan

Introduction of Governance Policy

December 4, 2015

Retirement savings plan governance may be viewed as the process by which a plan administrator and/or sponsor discharges its obligations with respect to the plan. As fiduciaries, the Trustees for the pension plan are required to exercise the care, diligence and skill that a prudent person would exercise when dealing with the property of another person. The Trustees may delegate certain duties and responsibilities to other parties, but cannot delegate the fiduciary responsibility.

The Trustees and delegates, including the UNBC HR/Benefits team, must always act in good faith and in the best interests of members, former members and other persons entitled to benefits under the plan, and must also select and supervise any external agents and advisors hired to assist in the Plan administration.

Regulators and courts do not expect employee retirement savings plan governance to be flawless, but they do expect it to be diligent. Being able to demonstrate that the administrator's role has been carried out in a proactive and consistent fashion could be critical if complaints or actions arise with respect to the governance of a retirement plan.

The Trustees should ensure it is always possible to show that the essential tasks of plan governance have been adequately discharged.

Governance Policy

- Legislative requirements now include formal written governance policy / manual and ongoing monitoring and documentation
- Also, robust governance processes, documentation and monitoring are key components of industry best practice pension plan governance.
- This draft policy for the Trustees' discussion at the December 4 meeting sets out the roles and responsibilities of the parties involved in the Plan's governance, outlines the required monitoring and reporting, identifies the Plan risks and processes to mitigate those, and articulates a general Terms of Reference for the Trustees.
- The Policy is consistent with the Plan text and Trust Agreement, and is in accordance with the provincial pension legislation and industry best practice guidelines for the operation and governance of retirement savings plans.



Roles and Responsibilities

Party	Role	Responsibilities
UNBC Board of Governors (UNBC)	Plan Sponsor	Primarily responsible for the operation and administration of the Plans ¹
Pension Board of Trustees	Plan Administrator	Day-to-day Plan administration and operations, including liaison with members and service providers.
Internal Pension and Benefits team	Assist with Plan operation and administration	Review management/performance of investments, ensure appropriate levels of participation, identify communication and education needs for employees and Plan members, monitor industry trends and developments, collect input from members and advisors; report to Trustees.
Service Providers (includes record keeper, consultants, investment managers, and other parties as needed)	Support above roles	Assist UNBC, Trustees, and HR/Benefits Staff to deliver the Plan in accordance with applicable legislation and industry standards

Note that industry guidelines (CAP Guidelines and DC Plan Guidelines) outline robust governance structure and processes. DC guidelines place responsibility on members to be aware of make use of available information and tools to assist them in making informed decisions related to the DC Plan and, if applicable, the SERP.

¹ UNBC Board of Governors is not formally involved in the day to day operation of the Plans, but will be informed of the ongoing oversight as well as any significant developments



UNBC Pension Plan

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75 Re	16 S	50 Sn	74 Ru	10 Ca	103 Lr	66 Dy	45 Rh	82 Pb	31 Ga
105 Db	74 W	47 Ag	06 C	13 Al	83 Bi	80 Hg	81 Tl	79 Au	39 V
66 Dy	4 Be	28 Ni	07 N	32 Ge	51 Sb	78 Pt	76 Os	89 Ac	77 Ir
58 Ce	22 Ti	87 Fr	56 Ba	11 Na	73 Ta	19 K	38 Sr	55 Cs	02 He
57 La	34 Se	10 Ne	08 O	54 Xe	70 Yb	100 Fm	98 Cf	97 Bk	09 F

Performance Report

University of Northern BC Staff Pension Plan

As At June 30, 2023



24 Cr	39 Y	106 Sg	92 U	94 Pu	95 Am	90 Th	101 Md	99 Es	49 In
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75 Re	16 S	50 Sn	74 Ru	10 Ca	103 Lr	66 Dy	45 Rh	82 Pb	31 Ga
105 Db	74 W	47 Ag	06 C	13 Al	83 Bi	80 Hg	81 Tl	79 Au	39 V
66 Dy	4 Be	28 Ni	07 N	32 Ge	51 Sb	78 Pt	76 Os	89 Ac	77 Ir
58 Ce	22 Ti	87 Fr	56 Ba	11 Na	73 Ta	19 K	38 Sr	55 Cs	02 He
57 La	34 Se	10 Ne	08 O	54 Xe	70 Yb	100 Fm	98 Cf	97 Bk	09 F
40 Zr	64 Gd	63 Eu	69 Tm	65 Tb	17 Cl	<div></div> <div><h1>Ellement</h1><p>Pensions Benefits Investments</p></div>			
48 Cd	10 Ca	103 Lr	66 Dy	45 Rh	82 Pb				
24 Cr	39 Y	106 Sg	92 U	94 Pu	95 Am	90 Th	101 Md	99 Es	49 In

Executive Summary

Plan Update

- Total value of the Plan was \$115.5m at the quarter end, up from \$112.5m last quarter.

Asset Class Performance

Target Date

- Over the quarter, all Sun Life Granite funds delivered positive returns ranging from 0.6% to 1.7%. Six of the eleven funds met or exceeded their respective benchmarks while five of the eleven funds lagged slightly. Manager selection contributed positively this quarter while weighting decisions - overweighting bonds and underweighting equities, detracted.

Balanced

- Beutel Goodman posted a positive return this quarter but ranked in the bottom quartile. The relative underperformance was mostly due to stock selection, particularly within US equities. The fund's long-term performance remains in a good standing, exceeding the median over four, seven and ten years.
- MFS ranked in the top quartile this quarter. All underlying strategies made positive contribution, outperforming their respective benchmarks. Recent underperformance in 2022 and 2021 had a negative impact on the fund's long term performance. However, the fund continued to perform well, ranking above or near the median over seven and ten years, with median-like volatilities.

Income and Dividend

- CC&L ranked in the top quartile this quarter, recovering from the underperformance in the prior quarter. The fund continues to rank above the median on a rolling four-year basis for the periods shown in the report.

Bonds

- PH&N outperformed the Universe Bond Index and the median this quarter. High yield corporate bonds contributed the most to the performance.

Canadian Equity

- Beutel Goodman underperformed the S&P/TSX Composite Index and peers this quarter. Stock selection within Consumer Staples and Information Technology detracted the most. At the stock level, holding Nutrien, the worst performing stock of the Index, and no exposure to Shopify, the top performing stock of the Index, detracted from the performance. The fund underperformed the Index over one year, but continued to perform well over longer periods, exceeding the Index over four, seven and ten years, with some downside protection.

Canadian Equity (Continued)

- CC&L outperformed the Index and peers this quarter. The fund benefitted from the rebound of growth stocks over the past two quarters. The fund's long-term performance remains strong, ranking well above the median over four, seven and ten years, along with strong up-market capture ratio.

Canadian Small-Cap

- Beutel Goodman performed well this quarter, exceeding the S&P/TSX Small Cap Index and peers. Over one and four years, the fund outperformed the Index by 14.6% and 5.5%, and ranked in the first decile and second quartile, respectively. The fund has provided some downside protection historically.

Global Equity

- Morgan Stanley underperformed the MSCI World Index but outperformed peers this quarter. Overweight to Consumer Discretionary and stock selection within Information Technology detracted the most from the relative performance. The fund trailed the Index over one year as aside from Microsoft, the consistent top holding within the fund and currently the largest position, the fund did not have positions in the mega-cap US companies (Alphabet, Amazon, Apple, Meta, Nvidia, Tesla) that had largely fueled the US and global equity rally over the past three years.

U.S. Equity

- Beutel Goodman returned 1.4% this quarter, a positive performance, but underperformed the S&P 500 index by 4.9% and ranked in the bottom decile. Stock selection within Consumer Discretionary, Information Technology and Communication Services, the top performing sectors of the quarter, detracted the most from the relative performance. In the past two quarters, the US market was driven by growth stocks, particularly by mega-cap companies, and therefore value biased strategies like Beutel Goodman, with no exposure to mega-cap companies, continued to struggle. With the recent underperformance, the fund fell behind the Index over one and four years. However, the fund exceeded peers over four and seven years, with strong down market capture ratios ranking in the top decile over four, seven and ten years.

International Equity

- Fiera outperformed the MSCI EAFE Index and peers this quarter. The fund continued to benefit from the rebound of growth and large cap stocks in the past two quarters. The fund exceeded the Index and peers over one and four years and ranked in the top decile over one, four and seven years, performing well in both up and down markets.

Notable Manager Updates

Sun Life Global Investment (SLGI)

- In June 2023, SLGI announced following changes to the Sun Life Granite Target Date Funds (Granite funds). These changes are expected to be implemented starting from July 2023 and ending by Q4 2024.
 - Increasing equity allocation across all glidepaths. Starting equity weight on the glidepath will change from 91.5% to 93%, and ending equity weight on the glidepath will change from 35% to 41.5%.
 - Addition of new asset classes – direct infrastructure, direct real estate and liquid alternatives. SLGI will start searches for sub-advisors in these asset classes in Q4 2023.
 - Sub-advisor changes to the international equity funds. SLGI will replace the Sun Life MFS International Equity Value fund with the Acadian International Equity fund. Implementation will be completed by the end of this year.
- Higher allocations to equities is intended to grow savings in an investor's retirement that may span three decades and reflects the market trend where other target date fund managers have made similar changes. Addition of new asset classes is intended to provide diversification. These changes are ultimately to enhance the performance of the funds with less volatility; therefore, we have no concerns with these changes at this time.

Beutel Goodman

- In the second quarter, Beutel Goodman hired a vice president with generalist analyst duties in Canadian Equities team, and an analyst in US & International Equities team.
- David Gregoris, Managing Director, Fixed Income, retired effective June 30, 2023, as announced in Q3 2022. Derek Brown, Senior Vice President and Co-Head of Fixed Income, became Head of Fixed Income, overseeing the strategy and leading the fixed income team.

Morgan Stanley

- Morgan Stanley reported the departure of Nathan Wong, a portfolio manager on the Global Franchise Strategy, in early August. Nathan has been with the firm since 2017 and covers sub-industries within the Consumer Discretionary and Industrial sectors and his responsibilities will be reassigned to other members of the team. We do not have major concerns with the departure as the Global Franchise team has been growing and now has 10 portfolio managers and five research analysts.

Executive Summary

University of Northern BC Staff Pension Plan

As of 6/30/2023

Fund Name	Rates Of Return by Asset Class - Target Date				
	Market Value	MRQ	YTD	1-Year	4-Year
Total Plan	\$ 115,504,121				
Target Date	\$ 15,724,399				
Sun Life Granite Retirement	\$ 859,479	0.6	4.3	6.9	2.2
Sun Life Granite Retirement Benchmark		0.5	4.3	7.1	2.5
Value Added		0.1	0.0	-0.2	-0.2
Sun Life Granite 2020	\$ 496,796	0.6	4.3	6.9	2.3
Sun Life Granite 2020 Benchmark		0.5	4.3	7.1	2.4
Value Added		0.1	0.0	-0.2	-0.2
Sun Life Granite 2025	\$ 3,110,739	0.7	4.6	7.4	2.9
Sun Life Granite 2025 Benchmark		0.5	4.5	7.7	3.0
Value Added		0.1	0.0	-0.3	-0.1
Sun Life Granite 2030	\$ 3,072,037	0.9	5.1	8.9	3.9
Sun Life Granite 2030 Benchmark		0.8	5.1	9.1	4.0
Value Added		0.1	0.1	-0.3	-0.1
Sun Life Granite 2035	\$ 2,862,124	1.2	5.8	10.7	5.1
Sun Life Granite 2035 Benchmark		1.1	5.8	11.0	5.2
Value Added		0.1	0.1	-0.3	-0.2
Sun Life Granite 2040	\$ 2,129,253	1.5	6.6	12.5	6.2
Sun Life Granite 2040 Benchmark		1.5	6.5	12.9	6.4
Value Added		0.0	0.1	-0.4	-0.2
Sun Life Granite 2045	\$ 1,152,238	1.7	7.1	13.6	6.9
Sun Life Granite 2045 Benchmark		1.7	7.0	14.1	7.1
Value Added		0.0	0.1	-0.6	-0.2
Sun Life Granite 2050	\$ 971,886	1.8	7.3	14.2	7.2
Sun Life Granite 2050 Benchmark		1.8	7.2	14.8	7.5
Value Added		-0.1	0.1	-0.6	-0.2
Sun Life Granite 2055	\$ 808,684	1.8	7.4	14.4	7.3
Sun Life Granite 2055 Benchmark		1.8	7.3	15.0	7.5
Value Added		0.0	0.1	-0.6	-0.2
Sun Life Granite 2060	\$ 252,081	1.8	7.4	14.4	7.5
Sun Life Granite 2060 Benchmark		1.8	7.3	15.0	7.5
Value Added		-0.1	0.1	-0.6	0.0
Sun Life Granite 2065	\$ 9,082	1.7	7.7	-	-
Sun Life Granite 2060 Benchmark		1.8	7.3	-	-
Value Added		-0.2	0.4		

Executive Summary

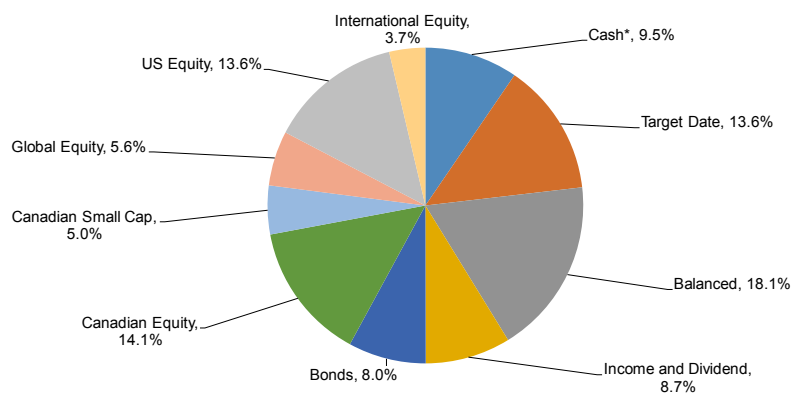
University of Northern BC Staff Pension Plan

As of 6/30/2023

Rates Of Return by Asset Class - Balanced and Fixed Income									
Fund Name	Market Value	MRQ	rk	YTD	1-Year	4-Year			
Total Plan	\$ 115,504,121								
Cash*	\$ 11,023,294								
Balanced	\$ 20,865,456								
Beutel Goodman Balanced	\$ 19,244,508	0.4	90	5.0	58	12.0	15	6.2	47
MFS Responsible Balanced	\$ 1,620,948	1.7	17	6.2	27	11.0	40	5.4	71
Balanced Median		1.2		5.4		10.2		6.1	
Income and Dividend	\$ 10,100,439								
CC&L Group Inc. & Growth	\$ 10,100,439	1.6	15	2.7	76	7.5	29	7.1	48
Income and Dividend Median		0.4		3.3		5.9		5.2	

Bonds	\$ 9,201,470								
<i>PH&N Core Plus Bond</i>	\$ 5,341,200	-0.3	40	3.0	26	4.3	23		
<i>BlackRock CA Universe Bond</i>	\$ 3,860,270	-0.7	83	2.5	82	3.2	86	-1.0	98
<i>FTSE Canada Universe</i>		-0.7		2.5		3.1		-1.0	
<i>Value Added (PH&N)</i>		0.3		0.5		1.1			
<i>Value Added (BlackRock, Target = +/-0.2%)</i>		0.0		0.0		0.0		-0.1	

Allocation by Asset Class



Rates Of Return by Asset Class - Equities									
Fund Name	Market Value	MRQ	rk	YTD		1-Year		4-Year	
Canadian Equity	\$ 16,309,399								
BlackRock Cdn Equity Idx	\$ 2,490,125	1.1	57	5.7	43	10.4	56	8.6	65
Beutel Goodman Cdn Equity	\$ 4,477,144	0.9	67	5.5	46	10.2	58	9.0	53
CC&L Q Cdn Equity Growth	\$ 9,342,131	1.9	26	6.4	23	10.4	56	9.7	37
S&P/TSX Composite		1.1		5.7		10.4		8.6	
Value Added (BlackRock, Target = +/-0.2%)		0.0		0.0		0.0		0.0	
Value Added (Beutel)		-0.2		-0.2		-0.2		0.4	
Value Added (CC&L)		0.8		0.7		0.0		1.1	

Canadian Small Cap	\$ 5,766,359								
<i>Beutel Goodman Small Cap</i>	\$ 5,766,359	0.5	43	9.5	5	19.9	5	12.0	29
<i>Beutel Goodman Small Cap Benchmark</i>		-4.6		-0.3		5.3		6.5	
<i>Value Added (Beutel)</i>		5.2		9.8		14.6		5.5	

Global Equity	\$ 6,484,885								
<i>Morgan Stanley Global Franchise</i>	\$ 5,536,120	3.2	45	9.6	51	17.4	67		
<i>MSCI World Net (C\$)</i>		4.5		12.4		21.6		10.1	
<i>Value Added (Morgan Stanley)</i>		-1.3		-2.8		-4.2			
<i>TD Emerald Global Equity</i>	\$ 948,765	4.6	12	12.7	14	22.1	25	10.3	27
<i>MSCI World ex Can. Net (C\$)</i>		4.6		12.6		22.0		10.2	
<i>Value Added (TD, Target = +/-0.2%)</i>		0.0		0.1		0.1		0.2	

US Equity	\$ 15,762,109								
<i>BlackRock US Equity Idx</i>	\$ 7,060,359	6.3	23	14.1	23	22.6	32	13.1	26
<i>Beutel Goodman American Eq</i>	\$ 8,701,750	1.4	91	3.8	85	21.0	60	12.1	40
<i>S&P 500 (C\$)</i>		6.3		14.2		22.7		13.1	
<i>Value Added (BlackRock, Target = +/-0.2%)</i>		0.0		0.0		-0.1		0.0	
<i>Value Added (Beutel)</i>		-4.9		-10.3		-1.7		-1.0	

International Equity	\$ 4,266,311								
<i>BlackRock MSCI EAFE Eq Idx</i>	\$ 1,073,057	0.8	67	9.2	67	22.1	50	5.7	72
<i>Fiera International Equity</i>	\$ 3,193,254	2.1	11	14.4	11	27.7	7	10.2	3
<i>MSCI EAFE Net (C\$)</i>		0.7		9.1		21.8		5.6	
<i>Value Added (BlackRock, Target = +/-0.2%)</i>		0.1		0.2		0.2		0.2	
<i>Value Added (Fiera)</i>		1.5		5.4		5.9		4.6	

* Cash includes GICs and Guaranteed Daily Interest Account.

1. Beutel Goodman Small Cap Benchmark: S&P/TSX Small Cap, BMO Small Cap Blended (Unweighted) prior to Jan. 1, 2018. Value added rounding differences may arise.

Capital Markets Review

Equity Indices (\$CDN)	MRQ Return	YTD Return	1-Year Return
S&P/TSX Composite	1.1	5.7	10.4
S&P/TSX Small Cap	(4.6)	(0.3)	5.3
S&P Canada LargeMidCap Growth	2.7	9.3	18.4
S&P Canada LargeMidCap Value	0.5	2.7	3.3
S&P 500 (Large Cap)	6.3	14.2	22.7
S&P 400 (Mid Cap)	2.5	6.3	20.6
S&P 600 (Small Cap)	1.1	3.6	12.6
S&P US BMI (Price)	5.6	12.6	20.0
NASDAQ Composite (Price)	10.3	28.7	28.2
MSCI EAFE Index	0.7	9.1	21.8
MSCI World Index	4.5	12.4	21.6
MSCI EM Index	(1.3)	2.4	4.4

Fixed Income Indices (\$CDN)	MRQ Return	YTD Return	1-Year Return
FTSE Canada Universe Bond Index	(0.7)	2.5	3.1
FTSE Canada All Governments	(1.0)	2.4	2.8
FTSE Canada All Corporates	0.2	3.0	4.2
FTSE Canada Short Bond	(0.8)	1.0	1.4
FTSE Canada Mid Bond	(1.9)	1.8	3.1
FTSE Canada Long Bond	0.6	5.4	5.9
FTSE Canada Real Return Bond	(0.0)	(0.3)	3.4
FTSE Canada 91 Day T-Bills	1.0	2.1	3.7




Commentary

- The Bank of Canada announced a policy rate increase of 25bps to 4.75% in June, the first increase since a soft pause in January. In the US, the FOMC raised the target federal funds rate by 0.25% in May to 5.00% - 5.25%.
- In both Canada and the US, yields rose across all maturities with shorter-term yields increasing more than longer-term yields. The yield curves have been inverted since July 2022.
- Developed equity market returns were positive during the quarter, while emerging markets fell. Information Technology stocks were the top performers across developed markets.
- Canadian Consumer Price Index (CPI) year-over-year (y/y) inflation was 2.8% in June 2023, cooling considerably from the peak in June 2022 at 8.1% y/y; gasoline prices were a major factor in the reduced inflation reading. Canadian CPI excluding food and energy was 3.5% y/y in June.

Exchange Rates

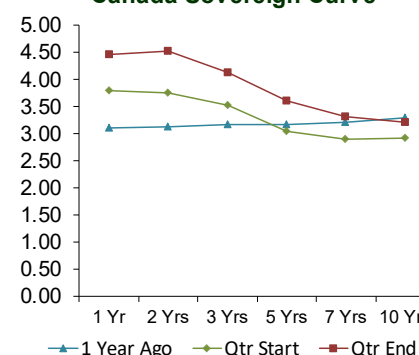
Canadian Dollar (daily average) vs.	MRQ	YTD	1-Year
US Dollar \$1.32 CDN = \$1 US	2.2%	2.3%	-2.7%
Euro \$1.44 CDN = €1	1.8%	0.1%	-6.8%
Yen \$0.92 CDN = ¥100	11.0%	12.0%	3.5%
Sterling \$1.68 CDN = £1	-0.5%	-2.9%	-6.8%

Commodity Futures

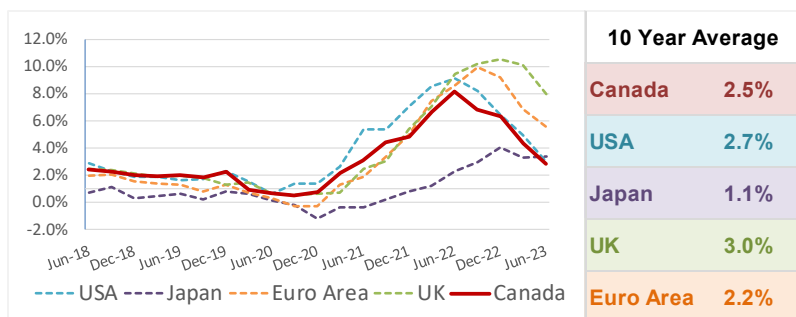
Contract	Date *	Price
Natural Gas		
	Aug 2023	\$2.75 US/MMBtu
Crude Oil		
	Aug 2023	\$69.79 US/barrel
Gold		
	Jul 2023	\$1,921.70 US/t oz.

* Trade date of June 30, 2023

Canada Sovereign Curve



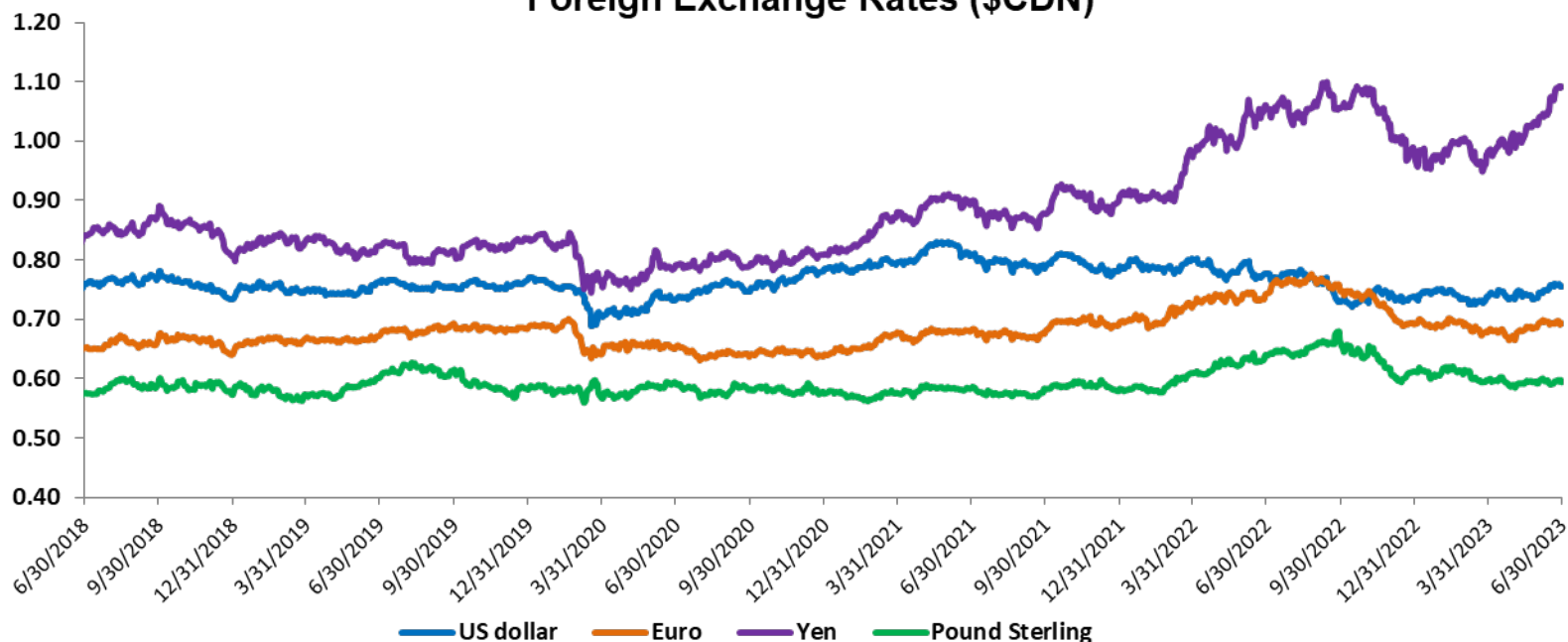
Inflation Year-Over-Year



Ellement Periodic Table of Indexes (\$CDN)

Best ↑ ↓ Worst	S&P/TSX Small Cap 38.5	MSCI EM NR 28.3	S&P 500 4.2	S&P 500 24.8	S&P 500 16.3	S&P 500 27.6	CAN CPI (Lagged) 6.8	S&P 500 14.2
	S&P/TSX Composite 21.1	MSCI EAFE NR 16.8	FTSE CA Res. Mrtg 2.6	S&P/TSX Composite 22.9	MSCI EM NR 16.2	S&P/TSX Composite 25.1	FTSE CA Res. Mrtg -2.3	MSCI World NR 12.4
	S&P 500 8.1	MSCI World ex USA 16.0	FTSE CA ST Bond 1.9	MSCI World NR 21.2	MSCI ACWI NR 14.2	MSCI World NR 20.8	FTSE CA ST Bond -4.0	MSCI ACWI NR 11.3
	MSCI EM NR 7.3	MSCI ACWI NR 15.8	FTSE CA MT Bond 1.9	MSCI ACWI NR 20.2	MSCI World NR 13.9	S&P/TSX Small Cap 20.3	S&P/TSX Composite -5.8	MSCI EAFE NR 9.1
	MSCI ACWI NR 4.1	MSCI World NR 14.4	CAN CPI (Lagged) 1.7	MSCI World ex USA 16.3	S&P/TSX Small Cap 12.9	MSCI ACWI NR 17.5	MSCI World ex USA -8.1	MSCI World ex USA 8.7
	MSCI World NR 3.8	S&P 500 13.8	FTSE CA Universe 1.4	MSCI EAFE NR 15.8	FTSE CA LT Bond 11.9	MSCI World ex USA 11.7	MSCI EAFE NR -8.2	S&P/TSX Composite 5.7
	FTSE CA Res. Mrtg 3.4	S&P/TSX Composite 9.1	FTSE CA LT Bond 0.3	S&P/TSX Small Cap 15.8	FTSE CA MT Bond 10.1	MSCI EAFE NR 10.3	S&P/TSX Small Cap -9.3	FTSE CA LT Bond 5.4
	FTSE CA LT Bond 2.5	FTSE CA LT Bond 7.0	MSCI World NR -0.5	FTSE CA LT Bond 12.7	FTSE CA Universe 8.7	CAN CPI (Lagged) 4.7	FTSE CA MT Bond -10.3	FTSE CA Universe 2.5
	FTSE CA Universe 1.7	S&P/TSX Small Cap 2.8	MSCI ACWI NR -1.3	MSCI EM NR 12.4	FTSE CA Res. Mrtg 6.1	FTSE CA Res. Mrtg 3.5	FTSE CA Universe -11.7	MSCI EM NR 2.4
	FTSE CA MT Bond 1.6	FTSE CA Res. Mrtg 2.5	MSCI EAFE NR -6.0	FTSE CA Universe 6.9	MSCI EAFE NR 5.9	FTSE CA ST Bond -0.9	S&P 500 -12.2	FTSE CA Res. Mrtg 2.3
	CAN CPI (Lagged) 1.2	FTSE CA Universe 2.5	MSCI World ex USA -6.4	FTSE CA MT Bond 5.8	MSCI World ex USA 5.7	FTSE CA Universe -2.5	MSCI World NR -12.2	CAN CPI (Lagged) 1.9
	FTSE CA ST Bond 1.0	CAN CPI (Lagged) 2.1	MSCI EM NR -6.9	FTSE CA Res. Mrtg 4.3	S&P/TSX Composite 5.6	FTSE CA MT Bond -2.7	MSCI ACWI NR -12.4	FTSE CA MT Bond 1.8
	MSCI World ex USA -0.8	FTSE CA MT Bond 1.0	S&P/TSX Composite -8.9	FTSE CA ST Bond 3.1	FTSE CA ST Bond 5.3	MSCI EM NR -3.4	MSCI EM NR -14.3	FTSE CA ST Bond 1.0
	MSCI EAFE NR -2.5	FTSE CA ST Bond 0.1	S&P/TSX Small Cap -18.2	CAN CPI (Lagged) 2.2	CAN CPI (Lagged) 1.0	FTSE CA LT Bond -4.5	FTSE CA LT Bond -21.8	S&P/TSX Small Cap -0.3
	2016	2017	2018	2019	2020	2021	2022	YTD

Foreign Exchange Rates (\$CDN)



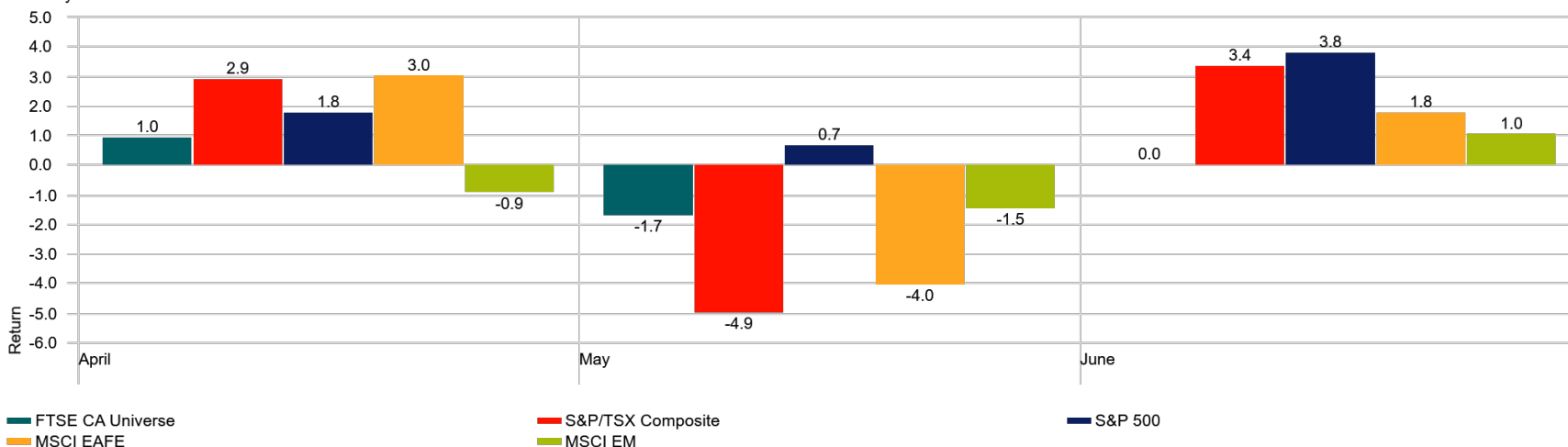
Canadian Dollar vs.				Price of \$1 Canadian*					% Change	
				Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	MRQ	1-Year
US dollar	\$1.32 CDN	=	\$1.00	\$0.78	\$0.73	\$0.74	\$0.74	\$0.76	2.21%	-2.67%
Euro	\$1.44 CDN	=	€1.00	€0.74	€0.75	€0.69	€0.68	€0.69	1.82%	-6.77%
Yen	\$0.92 CDN	=	¥100.00	¥1.05	¥1.05	¥0.97	¥0.98	¥1.09	11.01%	3.49%
Pound Sterling	\$1.68 CDN	=	£1.00	£0.64	£0.66	£0.61	£0.60	£0.59	-0.54%	-6.83%

* Price of 1¢ CDN as compared to Japanese Yen

- In Q2, the Canadian dollar appreciated against most major currencies, except for the Pound Sterling.

Monthly Returns

Currency: Canadian Dollar

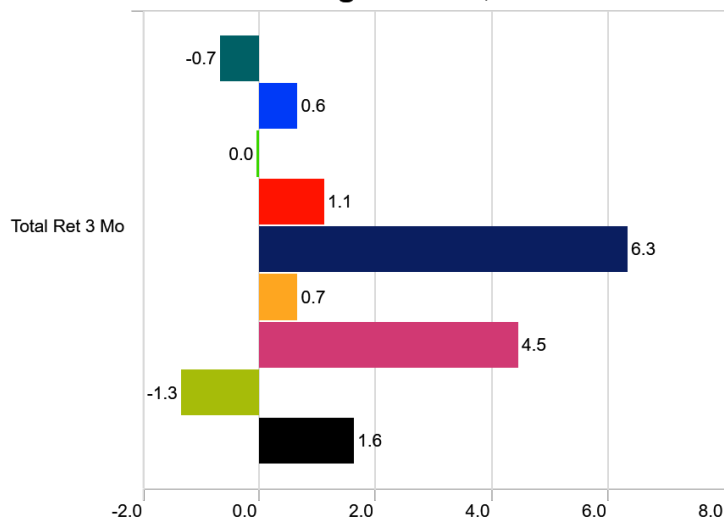


(\$CDN)	FTSE CA Universe	S&P/TSX Composite	S&P 500	MSCI EAFE	MSCI EM
2022-07	3.9	4.7	8.5	4.3	-0.9
2022-08	-2.7	-1.6	-2.0	-2.6	2.6
2022-09	-0.5	-4.3	-4.7	-4.9	-7.4
2022-10	-1.0	5.6	7.3	4.6	-3.8
2022-11	2.8	5.5	4.9	10.6	14.1
2022-12	-1.7	-4.9	-5.8	0.0	-1.5
2023-01	3.1	7.4	4.7	6.5	6.3
2023-02	-2.0	-2.4	-0.5	-0.1	-4.6
2023-03	2.2	-0.2	3.1	1.9	2.4
2023-04	1.0	2.9	1.8	3.0	-0.9
2023-05	-1.7	-4.9	0.7	-4.0	-1.5
2023-06	0.0	3.4	3.8	1.8	1.0

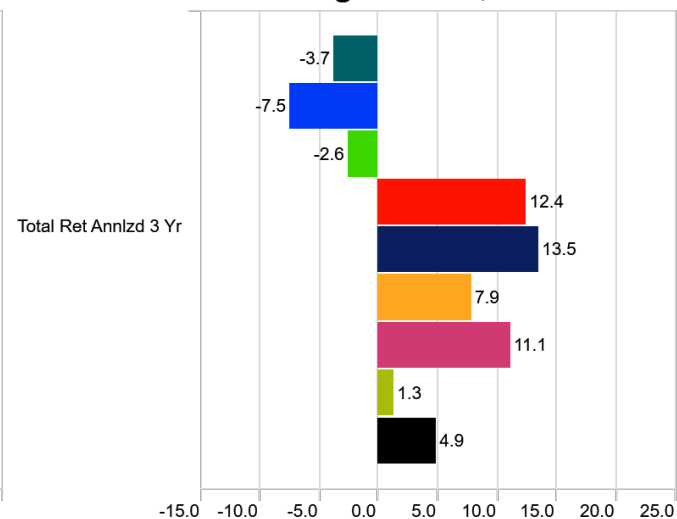
- In April, oil prices were volatile, initially rising in response to production cut news, but stabilized by the end of the month due to demand concerns. Developed market returns were positive, while emerging markets fell.
- In May, equities fell in both developed and emerging markets. The Information Technology sector was the top performer across major markets, bolstered by investor interest in AI. Economic activity in China following the economic reopening earlier in 2023 was weaker than anticipated, weighing on emerging market returns.
- In June, equity returns were positive overall with Canadian and US markets outperforming international and emerging markets. The Bank of Canada unexpectedly announced a rate increase of 25bps to 4.75%.



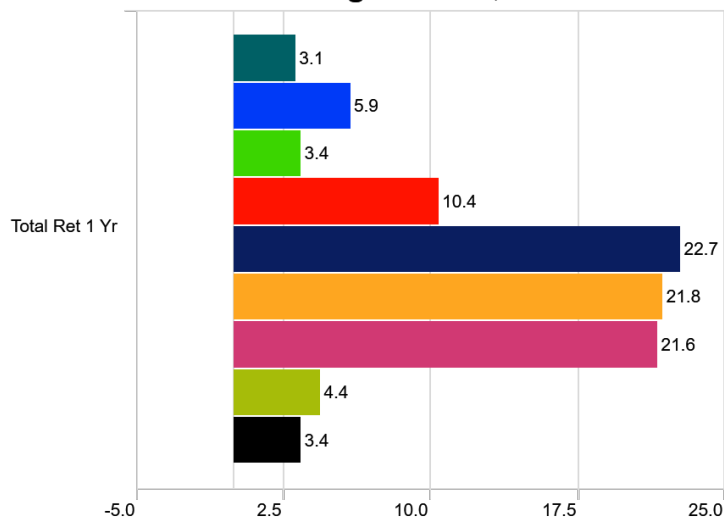
MRQ Ending June 30, 2023



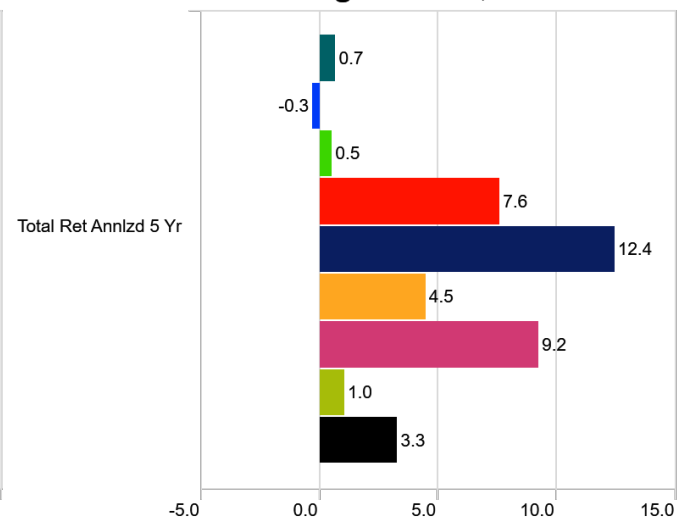
3 Years Ending June 30, 2023

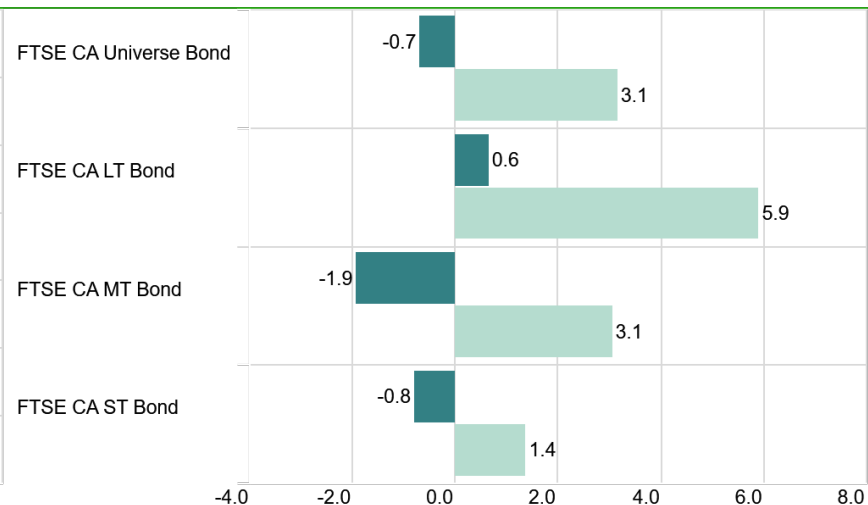
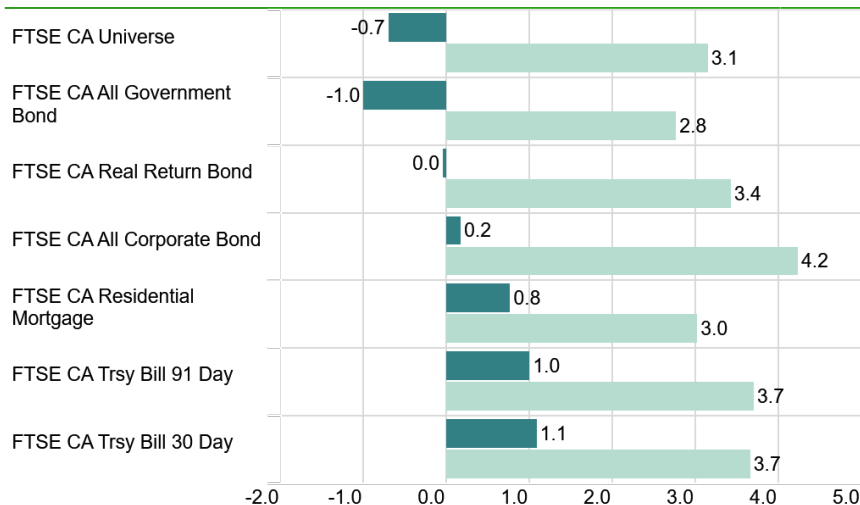


1 Year Ending June 30, 2023



5 Years Ending June 30, 2023





● Total Ret 3 Mo (Qtr-End)

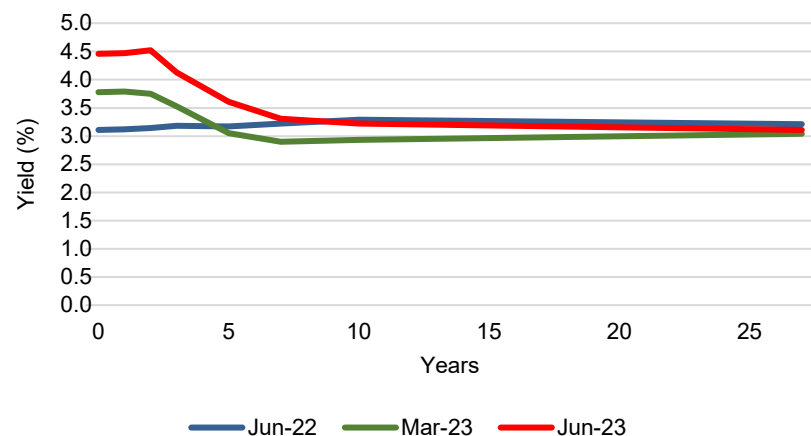
● Total Ret 1 Yr (Qtr-End)

● Total Ret 3 Mo (Qtr-End)

● Total Ret 1 Yr (Qtr-End)

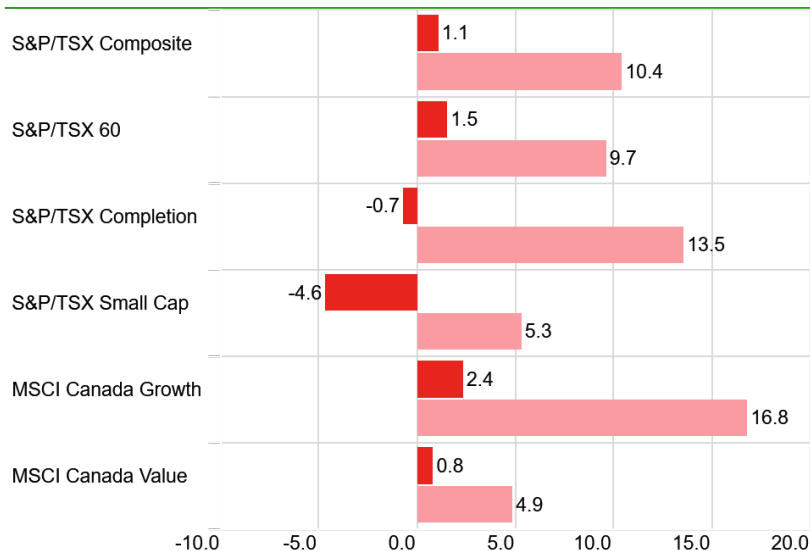
- The Bank of Canada raised its policy rate by 25 bps to 4.75% at the June meeting, the first increase since January when a conditional pause was originally announced.
- Government of Canada yields rose across all maturities, with shorter term bond rates rising more than longer term rates. The Canadian yield curve originally inverted in July 2022 and has stayed inverted since then. In the US, the curve remains inverted while yields increased across maturities during Q2-2023; 2-year Treasury yields rose over 80 bps while 10-year yields rose just over 30 bps.
- In the US, the FOMC raised the target federal funds rate by 25 bps to 5.00% - 5.25% in May. The Bank of England (BoE) and European Central Bank (ECB) implemented two rate hikes each; the BoE increased the rate in the amounts of 25 and 50 bps during the quarter for an overall increase of 75 bps, while both increases made by the ECB were 25 bps, totaling 50 bps.

Government of Canada Yield Curve



Capital Markets Review - CAN Equities

As of 6/30/2023



● Total Ret 3 Mo (Qtr-End)

● Total Ret 1 Yr (Qtr-End)

- The S&P/TSX Composite returned 1.1% in the second quarter of 2023.
- 4 out of 11 GICS sectors were positive this quarter. Information Technology was the index's top performing sector, returning 16.5%.
- Growth stocks outperformed value stocks this quarter. Value lags growth significantly over the 1-year trailing period.
- The top 10 S&P/TSX Composite holdings accounted for 35.9% of the Index; Royal Bank of Canada was the top holding with a 6.1% weighting, followed by The Toronto Dominion Bank at 5.2%, and Shopify Inc at 3.6%.

Top 5 contributors – Shopify Inc Registered Shs -A- Subord Vtg, Constellation Software Inc, The Toronto-Dominion Bank, Sun Life Financial Inc, Restaurant Brands International Inc

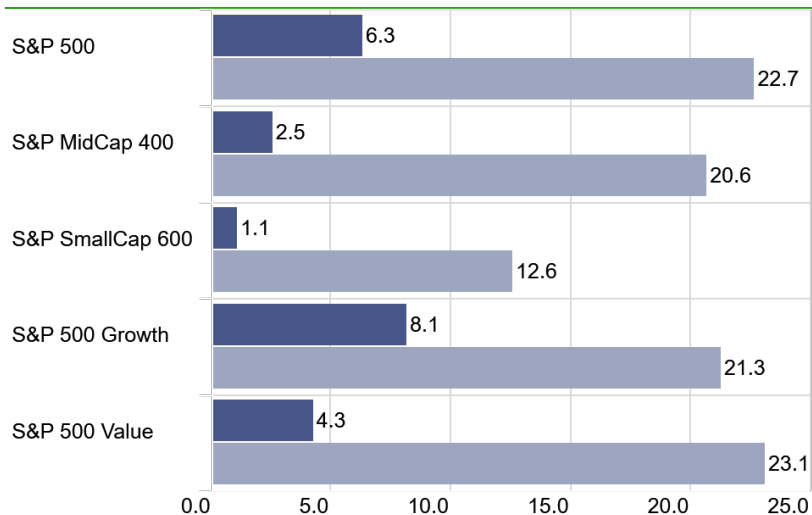
Top 5 detractors – Nutrien Ltd, Barrick Gold Corp, Suncor Energy Inc, Wheaton Precious Metals Corp, Enbridge Inc

S&P/TSX Composite

	MRQ	1 Year	Index
	Return	Return	Weight
Communication Services	-0.6	0.6	4.2
Consumer Discretionary	6.3	25.9	3.9
Consumer Staples	-2.7	16.9	4.2
Energy	-0.3	0.6	16.6
Financials	2.0	6.3	30.7
Health Care	-1.0	-18.0	0.3
Industrials	2.1	21.5	13.7
Information Technology	16.5	59.3	7.9
Materials	-6.9	11.0	11.7
Real Estate	-2.9	3.0	2.4
Utilities	-1.5	-7.2	4.5
S&P/TSX Composite Reported Total	1.1	10.4	100.0

Capital Markets Review - US Equities

As of 6/30/2023



● Total Ret 3 Mo (Qtr-End)

● Total Ret 1 Yr (Qtr-End)

(\$CDN)

S&P 500

	MRQ Return	1 Year Return	Index Weight
Communication Services	10.5	20.0	8.4
Consumer Discretionary	12.0	28.3	10.7
Consumer Staples	-1.8	9.2	6.7
Energy	-3.1	22.2	4.1
Financials	3.0	13.8	12.4
Health Care	0.7	8.0	13.4
Industrials	3.9	27.5	8.5
Information Technology	14.6	45.2	28.3
Materials	1.0	18.2	2.5
Real Estate	0.2	-1.4	2.5
Utilities	-4.7	-1.5	2.6
S&P 500 Reported Total	6.3	22.7	100.0

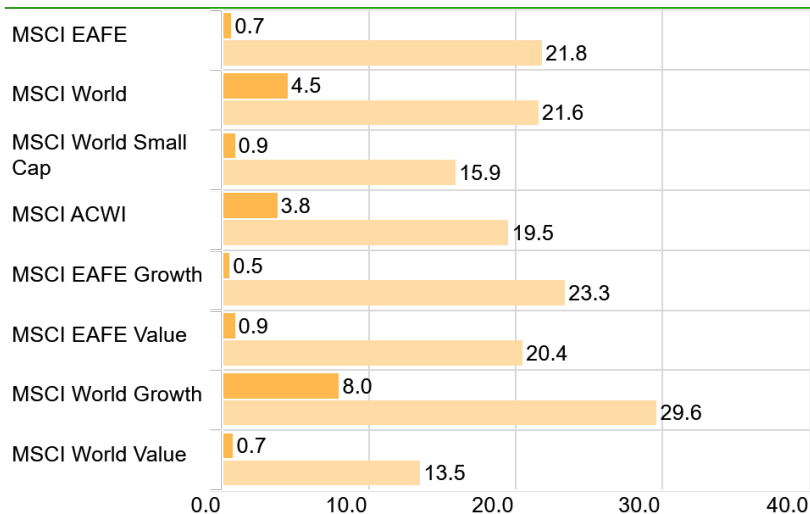
- The S&P 500 (\$CDN) returned 6.3% in the second quarter of 2023.
- The S&P 500 (\$US) returned 8.7% in the second quarter of 2023.
- 8 out of 11 GICS sectors posted positive returns this quarter. Information Technology (+14.6%) and Consumer Discretionary (+12.0%) were the top performing sectors this quarter. Energy and Utilities were the worst performing sectors.
- The S&P 500 Growth Index returned 8.1%, outperforming the Value Index in Q2. However, Growth continues to lag Value over the 1-year trailing period.
- The top 10 holdings accounted for 30.5% of the Index; Apple Inc. was the top holding with a 7.7% weighting, followed by Microsoft Corp. at 6.8% and Amazon.com Inc at 3.1%.

Top 5 contributors – Apple Inc, Microsoft Corp, NVIDIA Corp, Amazon.com Inc, Meta Platforms Inc Class A

Top 5 detractors – AbbVie Inc, Thermo Fisher Scientific Inc, Pfizer Inc, AT&T Inc, The Walt Disney Co

Capital Markets Review - INTL Equities

As of 6/30/2023



● Total Ret 3 Mo (Qtr-End) ● Total Ret 1 Yr (Qtr-End)

(\$CDN)

- The MSCI EAFE Index (\$CDN) returned 0.7% during Q2 2023.
- 5 of the 11 GIC sectors were positive this quarter. Industrials returned 4.1% as the top performing sector in Q2 while the worst performing sector, Communication Services, returned -4.6%.
- Japan, which has the highest weighting of the EAFE Index, posted a return of 4.1% in Q2 2023.
- The MSCI EAFE Growth Index was in line with the MSCI EAFE Value Index this quarter.

Top 5 contributors – HSBC Holdings PLC, Toyota Motor Corp, Novartis AG Registered Shares, Mitsubishi Corp, ASML Holding NV

Top 5 detractors – BHP Group Ltd, Sea Ltd ADR, BP PLC, Daiichi Sankyo Co Ltd, Anheuser-Busch InBev SA/NV

MSCI EAFE Country Indices

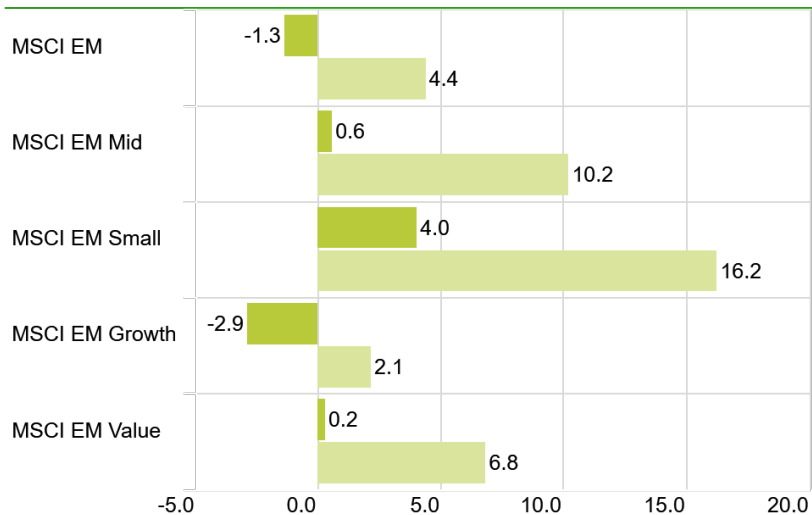
	MRQ Return	1 Year Return	Index Weight
Australia	-1.9	14.5	7.3
Austria	3.8	24.1	0.2
Belgium	-7.7	9.3	0.9
Denmark	-0.6	35.9	3.1
Finland	-9.5	2.5	0.9
France	1.5	36.2	12.4
Germany	1.2	32.9	8.6
Hong Kong	-7.1	-6.7	2.5
Ireland	2.3	46.7	0.8
Israel	-5.7	-2.1	0.6
Italy	7.5	48.6	2.5
Japan	4.1	21.7	22.4
Netherlands	2.4	37.8	4.6
New Zealand	-8.2	17.8	0.2
Norway	-2.0	-4.8	0.6
Portugal	-2.6	9.8	0.2
Singapore	-7.7	12.8	1.4
Spain	3.5	32.8	2.6
Sweden	-2.2	21.7	3.3
Switzerland	2.3	18.9	10.1
United Kingdom	-0.3	15.6	14.7

MSCI EAFE - Sectors

	MRQ Return	1 Year Return	Index Weight
Communication Services	-4.6	5.5	4.1
Consumer Discretionary	3.2	34.5	12.5
Consumer Staples	-2.5	13.2	10.1
Energy	-2.1	17.9	4.2
Financials	2.7	23.8	18.1
Health Care	-0.1	13.4	13.2
Industrials	4.1	33.6	16.3
Information Technology	3.6	38.0	8.2
Materials	-3.6	20.3	7.4
Real Estate	-3.9	-4.6	2.3
Utilities	2.1	19.7	3.5
MSCI EAFE Reported Total	0.7	21.8	100.0

Capital Markets Review - EM Equities

As of 6/30/2023



● Total Ret 3 Mo (Qtr-End) ● Total Ret 1 Yr (Qtr-End)

(\$CDN)

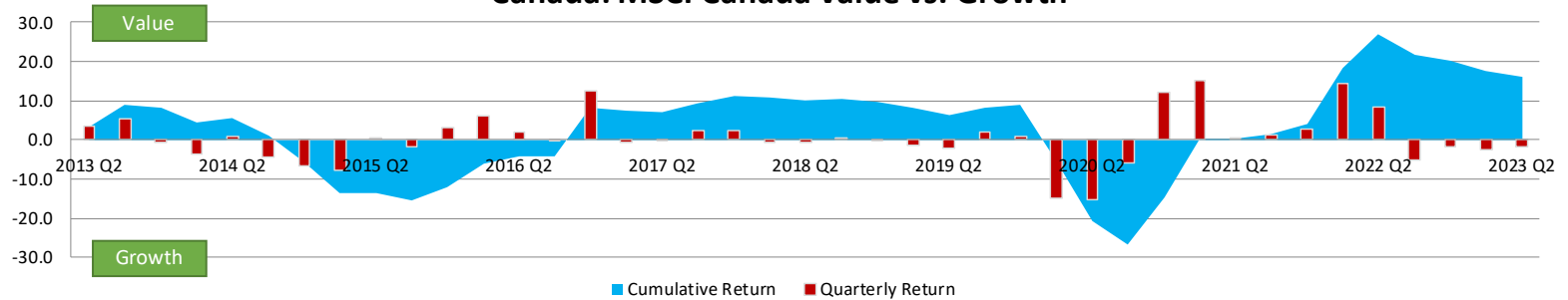
- The MSCI EM Index (\$CDN) returned -1.3% in Q2 2023.
- 5 out of 11 of the GIC sectors posted positive returns in Q2. Energy was the top performing sector, returning 9.9%.
- China, which makes up nearly a third of the EM Index as the highest weighted country, posted a return of -11.5% in Q2 2023.

Top 5 contributors – Samsung Electronics Co Ltd, Taiwan Semiconductor Manufacturing Co Ltd, Petroleo Brasileiro SA, SK Hynix Inc, Petroleo Brasileiro SA Petrobras

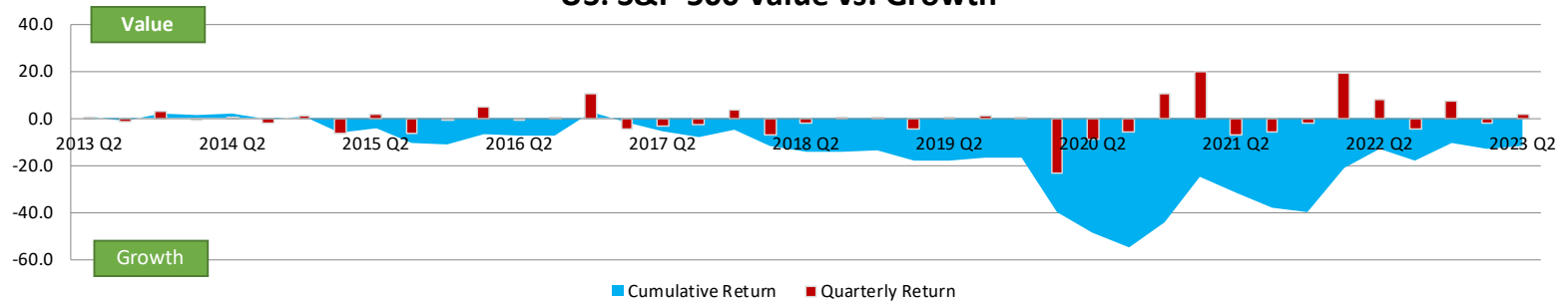
Top 5 detractors – Tencent Holdings Ltd, Alibaba Group Holding Ltd Ordinary Shares, Meituan Class B, JD.com Inc Ordinary Shares - Class A, Vale SA

MSCI EM Country Indices	MRQ Return	1 Year Return	Index Weight
Brazil	18.0	33.6	5.5
Chile	1.4	24.5	0.5
China	-11.5	-14.2	29.6
Colombia	10.2	-2.2	0.1
Czech Republic	-3.1	17.9	0.2
Egypt	1.7	30.2	0.1
Greece	21.1	74.4	0.5
Hungary	21.8	51.8	0.2
India	9.9	17.6	14.6
Indonesia	2.5	19.0	2.0
Kuwait	-3.0	-1.7	0.8
Malaysia	-10.4	-3.8	1.3
Mexico	4.2	45.6	2.8
Peru	1.2	33.8	0.3
Philippines	-3.4	9.3	0.7
Poland	21.9	41.0	0.9
Qatar	-4.56	-7.8	0.9
Saudi Arabia	4.1	1.2	4.2
South Africa	-6.6	1.4	3.2
South Korea	1.7	16.1	12.3
Taiwan	2.3	16.1	15.6
Thailand	-8.6	1.7	1.9
Turkey	-12.4	63.3	0.6
United Arab Emirates	3.5	-3.7	1.3
MSCI EM - Sectors			
Communication Services	-8.5	-0.1	9.8
Consumer Discretionary	-8.1	-12.8	13.2
Consumer Staples	-2.0	7.1	6.4
Energy	9.9	16.8	5.0
Financials	3.8	10.0	21.9
Health Care	-4.6	-6.8	3.8
Industrials	0.1	9.2	6.3
Information Technology	2.5	17.2	21.2
Materials	-6.1	5.3	8.1
Real Estate	-7.0	-15.6	1.7
Utilities	1.7	-4.1	2.6
MSCI EM Reported Total	-1.3	4.4	100.0

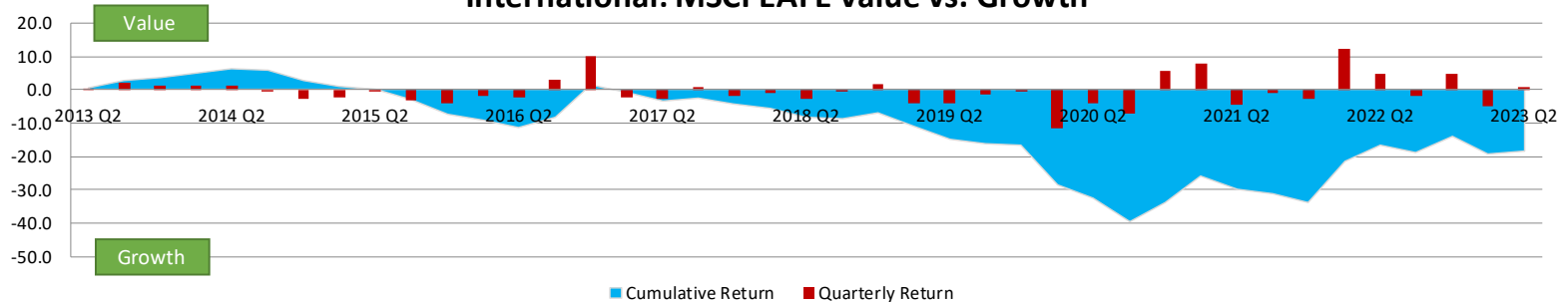
Canada: MSCI Canada Value vs. Growth



US: S&P 500 Value vs. Growth



International: MSCI EAFE Value vs. Growth

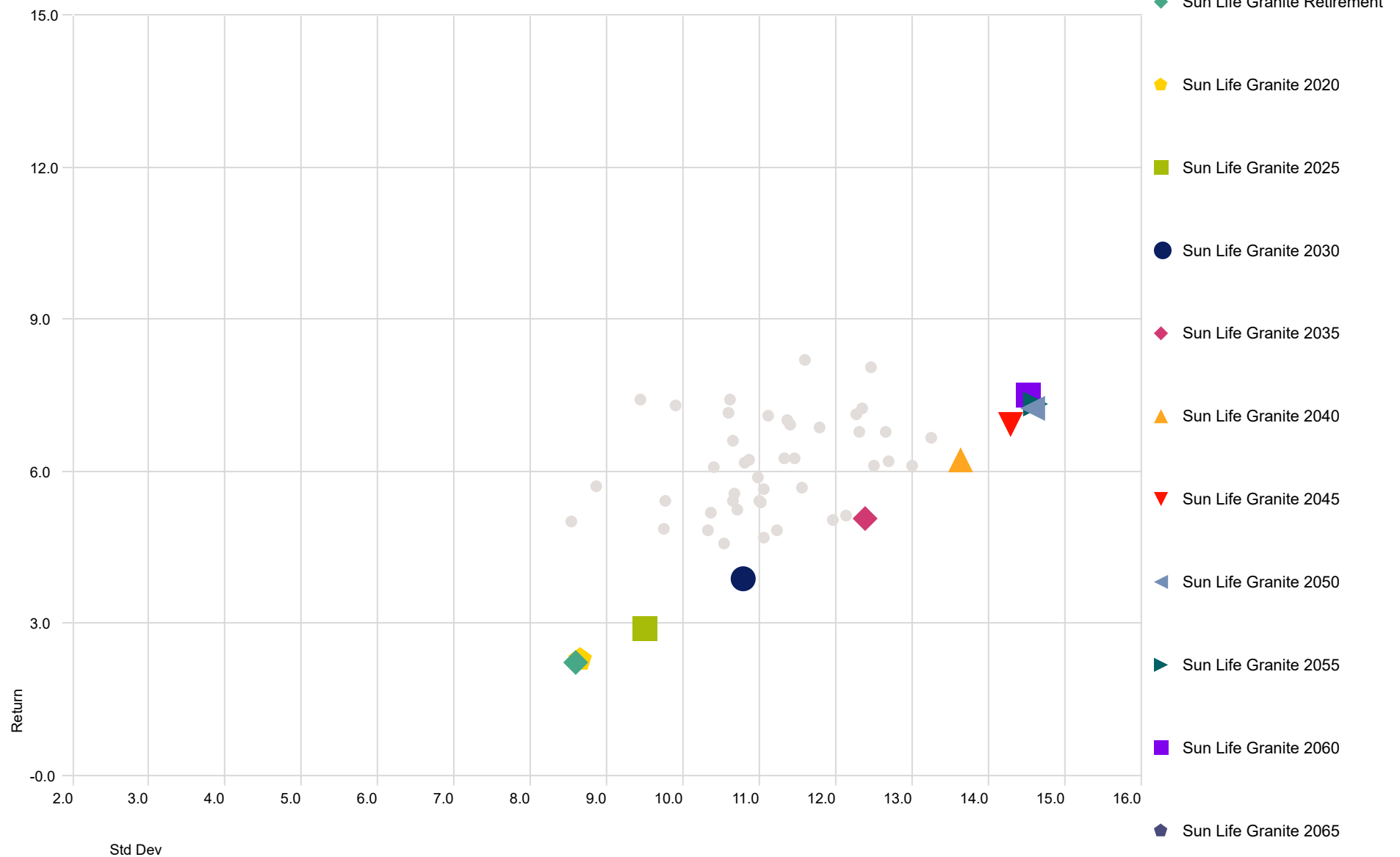


All returns are in Canadian dollars.

Plan Review

Four Year Risk vs Reward

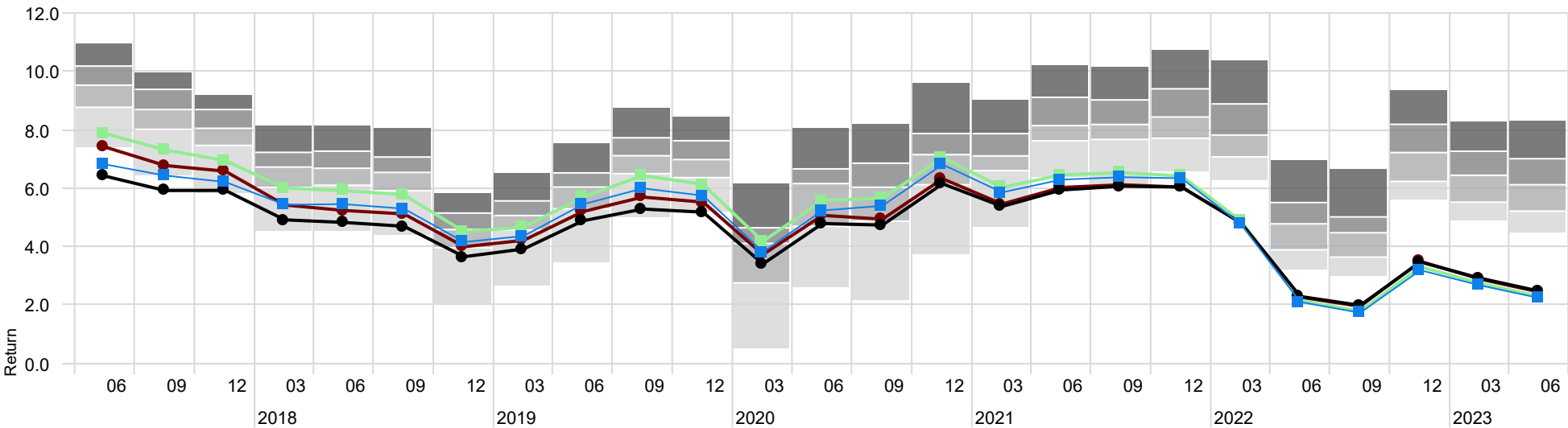
Risk-Reward 4-Year



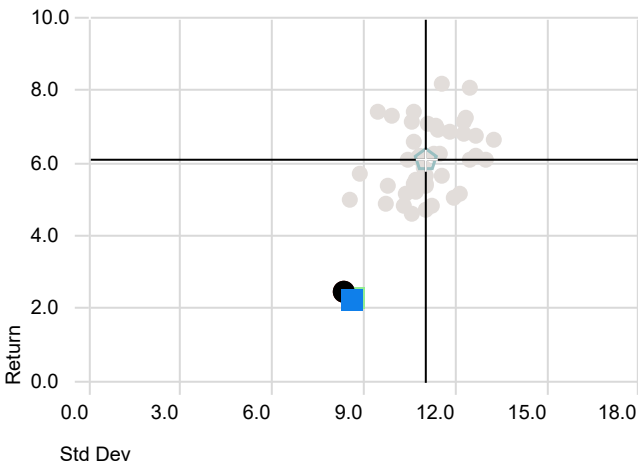
Four Year Rolling Returns & Risk vs Reward

Rolling Returns

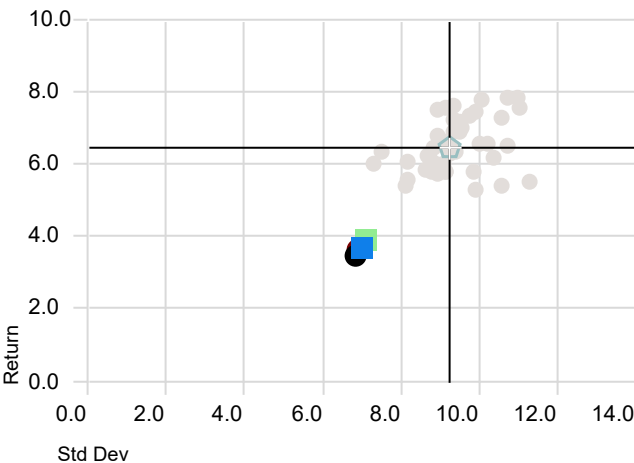
Rolling Window: 4 Years 3 Months shift



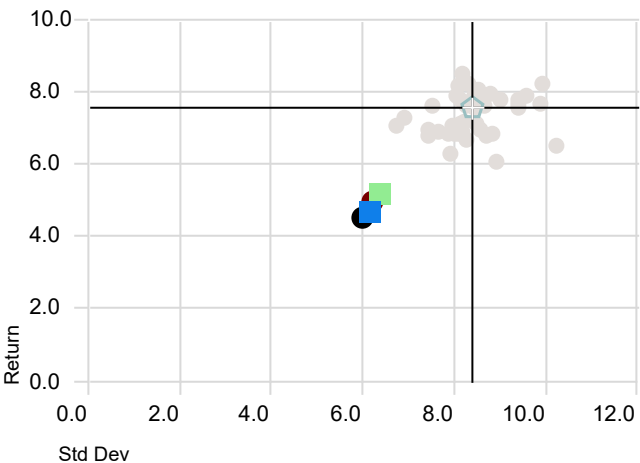
Risk-Reward 4-Year



Risk-Reward 7-Year



Risk-Reward 10-Year



Sun Life Granite Retirement

Sun Life Granite Retirement Benchmark

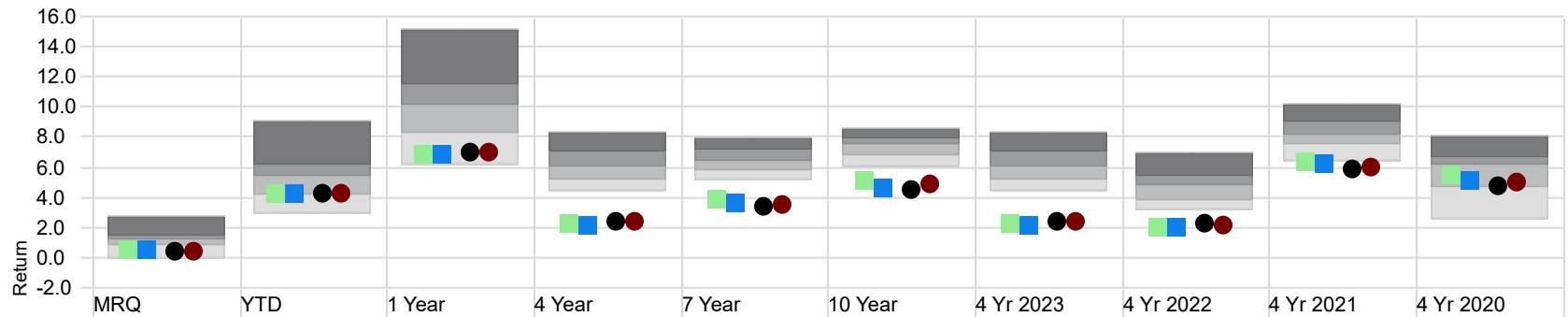
Sun Life Granite 2020

Sun Life Granite 2020 Benchmark

Returns

Trailing Performance

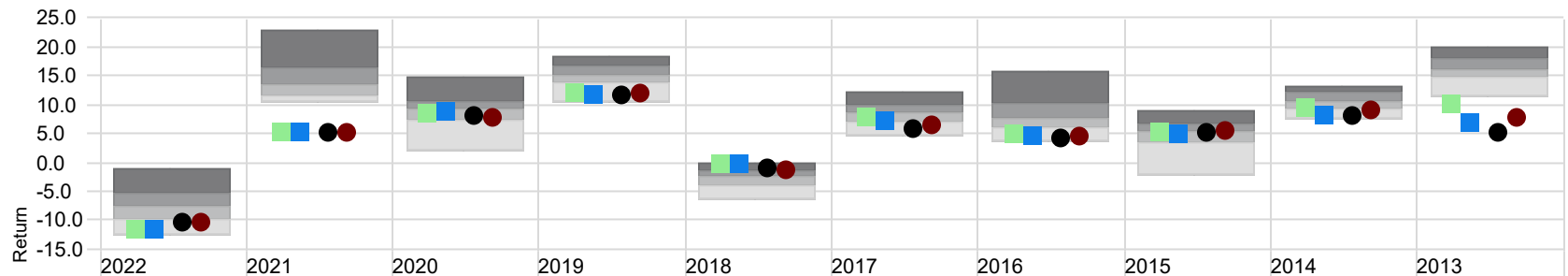
Peer Group (5-95%): Universe - Balanced



Sun Life Granite Retirement	0.57	86	4.34	73	6.89	90	2.23	100	3.68	100	4.67	100	2.23	100	2.09	100	6.29	96	5.23	68
Sun Life Granite Retirement Benchmark	0.45	86	4.31	73	7.10	90	2.46	100	3.46	100	4.53	100	2.46	100	2.28	100	5.93	96	4.78	73
Sun Life Granite 2020	0.56	86	4.34	73	6.94	90	2.28	100	3.92	100	5.16	100	2.28	100	2.14	100	6.45	92	5.57	63
Sun Life Granite 2020 Benchmark	0.45	86	4.31	73	7.10	90	2.43	100	3.62	100	4.96	100	2.43	100	2.26	100	6.02	96	5.07	69
Median	1.16		5.41		10.18		6.11		6.46		7.56		6.11		4.77		8.14		6.15	

Calendar Year Performance

Peer Group (5-95%): Universe - Balanced



Sun Life Granite Retirement	-11.39	89	5.29	100	8.82	56	11.64	89	-0.05	6	7.17	71	4.54	88	5.06	54	8.10	91	7.04	100
Sun Life Granite Retirement Benchmark	-10.15	78	5.40	100	8.25	64	11.77	89	-0.87	12	5.84	89	4.33	89	5.42	49	8.13	90	5.24	100
Sun Life Granite 2020	-11.33	89	5.46	100	8.70	60	12.03	89	-0.15	7	7.99	59	5.02	84	5.32	51	9.49	73	10.12	96
Sun Life Granite 2020 Benchmark	-10.15	78	5.40	100	8.06	67	12.06	89	-0.96	12	6.54	83	4.85	84	5.70	41	9.28	75	7.94	100
Median	-7.53		13.27		9.12		14.95		-2.50		8.43		7.67		5.33		10.67		16.00	

■ Sun Life Granite Retirement

●

Sun Life Granite Retirement Benchmark

■

Sun Life Granite 2020

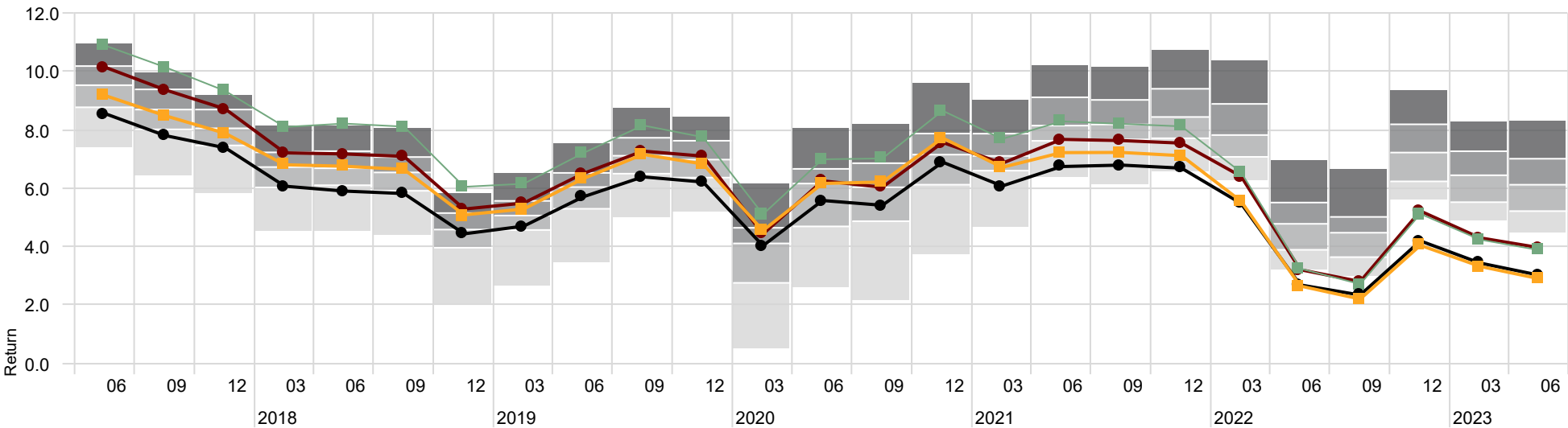
●

Sun Life Granite 2020 Benchmark

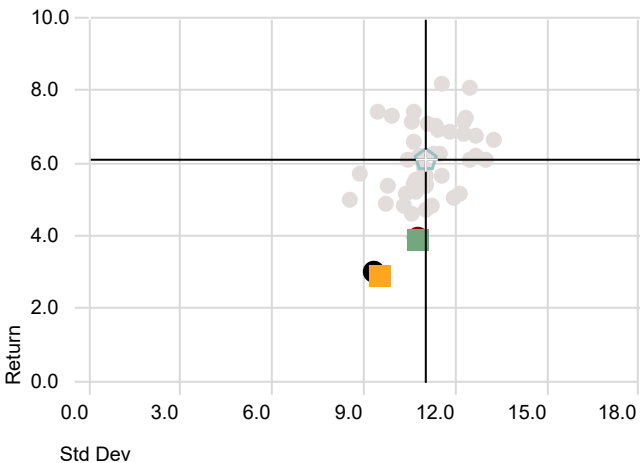
Four Year Rolling Returns & Risk vs Reward

Rolling Returns

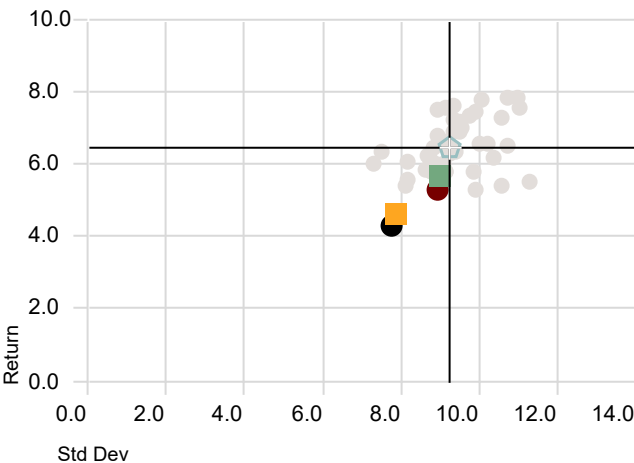
Rolling Window: 4 Years 3 Months shift



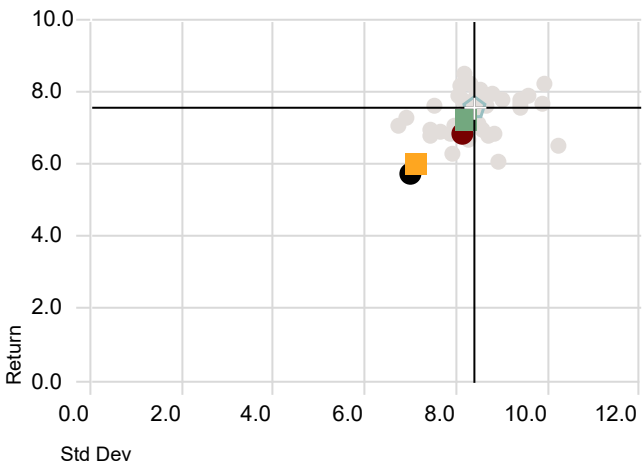
Risk-Reward 4-Year



Risk-Reward 7-Year



Risk-Reward 10-Year



Sun Life Granite 2025

Sun Life Granite 2025 Benchmark

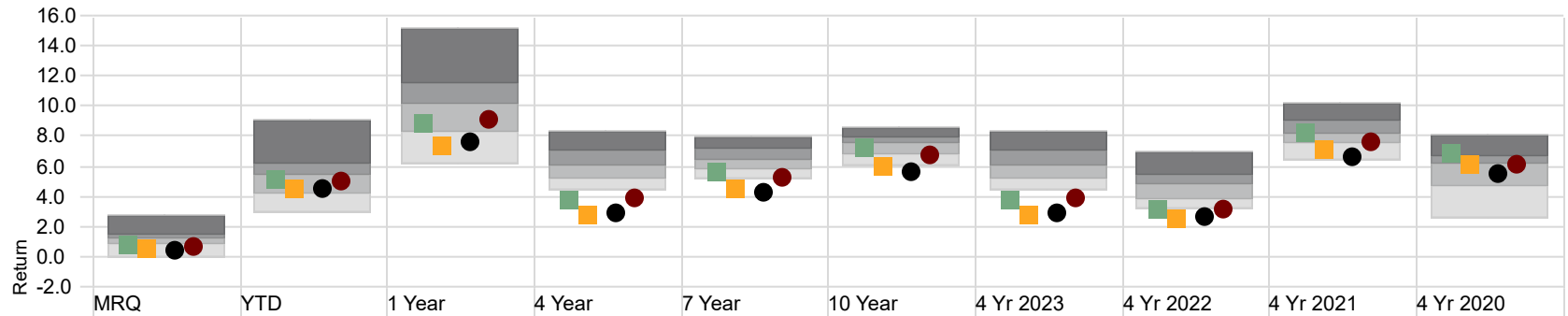
Sun Life Granite 2030

Sun Life Granite 2030 Benchmark

Returns

Trailing Performance

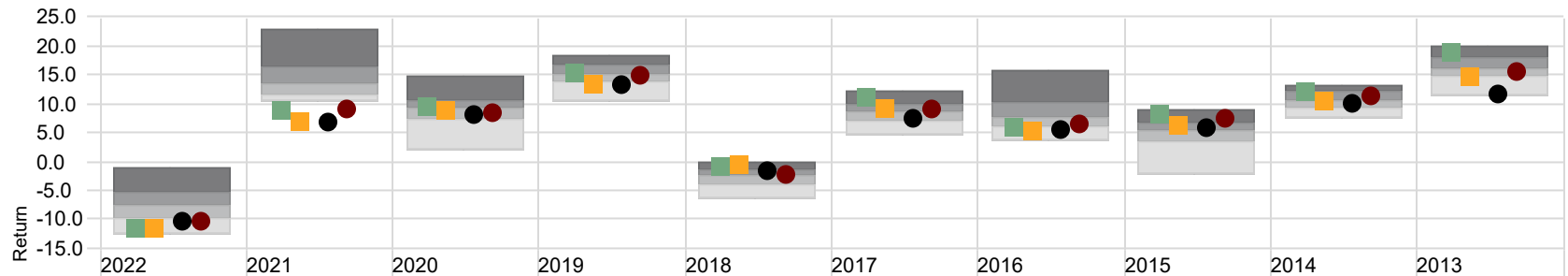
Peer Group (5-95%): Universe - Balanced



Sun Life Granite 2025	0.65	86	4.56	71	7.38	90	2.89	100	4.62	100	6.03	98	2.89	100	2.64	100	7.22	85	6.16	49
Sun Life Granite 2025 Benchmark	0.53	86	4.53	71	7.69	86	3.01	100	4.29	100	5.74	98	3.01	100	2.68	100	6.74	89	5.57	63
Sun Life Granite 2030	0.89	73	5.14	57	8.87	66	3.87	100	5.70	83	7.26	55	3.87	100	3.24	90	8.29	41	6.99	21
Sun Life Granite 2030 Benchmark	0.76	85	5.09	57	9.14	64	3.96	100	5.32	92	6.87	73	3.96	100	3.20	96	7.67	70	6.25	46
Median	1.16		5.41		10.18		6.11		6.46		7.56		6.11		4.77		8.14		6.15	

Calendar Year Performance

Peer Group (5-95%): Universe - Balanced



Sun Life Granite 2025	-11.38	89	6.86	100	9.03	55	13.47	78	-0.43	7	9.30	32	5.46	83	6.23	34	10.60	52	14.56	75
Sun Life Granite 2025 Benchmark	-10.28	78	6.88	100	8.33	62	13.43	78	-1.37	17	7.71	61	5.59	79	6.02	34	10.26	52	11.81	91
Sun Life Granite 2030	-11.38	89	9.03	98	9.50	38	15.40	44	-0.81	11	11.21	11	5.88	78	8.27	9	12.08	25	18.85	15
Sun Life Granite 2030 Benchmark	-10.19	78	9.22	98	8.48	60	15.15	47	-1.96	32	9.32	32	6.59	69	7.54	16	11.46	37	15.74	57
Median	-7.53		13.27		9.12		14.95		-2.50		8.43		7.67		5.33		10.67		16.00	

Sun Life Granite 2025

Sun Life Granite 2025 Benchmark

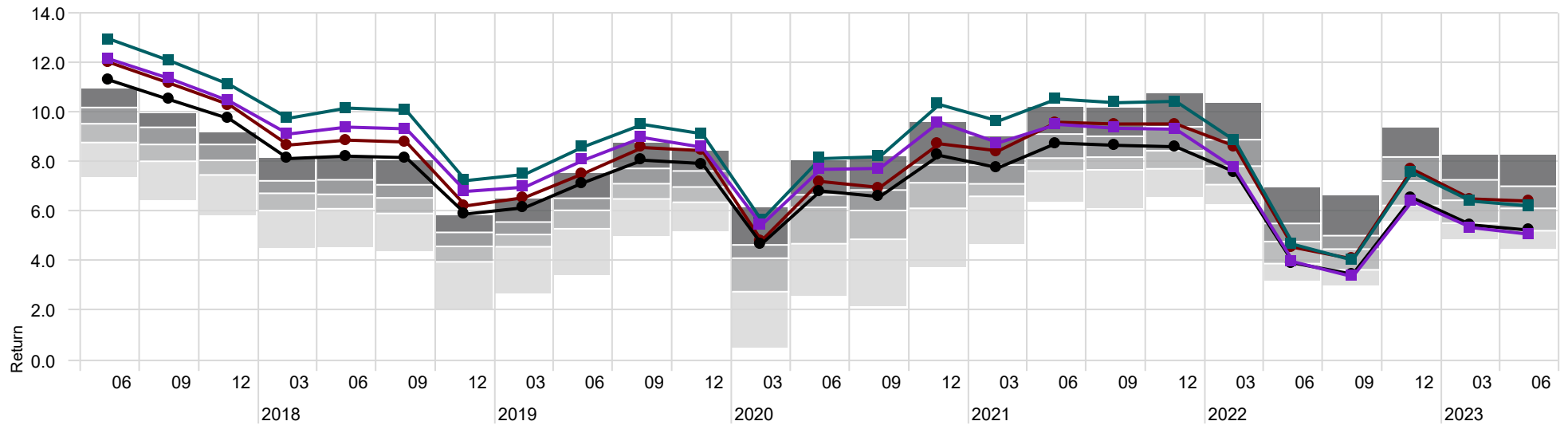
Sun Life Granite 2030

Sun Life Granite 2030 Benchmark

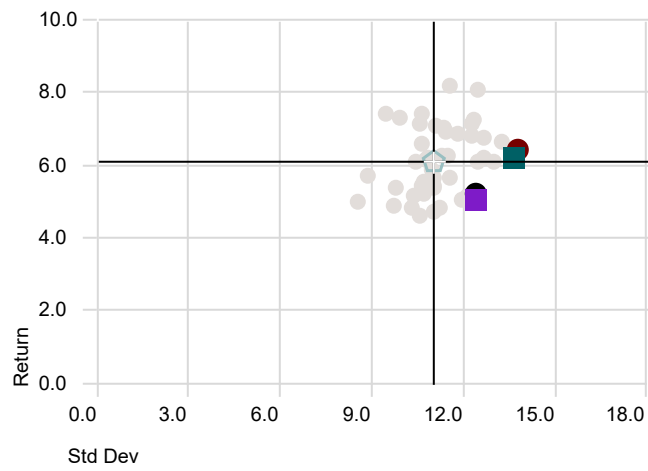
Four Year Rolling Returns & Risk vs Reward

Rolling Returns

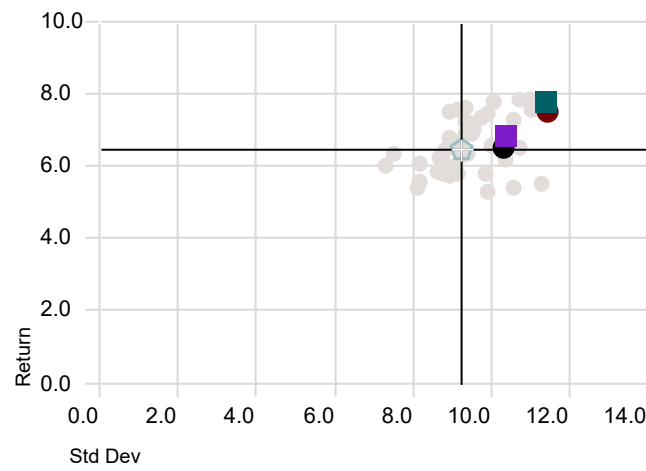
Rolling Window: 4 Years 3 Months shift



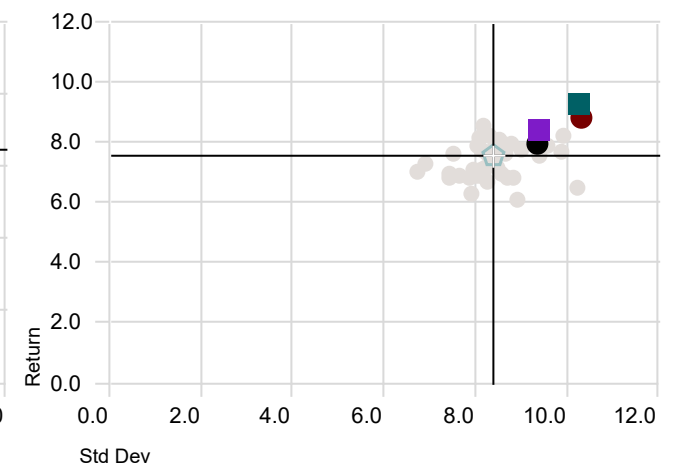
Risk-Reward 4-Year



Risk-Reward 7-Year



Risk-Reward 10-Year



Sun Life Granite 2035

Sun Life Granite 2035 Benchmark

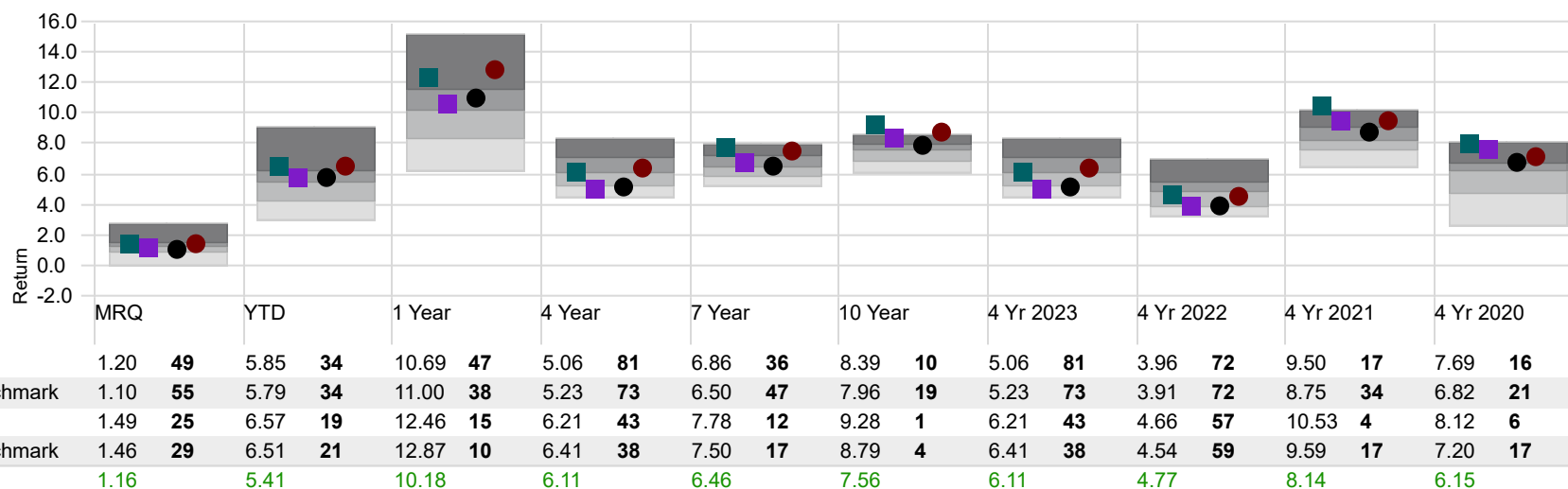
Sun Life Granite 2040

Sun Life Granite 2040 Benchmark

Returns

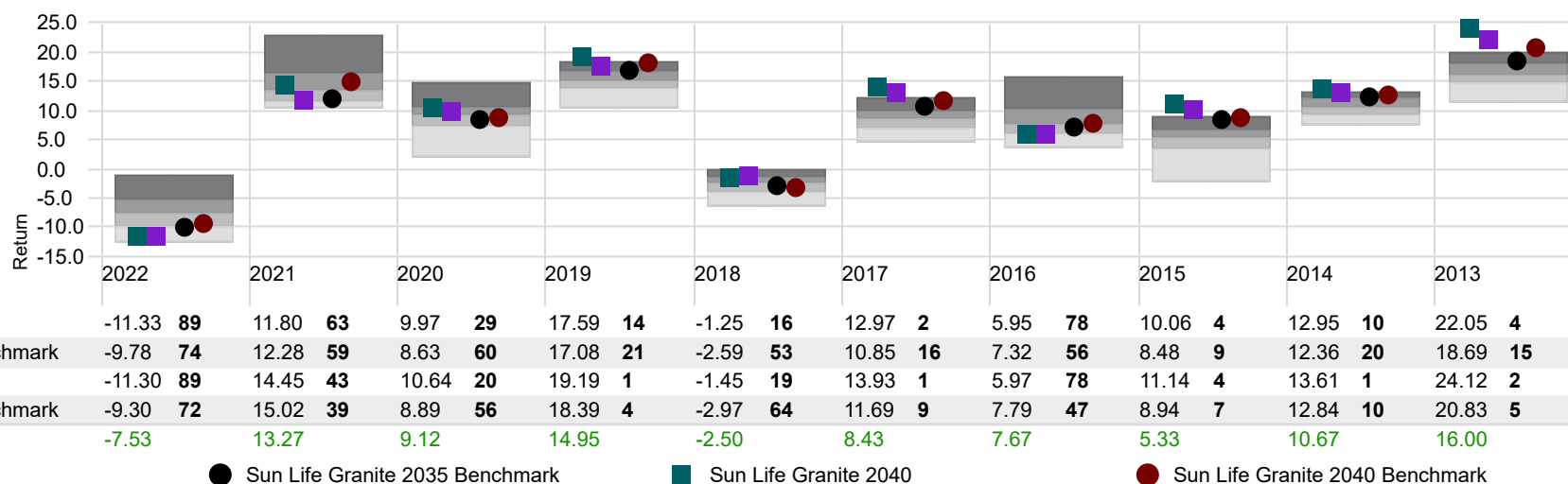
Trailing Performance

Peer Group (5-95%): Universe - Balanced



Calendar Year Performance

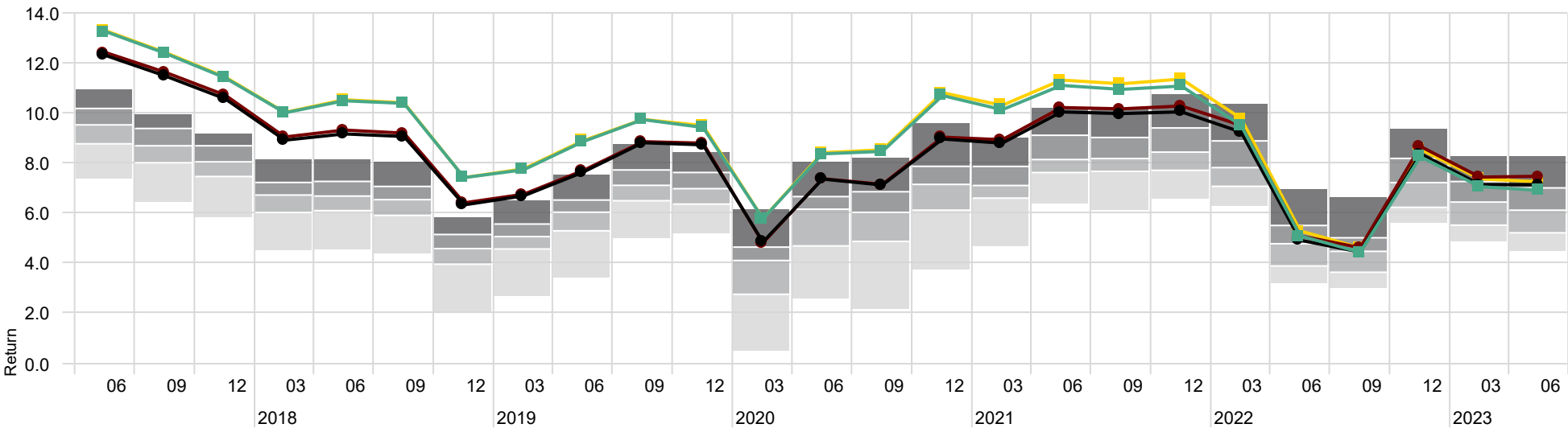
Peer Group (5-95%): Universe - Balanced



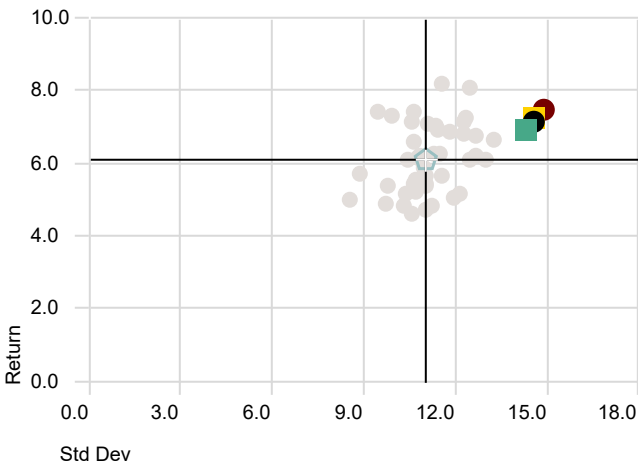
Four Year Rolling Returns & Risk vs Reward

Rolling Returns

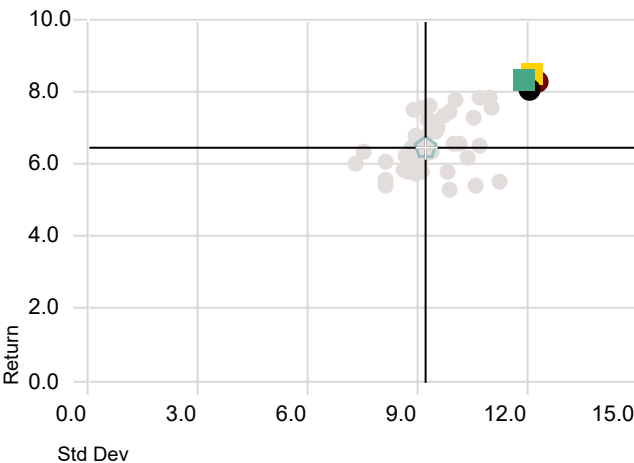
Rolling Window: 4 Years 3 Months shift



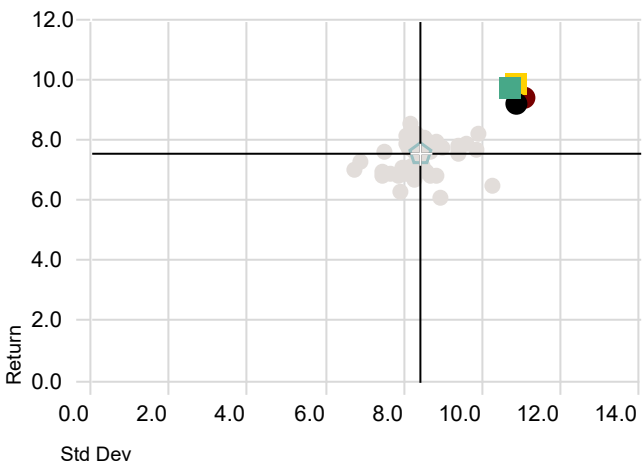
Risk-Reward 4-Year



Risk-Reward 7-Year



Risk-Reward 10-Year



Sun Life Granite 2045

Sun Life Granite 2045 Benchmark

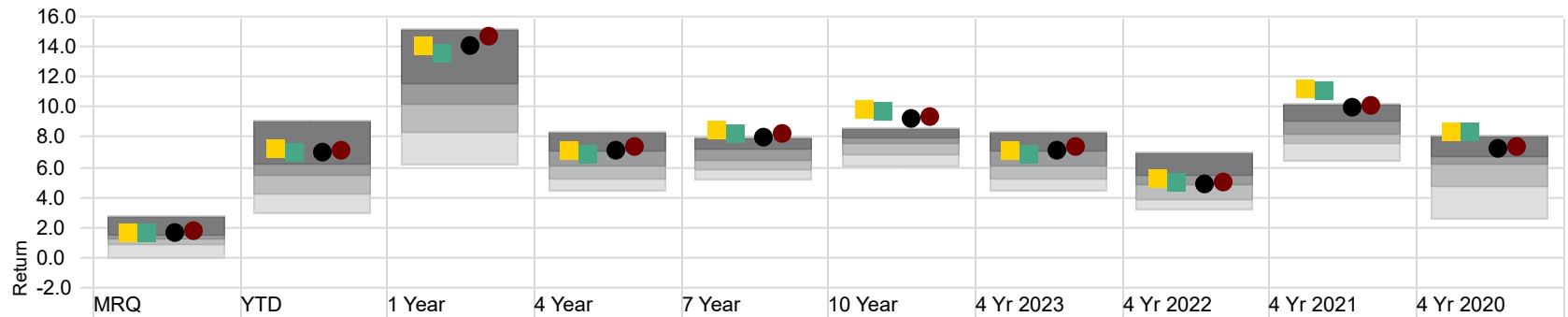
Sun Life Granite 2050

Sun Life Granite 2050 Benchmark

Returns

Trailing Performance

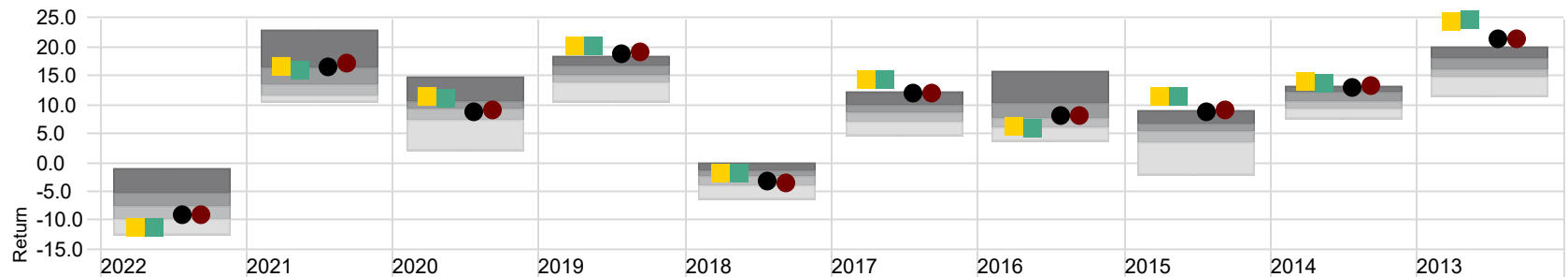
Peer Group (5-95%): Universe - Balanced



Sun Life Granite 2045	1.66	17	7.07	14	13.60	8	6.91	29	8.32	1	9.76	1	6.91	29	5.09	43	11.11	2	8.37	6
Sun Life Granite 2045 Benchmark	1.70	15	7.01	14	14.15	8	7.14	19	8.06	4	9.25	1	7.14	19	4.91	45	10.05	10	7.36	17
Sun Life Granite 2050	1.76	14	7.33	12	14.19	8	7.25	19	8.53	1	9.91	1	7.25	19	5.28	32	11.32	2	8.41	4
Sun Life Granite 2050 Benchmark	1.81	14	7.25	12	14.76	8	7.47	12	8.28	1	9.43	1	7.47	12	5.09	43	10.22	6	7.38	17
Median	1.16		5.41		10.18		6.11		6.46		7.56		6.11		4.77		8.14		6.15	

Calendar Year Performance

Peer Group (5-95%): Universe - Balanced



Sun Life Granite 2045	-11.26	89	16.02	28	11.10	19	20.07	1	-1.61	31	14.43	1	6.07	74	11.50	4	13.85	1	24.80	2
Sun Life Granite 2045 Benchmark	-8.96	68	16.70	24	9.05	55	19.05	2	-3.19	64	12.16	6	8.12	41	8.88	7	13.21	5	21.65	4
Sun Life Granite 2050	-11.22	89	16.75	24	11.35	19	20.31	1	-1.66	31	14.47	1	6.16	73	11.42	4	13.93	1	24.53	2
Sun Life Granite 2050 Benchmark	-8.80	61	17.44	23	9.17	49	19.27	1	-3.26	66	12.23	6	8.21	41	9.13	6	13.39	4	21.53	4
Median	-7.53		13.27		9.12		14.95		-2.50		8.43		7.67		5.33		10.67		16.00	

■ Sun Life Granite 2045

● Sun Life Granite 2045 Benchmark

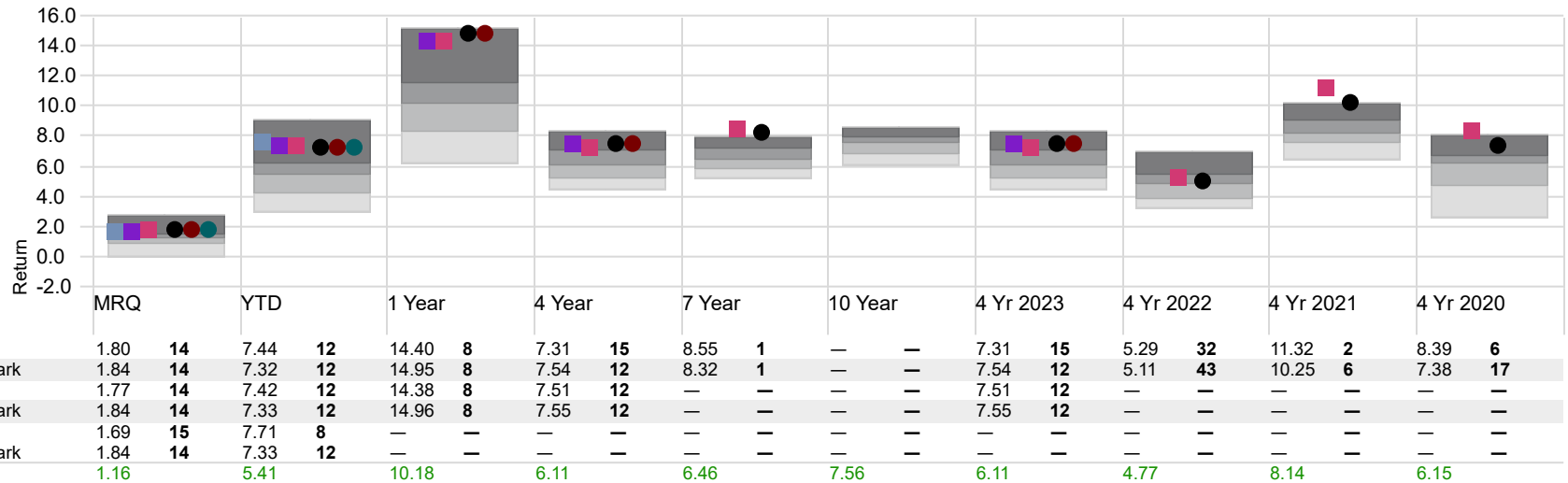
■ Sun Life Granite 2050

● Sun Life Granite 2050 Benchmark

Returns

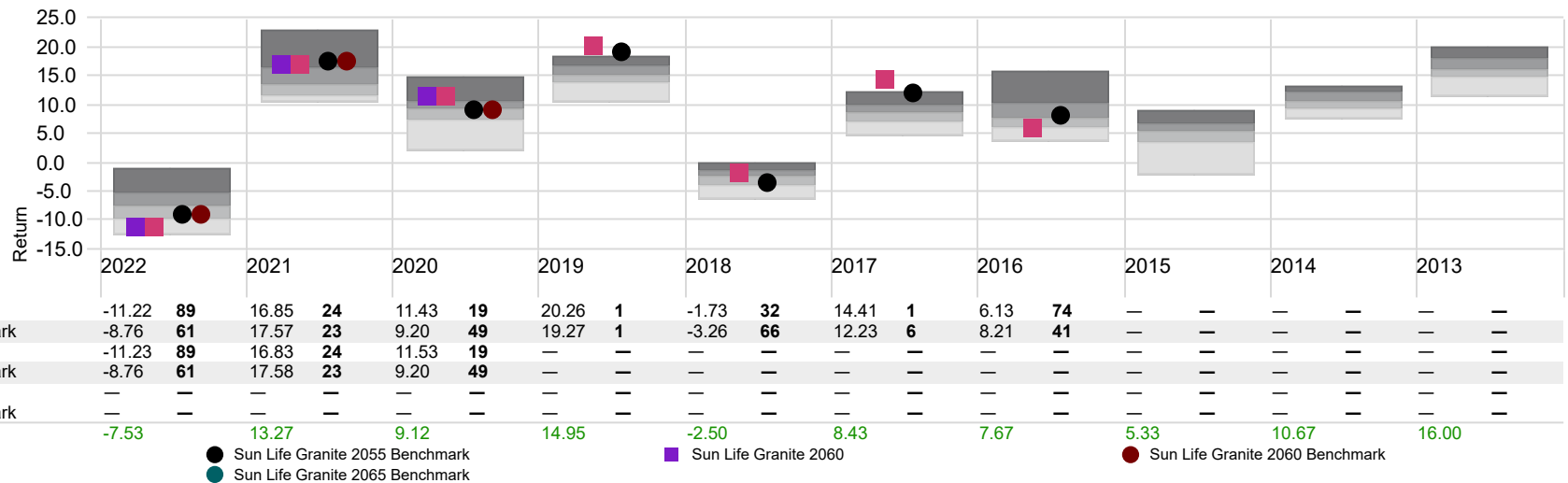
Trailing Performance

Peer Group (5-95%): Universe - Balanced



Calendar Year Performance

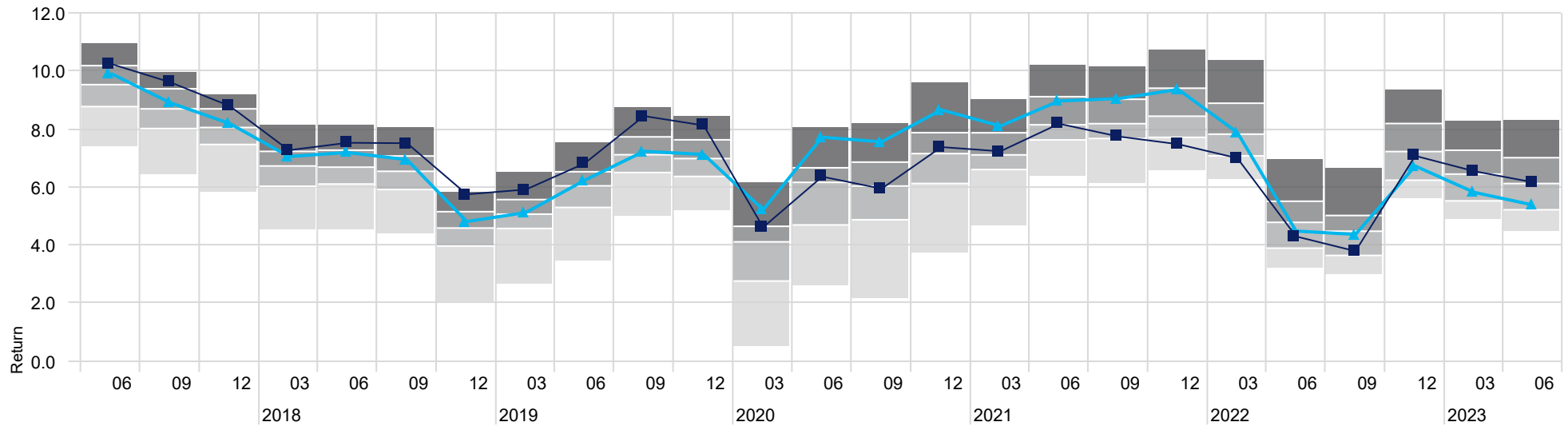
Peer Group (5-95%): Universe - Balanced



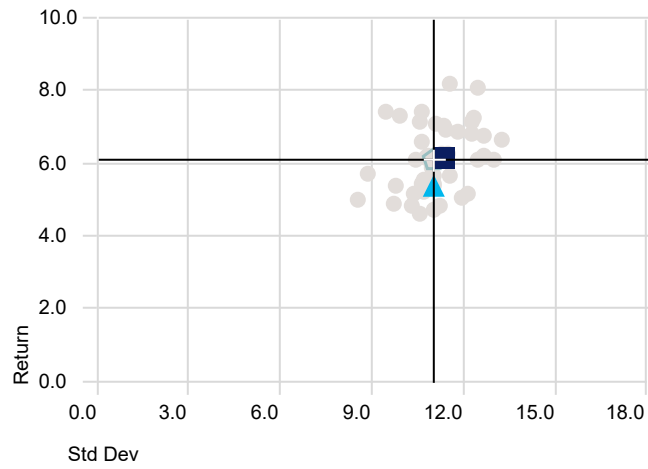
Four Year Rolling Returns & Risk vs Reward

Rolling Returns

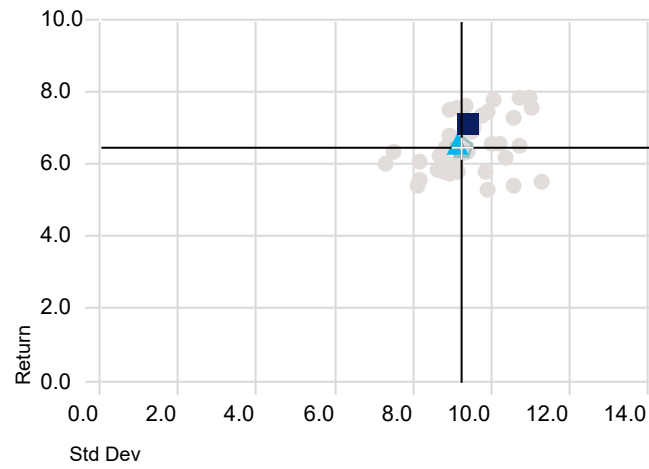
Rolling Window: 4 Years 3 Months shift



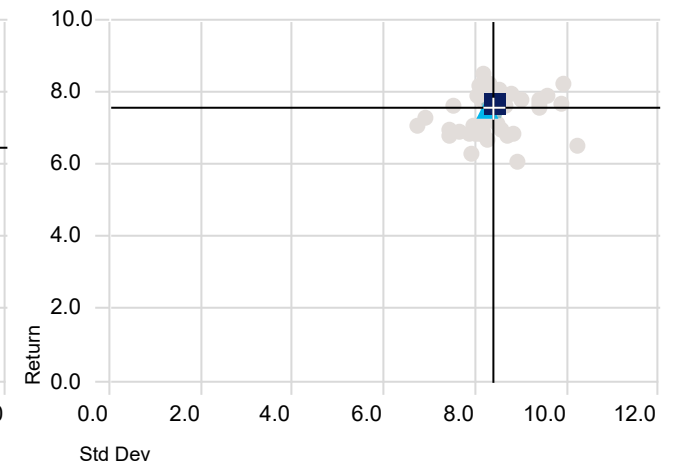
Risk-Reward 4-Year



Risk-Reward 7-Year



Risk-Reward 10-Year



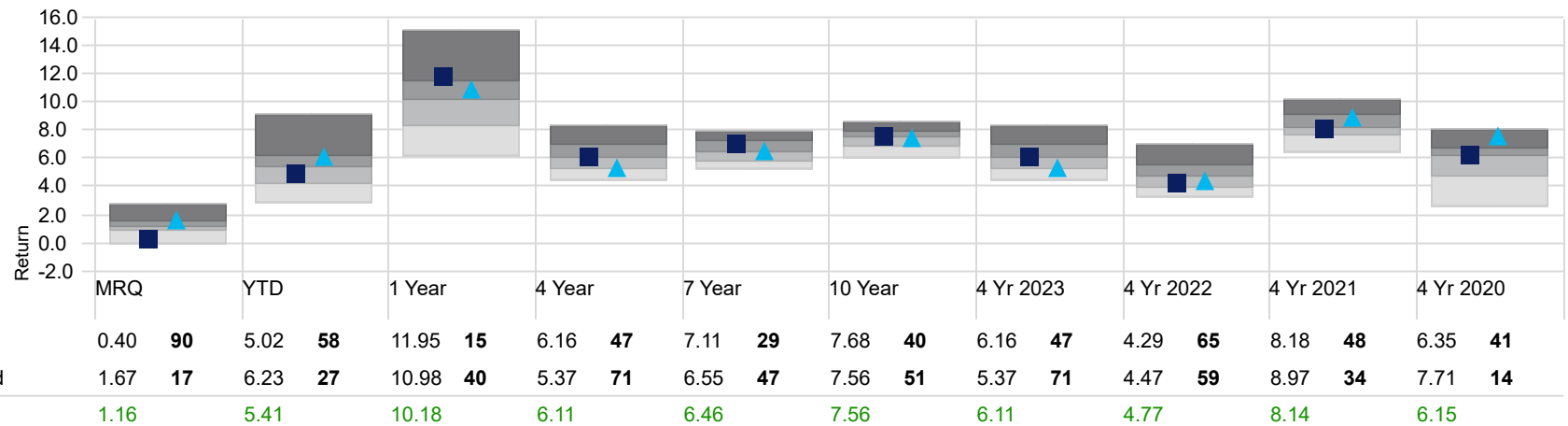
■ Beutel Goodman Balanced

▲ MFS Responsible Balanced

Returns

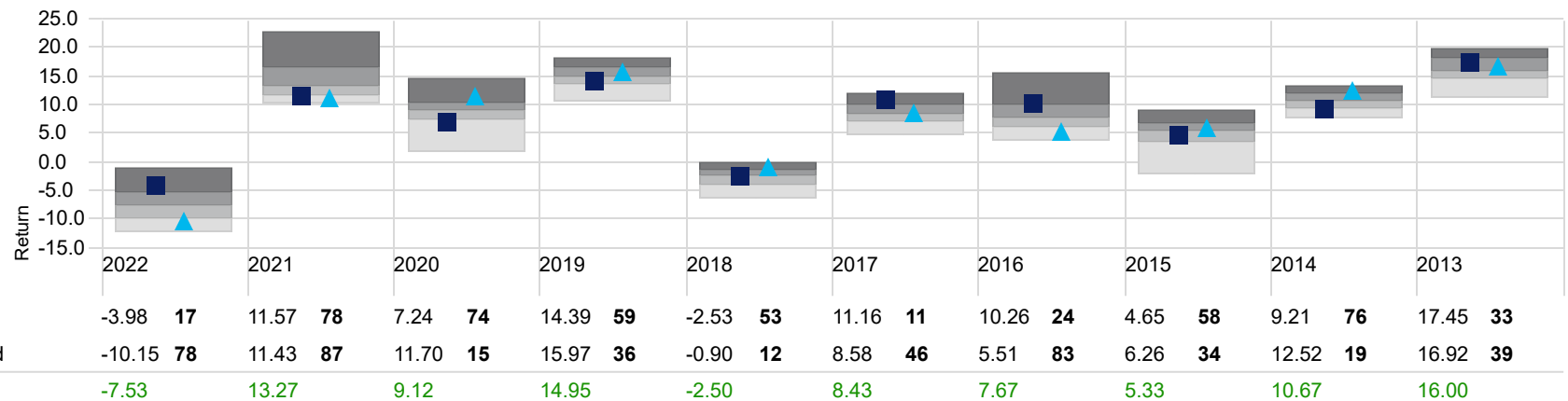
Trailing Performance

Peer Group (5-95%): Universe - Balanced



Calendar Year Performance

Peer Group (5-95%): Universe - Balanced

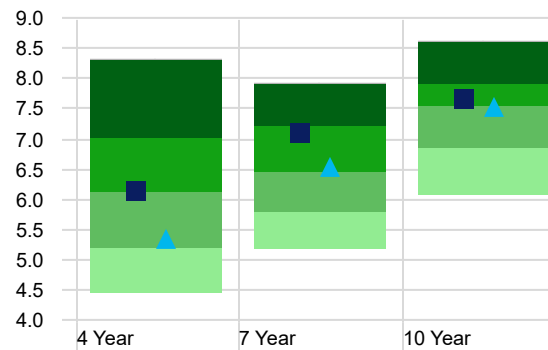


■ Beutel Goodman Balanced

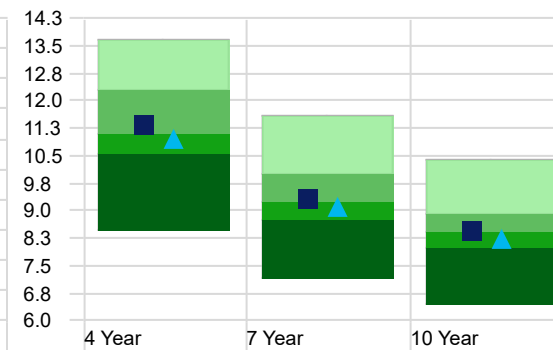
▲ MFS Responsible Balanced

Fund Statistics

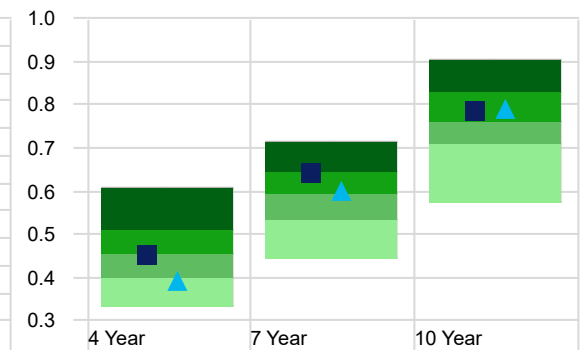
Return



Standard Deviation



Sharpe Ratio



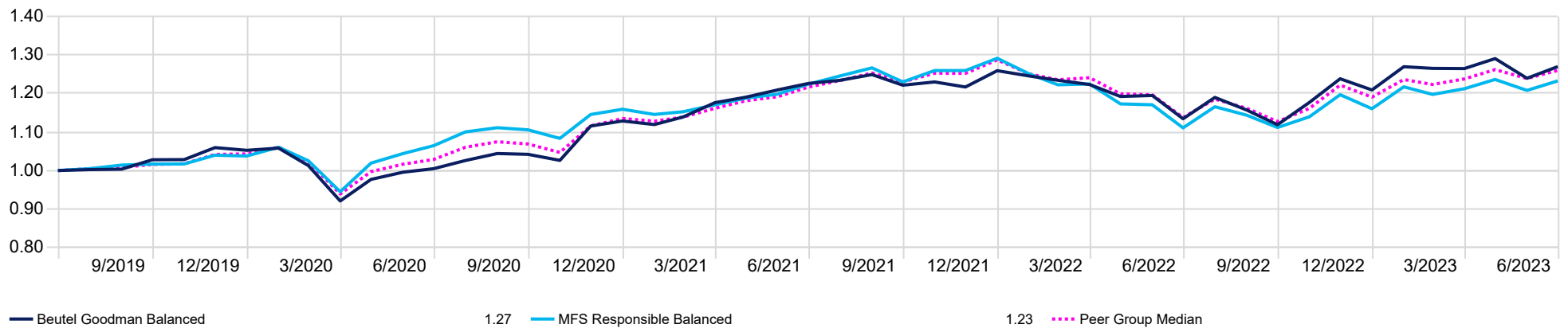
Beutel Goodman Balanced	6.16	47	7.11	29	7.68	40
MFS Responsible Balanced	5.37	71	6.55	47	7.56	51
Median	6.11		6.46		7.56	

	11.39	60	9.36	58	8.45	55
	11.00	43	9.12	43	8.25	43
	11.07		9.22		8.41	

	0.45	51	0.65	23	0.79	38
	0.40	77	0.60	43	0.79	36
	0.46		0.59		0.76	

Investment Growth

Time Period: 7/1/2019 to 6/30/2023



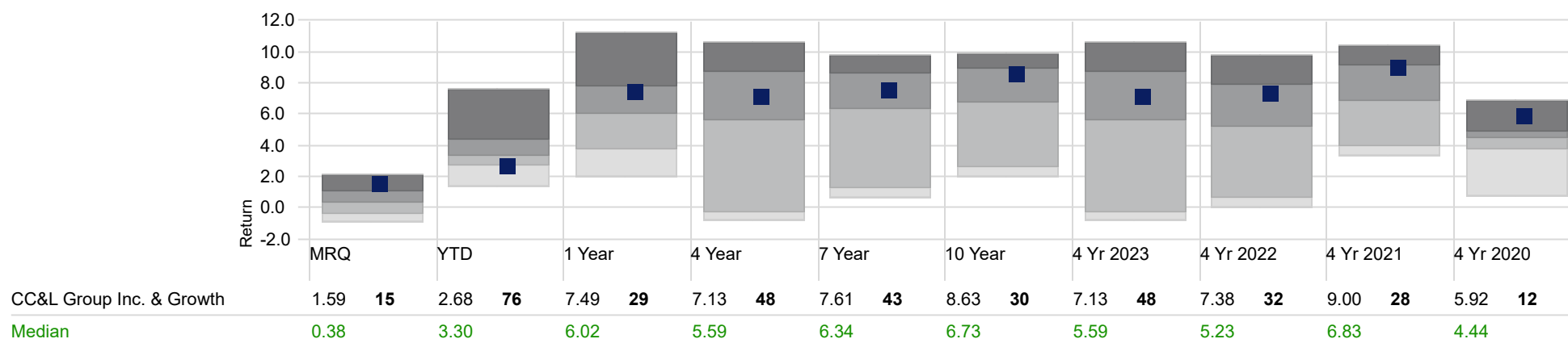
■ Beutel Goodman Balanced

▲ MFS Responsible Balanced

Returns

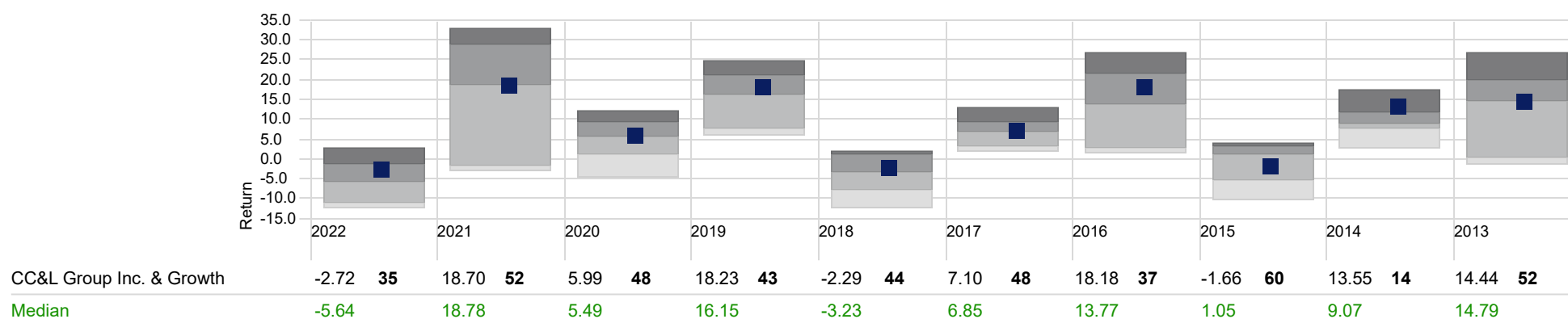
Trailing Performance

Peer Group (5-95%): Universe - Income and Dividend

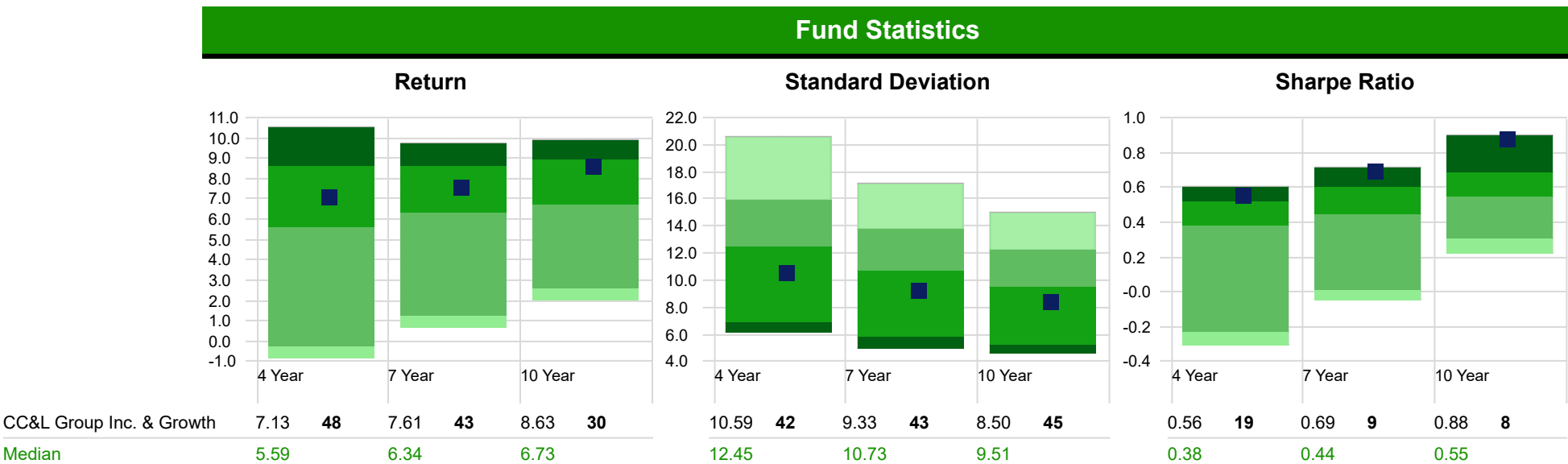


Calendar Year Performance

Peer Group (5-95%): Universe - Income and Dividend

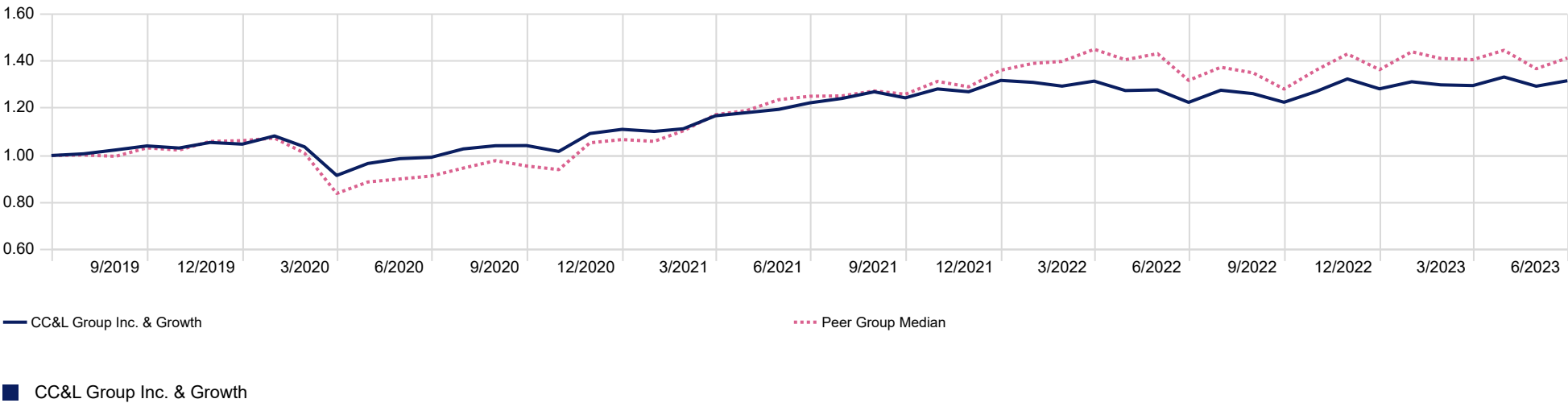


■ CC&L Group Inc. & Growth



Investment Growth

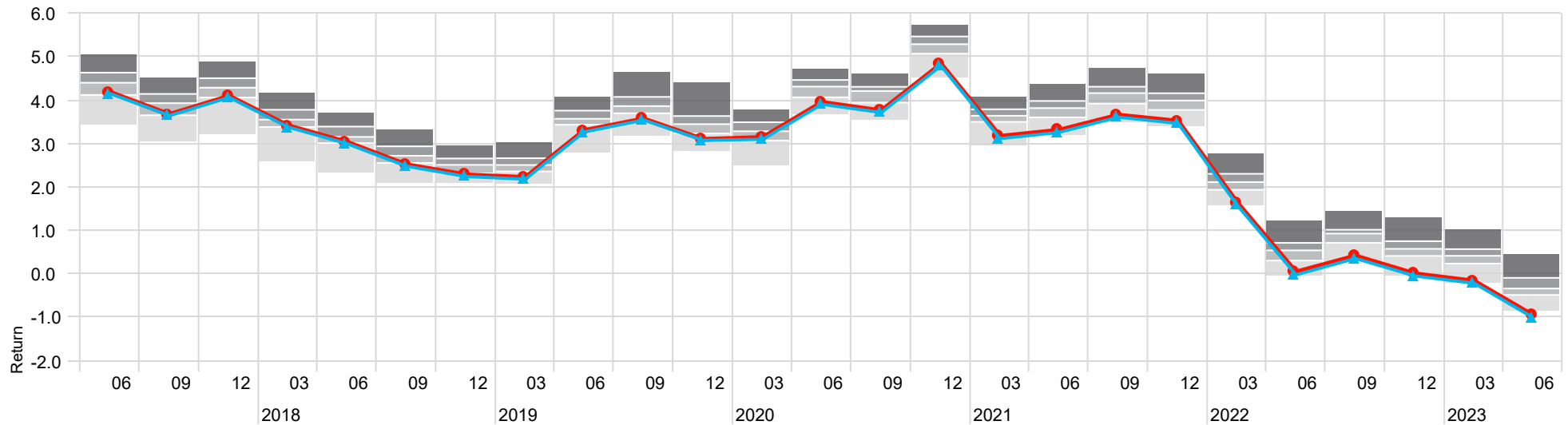
Time Period: 7/1/2019 to 6/30/2023



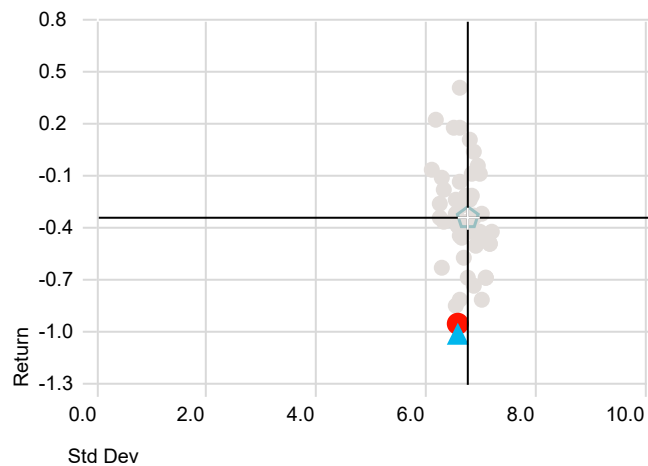
Four Year Rolling Returns & Risk vs Reward

Rolling Returns

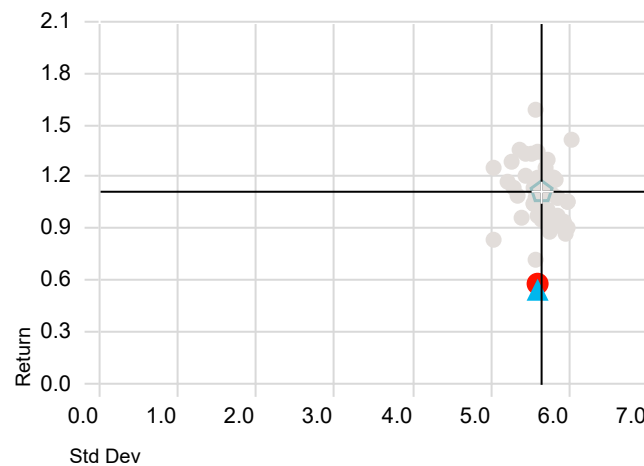
Rolling Window: 4 Years 3 Months shift



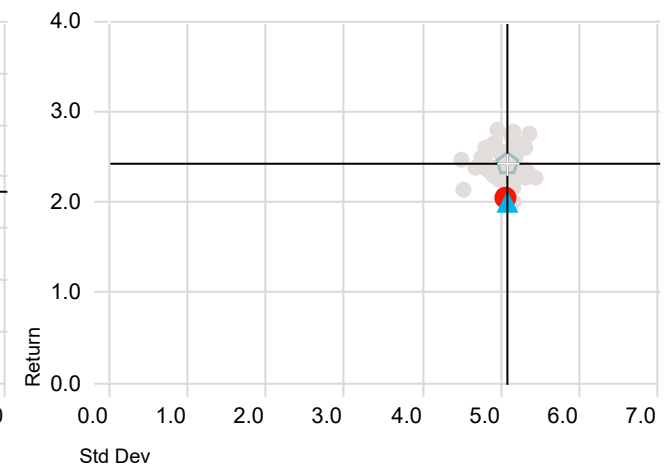
Risk-Reward 4-Year



Risk-Reward 7-Year



Risk-Reward 10-Year



■ PH&N Core Plus Bond

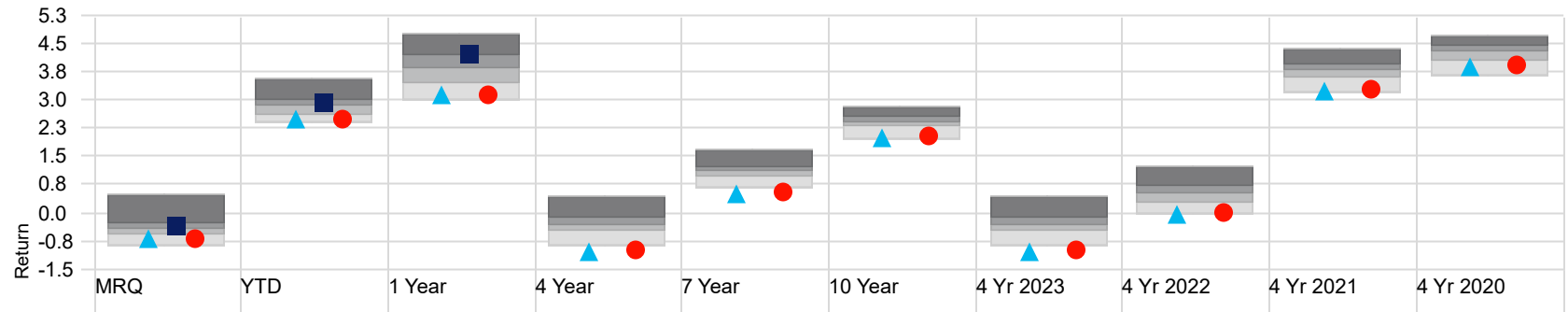
▲ BlackRock CA Universe Bond

● FTSE Canada Universe Bond

Returns

Trailing Performance

Peer Group (5-95%): Universe - Canadian Fixed Income



PH&N Core Plus Bond

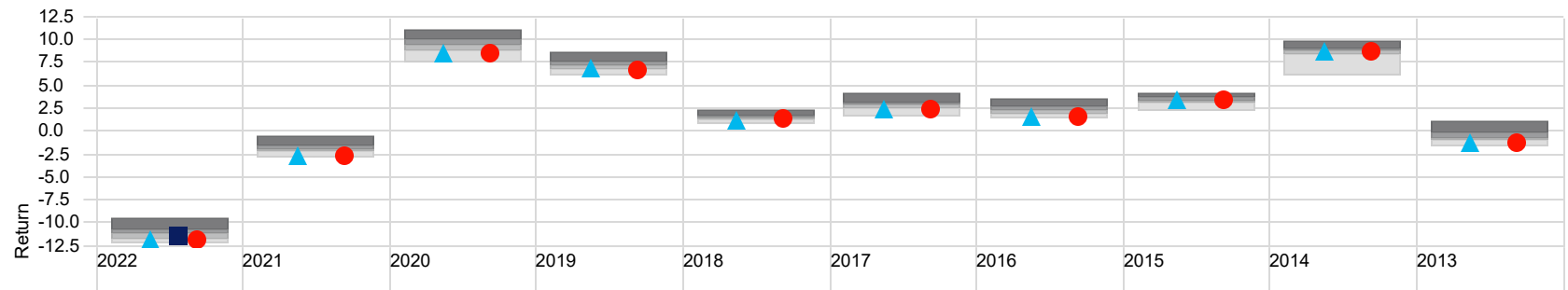
BlackRock CA Universe Bond

FTSE Canada Universe Bond

Median

Calendar Year Performance

Peer Group (5-95%): Universe - Canadian Fixed Income



PH&N Core Plus Bond

BlackRock CA Universe Bond

FTSE Canada Universe Bond

Median

■ PH&N Core Plus Bond

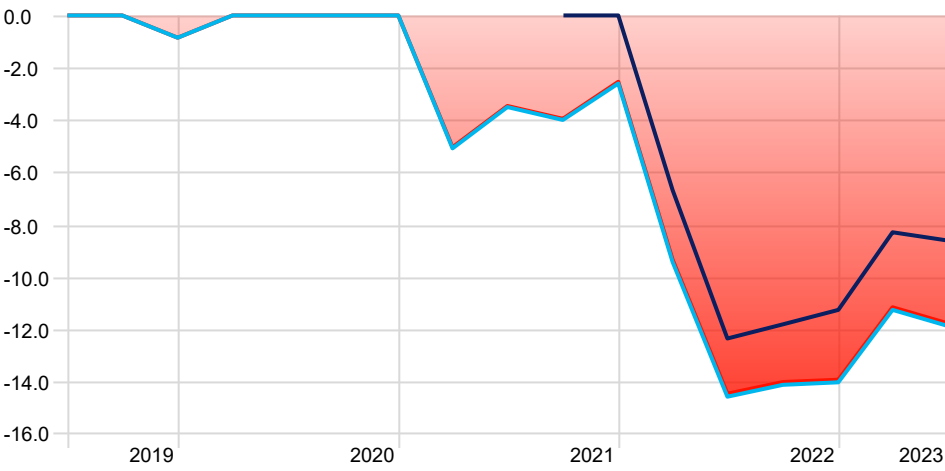
▲ BlackRock CA Universe Bond

● FTSE Canada Universe Bond

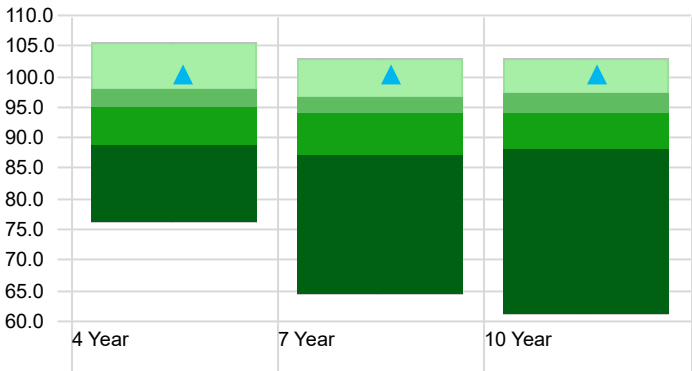
Market Statistics

Drawdown

Time Period: 7/1/2019 to 6/30/2023

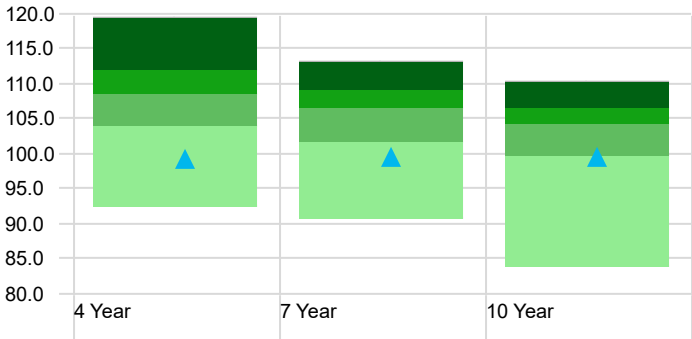


Down Capture



PH&N Core Plus Bond	—	—	—	—	—	—
BlackRock CA Universe Bond	100.61	88	100.59	91	100.58	87
Median	95.06		94.14		94.03	

Up Capture



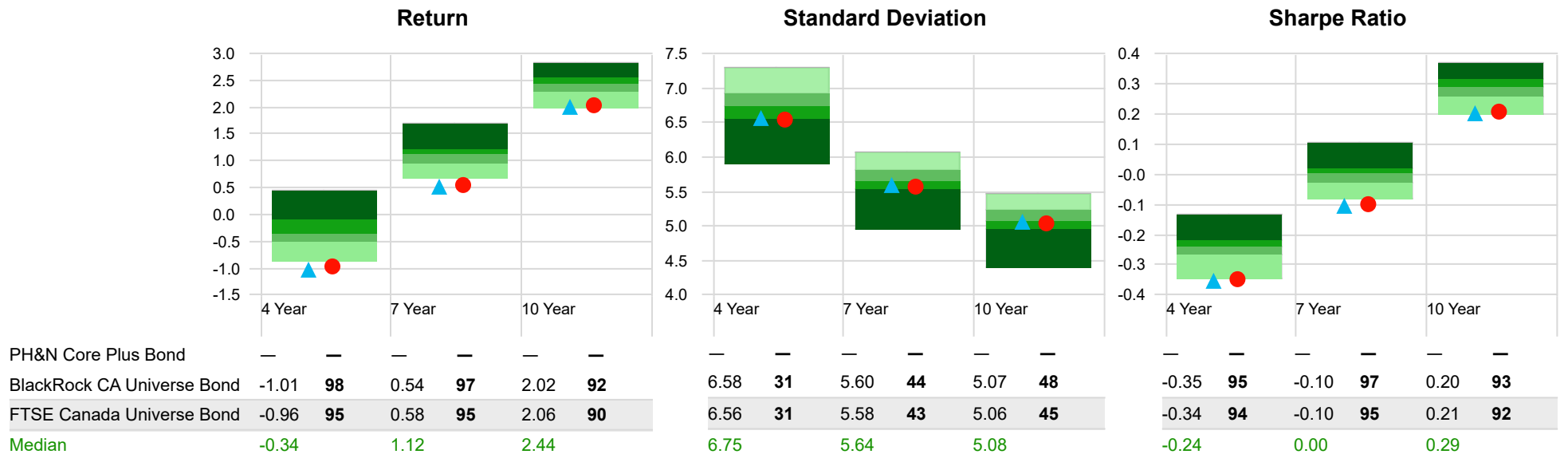
PH&N Core Plus Bond	—	—	—	—	—	—
BlackRock CA Universe Bond	99.50	83	99.63	82	99.57	74
Median	108.57		106.58		104.35	

■ PH&N Core Plus Bond

▲ BlackRock CA Universe Bond

● FTSE Canada Universe Bond

Fund Statistics



■ PH&N Core Plus Bond

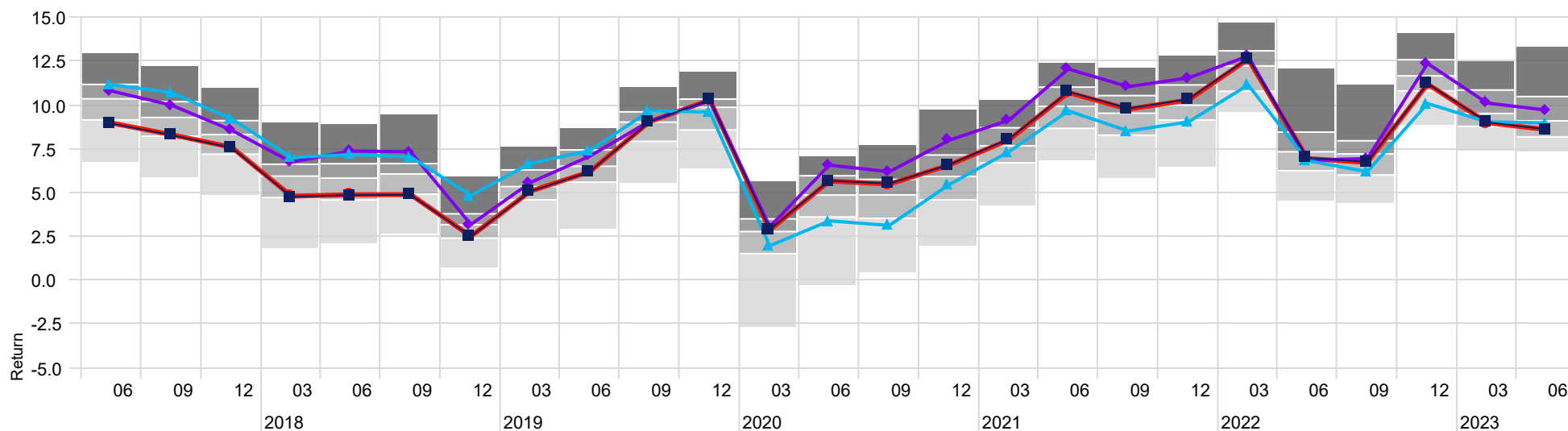
▲ BlackRock CA Universe Bond

● FTSE Canada Universe Bond

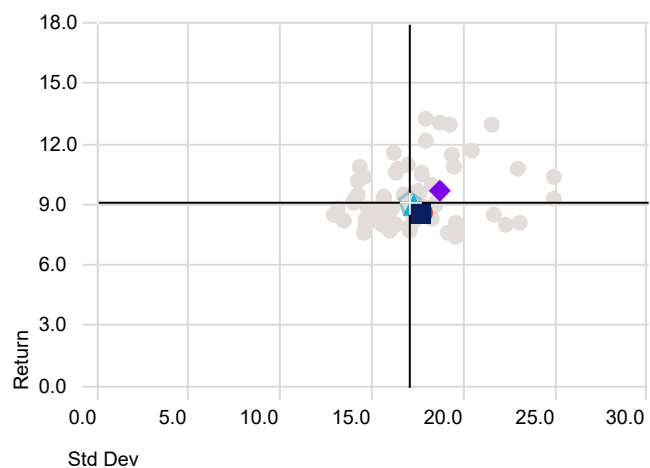
Four Year Rolling Returns & Risk vs Reward

Rolling Returns

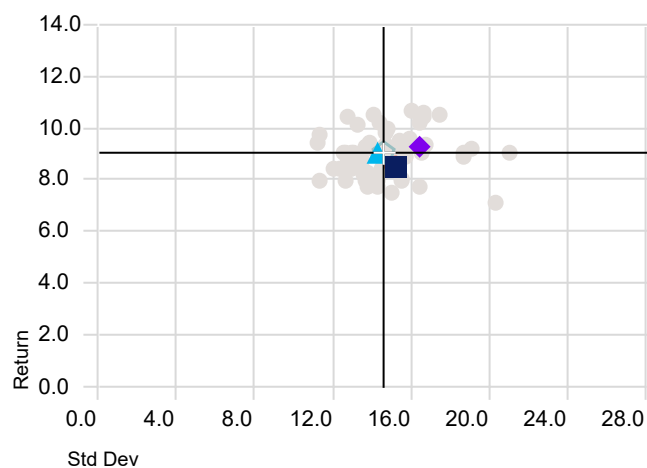
Rolling Window: 4 Years 3 Months shift



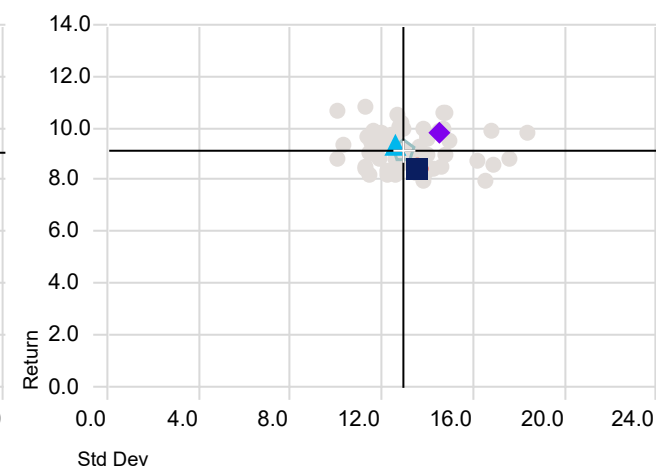
Risk-Reward 4-Year



Risk-Reward 7-Year



Risk-Reward 10-Year



■ BlackRock Cdn Equity Idx

▲ Beutel Goodman Cdn Equity

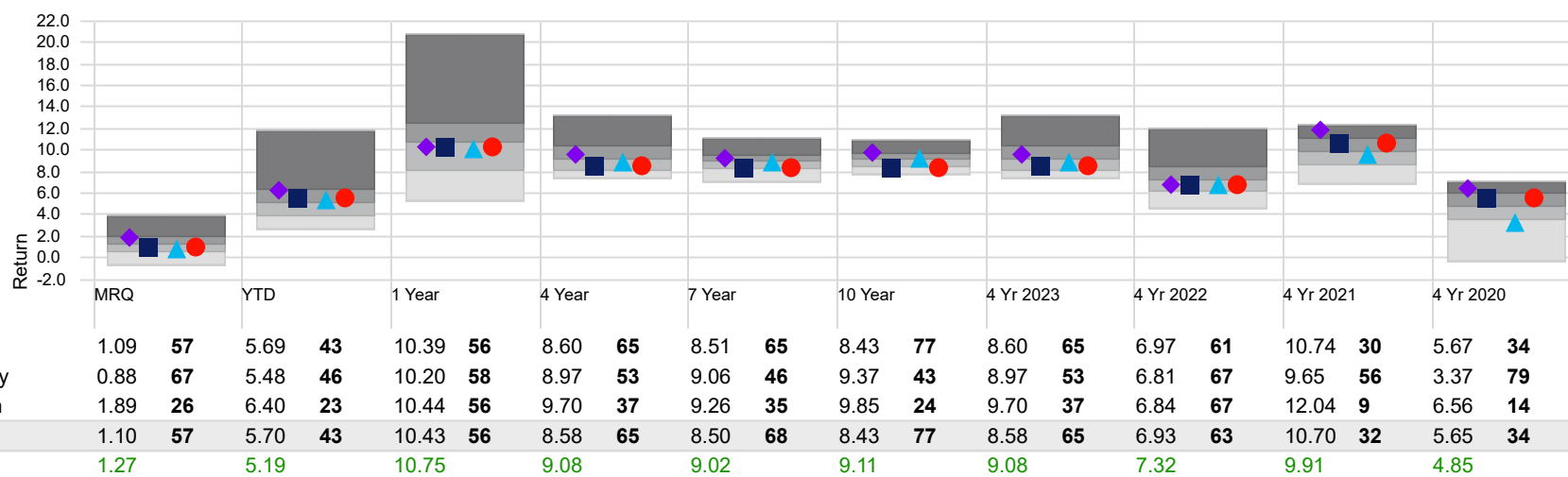
◆ CC&L Q Cdn Equity Growth

● S&P/TSX Composite

Returns

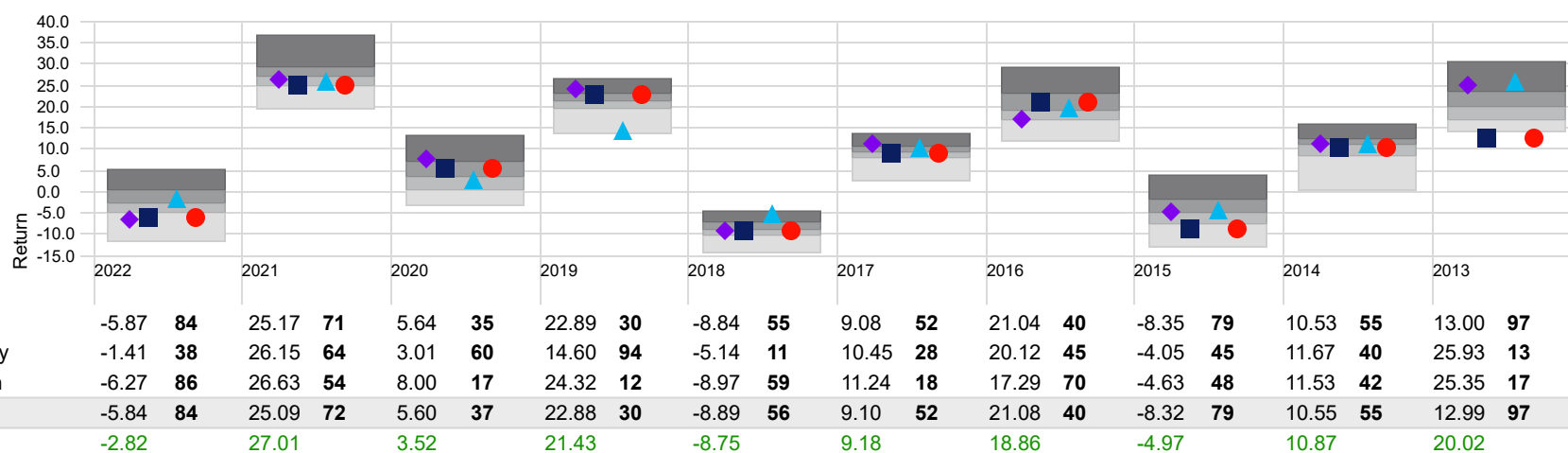
Trailing Performance

Peer Group (5-95%): Universe - Canadian Equity



Calendar Year Performance

Peer Group (5-95%): Universe - Canadian Equity



■ BlackRock Cdn Equity Idx

▲ Beutel Goodman Cdn Equity

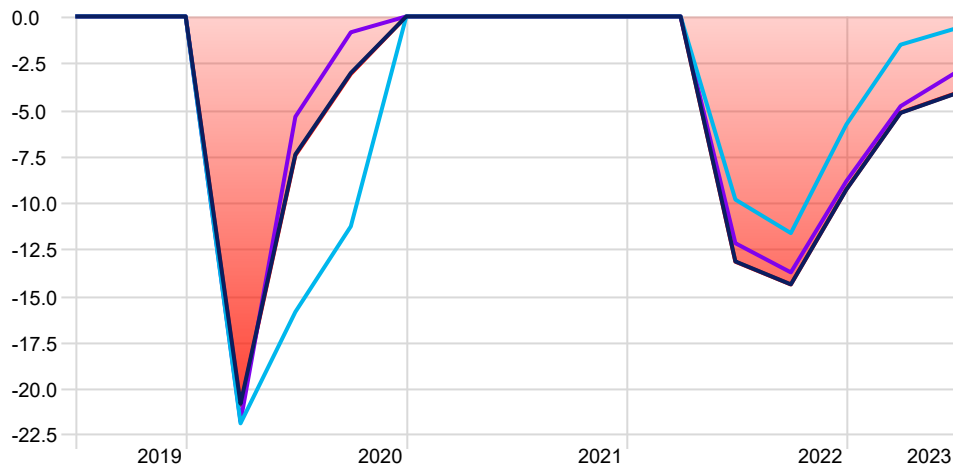
◆ CC&L Q Cdn Equity Growth

● S&P/TSX Composite

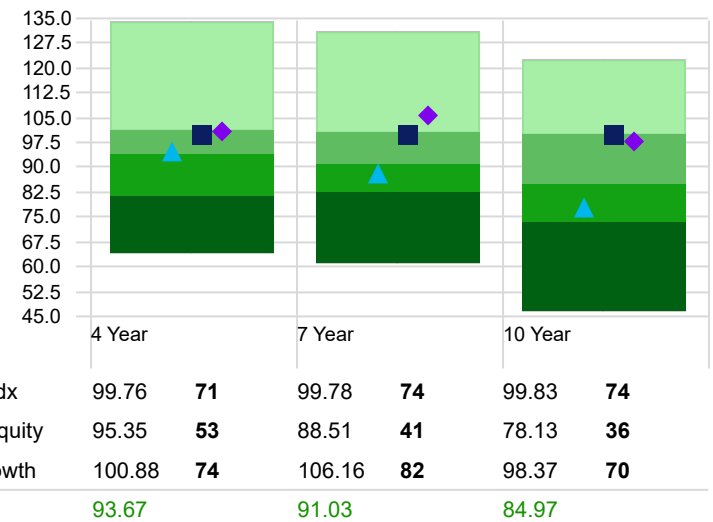
Market Statistics

Drawdown

Time Period: 7/1/2019 to 6/30/2023

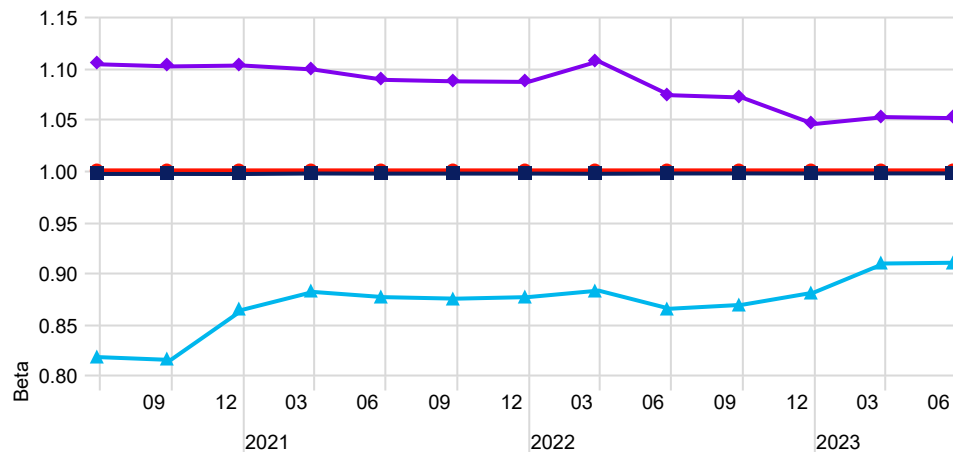


Down Capture

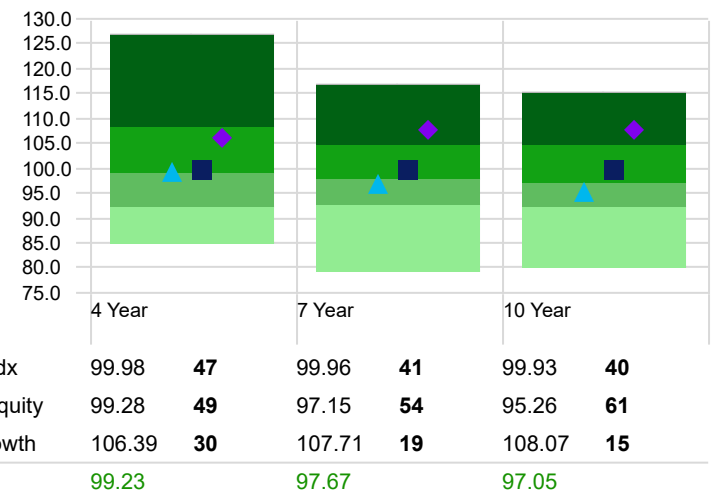


Beta

Rolling Window: 4 Years 3 Months shift



Up Capture



■ BlackRock Cdn Equity Idx

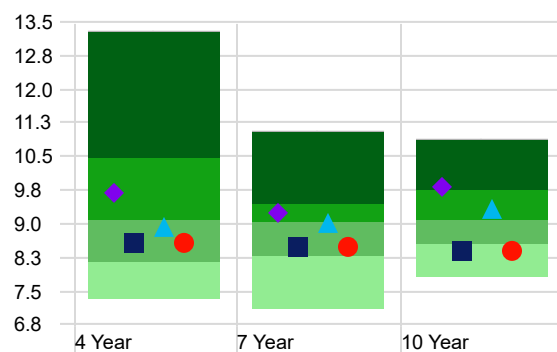
▲ Beutel Goodman Cdn Equity

◆ CC&L Q Cdn Equity Growth

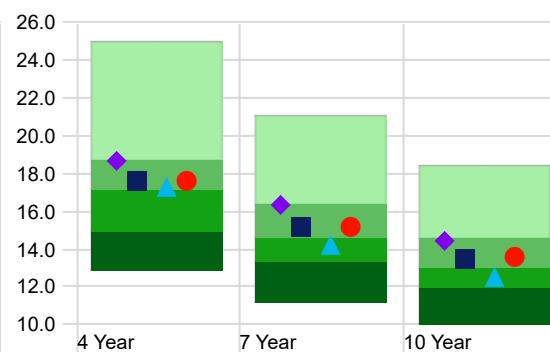
● S&P/TSX Composite

Fund Statistics

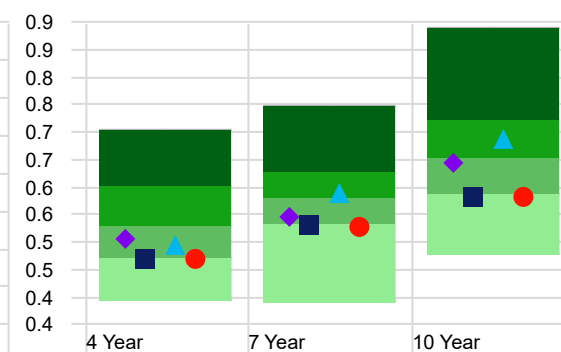
Return



Standard Deviation



Sharpe Ratio

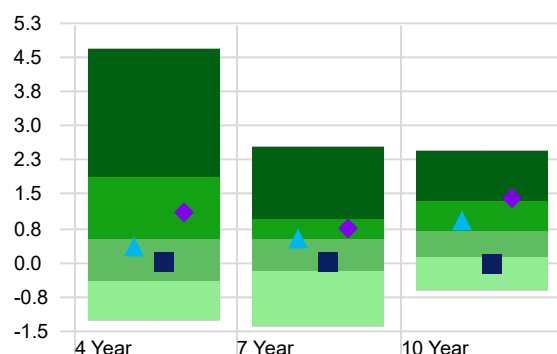


BlackRock Cdn Equity Idx	8.60	65	8.51	65	8.43	77
Beutel Goodman Cdn Equity	8.97	53	9.06	46	9.37	43
CC&L Q Cdn Equity Growth	9.70	37	9.26	35	9.85	24
S&P/TSX Composite	8.58	65	8.50	68	8.43	77
Median	9.08		9.02		9.11	

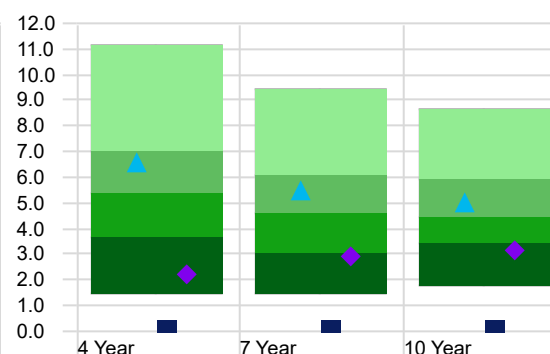
BlackRock Cdn Equity Idx	17.66	62	15.18	60	13.56	57
Beutel Goodman Cdn Equity	17.30	56	14.24	41	12.60	40
CC&L Q Cdn Equity Growth	18.73	74	16.41	75	14.53	75
S&P/TSX Composite	17.69	62	15.21	62	13.59	57
Median	17.11		14.63		12.96	

BlackRock Cdn Equity Idx	0.47	73	0.53	76	0.59	75
Beutel Goodman Cdn Equity	0.50	60	0.59	45	0.69	38
CC&L Q Cdn Equity Growth	0.51	57	0.55	67	0.65	55
S&P/TSX Composite	0.47	74	0.53	76	0.58	75
Median	0.53		0.58		0.65	

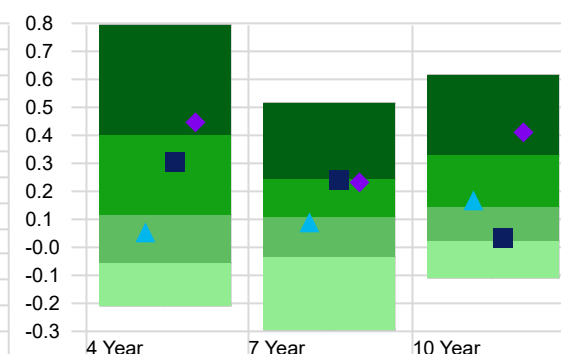
Excess Return



Tracking Error



Information Ratio



BlackRock Cdn Equity Idx	0.02	65	0.01	65	0.00	77
Beutel Goodman Cdn Equity	0.39	53	0.56	46	0.94	43
CC&L Q Cdn Equity Growth	1.12	37	0.76	35	1.42	24
Median	0.50		0.52		0.68	

BlackRock Cdn Equity Idx	0.07	1	0.05	1	0.05	1
Beutel Goodman Cdn Equity	6.63	70	5.49	67	5.02	65
CC&L Q Cdn Equity Growth	2.28	14	2.96	21	3.14	22
Median	5.39		4.56		4.40	

BlackRock Cdn Equity Idx	0.31	29	0.24	25	0.03	74
Beutel Goodman Cdn Equity	0.05	58	0.09	51	0.17	45
CC&L Q Cdn Equity Growth	0.45	25	0.24	27	0.42	13
Median	0.11		0.10		0.14	

■ BlackRock Cdn Equity Idx

▲ Beutel Goodman Cdn Equity

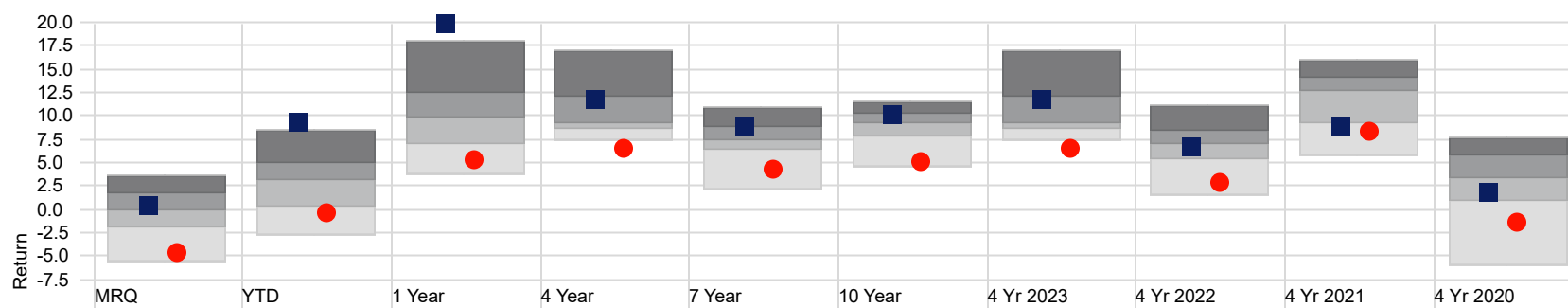
◆ CC&L Q Cdn Equity Growth

● S&P/TSX Composite

Returns

Trailing Performance

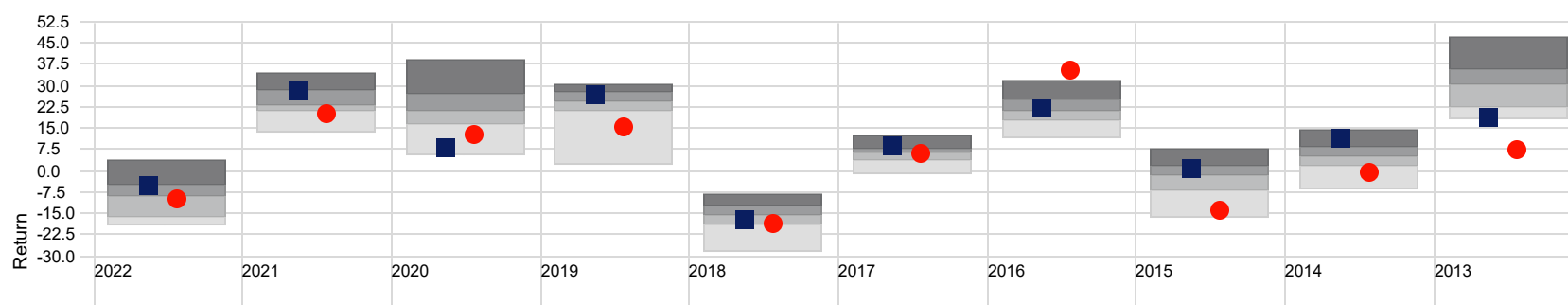
Peer Group (5-95%): Universe - Canadian Small Cap Equity



Beutel Goodman Small Cap	0.53	43	9.51	5	19.94	5	11.97	29	9.13	24	10.30	29	11.97	29	6.90	59	9.02	82	1.86	71
Beutel Goodman Small Cap Benchmark	-4.62	90	-0.33	81	5.34	85	6.53	95	4.46	85	5.22	90	6.53	95	2.95	91	8.36	86	-1.34	83
Median	-0.04		3.21		9.89		9.19		7.53		9.25		9.19		7.05		12.72		3.40	

Calendar Year Performance

Peer Group (5-95%): Universe - Canadian Small Cap Equity



Beutel Goodman Small Cap	-4.79	23	28.01	28	8.67	91	26.89	36	-17.18	68	9.31	20	22.35	41	1.17	29	11.44	22	18.91	92
Beutel Goodman Small Cap Benchmark	-9.29	55	20.27	77	12.87	77	15.84	88	-18.17	68	6.38	50	35.39	4	-13.75	89	-0.09	78	7.76	96
Median	-9.07		23.16		20.85		24.67		-15.88		6.28		21.28		-1.90		5.28		30.35	

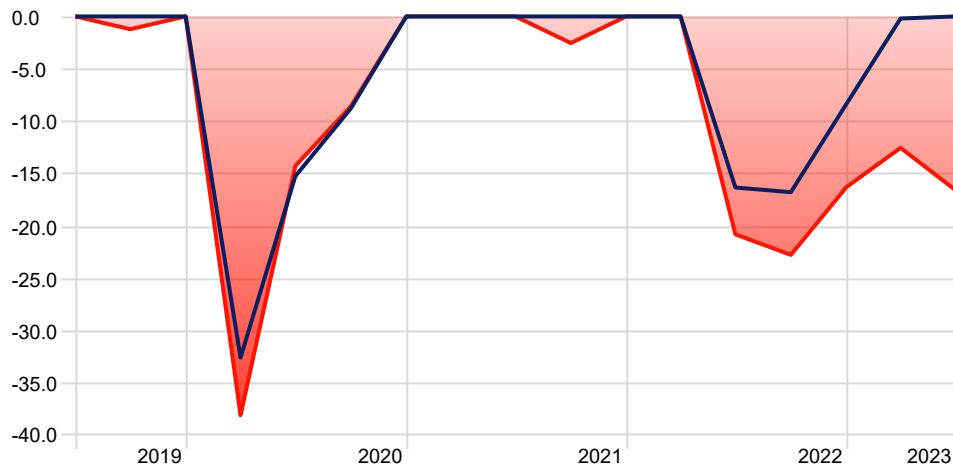
■ Beutel Goodman Small Cap

● Beutel Goodman Small Cap Benchmark

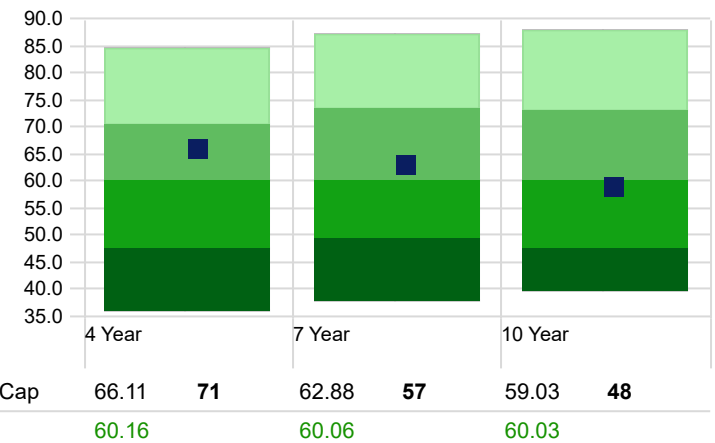
Market Statistics

Drawdown

Time Period: 7/1/2019 to 6/30/2023

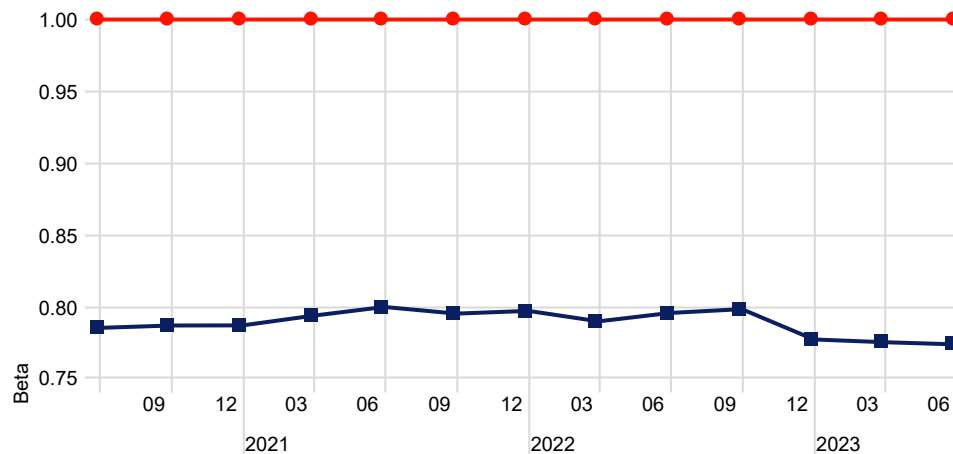


Down Capture

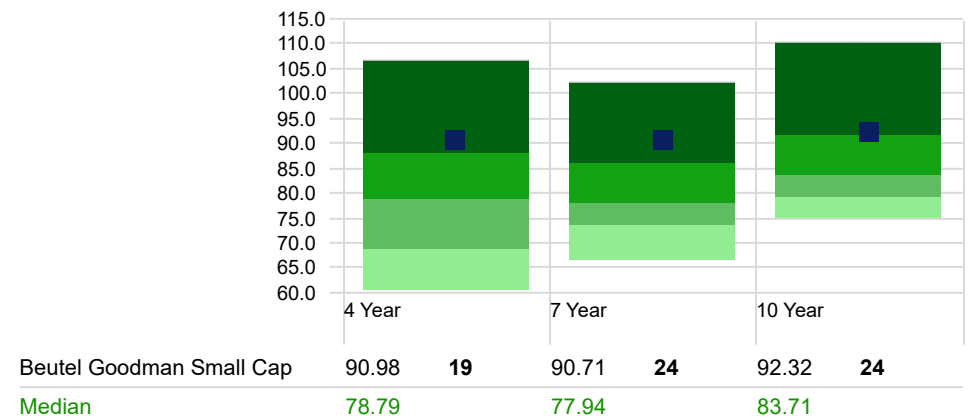


Beta

Rolling Window: 4 Years 3 Months shift



Up Capture

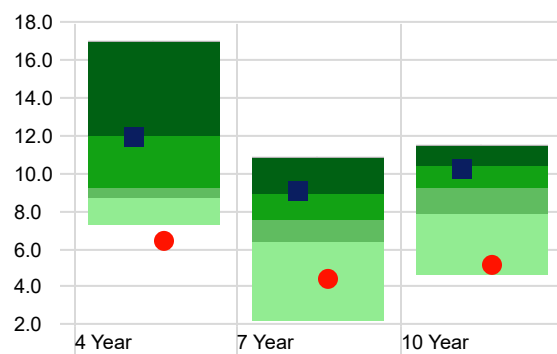


■ Beutel Goodman Small Cap

● Beutel Goodman Small Cap Benchmark

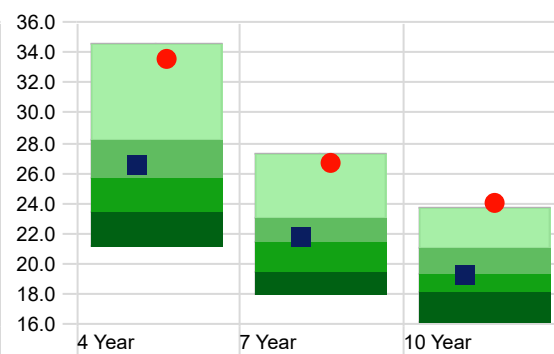
Fund Statistics

Return



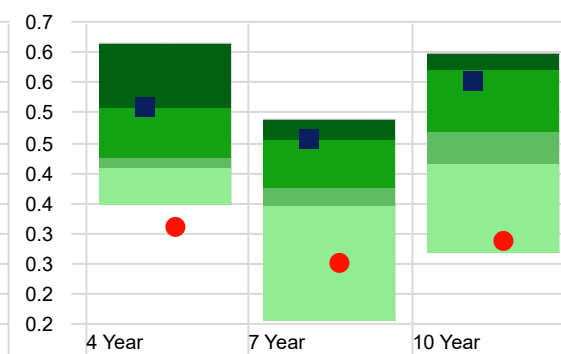
Beutel Goodman Small Cap	11.97	29	9.13	24	10.30	29
Beutel Goodman Small Cap Benchmark	6.53	95	4.46	85	5.22	90
Median	9.19		7.53		9.25	

Standard Deviation



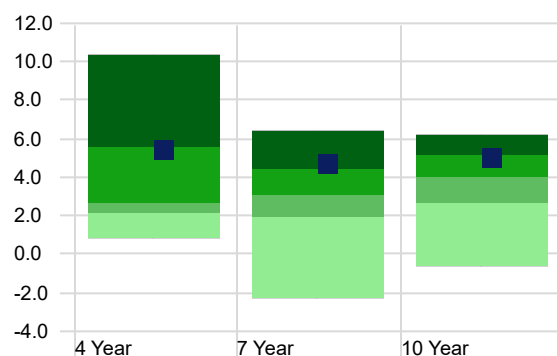
	26.63	57	21.89	57	19.30	43
	33.64	90	26.72	90	24.08	95
Median	25.65		21.45		19.41	

Sharpe Ratio



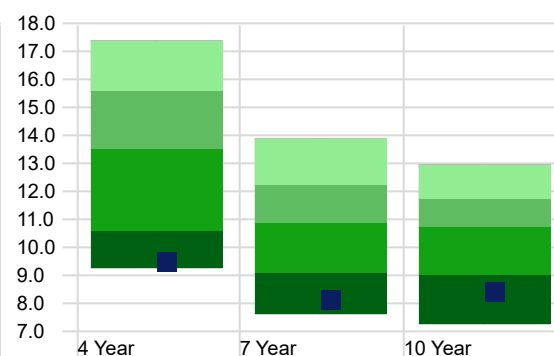
	0.51	24	0.46	24	0.56	34
	0.31	95	0.25	85	0.29	90
Median	0.42		0.38		0.47	

Excess Return



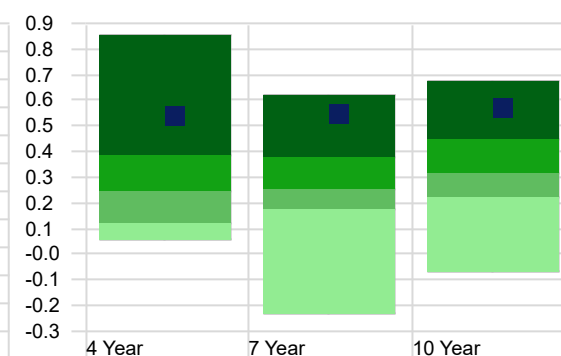
Beutel Goodman Small Cap	5.45	29	4.67	24	5.07	29
Median	2.67		3.07		4.02	

Tracking Error



	9.50	15	8.11	10	8.39	19
	13.48		10.86		10.69	

Information Ratio



	0.54	24	0.55	19	0.57	15
	0.24		0.25		0.32	

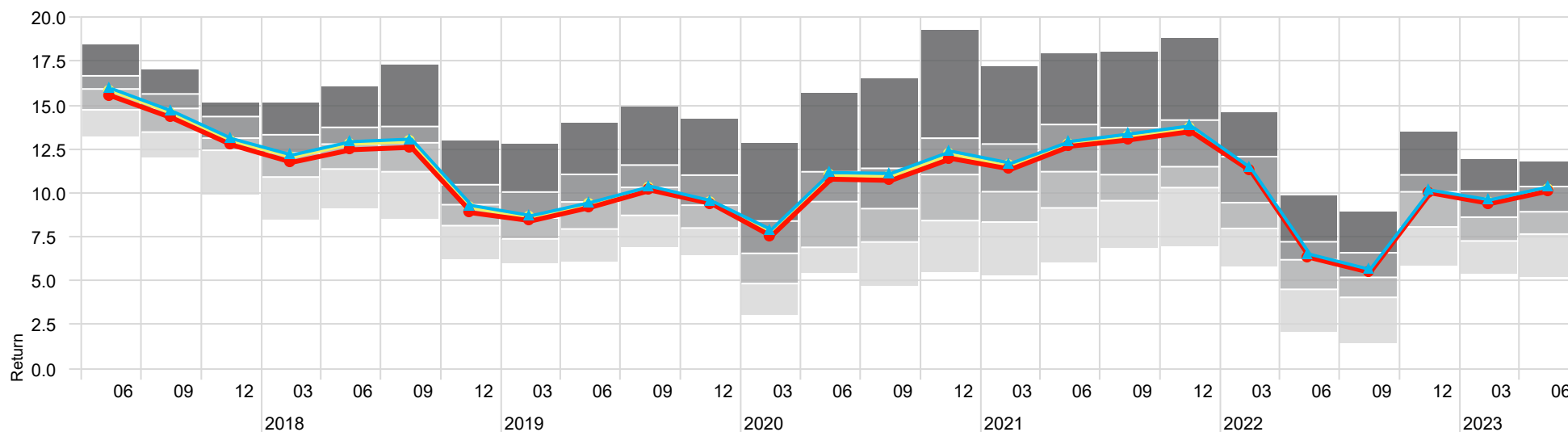
■ Beutel Goodman Small Cap

● Beutel Goodman Small Cap Benchmark

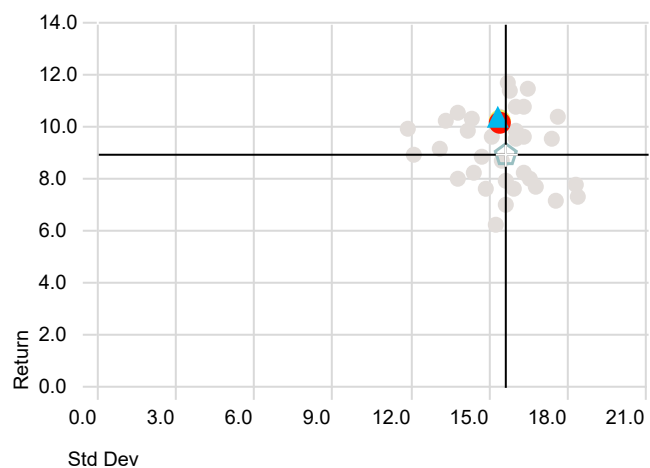
Four Year Rolling Returns & Risk vs Reward

Rolling Returns

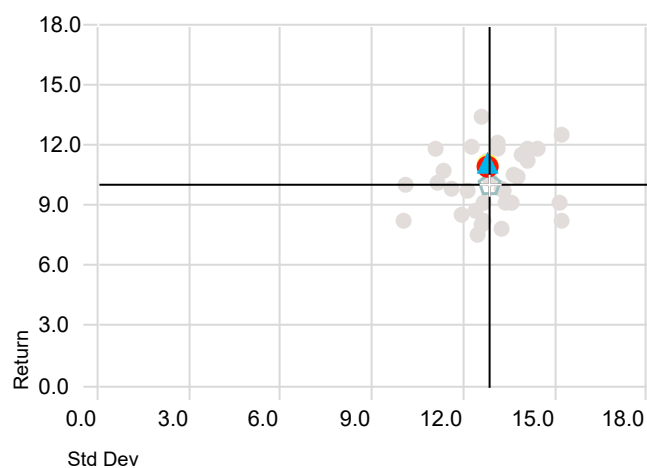
Rolling Window: 4 Years 3 Months shift



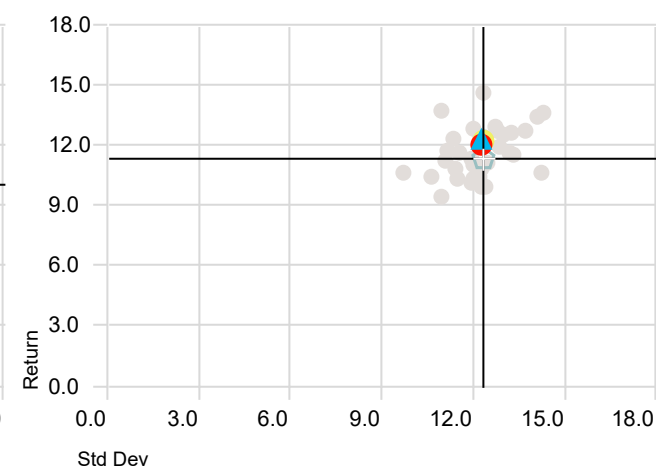
Risk-Reward 4-Year



Risk-Reward 7-Year



Risk-Reward 10-Year



■ Morgan Stanley Global Franchise

▲ TD Emerald Global Equity

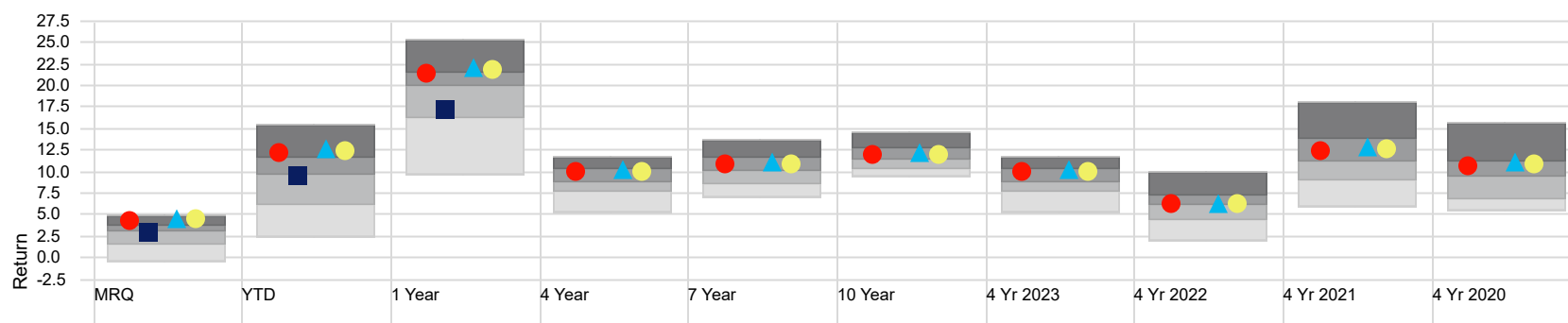
● MSCI World Net (C\$)

● MSCI World ex Can. Net (C\$)

Returns

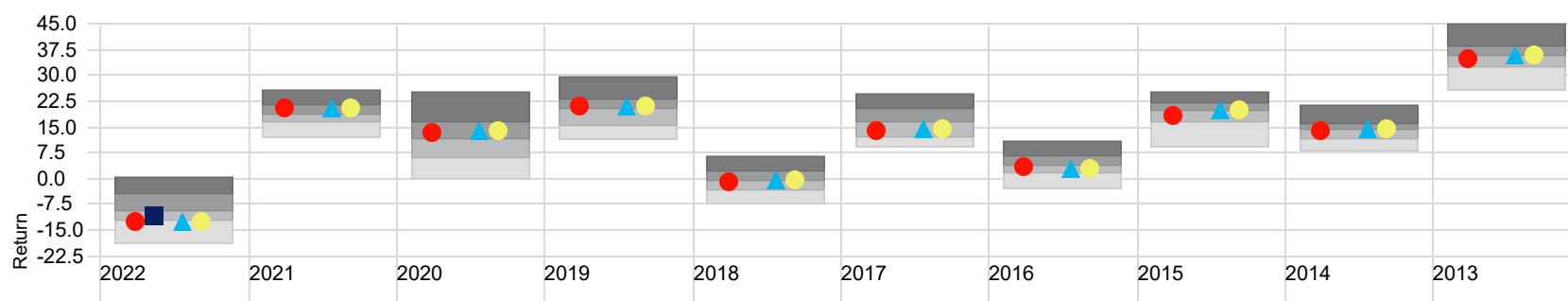
Trailing Performance

Peer Group (5-95%): Universe - Global Equity



Calendar Year Performance

Peer Group (5-95%): Universe - Global Equity



■ Morgan Stanley Global Franchise

▲ TD Emerald Global Equity

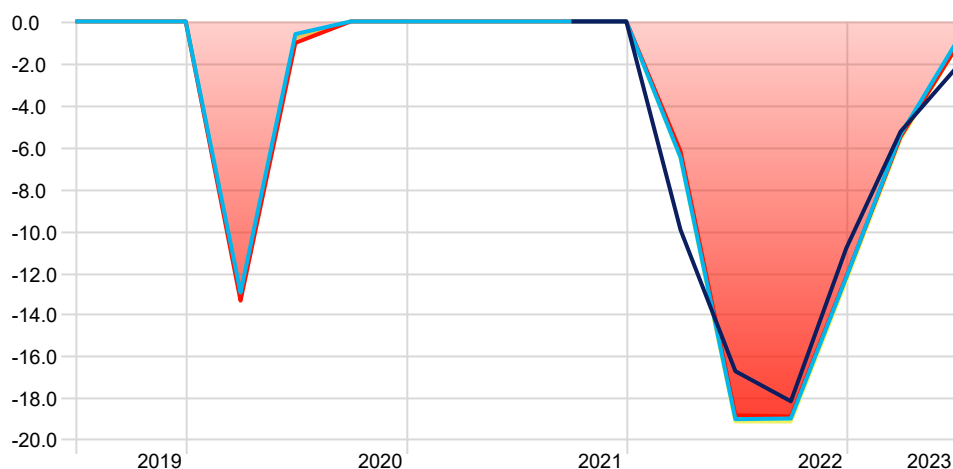
● MSCI World Net (C\$)

● MSCI World ex Can. Net (C\$)

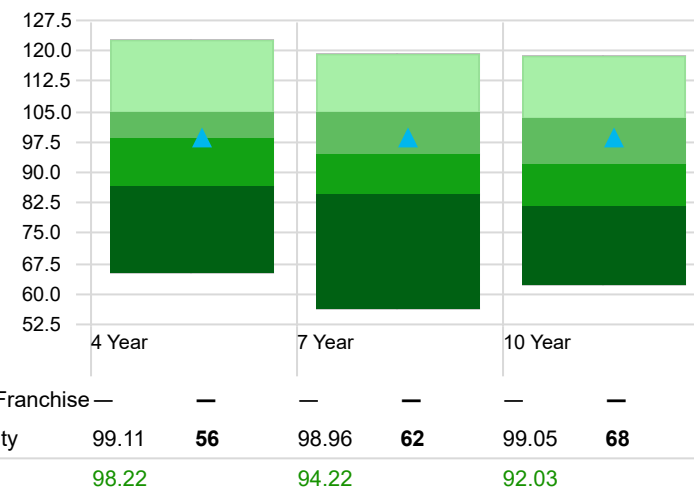
Market Statistics

Drawdown

Time Period: 7/1/2019 to 6/30/2023

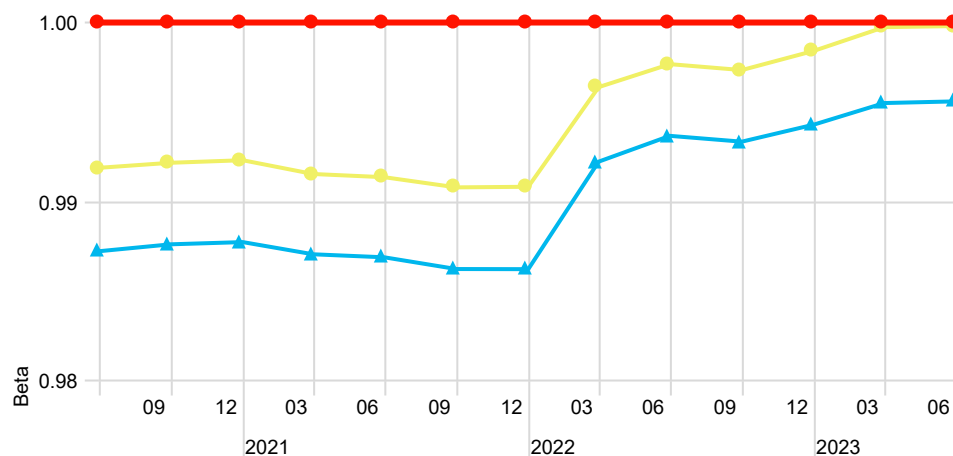


Down Capture

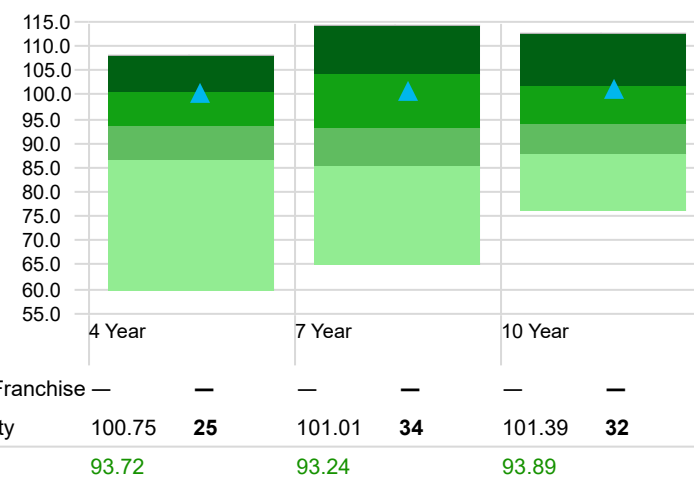


Beta

Rolling Window: 4 Years 3 Months shift



Up Capture



■ Morgan Stanley Global Franchise

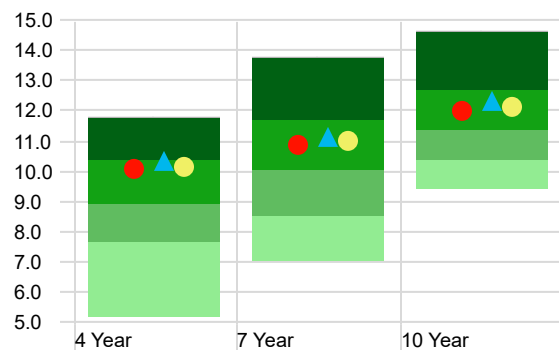
▲ TD Emerald Global Equity

● MSCI World Net (C\$)

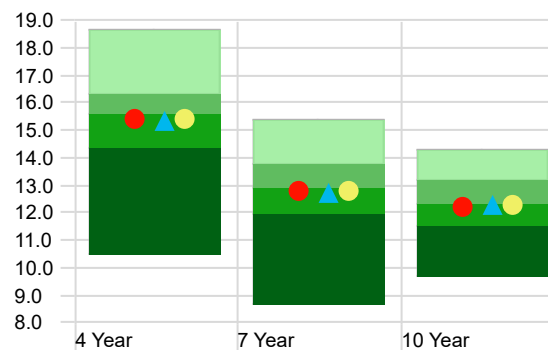
● MSCI World ex Can. Net (C\$)

Fund Statistics

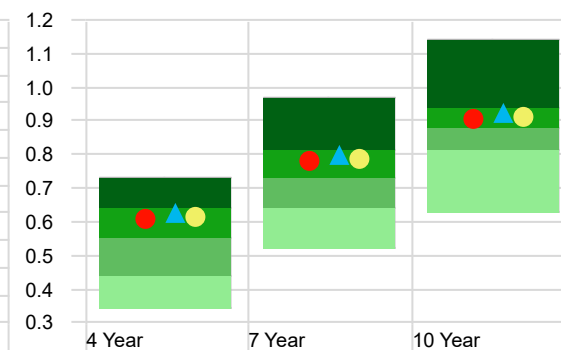
Return



Standard Deviation



Sharpe Ratio



Morgan Stanley Global Franchise —

TD Emerald Global Equity

MSCI World Net (C\$)

MSCI World ex Can. Net (C\$)

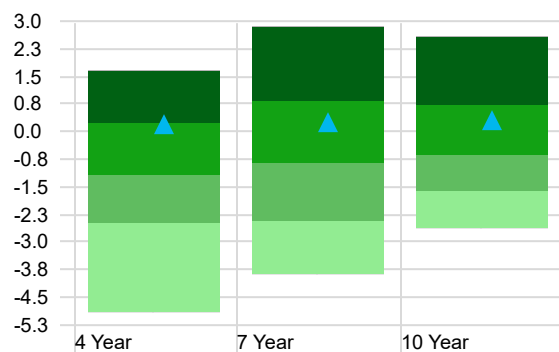
Median

—	—	—	—	—	—
10.35	27	11.17	38	12.33	34
10.11	31	10.91	38	12.01	37
10.20	31	11.03	38	12.18	37
8.92		10.07		11.35	

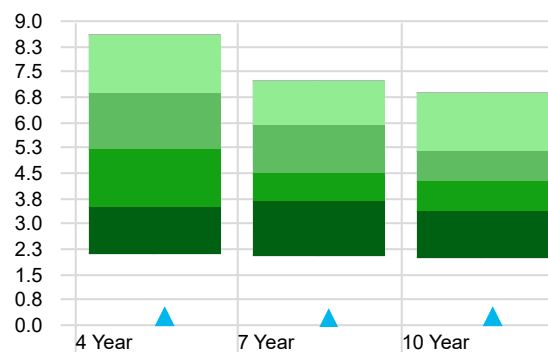
—	—	—	—	—	—
15.35	45	12.76	45	12.30	49
15.41	47	12.82	49	12.26	44
15.42	47	12.81	49	12.34	54
15.61		12.88		12.31	

—	—	—	—	—	—
0.63	34	0.80	29	0.93	29
0.61	38	0.78	29	0.91	37
0.62	38	0.79	29	0.91	37
0.55		0.73		0.88	

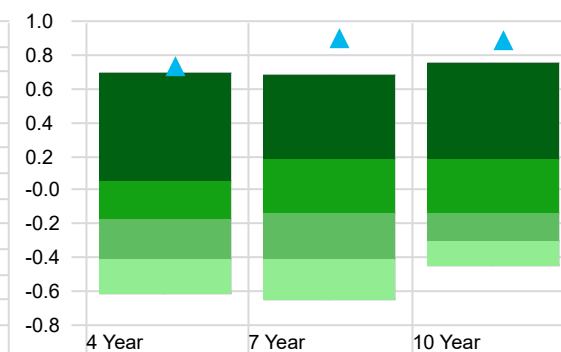
Excess Return



Tracking Error



Information Ratio



Morgan Stanley Global Franchise —

TD Emerald Global Equity

MSCI World Net (C\$)

MSCI World ex Can. Net (C\$)

Median

—	—	—	—	—	—
0.24	27	0.26	38	0.32	34
-1.19		-0.84		-0.66	

—	—	—	—	—	—
0.29	3	0.26	3	0.32	3
5.21		4.47		4.25	

—	—	—	—	—	—
0.74	5	0.90	5	0.89	3
-0.18		-0.14		-0.14	

■ Morgan Stanley Global Franchise

▲ TD Emerald Global Equity

● MSCI World Net (C\$)

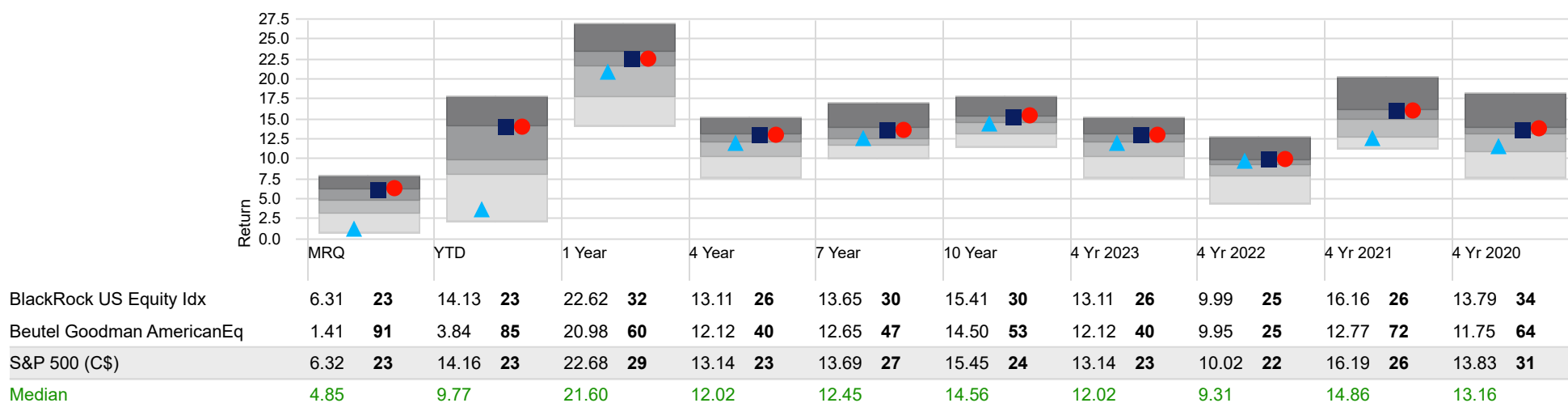
● MSCI World ex Can. Net (C\$)

Rolling Window: 4 Years 3 Months shift

Returns

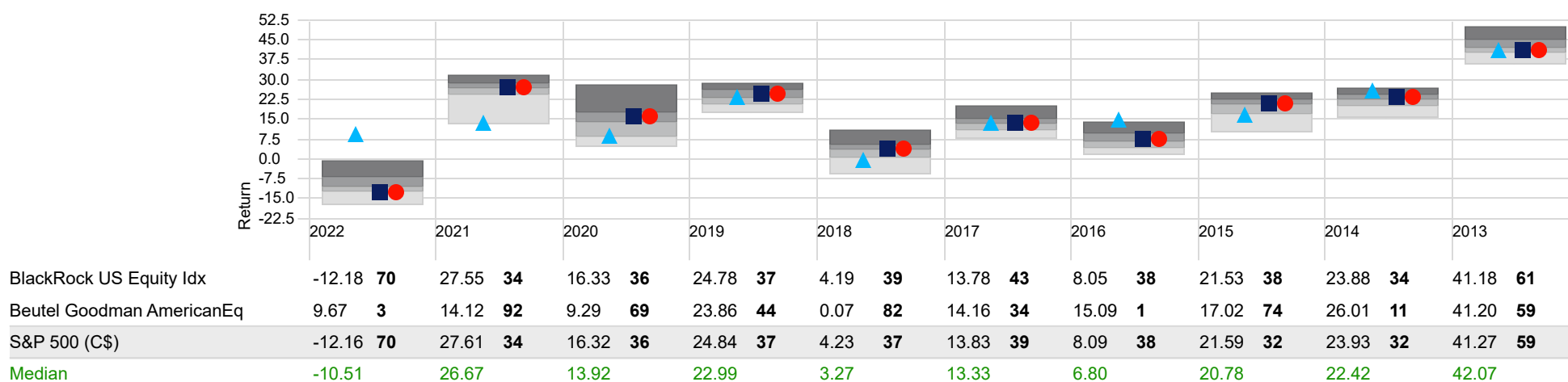
Trailing Performance

Peer Group (5-95%): Universe - US Equity



Calendar Year Performance

Peer Group (5-95%): Universe - US Equity



■ BlackRock US Equity Idx

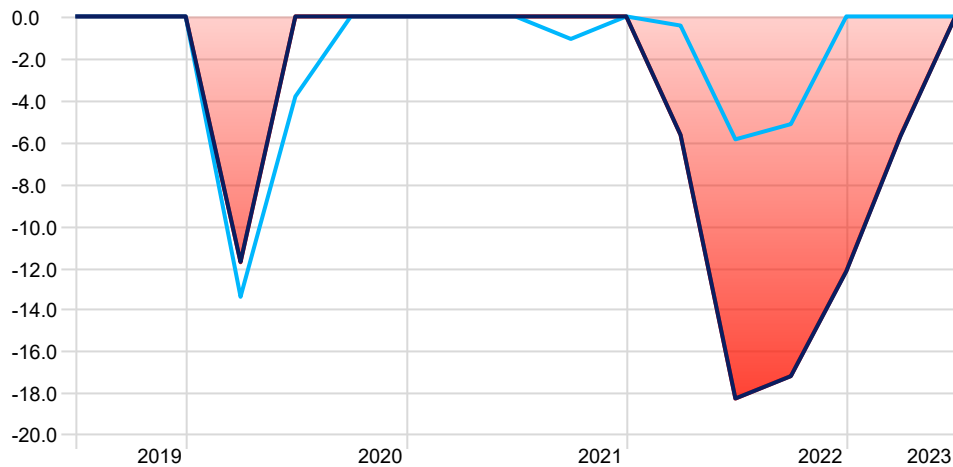
▲ Beutel Goodman AmericanEq

● S&P 500 (C\$)

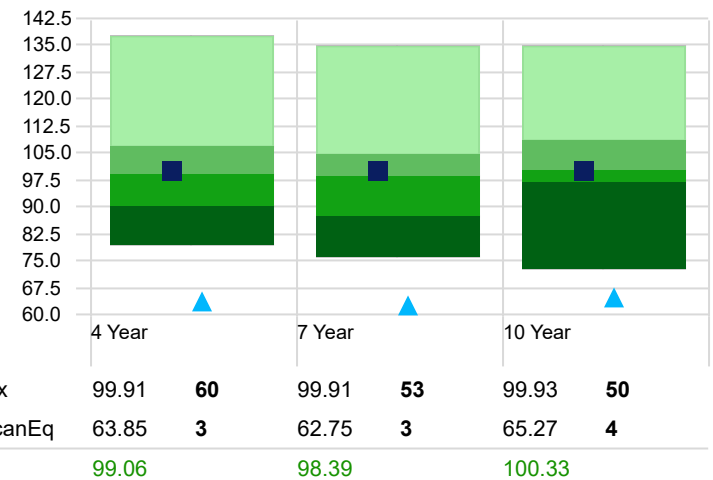
Market Statistics

Drawdown

Time Period: 7/1/2019 to 6/30/2023

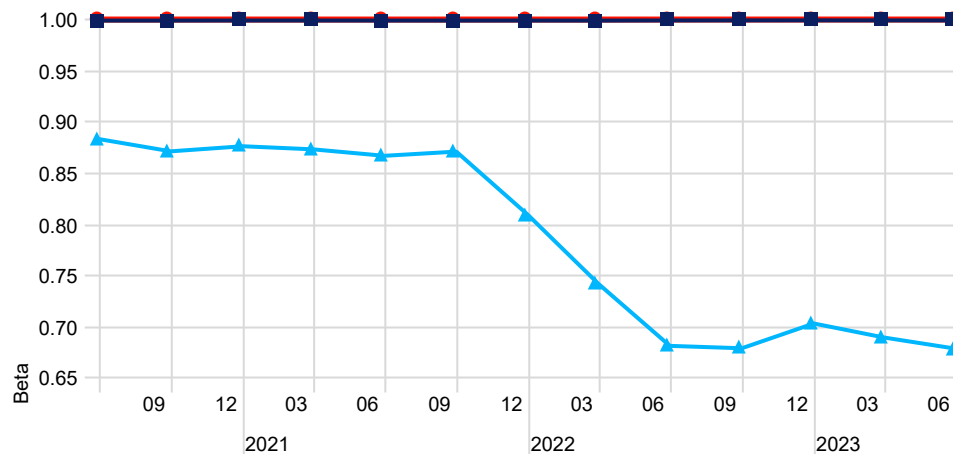


Down Capture

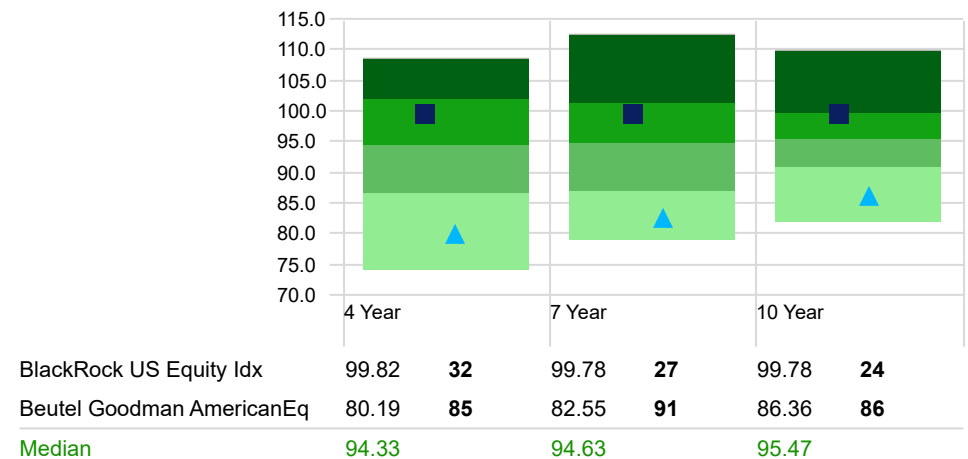


Beta

Rolling Window: 4 Years 3 Months shift



Up Capture



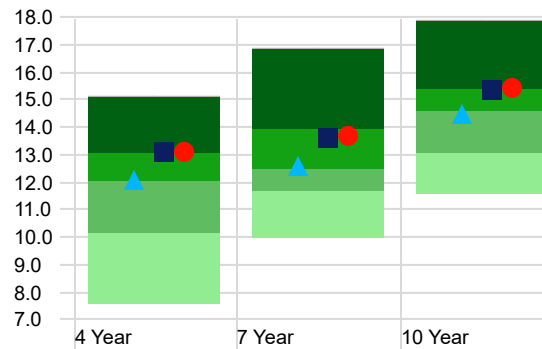
■ BlackRock US Equity Idx

▲ Beutel Goodman AmericanEq

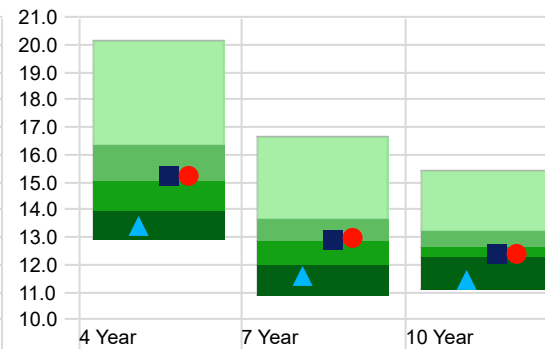
● S&P 500 (C\$)

Fund Statistics

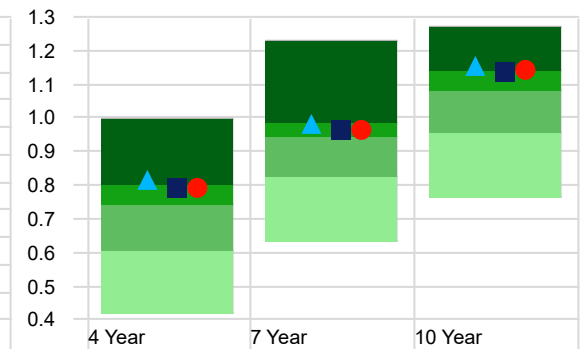
Return



Standard Deviation



Sharpe Ratio

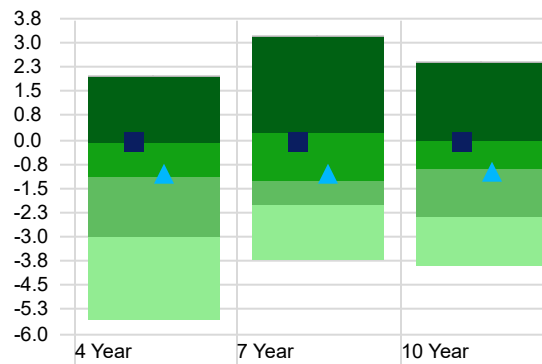


BlackRock US Equity Idx	13.11	26	13.65	30	15.41	30
Beutel Goodman AmericanEq	12.12	40	12.65	47	14.50	53
S&P 500 (C\$)	13.14	23	13.69	27	15.45	24
Median	12.02		12.45		14.56	

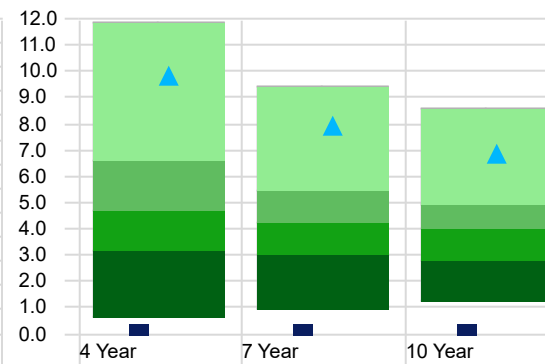
BlackRock US Equity Idx	15.26	60	12.96	59	12.42	40
Beutel Goodman AmericanEq	13.43	12	11.59	12	11.46	10
S&P 500 (C\$)	15.28	60	12.97	62	12.44	40
Median	15.06		12.89		12.66	

BlackRock US Equity Idx	0.80	29	0.97	35	1.14	27
Beutel Goodman AmericanEq	0.82	23	0.99	27	1.16	20
S&P 500 (C\$)	0.80	29	0.97	35	1.14	27
Median	0.74		0.94		1.08	

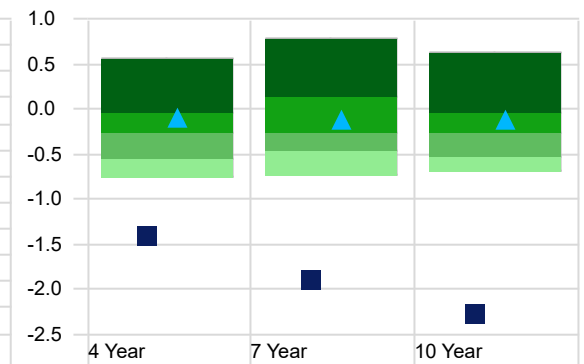
Excess Return



Tracking Error



Information Ratio



BlackRock US Equity Idx	-0.03	26	-0.04	30	-0.04	30
Beutel Goodman AmericanEq	-1.02	40	-1.03	47	-0.95	53
Median	-1.12		-1.23		-0.89	

BlackRock US Equity Idx	0.02	1	0.02	1	0.02	1
Beutel Goodman AmericanEq	9.86	91	8.00	91	6.93	90
Median	4.73		4.26		4.01	

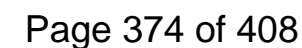
BlackRock US Equity Idx	-1.40	97	-1.88	100	-2.26	100
Beutel Goodman AmericanEq	-0.09	29	-0.11	33	-0.12	27
Median	-0.27		-0.26		-0.27	

■ BlackRock US Equity Idx

▲ Beutel Goodman AmericanEq

● S&P 500 (C\$)

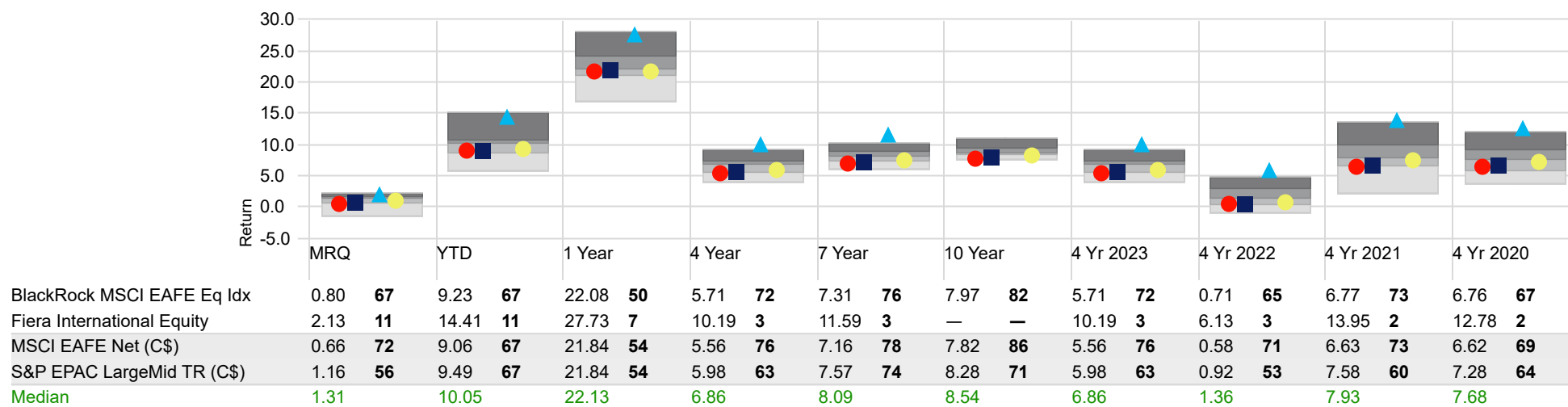
Rolling Window: 4 Years 3 Months shift



Returns

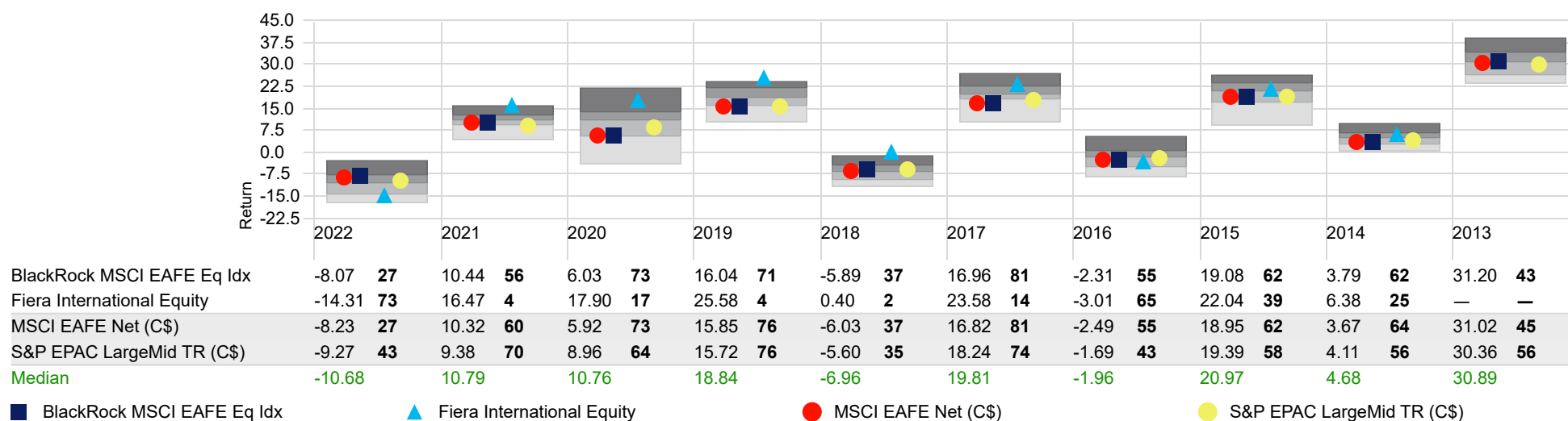
Trailing Performance

Peer Group (5-95%): Universe - International Equity



Calendar Year Performance

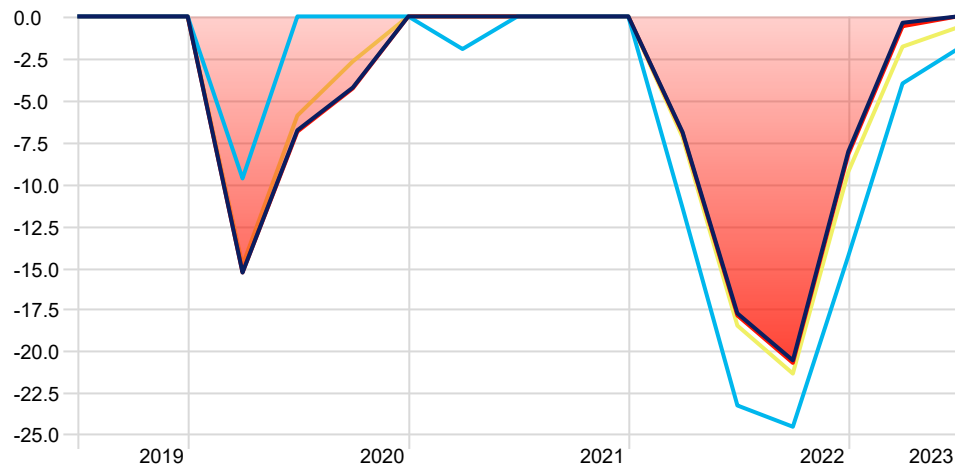
Peer Group (5-95%): Universe - International Equity



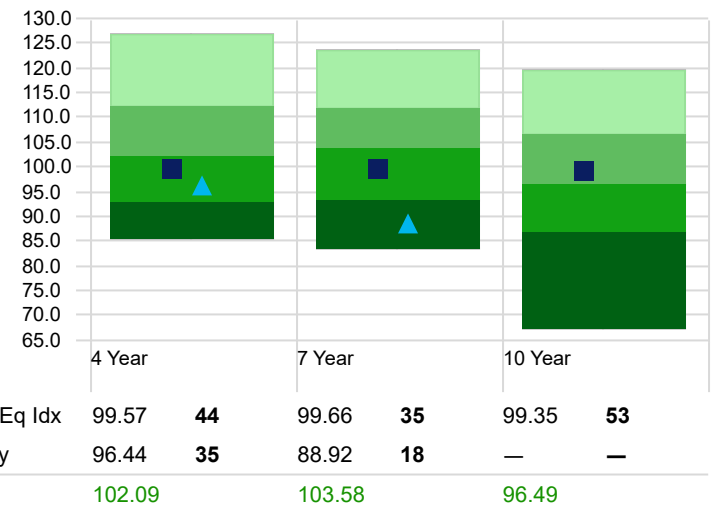
Market Statistics

Drawdown

Time Period: 7/1/2019 to 6/30/2023

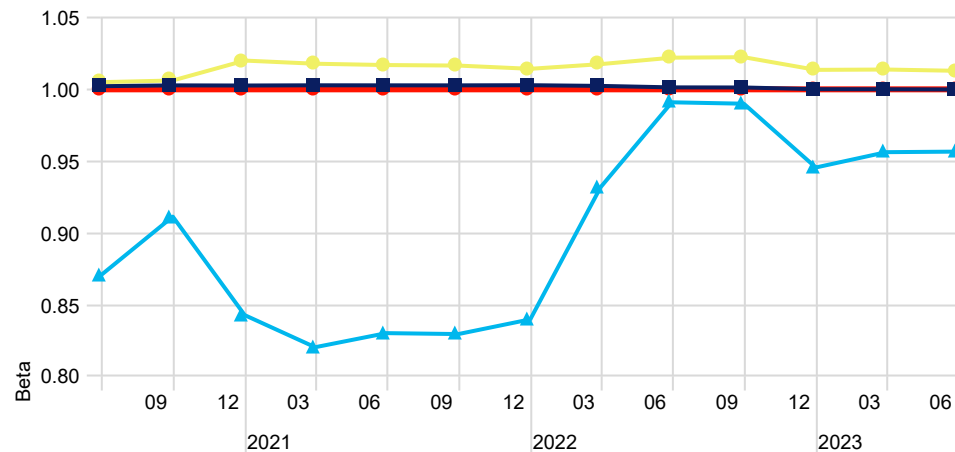


Down Capture



Beta

Rolling Window: 4 Years 3 Months shift



Up Capture



■ BlackRock MSCI EAFE Eq Idx

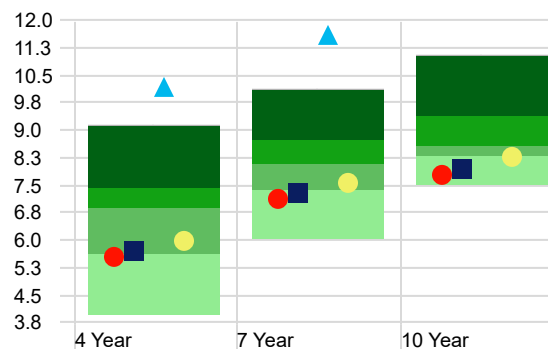
▲ Fiera International Equity

● MSCI EAFE Net (C\$)

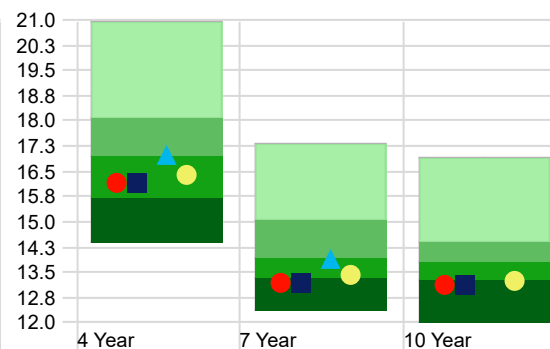
● S&P EPAC LargeMid TR (C\$)

Fund Statistics

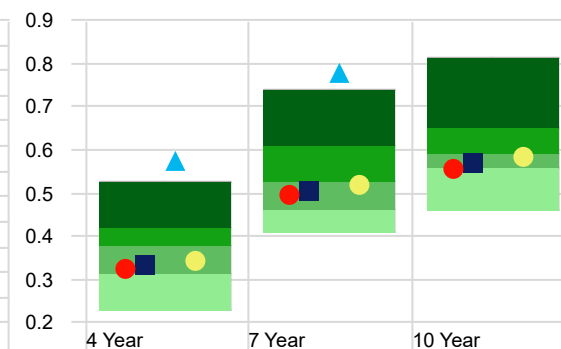
Return



Standard Deviation



Sharpe Ratio

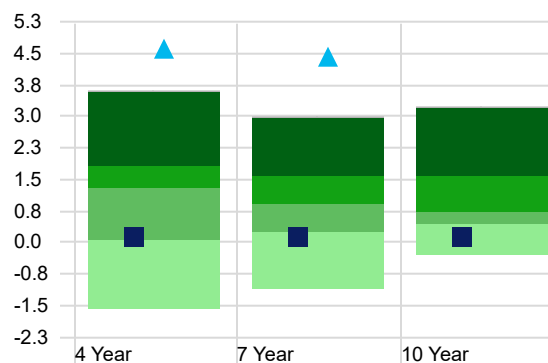


BlackRock MSCI EAFE Eq Idx	5.71	72	7.31	76	7.97	82
Fiera International Equity	10.19	3	11.59	3	—	—
MSCI EAFE Net (C\$)	5.56	76	7.16	78	7.82	86
S&P EPAC LargeMid TR (C\$)	5.98	63	7.57	74	8.28	71
Median	6.86		8.09		8.54	

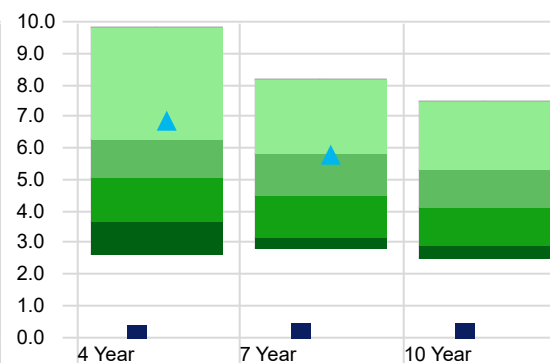
BlackRock MSCI EAFE Eq Idx	16.21	37	13.23	22	13.16	25
Fiera International Equity	17.00	52	13.94	46	—	—
MSCI EAFE Net (C\$)	16.21	37	13.23	22	13.17	25
S&P EPAC LargeMid TR (C\$)	16.44	44	13.43	31	13.29	25
Median	16.94		13.96		13.80	

BlackRock MSCI EAFE Eq Idx	0.33	65	0.51	54	0.57	64
Fiera International Equity	0.58	3	0.78	3	—	—
MSCI EAFE Net (C\$)	0.33	72	0.50	56	0.56	75
S&P EPAC LargeMid TR (C\$)	0.35	61	0.52	52	0.59	51
Median	0.38		0.52		0.59	

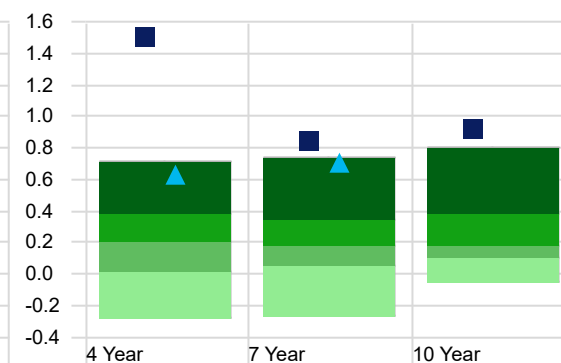
Excess Return



Tracking Error



Information Ratio



BlackRock MSCI EAFE Eq Idx	0.15	72	0.15	76	0.15	82
Fiera International Equity	4.63	3	4.43	3	—	—
Median	1.30		0.92		0.72	

BlackRock MSCI EAFE Eq Idx	0.09	1	0.16	1	0.15	1
Fiera International Equity	6.88	80	5.84	74	—	—
Median	5.06		4.45		4.11	

BlackRock MSCI EAFE Eq Idx	1.52	1	0.85	3	0.93	1
Fiera International Equity	0.64	13	0.71	7	—	—
Median	0.20		0.17		0.18	

■ BlackRock MSCI EAFE Eq Idx

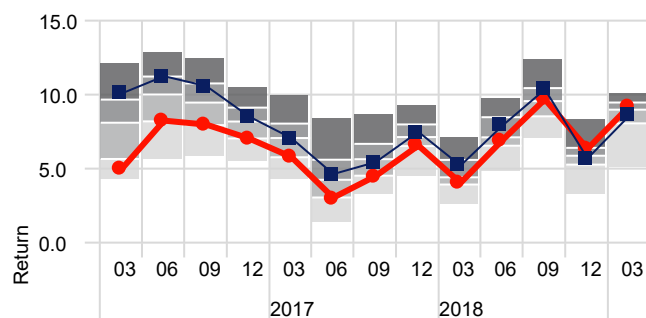
▲ Fiera International Equity

● MSCI EAFE Net (C\$)

● S&P EPAC LargeMid TR (C\$)

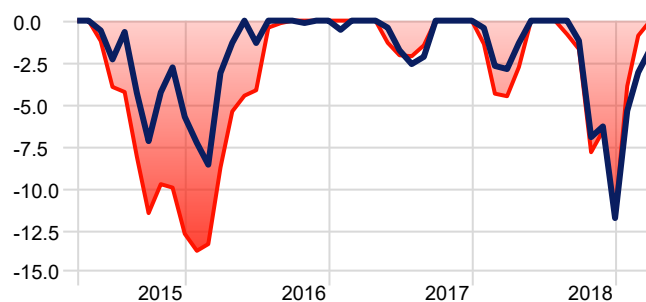
Graph Glossary

Graph Glossary



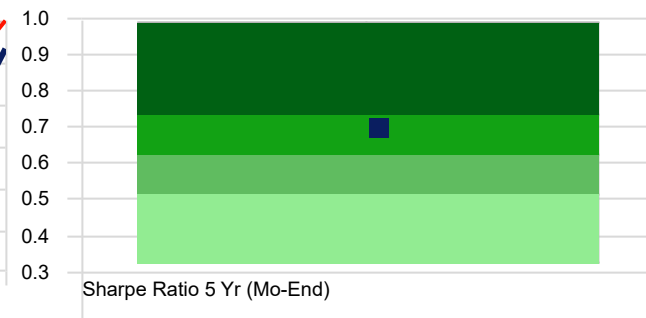
Rolling Returns (4 Years 3 Mo Shift)

This graph shows annualized 4-year rolling returns with a 3-month shift shown by the investment marker connected by a thin line. An investor would like to see their investment above the benchmark which will always be shown by a thick red line. The graph also shows where the investment plotted relative to its peers, shown by the quartile blocks. This graph will also be used to show Beta on the market statistics page over the same time period, but will not show the peer ranking.



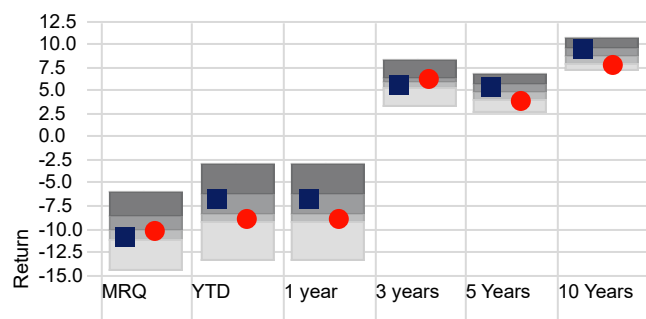
Drawdown

This graph shows the drawdown of each investment and the benchmark. The graph begins at 0 and shows whenever the investment has periods of negative returns, it then shows the amount of time the fund takes to return to the position before the negative returns began. All negative returns are shown in this graph however positive returns are only shown when the investment is in a period of drawdown from its previous high point.



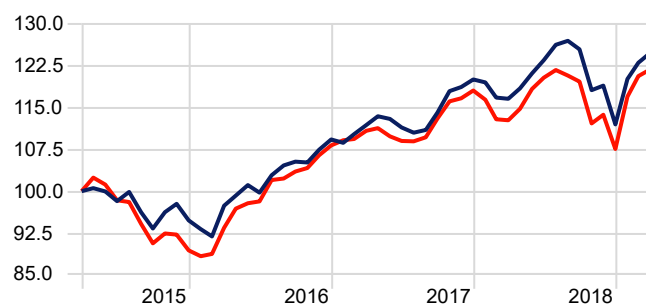
MPT Statistics

These graphs show both the investments' and benchmark's performance relative to their applicable peer group. The different colours in the graph show the different quartiles of the peer group. We utilize eight different data indicator for these graphs: standard deviation, return, excess return, information ratio, tracking error, down capture, up capture and the sharpe ratio. Investment Managers would like to see their fund plot in the darkest shade of green which represents the top performing quartile.



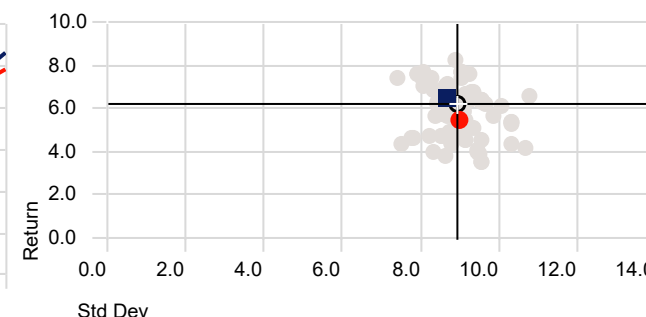
Trailing/Calendar Year Returns

This graph shows the trailing/calendar year returns of the investments and the benchmark up to the as at date for the indicated periods of time. Each time period indicated also contains a quartile box that shows the results of the relative peer group separated into four quartiles. It is most preferable for the investments to be in the top quartile and above the benchmark in this graph. The table below indicated the investments' and benchmark's actual rank within the peer group (out of 100).



Growth of a Dollar

The graph is shown in the total fund summary and shows the growth of a one dollar investment made 5 years ago to the end of the most recent quarter. Comparison of a one dollar investment in your portfolio is relative to the peer group median and the appropriate benchmark.



Risk - Reward

This graph shows the risk-return characteristics for the investments, the benchmark and the peer group. The perpendicular lines meet at the peer group median. The strongest investments will be located in the upper left quadrant as these investments have higher returns and lower risk versus their peers. The weakest performing investments will be in the bottom-right quadrant as these investments have lower returns and higher risk versus their peers. Peer group is shown by the faded dots.

Glossary of Terms

Glossary of Terms

Active Return: the percentage gain or loss of an investment relative to the investment's benchmark. An active return is the difference between the benchmark and the actual return.

Active Share: percentage of stock holdings in a manager's portfolio that differs from the benchmark index.

Allocation Effect: value added by investing in certain sectors or countries within the portfolio

Alpha: measures the difference between an investment's actual returns and its expected returns given its level of risk as measured by Beta. A positive alpha figure of 1 indicates the fund has outperformed its benchmark index by 1%. A negative alpha of 1 would indicate underperformance of 1%. Alpha is often seen as a measure of the value added, or subtracted by a portfolio manager.

Asset Allocation Effect: is the value added by under-weighting asset classes with low returns relative to the benchmark, and over-weighting asset classes with high returns, thus adding more value to the portfolio.

Asset Mix – Actual: The current asset mix of the portfolio as of date.

Asset Mix – Passive: The current asset mix assigned to each class in the Statement of Investment Policies and Procedures.

Asset Mix Range: The asset mix range assigned to each class in the Statement of Investment Policies and Procedures (see definition below). In order to be in compliance with the SIPP, the portion of each asset class must fall in between the assigned range designated in the SIPP.

Attribution Effect: an evaluation tool used that accesses the abilities of the portfolio or fund manager, and the impact of their decisions with regard to overall investment policy, asset allocation, security selection and activity. A fund or portfolio's returns are compared to a benchmark in order to determine whether a manager is skillfully earning high returns relative to the benchmark, or is just getting lucky based on unrealized gains.

Balanced Fund: a fund that combines equities, fixed income, and money market securities into one fund. A hybrid fund that generally sticks to a fixed asset mix, either moderate (more equity) or conservative (more fixed-income). Generally classified as a large blend style.

Beta: is a measure of an investment's systematic risk, or sensitivity in comparison to the market as a whole or the benchmark it is being compared to. A portfolio with beta = 1 indicates that the portfolio's price will move with the market. A portfolio with beta > 1, is more volatile than the market (benchmark) offering the possibility of earning a higher rate of return, but also posing more risk. A portfolio with beta < 1 means that the portfolio will be less volatile than the market.

Calendar Returns: the 1-year period that begins on January 1 and ends on December 31 for the year identified. All returns are presented as total returns.

Constituents: a single member of an index. Typically a stock or company that is part of a larger index such as the S&P 500. The aggregate of all the constituents make up the index, and generally each index has to meet certain eligibility requirements to be included in the index. These requirements include market cap, market exposure, liquidity etc.

Correlation: measures how two securities move in relation to each other. The correlation coefficient ranges between -1 and +1. Perfect positive correlation (+1) implies that as one security moves either up or down, the other security will move in the same direction. Perfect negative correlation means that as one security moves up or down, the other security will move in the opposite direction. For purposes of diversification, portfolio managers tend to look for securities and funds that have no correlation, and are considered to be completely random from one another (correlation = 0).

Credit Breakdown: also known as 'investment grade'. A rating that indicates the chance of default for a bond. Bond rating firms such as the Standard & Poors use different designations consisting of upper and lower case letters. AAA and AA are considered to have high credit quality, A & BBB are considered to be medium credit quality, and anything lower than BB are considered low credit quality and are commonly referred to as 'junk bonds' or 'high-yield bonds'. Government bonds, or treasuries, are not subject to credit quality ratings. They are considered to have the highest credit quality, with minimal to no chance of default. Risk-adverse investors would not be in junk bonds, though some studies have shown that investing in junk bonds can actually reduce risk in one's portfolio.

Cumulative Return: the aggregate amount that an investment has gained or lost over time, independent of the period of time involved. It is the current price of a security less the original price of the security, divided by the original price of the security. Investors should confirm whether interest and/or dividends are included in the cumulative return; such payouts may be assumed to be re-invested. The performance calculation should be clearly stated when a company presents its data in the footnotes.

Currency: unless otherwise specified, the currency used for data in this report is in Canadian Dollars.

Defined Benefit (DB): an employer-sponsored retirement plan where employee benefits are sorted out based on a formula using factors such as salary history and duration of employment. Investment risk and portfolio management are entirely under the control of the company. Employers will need to dip into the companies' earnings in the event that the returns from the investments devoted to funding the employee's retirement result in a funding shortfall. The payouts made to returning employees participating in DB plans are determined by more personalized factors, like length of employment.

Defined Contribution (DC): a retirement plan in which a certain percentage of money is set aside each year by a company for the benefit of the employee. There are restrictions as to when and how you can withdraw these funds without penalties. There is no way to know how much the plan will ultimately give the employee upon retiring. The amount contributed is fixed, but the benefit is not.

Downside Capture Ratio: a measure of the manager's historical performance in down-markets (markets where the benchmark index has performed negatively during the month). The ratio is calculated by dividing the manager's return by the return of the index and multiplying that factor by 100. The resulting percentage is the amount of the down market captured by the manager. If the ratio is above 100 the manager underperforms in down markets, if the ratio is below 100 the manager outperforms in down markets.

Glossary of Terms

Drawdown: the peak-to-trough decline during a specific record period of an investment, fund or commodity. Quoted as the percentage between the peak and the trough. Helps determine an investment's financial risk by comparing risk-reward.

Equity Sector Exposure: the percentage of a portfolio invested in a particular type of market sector or industry, which is usually expressed as a percentage of total portfolio holdings. The greater the exposure in a sector, the higher the risk derived from that sector will be.

Excess Return: investment returns from a security or portfolio that exceed a benchmark or index with a similar level of risk. It is widely used as a measure of the value added by the portfolio or investment manager, or the manager's ability to "beat the market". Also known as Alpha.

Exchange Rates: The price of a nation's currency in terms of another currency. An exchange rate thus has two components, the domestic currency and a foreign currency, and can be quoted either directly or indirectly. In a direct quotation, the price of a unit of foreign currency is expressed in terms of the domestic currency. In an indirect quotation, the price of a unit of domestic currency is expressed in terms of the foreign currency. An exchange rate that does not have the domestic currency as one of the two currency components is known as a cross currency, or cross rate.

Gain/Loss Ratio: An increase in the value of a capital asset (investment or real estate) that gives it a higher worth than the purchase price. The gain is not realized until the asset is sold. A capital gain may be short term (one year or less) or long term (more than one year) and must be claimed on income taxes. A capital loss is incurred when there is a decrease in the capital asset value compared to an asset's purchase price.

Gross Domestic Product (GDP): The monetary value of all the finished goods and services produced within a country's borders in a specific time period, though GDP is usually calculated on an annual basis. It includes all private and public consumption in a nation's economy, total government spending, total country's business spending on capital, and the total of a nation's exports less imports (Net Exports).

Growth Manager: a strategy employed by the fund manager to seek out stocks that they believe to have good growth potential. A manager who believes earnings are expected to grow at an above-average rate compared to its industry or the overall market.

Growth Rate of Real GDP: a measure of economic growth from one period to another expressed as a percentage and adjusted for inflation (i.e.: expressed in real as opposed to nominal terms). It is a more accurate look at the real rate of economic growth because it is not distorted by the effects of extreme inflation.

Holdings-Based Style: is a "bottom-up" approach in which the characteristics of a fund over a period of time are derived from the characteristics of the securities it contains at various points in time over the period. Quantitative style characteristics such as size and value/growth orientation of each individual security need to be calculated then aggregated to the portfolio level.

Inflation: The rate at which the general level of prices for goods and services is rising, and purchasing power is falling. Central Banks aim to sustain an inflation rate of 2-3%.

Information Ratio: measures a manager's ability to consistently add value relative to the selected benchmark. The ratio is composed of excess return and tracking error. The higher the information ratio, the better, as this indicates a large excess return against a small tracking error. The information ratio measures the consistency with which a manager delivers Alpha.

Interaction Effects: captures the value added that is not attributable solely to asset allocation and stock selection decisions. It is positive when outperformance is overweight and when underperformance is underweighted.

Investment Growth: graphical representation on how much one's investment has grown over time. It is the most fundamental objective of all investor's, to make their money 'grow'.

Kurtosis: a statistical measure used to describe the distribution of observed data around the mean.

Maturity Breakdown: A held to maturity security is a debt or equity security that is purchased with the intention of holding the investment to maturity. This type of security is reported at amortized cost on a company's financial statements and is usually in the form of a debt security with a specific maturity date. The maturity breakdown schedule shows the investor a graphical representation on when the investment will mature (x-axis is maturity dates).

Max: the highest value of a statistic for a given set of data.

Min: the lowest value of a statistic for a given set of data.

Number of Observations: this figure indicates the number of investments included in the time period observed.

Over/Under Weighting: the percentage an asset class is overvalued/undervalued based on a passive asset mix target stated in the Statement of Investment Policies and Procedures.

Passive Return: the returns of the benchmark for an investor's total portfolio. The benchmark is given in the Statement of Investment Policies and Procedures (i.e.: 30% S&P/TSX, 30% S&P 500, 25% FTSE Canada Universe Bond, 15% MSCI EAFE).

Glossary of Terms

Peer Group: refers to companies that operate in the same industry sector, and are of similar size. Separate Accounts peer groups are used throughout this report.

Performance Quartile: visually depicts the category percentile rank of the investment's annual return, with the top quartile being those ranks from 1-25%.

Price/Book (P/B): a ratio used to compare a stock's market value to its book value. It is calculated by dividing the closing price of the stock by total assets less intangible assets and liabilities (book value per share of the latest evaluation period). Also known as the 'price/equity ratio'.

Price/Cash Flow (P/C): The ratio of a stock's price to its cash flow per share. The price-to-cash-flow ratio is an indicator of a stock's valuation. Although there is no single figure to indicate an optimal price-to-cash-flow ratio, a ratio in the low single digits may indicate the stock is undervalued, while a higher ratio may suggest potential overvaluation. The ratio takes into consideration a stock's operating cash flow, which adds non-cash earnings such as depreciation and amortization to net income. It is especially useful for valuing stocks that have positive cash flow but are not profitable because of large non-cash charges.

Price/Earnings (P/E): A valuation ratio of a company's current share price compared to its per-share earnings. A high P/E suggests that investors are expecting higher earnings growth in the future. It is advised to check P/E ratios of one company to other companies in the industry, as comparing amongst different industries would not be ideal due to different growth prospects in different industries.

Price/Sales (P/S): A valuation ratio that compares a company's stock price to its revenues. The price-to-sales ratio is an indicator of the value placed on each dollar of a company's sales or revenues. It can be calculated either by dividing the company's market capitalization by its total sales over a 12-month period, or on a per-share basis by dividing the stock price by sales per share for a 12-month period. Like all ratios, the price-to-sales ratio is most relevant when used to compare companies in the same sector. A low ratio may indicate possible undervaluation, while a ratio that is significantly above the average may suggest overvaluation.

R2: reflects the % of an investment's movements that are explained by movements in the benchmark, showing the degree of correlation between the investment and the benchmark. A score of 100 means that the investment exactly tracked the benchmark's movement. This figure is also helpful in assessing how likely it is that Alpha and Beta are statistically significant.

Rank %: percentile rank is a standardized way of ranking investment returns within the same universe. The observation with the largest numerical value is ranked one; the observation with the smallest numerical value is ranked 100.

Return +/- Benchmark: returns relative to the benchmark are calculated by subtracting the benchmark's return from the subject investment's return.

Selection Effect: is the value added by decisions within each sector of the portfolio.

Separate Account: a privately managed investment account opened through a brokerage or financial advisor that uses pooled money to buy individual assets. These accounts differ from a mutual fund because the investor directly owns the securities instead of owning a share in a pool of securities.

Sharpe Ratio: is calculated by taking the investment's average monthly excess return over the user defined risk free rate and dividing by the monthly standard deviation of excess returns to determine reward per unit of risk. A higher Sharpe ratio reflects better historical risk-adjusted performance.

Skewness: describes asymmetry from the normal distribution in a set of statistical data. Negative skewness describes data points which are skewed to the left, while positive skewness is data points skewed to the right of the data average. By knowing which way a distribution is skewed, an investor can better estimate whether a given or future data point will be more or less than the mean. Sets of data commonly analyzed in regards to skewness, are stock prices and asset returns.

Sortino Ratio: is similar to Sharpe ratio except that it uses downside risk (downside deviation) in the denominator. Because upside variability is not necessarily a bad thing, the Sortino ratio is sometimes preferable to the Sharpe ratio. It measures the annualized rate of return for a given level of downside risk.

Standard Deviation: is a statistical measurement of dispersion about an average, which, for an investment, depicts how widely the returns varied over the time period indicated. MorningStar computes standard deviation using the trailing monthly total returns for the time period. All of the monthly standard deviations are then annualized.

Statement of Investment Policies and Procedures: The purpose of this Policy is to formulate those investment principles, guidelines and monitoring procedures which are appropriate to the needs and objectives of the Plan, in a manner conforming to the applicable rules in the (Province) Employment Pension Plans Act and the Regulations thereto (the "Act"). This Policy is supplementary to the rules contained in the Act. The assets held are allocated by the Board of Managers/Trustees/Pension Committee.

Summary of Cash Flows: part of the financial statements issued by a business, and describes those cash flows into and out of the business. It accounts for the types of activities that create and use cash. Starting at the beginning market value of the last statement, all purchases (contributions) less sales (distributions) of all operating, investing and financing activities are calculated to reach the Net Cash Flow (NCF). All investment income is then added/subtracted to reach ending market value (less any benefits, expenses/fees in the transactional account).

Glossary of Terms

Systematic Risk: also known as 'undiversifiable risk', 'volatility', or 'market risk'. It is the risk in the overall market that cannot be ignored, and more importantly, cannot be completely avoided. Systematic risk is decreased through hedging or using an appropriate asset allocation strategy. For example, allocating a higher % of the portfolio to bonds rather than to stocks due to an interest rate shift that makes bonds more desirable. Interest rate changes, inflation, recessions and war are all examples of systematic risk, because they affect the entire market.

Target Date: A mutual fund in the hybrid category that automatically resets the asset mix of stocks, bonds and cash equivalents in its portfolio according to a selected time frame that is appropriate for a particular investor. A target-date fund is similar to a life-cycle fund except that a target-date fund is structured to address some date in the future, such as retirement. Its returns are not guaranteed, but depend on how the market performs. Someone older looking to retire in 2020 per instance would invest in a target date 2020 fund more heavily weighted in bonds and cash equivalents than stocks, as this fund is less volatile and more likely to contain assets the investor needs to begin making withdrawals in 2020. A younger person just starting off would inversely invest in a target date 2050 fund, which is more heavily weighted in stocks, over a longer time horizon. The target date funds adjust appropriately on an annual basis.

Total Effect: is the sum of the selection effect, attribution effect, and interaction effect.

Total Return: is the actual rate of return of an investment or a pool of investments over a given time period. Total return includes interest, capital gains, dividends, and distributions realized over a given time period. It therefore accounts for two areas of return: income (interest paid, distributions & dividends) and capital appreciation (change in market price of an asset).

Tracking Error: the divergence between the price behavior of an investment, and the price behavior of a benchmark. It is reported as a standard deviation % difference.

Trailing Returns: is the return of an investment over a given time period. A twelve month period as of March 31st, 2010, would evaluate performance from March 31st, 2009 to March 31st, 2010. Expressed in percentage terms, it is calculated by taking the change in net asset value (NAV), reinvesting all income and capital-gains distributions during the period, and dividing by the starting net asset value. Reinvestments are made using the actual reinvestment NAV, and daily payoffs are reinvested monthly. Total returns are not adjusted for sales charges (i.e.: deferred loans). The returns do account for management, administrative and other costs taken out of investment assets. Total returns for periods longer than one year are expressed in terms of compounded average annual returns (geometric total returns).

Up Capture Ratio: a measure of manager's historical performance in up-markets (markets where the benchmark index has performed positively during the month). The ratio is calculated by dividing the manager's returns by the return of the index and multiplying that factor by 100. The resulting percentage is the amount of the up market captured by the manager. If the ratio is above 100 the manager outperforms in up markets, if the ratio is under 100 the manager underperforms in up markets

Value Manager: a manager who invests in equity funds that primarily hold stocks that are deemed to be undervalued in price and that are likely to pay dividends. One of three main types of mutual fund managers (value, blend, growth).

Benchmark: a standard against which the performance of a security, pooled fund, separate account, mutual fund, or investment manager can be measured. It is important to select the appropriate benchmark when evaluating the performance of any investment. There are hundreds of indexes that analysts can use to gauge the performance of any given investment.

S&P/TSX Composite: is the headline index for the Canadian equity market. It is the broadest in the S&P/TSX family and is the basis for multiple sub-indices including but not limited to equity indices, Income Trust Indices, Capped Indices, GICS Indices and market cap based indices. The Toronto Stock Exchange (TSX) serves as the distributor of both real-time and historical data for this index.

S&P 500: widely regarded as the best single gauge of large cap U.S. equities. It includes the 500 leading companies and captures approximately 80% coverage of available market capitalization.

MSCI EAFE (net): The MSCI EAFE Index is recognized as the pre-eminent benchmark in the United States to measure international equity performance. It comprises the MSCI country indices that represent developed markets outside of North America: Europe, Australasia and the Far East.

MSCI EM: The MSCI Emerging Markets Index captures large and mid-cap representation across 23 Emerging Markets (EM) countries. With 823 constituents, the index covers approximately 85% of the free float-adjusted market capitalization in each country.

FTSE Canada Universe Bond: a broad measure of the Canadian investment-grade fixed income market (federal, provincial, municipal & corporate). Must hold a credit rating of BBB or higher to be eligible for inclusion in the index.

Consumer Price Index: the inflation rate +4% is utilized to benchmark against the real estate asset class.

Glossary of Terms

Global Industry Classification Standard (GICS®)

Communication Services Sector: The Communication Services Sector includes companies that facilitate communication and offer related content and information through various mediums. It includes telecom and media & entertainment companies including producers of interactive gaming products and companies engaged in content and information creation or distribution through proprietary platforms.

Energy Sector: The Energy Sector comprises companies engaged in exploration & production, refining & marketing and storage & transportation of oil & gas and coal & consumable fuels. It also includes companies that offer oil & gas equipment and services.

Materials Sector: The Materials Sector includes companies that manufacture chemicals, construction materials, glass, paper, forest products and related packaging products, and metals, minerals and mining companies, including producers of steel.

Industrials Sector: The Industrials Sector includes manufacturers and distributors of capital goods such as aerospace & defense, building products, electrical equipment and machinery and companies that offer construction & engineering services. It also includes providers of commercial & professional services including printing, environmental and facilities services, office services & supplies, security & alarm services, human resource & employment services, research & consulting services. It also includes companies that provide transportation services.

Consumer Discretionary Sector: The Consumer Discretionary Sector encompasses those businesses that tend to be the most sensitive to economic cycles. Its manufacturing segment includes automotive, household durable goods, leisure equipment and textiles & apparel. The services segment includes hotels, restaurants and other leisure facilities, media production and services, and consumer retailing and services.

Consumer Staples Sector: The Consumer Staples Sector comprises companies whose businesses are less sensitive to economic cycles. It includes manufacturers and distributors of food, beverages and tobacco and producers of non-durable household goods and personal products. It also includes food & drug retailing companies as well as hypermarkets and consumer super centers.

Health Care Sector: The Health Care Sector includes health care providers & services, companies that manufacture and distribute health care equipments & supplies and health care technology companies. It also includes companies involved in the research, development, production and marketing of pharmaceuticals and biotechnology products.

Financials Sector: The Financials Sector contains companies involved in banking, thrifts & mortgage finance, specialized finance, consumer finance, asset management and custody banks, investment banking and brokerage and insurance. This Sector also includes real estate companies and REITs.

Information Technology Sector: The Information Technology Sector comprises companies that offer software and information technology services, manufacturers and distributors of technology hardware & equipment such as communications equipment, cellular phones, computers & peripherals, electronic equipment and related instruments and semiconductors.

Utilities Sector: The Utilities Sector comprises utility companies such as electric, gas and water utilities. It also includes independent power producers & energy traders and companies that engage in generation and distribution of electricity using renewable sources.

Real Estate Sector: The Real Estate Sector contains companies engaged in real estate development and operation. It also includes companies offering real estate related services and Equity Real Estate Investment Trusts (REITs).

Disclaimer

1. The rates of return used in this Report are not necessarily a prediction of possible future experience.
2. The rates of return used in this Report are believed to be accurate, complete and timely. Rounding issues may arise.
3. Reliance for data has been made primarily on the custodial statements of the Plan, Morningstar Direct, eVestment, the Bank of Canada, Ellement Performance Measurement Proprietary System and the Canadian Institute of Actuaries publications on Economic Statistics in the preparation of this Report. Additional information provided from investment managers has been of assistance from time to time.
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5. Careful deliberation, perhaps with supplementary information, may be required before investment managers are hired, continued or terminated, or before an asset class mix change is directed.

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BOARD OF GOVERNORS – Quarterly Regular Meeting

Meeting Date:	September 15, 2023
Agenda Item:	9.a. President's Report
Material:	President's Board of Governors Report – September 2023

Office of the President and Vice Chancellor

Report to the UNBC Board of Governors

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

For the Period: June 2023-September 2023

Overview

Outlined below are several key areas of focus that have been active since my last report, which was presented during the June 2022 Board of Governors meeting. That report served as my annual summary for the academic year 2022-2023. As highlighted in my annual report, our primary objectives for 2023-2024 are to collect relevant data to facilitate informed decision-making, ensuring the University achieves its goals, and allocate resources appropriately. The executive team, in collaboration with their respective units, are developing dashboards and metrics. These tools will monitor trends and key performance indicators to highlighting actions coming from the strategic plan.

Summary

Throughout the summer, as detailed in the reports from the Vice-Presidents and direct reports within my portfolio, we've made significant progress. However, there are areas that require further attention and support. We are working on solutions to support these areas as they are critical to the functioning of the University. In our weekly President Executive Council meetings, as well as in additional one-on-one sessions, I continue to be updated and work with the Vice-Presidents and the Executive Director of Strategy and Staff to support the University on a whole. Additionally, my focus continues to be more University wide and externally focused as I support the University through my engagements locally in the North, as well as on provincial, national, and international levels.

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. Highlighted are some of the of key accomplishments from those departments over the period of the report

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

Office of Equity, Diversity & Inclusion & Office of Indigenous Initiatives

The Office of Indigenous Initiatives (OII) has shared various initiatives and collaborations. They've established a protocol for inviting Elders and Knowledge Holders to the UNBC campus and will conduct sessions in September to review it. OII is also gathering feedback for the Centre for Indigenous Studies and has partnered with the College of New Caledonia for an Indigenous Collaborative Meeting. There are plans to host reconciliation workshops and a partnership with Nadleh Whut'en First Nation concerning the Lejac Residential School site. The First Nations Centre (FNC) announced Penina Sara-Lynn Harding as the Manager, Indigenous Student Empowerment, and is working on various projects including the Orange Shirt Fund, the 1000 Raven's for Reconciliation, and collaboration with IWAU. The Office of Equity Affairs (OEA) has launched its Intentional Diversity Hiring Policy, established dedicated parking for pregnant individuals, and is involved in various other endeavors including the development of an Equitable Faculty Recruitment lecture, a Trans Athlete Policy, and establishing an Ombudsperson role at UNBC. Both OII, OEA, and the FNC expressed gratitude to their IT colleagues for their support and are focusing on implementing position-specific email addresses for smoother transitions and better information retention.

Office of University Athletics

The varsity Soccer league is set to start on August 25th, while the Basketball league will commence on November 3rd. The department has 80 student athletes participating, of which 8 are international students. October will see the launch of a new external website. 2023 initiatives feature new uniforms that amalgamate the Indigenous logo with the original Timberwolf emblem, and departmental jackets will solely bear the Indigenous logo. Furthermore, enhanced awareness and support are being fostered for events like Pride nights, Nats'ilnik, Shoot for the Cure, SD57 day games, and Inclusion night. Collaborations with Caledonia Ski Club are underway to establish a Timberwolves Varsity Ski Club. Academic achievements of the athletes have been noteworthy: 23 U SPORTS Academic All Canadians from the 21/22 year will be celebrated in November, and the GPAs for various teams have been listed with the Women's Basketball Team leading with a 3.58 GPA. In terms of athletic accolades, MSOC Head Coach Steve Simonson led the Highlanders to a championship in the BC1 League in August 2023, with MSOC's Michael Henman being named Player of the Year. Additionally, WSOC's Claire Turner received the 2022 Premier's Awards for Indigenous Youth Excellence in Sport, and Maria Mongomo (WBB) and Sam Raphael (MBB) have been inducted into the Timberwolves Wall of Honour. UNBC Athletics has also embarked on projects such as an EDI/Indigenous wall mural at the NSC and placing the Athletics Equity Statement prominently within the Athletic Department. The department's impact on the community has been pronounced, with a 5k grant facilitating community outreach, benefiting around 1600 elementary students in locations like PG, Quesnel, Vanderhoof, and Mackenzie, and there's an expansion of summer camps in Terrace.

Office of Communications and Marketing

The Communications and Marketing team has several initiatives underway. They are advancing developing a strategic approach to key areas including visual identity, creating launch tactics, and formulating a long-term communications strategy. An internal communications strategy is in progress, which is based on tiered solutions ranging from refined email channels to employee engagement strategies. The website is undergoing a needed refresh, targeting a September migration, with training for web editors and designs that align with the strategic plan. There's a completed social media strategy presentation that has already shown consistent growth in KPIs and boasts higher engagement rates. The team is also focusing on enhancing research dissemination from website content updates to in-person engagement.

Office of University Governance

The Office of University Governance at UNBC offers guidance on governance issues, best practices, privacy, information access, records management, and the establishment and review of institutional policies and procedures. Recent initiatives encompass collaborative work with senior administration on agenda planning, engagement with the Audit & Risk Committee for board evaluations, the approval of the Board of Governors Appointment Delegation Policy, and the finalization of the Appeals to the Board Policy. They've undertaken a records management project, analyzed Senate Committee management, conducted a university-wide privacy analysis, and introduced procedures for privacy breaches. They've also been involved in developing and submitting various degree program proposals, including the Bachelor of Arts, Nisga'a Language Fluency degree. Their plans for the upcoming fall include enhancing communication with internal units, introducing a meeting management platform, developing privacy training materials, establishing new policies related to privacy, records management, and naming of assets, and transitioning the responsibilities of Ministry/DQAB new degree program proposals to the Office of the Vice President and Provost's portfolio.

Budget and Planning/Collaborative Leaders Forum (CLF)

As highlighted in the recent meeting of the Finance and Investment Committee that the 2024-2025 budget development will be led by Dr. Wendy Rodgers which is the typical role for the Provost. This work will be supported by a budget and planning committee leading to a continued and enhanced evolution of our budget approach.

Engagement

I remain committed to making connections with our broader community and stakeholders. Strengthening these connections will continue to be a growth area within my portfolio, aiming to enrich the University through diverse opportunities, connections, and integral relationships. Below, I have provided a selected report of key meetings and engagements that have occurred

during this period to bring the following to the attention of the Board and the University Community.

- On June 27th, I gave a talk at the BC Council for International Education in Vancouver, discussing the role and importance of international education.
- On June 29th and 30th, I attended the Research Universities of BC President's retreat in Victoria.
- On July 4th I met with Jack Payne to discuss partnership opportunities between UNBC and the town of Prince Rupert.
- On July 17th, I participated in a meeting with LaSalle College and the signing of the MOU between UNBC and LaSalle College.
- On August 23rd, I had a lunch meeting with a significant donor to the University; Moss Rock Park Foundation.

Leadership Searches

I am excited to report that the new Vice President Research and Innovation, Dr. Paula Wood-Adams has started her tenure at UNBC. We are thrilled to have her as part of the UNBC community. I would also like to extend my heartfelt gratitude to Dr. Kathy Lewis for her unwavering dedication, invaluable insights, and the immense knowledge she has imparted over the last three years as the Interim Vice President of Research and Innovation. We wish her the very best in her future endeavors. The summer months also focused our attention on the final hire within the Executive Team, the Associate Vice President, Indigenous of which we are in the final stages of that search.

Labour Relations

Very excited with our positive relationships with our three main labour groups on campus and to have all agreements signed as significant milestone and setting up well for the future of UNBC!

Summary

Overall, it continues to be a busy and exciting time for UNBC. The start of the fall term has a level of activity not seen in a number of years. I continue to work with the UNBC community to establish a positive foundation to move UNBC forward in a strategic and pro-active direction that supports the continued success in achieving the University's renewed mission and mandate.

BOARD OF GOVERNORS – Quarterly Regular Meeting

Meeting Date:	September 15, 2023
Agenda Item:	10.b.1. Vice-President, Academic and Provost's Report
Material:	Vice-President, Academic and Provost's Board of Governors Report – September 2023

The VPAP oversees comprehensive planning, implementation, and operation of the academic mission of the university – the core mission of the university. Key activities as follows:

- Supporting action on the **digital infrastructure transformation** of the university
- Supporting development of data-culture to support data collection, storage, analysis, visualization, and evidence-based decision making.
 - ACTIONS
 - Development of Digital Infrastructure Steering Committee
 - Hiring of project manager (cross-portfolio)
 - Training by Ellucian on FAST system
 - Connection with Banner on all software implementation
 - Creation and *Search and Selection* **Director of Institutional Research, Analysis, and Performance**
 - Selection process nearing completion
 - This is a key area supporting all aspects of reporting and performance
 - This area is under supported right now – with an analyst position vacant for over 18 months
 - New staff recruitment and current staff retention at ‘critical’
 - Connection with service provider to support project management and implementation
 - Contracting process nearing completion
- Strengthening Academic Administration
 - ACTIONS
 - *Search and selection* for **Vice Provost Graduate Studies and Research**
 - Process underway
 - *Search and selection* for **Director, Centre for Teaching, Learning, and Technology**
 - Process underway
 - Restructuring Academic Finance & Budgeting
 - Enhancing information and reporting capacity on academic budgets
 - Currently, there are insufficient human and digital resources to allow strategic allocation and deployment of the academic financial (and human) resources – to address this – we are collaborating on the restructure of finance and admin – adding financial capacity to the academic program
 - *Search and selection* for **Academic Programs Financial Analyst**
 - Process started
 - Academic Leadership Development Retreat (ALDR)
 - 3 day retreat focused on chairs/deans/directors
 - Role clarity; managing people; managing colleagues; culture curation
- Strengthening Academic Programming
 - Goal setting
 - Relationship building with Northern Health
 - Structuring Quality Assurance review processes – DQAB
 - Enhancing Governance processes to support academic strength
 - Coherent reviews of programs etc
- Focus on Enrolment (recruitment & retention). (*appendix Enrolment Snapshot attached*)
 - ACTIONS
 - New Senior Director Enrolment Strategy & Management began

- Tied to digital infrastructure transformation – ensuring appropriate data are collected, analyzed, visualized
 - Developing comprehensive sophisticated recruitment and retention plan
 - Ensuring data are available and understandable (fixes required)
 - Ensuring analytical capacity is in place
 - Review of curriculum necessary – retention – also program relevance for recruitment
- Faculty Relations
 - Requires new structure with dedicated administrative and HR-related support
 - Working on relationship with FA
 - Enhancing processes – creating checklists and procedures to reduce violations of CBA
- Regional strategy
 - Working with President’s Office to revise “Regional Advisory Committees” to “Community Engagement Activities”
 - Broadening scale and scope and impact of regional visits
 - Working on strengthening relationships with local communities & Indigenous communities and groups
 - Reviewing program access and delivery to meet regional needs
 - Developing priorities for academic year
- International Strategy
 - Working with President; Vice President Research & Innovation; Office of Research and Innovation; Deans; Registrar
 - Goals – integrated international strategy
 - ACTIONS
 - DAAD tour in Germany re: university & industry partnerships
<https://www.daad.de/en/the-daad/daad-journal/topics/germany-today-tour-2023/>
 - QS conference in Dublin, Ireland re: European student mobility & QS ranking strategies
 - institution based partnerships
 - Singapore (follow up from last spring)
 - Lasalle College Vancouver (primarily International students transferring)
 - Review overall international strategy for undergraduates, for professional programs, for graduate programs – especially course based
 - Review fee structure
 - Imminent federal restriction on graduate student numbers
 - Imminent provincial restriction on graduate students tuition and fees
 - Need to ensure our tuition and fees is not lagging behind peers
- Summary points
 - We need enhanced communications
 - Through 4 simultaneous searches – our website and other public facing materials are not serving us well. They are not sufficiently supporting the narrative and excellence of the university.
 - We need enhanced internal process
 - These need to be streamlined and structured to maximize consistency and reduce errors
 - Enhanced internal communication would be beneficial here
 - The financial and enrolment positions of the university are complexly supported by all of the above. We have to embrace this complexity and improve our data and analytical capacity and overall reporting to best understand this situation and take incisive action to address it.

Enrolment SNAPSHOT – Sept 1st, 2023.

NEW Fall Enrolment 2023 (compared to 2022)						
	Applications	Admissions	Registered	Summary	Note	Action
Domestic undergrad	-5%	-6%	-3.5%	-20 NEW fall 2023	There was a very positive recruitment cycle last fall – unclear why applications are down	Will compare with provincial and national data – will look at specific programs
International undergrad	+18% *unreliable data – some in old fee structure that miscategorized them- fixing it	-50% *change in <i>process management</i> Pending (docs missing) +121% - so actual impact slightly +	+26% *full complement <i>staffing</i> enabled faster processing *final number will be affected by visas	+14 NEW fall 2023	Overall – this looks good – odd numbers related to changes in process and staffing – should settle down	Will look for diversity among countries represented – will ensure sufficient resources in services & housing
Domestic Graduate	-8%	-27%	-25%			Will look at programs – need to know if it's course based or thesis based to understand source
International Graduate	+18%	+14%	-2%			Will look at services & housing – and completion times.

Enrolment SNAPSHOT – Sept 1st, 2023.

Continuing Fall Enrolment 2023 (compared to 2022)							
	Head Count	FTE		Summary	Note	Actions	Actions
Domestic undergrad	-4.5%	-6.4%		-100 HC -118 FTE	100 fewer students and students taking less credits	Will look at attrition patterns related to programs and courses	Will undertake broader curriculum review to ensure good student progress. Will look at microcredential opportunities and student goals (not all students intend to finish at UNBC)
International undergrad	+35%	+27%		+87 HC +53 FTE	87 more students and students not taking 1 FTE each`	This is good. Need to ensure diversity of countries of origin	International tuition has impact on financial bottom line. Can not become dependent on it.
Domestic Graduate	+5.5%	+8.7%			+15 HC +18.7 FTE	Students taking more credits	Examine program level student distribution
International Graduate	+8.4%	+15%			+12 +19	Students taking more credits	Process changes – some international in old fee structure that miscategorized them – fixing it.

Overall:

- about 10.5% international undergraduate. We are looking at ceiling of 20% - so room to grow here.
- About 35.4% international graduate. We are not concerned about a ceiling here due to the nature of graduate programming and preparation of students coming in. Will always have a higher proportion of international graduate compared to undergraduate programs
- Overall – total population of students is about 13.3% international.

BOARD OF GOVERNORS – Quarterly Regular Meeting

Meeting Date:	September 15, 2023
Agenda Item:	10.b.2. Vice-President, Finance and Administration's Report
Material:	Vice-President, Finance and Administration's Board of Governors Report – September 2023

Report to the UNBC Board of Governors

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

Meeting Date: September 15, 2023

1.0 Context

- 1.1 Finance and Administration Services (FAS) has experienced challenges with workload, employee burnout, turnover, and inefficiencies. To pave the way for the required transformational change, UNBC engaged the services of MNP under the coordination of the working group to assess the organizational structure and outline guiding principles for change.
- 1.2 The review highlighted the dedication of the teams and a culture focused on community. However, it also outlined key challenges such as capacity constraints, recruitment and retention, siloed operations, manual processes, and insufficient change and project management skills.

2.0 Reorganization and Transformation

- 2.1 In response to the MNP review recommendations, each unit is undergoing structure updates along with review of budgets for allocation of required resources. Building upon the success of Business Services, a portfolio-wide service strategy is being launched to instill a culture of service excellence to anchor the transformation journey of the FAS portfolio.
- 2.2 Finance and Human Resources are prioritized for digital transformation efforts that are aligned with a larger initiative co-led by the Vice President, Academic and Provost and the AVP Administration.

3.0 Finance

- 3.1 Addressing vacancies remains a priority. Key appointments include the new Director of Finance and Controller Finance, and efforts continue to fill remaining vacant positions across finance including financial analysis, payroll, treasury services, contracts and supply chain management. Ongoing digitization projects being planned include electronic approvals, financial reporting tools, and system enhancements. Process improvements/policy reviews are underway and will be supported by MNP.

4.0 Human Capital

- 4.1 The Off-Campus Workplace Location Program is gradually introduced. Compensation updates and collective bargaining agreements are being executed. Appointments across various areas have been successful – over 40 faculty and staff positions and more than 250 sessional instructors and Graduate Teaching Assistants (GTA) were recruited during the quarter. The recruitment of over 60 faculty and staff and more than 140 sessional instructors, GTAs and student employees is in progress. Recruitment processes are expected to be streamlined through planned implementation of the Applicant Tracking System. The Respect in the Workplace Policy is being reviewed for alignment with new legislation.

5.0 Information Technology Services (ITS)

- 5.1 ITS restructures to accelerate digital transformation. Cybersecurity and AI initiatives are explored while balancing security and operational needs. Equipment updates, data center migration, and system improvements enhance efficiency and support digitization.

6.0 Safety and Security

- 6.1 Collaboration between Human Resources and the Office of Research & Innovation prioritizes safety culture. Emergency response plans are in development. Security initiatives include evaluating software for parking and optimizing officer presence. The UNBC Safe app is improved for safety reporting. Safety efforts span incident response, inspections, and proactive measures.

7.0 Capital Projects and Facilities Management

- 7.1 Projects are on budget and adhering to safety standards. Construction progresses for various facilities. Project priorities are being adjusted for the renovation of the west wall of the Wood Innovation Research Lab. A comprehensive approach is taken to manage risks and prepare for extreme weather events. Challenges include supply chain disruptions and staffing constraints.
- 7.2 The Wood Innovation Research Lab has suspended operations as we conduct inspections, mitigate water damage, and develop a renovation plan. All other facilities are compliant, with ongoing fire safety updates. The Bioenergy Plant's efficiency leads to utility savings.

8.0 Business Services

- 8.1 Recent leadership changes are stabilizing, and growth continues. Continuing Studies transitions to the Office of the Provost as planned. Business Services is fostering portfolio-wide organizational transformation. A Digital Transformation unit, guided by ITS, supports digital strategies.
- 8.2 **Housing and Residence Life:** Keyoh roof construction is complete. Housing reached full capacity for September Term with waitlist demand in July. Demand for additional student housing has been identified; expansion plans developing.
- 8.3 **Hospitality Services:** Strong sales exceed expectations. Hosted international wildfire personnel. Dining reopens and coffeehouse restarts in September for student orientation.
- 8.4 **Retail Services:** Timberwolves mascot plushy launch planned. Bookware system implementation shows increased transactions.
- 8.5 **Northern Sport Centre:** 664 active students, 4,900 members. Services expanded due to weather conditions. New equipment improves member satisfaction.
- 8.6 **UNBC Childcare and Early Learning Centre:** Entering 27th year, welcoming new families. Playground Enhancement phase one completed. Recruitment ongoing for Board of Directors positions. Provincial funding for childcare expansion is being explored, with next step a survey of early learning needs.

9.0 UNBC Land Trust

- 9.1 Vision and design principles were established, with further guideline development underway.

10.0 Conclusion

- 10.1 FAS is advancing its transformation to address challenges and enhance operations. Various initiatives focus on digitalization, process improvements, and safety enhancement. Efforts in financial services, human capital, capital projects, IT services, and business development align with the overall strategic direction. Progress is ongoing in the journey towards a more efficient and effective Finance and Administration Services.

BOARD OF GOVERNORS – Quarterly Regular Meeting

Meeting Date:	September 15, 2023
Agenda Item:	10.b.3. Vice-President, Research and Innovation’s Report
Material:	Interim Vice-President, Research and Innovation (and Graduate Programs)’s Board of Governors Report – September 2023

Report to the UNBC Board of Governors

Submitted by Dr. Kathy Lewis, former Interim Vice President, Research and Innovation (and Graduate Programs). Board Meeting Date: 15 September 2023.

1. Office of Research and Innovation

The ORI supports development of research programs and infrastructure, develops and maintains partnerships with funders and collaborators, and ensures UNBC meets all regulatory requirements.

We are very pleased to welcome Dr. Paula Wood-Adams, VP Research and Innovation.

Staffing changes intended to enhance fundraising and outreach, support laboratory infrastructure and operations, and enable the Director of ORI to focus more on partnership building. Actions completed so far:

- Addition of endowment-funded Coordinators of Pathway and Engagement
- Added Senior Manager of Laboratory Operations and Infrastructure to fill a significant gap in maintenance, renewal and support for laboratories (research and teaching functions).
- Transition of the Alumni office into ORI
- Transition of Research Finance into ORI (phased, with ongoing support for budget process)

2. Research Grants, Contracts

The ORI hosted the annual Grant Development Workshop on Aug. 22nd and 23rd

Grants received since last report:

- One new SSHRC Insight Development Grant was awarded to a UNBC faculty member
- The Office of Research and Innovation was able to award 9 SSHRC SIG Explore and Exchange Grants internally from our SSHRC Institutional Grant
- One new CIHR Planning and Dissemination Grant was awarded (Davina Banner-Lukaris - Nursing)
- Viviane Josewski (Nursing) was awarded an EPIC-AT Fellowship from AGE-WELL NCE Inc.
- 5 expressions of interest for the Banting Postdoctoral Fellowship were received. One applicant will be endorsed by UNBC at the full application stage.

3. Research Chairs – strengthening UNBC’s national and international reputation, and supporting overall research excellence. Actions:

- Appointment of a Research Advisory Committee to advise the VPR on research chair areas and research related policies and procedures
- Put out a call to the university community for ideas to fill vacant Canada Research Chairs (two NSERC, one CIHR)
- Developing strategy for filling vacant CRCs and addressing UNBC’s equity gaps
- Ensuring compliance with the CRC Program Equity, Diversity and Inclusion requirements

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

- 6 Research Ambassadors (2 returning, 4 new) have been hired (term: September 1 to April 30).
- New this year, the Research Ambassadors each have a portfolio: Internal Communications, External Communications, Youth and Student Engagement, Recruitment, Undergraduate Student Rep. and Graduate Student Rep.

5. **Research Facilities and Infrastructure** – Strategic goal to ensure ongoing maintenance of existing infrastructure, and development of new infrastructure. Actions:
- Canadian Foundation for Innovation – first phase (EOI) of internal process to select proposal to support for an opportunity for significant infrastructure funding.
 - Supporting the Northern Analytical Lab Services to prepare a request for proposals for a new Scanning Electron Microscope, funded by the PacifiCan funding previously received.
 - Part-time student Research Assistant hired to assist with a research equipment inventory to support development of a maintenance and replacement plan.
 - Working with Facilities on design and development of new lab building at the Quesnel River Research Centre
6. **Partnerships and Advancement Activities** – Strategic goal to support and enhance existing partnerships that enhance research and funding in support of UNBC's mission. Actions:
- Renewal of the Interior Universities Research Coalition MOU is nearing completion. The IURC is comprised of UNBC, UBC-Okanagan and Thompson Rivers University.
 - Fundraising for the Northern Centre for Clinical Research in collaboration with UBC Faculty of Medicine
 - Building relationships with Indigenous communities for co-designed research and student support
7. **Youth Engagement and Outreach** – strategic goal to enhance excitement about research and university among K-12 youth. Activities since last report:
- Free **workshops and classroom visits** through June (380 youth in elementary schools across School District 57).
 - Partnered event with **Minerva BC - Learning to Lead** on June 10th. 15 high-school girls attended UNBC campus to learn about leadership. Aman Litt (AVP Equity Diversity and Inclusion) and Dr. Debra Roberts (Dean of Science and Engineering) provided mentorship for these youth leaders. Minerva BC also provided 30 UNBC students and staff with a Confidence in Leadership session on June 9th.
 - **QuizMe Tournament** hosted by Dr. Todd Whitcombe and supported by Active Minds instructors. Approximately 30 youth from School District 57 participated on June 14th.
 - UNBC Active Minds showcased programming for **National Indigenous Day** on June 21st, at with a delegation from UNBC. At this event we connected with about 400 youth and 100 adults about UNBC's Youth Outreach programs.
 - Science Week visits by **Big Brothers Big Sisters of Northern BC** took place on July 18th and July 20th. We had 42 youth participants for these sessions. In partnership with UNBC Engineering Department and UNBC Recruitment.
 - **UNBC Active Minds Summer Science Camps** have been an enormous success. This season we hosted about 300 youth (ages 6-12) at Prince George campus. Revenue generated was about \$90,000. 2 camps every week for 8 weeks. 6 full-time instructors and 1 part-time instructor were employed; all were UNBC students. Volunteer learning opportunities to 3 high-school students.
 - Youth Activity Booth partnered with the Chuntoh Education Society to celebrate the 30th Anniversary of the John Prince Research Forest.
8. **Priorities for upcoming months**
To be provided in person by the new VPRI – Dr. Wood-Adams.

BOARD OF GOVERNORS – Quarterly Regular Meeting

Meeting Date:	September 15, 2023
Agenda Item:	11.iii. Mandate Letter to the Board Chair
Material:	Ministry of Post-Secondary Education and Future Skills Letter



June 22, 2023
Our Ref. 129479

Catherine Wishart
Board Chair
University of Northern British Columbia
3333 University Way
Prince George, BC V2N 4Z9

Email Address: wishartc@unbc.ca

Dear Catherine Wishart:

On behalf of Premier Eby and the Executive Council, I would like to extend my thanks to you, your board members and your organization's leadership for your dedication, expertise and service to the people of British Columbia.

Public sector organizations—including Crowns, health authorities and post-secondary institution boards—support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, climate-related natural disasters and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home—in rural areas, in cities and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for post-secondary institutions, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your institution for the remainder of government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing and a clean and fair economy that delivers affordability and prosperity.

In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

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As required by the *Climate Change Accountability Act*, please ensure your institution implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with the CleanBC target of a 50 per cent reduction in public sector building emissions and a 40 per cent reduction in public sector fleet emissions by 2030. Your institution is expected to work with government to report out on these plans and activities as required by legislation.

Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms—and every public sector organization has a role in this work. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations and policies in the areas of financial, risk and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines and standards; evaluating your organization against industry standards and maintaining appropriate security and privacy practices. The Office of the Chief Information Officer within the Ministry of Citizens' Services is available to support and offer guidance to your organization in any of these areas.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance are available for consultation.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest and aligned with government's strategic direction and priorities. Within CAS, the Crown Agencies and Board Resourcing Office (CABRO) will continue to support you and your board on recruitment, appointments and professional development, as well as ensuring board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy and planning.

I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your institution and develop plans to address the following new priorities within your approved budget and within the following context.

Post-secondary education and training are fundamental for anyone who wishes to access and succeed in most careers in our province. We know that 80 per cent of the 1 million new job openings in BC over the next decade will require post-secondary education and training. The StrongerBC Future Ready Action Plan aims to make education and training more accessible, affordable and relevant to prepare British Columbians for the jobs of tomorrow. Achieving the objectives of the Action Plan will require collaboration across many sectors, driven by the post-secondary sector.

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I ask you to rise to the challenge and work across the post-secondary system, as well as with businesses, unions, tradespeople and community leaders, to build a province of opportunity and equity, where everyone can succeed and prosper by focusing on the following priorities:

- Delivering educational and training programming as described in the [StrongerBC Future Ready Action Plan](#) to equip British Columbians to capitalize on new opportunities and remain resilient in the face of unprecedented change, including the continued expansion of access to affordable, accessible and relevant training, such as through micro-credentials and expanded health seats.
- Working with SkilledTradesBC, Indigenous leadership and partners to ensure Indigenous voices are reflected in trades training decision-making that impacts Indigenous workers, businesses and communities.
- Continuing to provide culturally sensitive and safe learning environments for Indigenous learners to maximize their participation and success in post-secondary education.
- Developing and implementing protections for international students that support their fair treatment.
- Meeting or exceeding the financial targets identified in the Ministry's Service Plan tabled under Budget 2023.
- Complying with the Tuition Limit Policy, which sets a two percent cap on tuition and mandatory fee increases for domestic students to ensure programs are affordable.

The Ministry posts the [annual reporting requirements for public post-secondary institutions](#) on its website. This document outlines the statistical, financial and performance reports for the fiscal year. Your institution is expected to meet these requirements by providing the data and reports necessary for government to carry out its responsibilities.

As Board Chair, you are required, upon resolution of your board, to sign this letter to acknowledge this direction from government to your institution. The signed letter is to be posted publicly on your institution's website by September 21, 2023.

I look forward to continuing to work with you and your board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,



Honourable Selina Robinson
Minister

Date: June 22, 2023

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