

BOARD OF GOVERNORS

PUBLIC SESSION AGENDA

Friday, February 2, 2024

Senate Chambers Room 1079

1:30 pm – 2:45 pm

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. **November 16, 2023**

- Management Letter from KPMG
- UNBC Land Development Corporation: Re-appointment of Directors
- Board Attendance Report
- Annual Schedule of Board Meetings
- Governance Action Items
- Annual Performance Review of the President
- Enrollment Management Discussion

4. **Approval of Agenda**

That, the Agenda for the Public Session of February 2, 2024, of the Board of Governors be approved as presented.

5. **Approval of Minutes**

a. **Public Session Minutes of November 16, 2023 – page 4**

That, the Public Session Minutes of November 16, 2023, of the Board of Governors be approved as presented.

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

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

- Audit and Risk Committee** – G. Stewart, Chair
- Finance and Investment Committee** – A. Beswick, Chair

- a. **2024/2025 UNBC Tuition Fees** – R. Somani/W. Rodgers – **page 9**
Whereas s.27(2) of the University Act grants the Board the authority to set, determine and collect fees;

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

Now therefore, on the recommendation of the President, and in compliance with the Government of British Columbia’s Tuition Limit Policy, and the recommendation of the Finance and Investment Committee the Board approves the 2024-25 Tuition Fee Schedule for the University of Northern British Columbia as presented including a differential fee increase for international undergraduate students as presented in the fee schedule.

- b. **Delegation of Authority to the President to Approve Fees** – R. Somani/W. Rodgers
Whereas the University Act grants the Board the authority to set, determine and collect fees, and whereas;

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

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

Now therefore, on the recommendation of the Finance and Investment Committee, the Board delegates the authority to approve all fees for the 2024-25 planning and budget cycle, except for tuition fees, to the President, acting with the advice of the UNBC Fees Committee and in compliance with the Province of British Columbia’s Tuition Limit Policy, effective on approval of the Board.

- c. **Land Trust Grid Promissory Note Extension** – R. Somani – **page 17**
That on the recommendation of the Finance and Investment Committee, the Board of Governors approves the request to amend the Land Trust Grid Promissory Note by increasing the “Balance Maximum” from \$450,000 to \$750,000 and extending the “Payable on due date or on Earlier Demand” date to December 31, 2025.

- d. **Network Access Layer Replacement** – L. Haslett – **page 22**
That on the recommendation of the Finance and Investment Committee the Board of Governors approves the expenditure for the replacement and enhancement of the network access layer across these UNBC campuses, with funding to be sourced from the existing IT capital reserves as previously allocated for such infrastructure improvements.

- e. **Scholarships, Bursaries and Awards** – P. Wood-Adams – **page 28**
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 the period November 2023 to January 2024, as presented.

- (iii) **Governance and Human Resources Committee** – J. McKay, Chair

- a. **UNBC Exempt Compensation Philosophy and Program** – L. Haslett – **page 43**
That on the recommendation of the Governance and Human Resources Committee the Board of Governors approves the UNBC Exempt Compensation Philosophy and Program, as presented.

- b. **Dual-Credit Agreement – UNBC, CNC, and SD57 – Technology Exploration Program** – W. Rodgers - **page 62**
That on the recommendation of the Governance and Human Resources Committee the Board of Governors approves the dual-credit agreement between UNBC, the College of New Caledonia, and School District No. 57 be approved as proposed.

8. **Board Motions**

9. **Other Business**

- a. Annual Schedule of Board Meetings 2024 – for information – J. McKay – **page 73**
- b. Schedule of Upcoming UNBC Events
 - [UNBC Timberwolves](#)
 - President's Staff Awards Celebration – February 15, 2024

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

10. **Adjournment**

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Proposed 2024-25 Tuition	
Finance & Investment Committee	Meeting Date: 18 Jan 2024	Purpose: <u>For making recommendation to BOG for Approval</u>
UNBC Board of Governors	Meeting Date: 02 Feb 2024	Purpose: <u>For Approval</u>
Submitted By:	<i>Wendy Rodgers, Vice President Academic and Provost Rahim Somani, Vice President, Finance and Administration</i>	
Please note other guests to be in attendance:	N/A	
Appendices:	1. <i>Proposed Motions</i> 2. <i>Tuition Fee Schedule</i>	
Motion Number:	To be completed by Office of University Governance	

1.0 Introduction

1.1 UNBC is committed to delivering a high-quality experience for all students, emphasizing the Ministry's focus on student safety, education quality, recruitment practices, institution accountability, and program alignment with local labor market priorities, as outlined in the Provincial Mandate letter dated August 23, 2023.

2.0 Purpose and Outcome

2.1 The proposed tuition increase aims to achieve multiple outcomes, ensuring adequate support for students and administrative processes, providing clarity on costs for incoming international students, narrowing the gap with peer institutions, attaining a competitive 'sticker price,' allowing for necessary tuition relief, scholarships, and bursaries.

2.2 It also seeks to establish a robust revenue stream for international student support, uphold stronger service standards for UNBC's 'Recognized Institution' status, and strengthen the university's financial position without over-dependence on the international market, ensuring continued support for both international and domestic students while maintaining support for teaching and knowledge creation.

3.0 An Evolving Landscape of International Students at UNBC

3.1 The number of international undergraduate students has increased in the range of 50% to 60% since 2019-20, representing 14% to 15% of total undergraduate students. This necessitates a corresponding increase in student support services, administrative processes, and addressing inflationary cost pressures at UNBC.

- 3.2 As part of enhanced financial reporting, efficient fund tracking will ensure proportional allocation to units supporting both domestic and international students at UNBC. This may include an emergency bursary fund for financial hardships faced by international students, institutional initiatives, housing development, and communication for international students, among others. Simultaneously, it will facilitate streamlined improvements in administrative, data, and fee management processes, all without significant disruption to existing systems.

4.0 Proposed Tuition Increases

Domestic Undergraduate and Graduate Students

- 4.1 Tuition fee increase is limited to the amount allowed under the Province of British Columbia Tuition Limit Policy, currently set at 2%.

International Undergraduate Students

- 4.2 For students commencing studies prior to September 2021, the proposed tuition fee increase is 2%, consistent with domestic students.
- 4.3 For students commencing studies after August 31, 2021, the proposed tuition fee increase is 8% for 2024-25 and up to 8% for each of the following three years (2025-26 to 2027-28).

Annualized Tuition for International Undergraduate Students

This aims to provide certainty for international students in planning their finances for studying in Canada. The projected annual international tuition for a full-time course load of 30 credits will increase from \$24,771 in 2023-24 to \$26,753 in 2024-25 and \$33,701 in 2027-28.

Interim Relief for Continuing International Undergraduate Students

- 4.4 The continuing international undergraduate students will be eligible for a tuition relief of \$15 per credit for 2024-25 and 2025-26, resulting in a 6% effective increase instead of 8% for continuing international undergraduate students during these years.

5.0 Positioning of International Tuition at UNBC

- 5.1 Aligning strategically with peer institutions in BC, the 'sticker price' of international tuition at UNBC remains competitive and comparable. Despite an anticipated 8% increase for 2024-25, UNBC's international tuition ranges from 40% to 80% of peers' tuition levels at RUCBC universities, which are considering fee increases for international undergraduate students in the range of 4% to 7% or higher.

6.0 Benchmarking with the Domestic Students

- 6.1 As a guiding principle, international tuition and fees should align with the sum of tuition and mandatory fees paid by domestic students, plus the provincial operating grant. The Cost per Student Analysis indicates a consistent shortfall for international students even after the proposed 8% increase for 2024-25.

6.2 In the "PSFS Actual" analysis, the grant is divided by the actual number of domestic students, while in the "PSFS Target" analysis, it is divided by the targeted number for a per-student cost assessment. Additional costs for international students are determined by considering International Education Office expenses, including Agent Fees.

Table 1: Cost per Student Analysis (PSFS Actual)

Cost per Student Analysis (PSFS Actual)	2020	2021	2022	2023	2024	2025
Domestic Tuition and Mandatory Fees	5,898	6,016	6,136	6,259	6,384	6,512
Provincial Grant (PSFS Actual FTE)	20,220	21,850	23,220	25,420	30,210	30,910
Additional Costs per International Students	5,080	5,990	6,310	3,910	3,240	3,210
Total Cost per International Student	31,198	33,856	35,666	35,589	39,834	40,632
International Undergraduate Tuition and Fees	22,062	22,754	23,645	24,571	25,539	27,536
Surplus / (Shortfall) per International Student	(9,136)	(11,102)	(12,022)	(11,018)	(14,296)	(13,096)

Table 2: Cost per Student Analysis (PSFS Target)

Cost per Student Analysis (PSFS Target)	2020	2021	2022	2023	2024	2025
Domestic Tuition and Mandatory Fees	5,898	6,016	6,136	6,259	6,384	6,512
Provincial Grant (PSFS Actual FTE)	15,250	15,720	15,990	16,770	18,920	19,260
Additional Costs per International Students	5,080	5,990	6,310	3,910	3,240	3,210
Total Cost per International Student	26,228	27,726	28,436	26,939	28,544	28,982
International Undergraduate Tuition and Fees	22,062	22,754	23,645	24,571	25,539	27,536
Surplus / (Shortfall) per International Student	(4,166)	(4,972)	(4,792)	(2,368)	(3,006)	(1,446)

7.0 Financial Implications

- 7.1 The annual financial impact of the proposed increase in 2024-25 tuition fees, based on current FTE enrolment levels for UNBC, is approximately \$0.7M. This represents an estimated 50% to 60% of projected additional contractual obligations not funded as part of the mandate.
- 7.2 The average impact of the increase for domestic undergraduate students is expected to be approximately \$15/month for eight months, based on a full-time course load of 30 credits per year.
- 7.3 Table 3 provides scenario comparison and the financial impact of the proposed international tuition increase.

Table 3: Proposed International Tuition Increase Scenario and Financial Impact

	Baseline Scenario (Note 1)	Proposed Scenario (Note 2)
2024-25	4%	8%
2025-26	4%	8%
2026-27	4%	8%
2027-28	4%	8%
Financial Impact		
2024-25	\$0.7M	\$0.8M (+\$0.1M)
2024-28 (four years)	\$8.0M	\$10.2M (+\$2.2M)

Note 1: Since 2021, UNBC has implemented a strategy involving a 4% annual increase in tuition for international students, deviating from the previous 2% increment. The baseline scenario operates on an assumption of a consistent 4% annual increase.

Note 2: The proposed scenario outlines an annual tuition increase of 8% for the upcoming four years. The incremental financial impact in parentheses reflects the additional projected revenue associated with the proposed scenario compared to the baseline scenario.

8.0 Conclusion

8.1 The implementation of this proposal is intended to enhance the overall student experience, directly supporting UNBC’s foundational goals for fulfilling student learning journeys and attracting and retaining outstanding individuals for our community. These changes align with UNBC’s vision to lead a sustainable future by providing the best possible learning and working environment for everyone.

Appendix 1: Proposed Motions

2024-25 UNBC Tuition Fees

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

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

Now therefore, on the recommendation of the President, and in compliance with the Government of British Columbia's Tuition Limit Policy, and the recommendation of the Finance and Investment Committee the Board approves the 2024-25 Tuition Fee Schedule for the University of Northern British Columbia as presented including a differential fee increase for international undergraduate students as presented in the fee schedule.

Effective on approval of the Board.

Delegation of Authority to the President to Approve Fees

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

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

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

Now therefore, on the recommendation of the Finance and Investment Committee, the Board delegates the authority to approve all fees for the 2024-25 planning and budget cycle, except for tuition fees, to the President, acting with the advice of the UNBC Fees Committee and in compliance with the Province of British Columbia's Tuition Limit Policy, effective on approval of the Board.

Effective on approval of the Board.

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Proposed 2024/25 Tuition Fees

(proposed to the Board of Governors February 2, 2024)

	For Approval				For information			
	2023/24	2024/25	Change (\$)	Change (%)	2025/26	2026/27	2027/28	2028/29
UNDERGRADUATE								
Basic Tuition Per Credit Hour								
- Domestic	195.72	199.63	3.91	2.0%	203.62	207.69	211.84	216.08
- International								
▪ Commencing Studies Between May 1, 2005 and August 31, 2019	685.01	698.71	13.70	2.0%	712.68	726.93	741.47	756.30
▪ Commencing Studies between September 1, 2019 and August 31, 2021	778.95	794.53	15.58	2.0%	810.42	826.63	843.16	860.02
▪ Commencing Studies September 1, 2021 Onward	825.70	891.76	66.06	8.0%	963.10	1,040.15	1,123.36	1,213.23
Post Baccalaureate Diploma Tuition Per Credit Hour	287.78	293.54	5.76	2.0%	299.41	305.40	311.51	317.74
Other Undergraduate Tuition Related Charges and Information								
- Course Challenge Fee	97.86	99.82	1.96	2.0%	101.82	103.86	105.94	108.06
- Co-operative Education Work Term Fees	587.16	598.90	11.74	2.0%	610.88	623.10	635.56	648.27
- BC Residents 65 and older								
▪ BC residents aged 65 or older eligible for admission, receive a waiver of tuition, subject to space availability								
- Withdrawal & Tuition Refund								
▪ 50% of tuition up to the date of withdrawal without academic penalty								
GRADUATE								
Minimum Program Fees								
Unless otherwise noted, the minimum total program fee for Masters level programs is:								
▪ For full-time studies, 3 (three) full-time tuition fee units								
▪ For part-time studies, 9 (nine) part-time tuition fee units								
International students								
▪ Full-time studies, 3 (three) full-time tuition fee units required.								
Maximum 9 (nine) semesters of study charged at full-time rates								
- All Masters level programs not specifically noted								
▪ Full-time unit	1,820.14	1,856.54	36.40	2.0%	1,893.67	1,931.54	1,970.17	2,009.57
▪ Part-time unit	962.07	981.31	19.24	2.0%	1,000.94	1,020.96	1,041.38	1,062.21
▪ Full-time unit - International (Fall 2022 and onwards new admissions)	2,548.19	2,599.15	50.96	2.0%	2,651.13	2,704.15	2,758.23	2,813.39
- Master of Arts in Disability Management, Master of Science in Health Sciences, and Master of Science in Nursing								
▪ Full-time unit	2,308.94	2,355.12	46.18	2.0%	2,402.22	2,450.26	2,499.27	2,549.26
▪ Part-time unit	1,212.19	1,236.43	24.24	2.0%	1,261.16	1,286.38	1,312.11	1,338.35
▪ Full-time unit - International (Fall 2022 and onwards new admissions)	3,232.52	3,297.17	64.65	2.0%	3,363.11	3,430.37	3,498.98	3,568.96
- Master of Education								
▪ Full-time unit	2,486.53	2,536.26	49.73	2.0%	2,586.99	2,638.73	2,691.50	2,745.33
▪ Part-time unit	1,305.43	1,331.54	26.11	2.0%	1,358.17	1,385.33	1,413.04	1,441.30
▪ Full-time unit - International (Fall 2022 and onwards new admissions)	3,481.14	3,550.76	69.62	2.0%	3,621.78	3,694.22	3,768.10	3,843.46

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Proposed 2024/25 Tuition Fees

(proposed to the Board of Governors February 2, 2024)

	For Approval				For information			
	2023/24	2024/25	Change (\$)	Change (%)	2025/26	2026/27	2027/28	2028/29
- Master of Engineering in Integrated Wood Design (Note)								
▪ Full-time per credit hour effective 2024-25 and onward	501.96	512.00	10.04	2.0%	522.24	532.68	543.33	554.20
▪ Full-time unit - International per credit hour effective for new admissions 2024-25 and onwards	501.96	716.80	214.84	43.0%	731.14	745.76	760.68	775.89
Note: Effective from 2024-25, program tuition shifted to a per-credit basis. Tuition for 2023-24 have been calculated at \$16,564.80 for 33 credits for comparison purposes. Proposed 2024-25 rates include a 2% increase for domestic and a 1.4x approved multiplier for international students.								
- Master of Applied Science - Engineering								
▪ Full-time unit	1,820.14	1,856.54	36.40	2.0%	1,893.67	1,931.54	1,970.17	2,009.57
▪ Full-time unit - International (Fall 2022 and onwards new admissions)	2,548.19	2,599.15	50.96	2.0%	2,651.13	2,704.15	2,758.23	2,813.39
- Master of Social Work								
▪ Full-time unit	2,131.32	2,173.95	42.63	2.0%	2,217.43	2,261.78	2,307.02	2,353.16
▪ Part-time unit	1,118.94	1,141.32	22.38	2.0%	1,164.15	1,187.43	1,211.18	1,235.40
▪ Full-time unit - International (Fall 2022 and onwards new admissions)	2,983.85	3,043.53	59.68	2.0%	3,104.40	3,166.49	3,229.82	3,294.42
- Special Education Graduate Certificate								
▪ Full-time unit	2,559.69	2,610.88	51.19	2.0%	2,663.10	2,716.36	2,770.69	2,826.10
▪ Full-time unit - International (Fall 2022 new admissions)	3,583.57	3,655.24	71.67	2.0%	3,728.34	3,802.91	3,878.97	3,956.55
This certificate program is full-time, with a minimum program fee of 3 (three) full-time units								
- Master of Business Administration (Note)								
▪ MBA Program Tuition - Domestic	7,414.66	7,562.95	148.29	2.0%	7,714.21	7,868.49	8,025.86	8,186.38
▪ MBA Program Tuition - International	8,659.45	8,832.64	173.19	2.0%	9,009.29	9,189.48	9,373.27	9,560.74
▪ MBA Program Fee - Domestic and International	460.03	469.23	9.20	2.0%	478.61	488.18	497.94	507.90
▪ Pre-MBA Program Course Fee - Domestic	686.38	700.11	13.73	2.0%	714.11	728.39	742.96	757.82
▪ Pre-MBA Program Course Fee - International	789.34	805.13	15.79	2.0%	821.23	837.65	854.40	871.49
This program is full-time, with a minimum program fee of 5 (five) full-time units								
Note: Effective from 2025-26, program tuition will shift to a per-credit basis. Moreover, the international tuition will be set through the approved 1.4x multiplier. The details will be shared accordingly.								
Masters Time Extension - Per Semester - Domestic Only Except Where Noted								
- All Masters level programs not specifically noted	1,820.14	1,856.54	36.40	2.0%	1,893.67	1,931.54	1,970.17	2,009.57
- Master of Arts in Disability Management, Master of Science in Community Health, and Master of Science in Nursing	2,308.94	2,355.12	46.18	2.0%	2,402.22	2,450.26	2,499.27	2,549.26
- Master of Education	2,486.53	2,536.26	49.73	2.0%	2,586.99	2,638.73	2,691.50	2,745.33
- Master of Social Work	2,131.32	2,173.95	42.63	2.0%	2,217.43	2,261.78	2,307.02	2,353.16
- Master of Business Administration	1,372.77	1,400.23	27.46	2.0%	1,428.23	1,456.79	1,485.93	1,515.65
- Master of Business Administration - International	1,578.68	1,610.25	31.57	2.0%	1,642.46	1,675.31	1,708.82	1,743.00
Other Graduate Tuition Related Charges and Information								
- Continuing Registration Fee - Domestic Only	641.00	653.82	12.82	2.0%	666.90	680.24	693.84	707.72
- Non-Degree Graduate Students	1,012.39	1,032.64	20.25	2.0%	1,053.29	1,074.36	1,095.85	1,117.77
- Non-Degree Graduate Students - International	1,417.35	1,445.70	28.35	2.0%	1,474.61	1,504.10	1,534.18	1,564.86
- Graduate - Late Registration Fee	100.00	100.00	0.00	0.0%	100.00	100.00	100.00	100.00
- BC Residents 65 and older								
▪ BC residents aged 65 or older eligible for admission, receive a waiver of tuition, subject to space availability								

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Proposed 2024/25 Tuition Fees

(proposed to the Board of Governors February 2, 2024)

	For Approval				For information			
	2023/24	2024/25	Change (\$)	Change (%)	2025/26	2026/27	2027/28	2028/29
DOCTORAL								
Minimum Program Fees								
- Unless otherwise noted, the minimum total program fee for PhD level programs is 9 (nine) full-time units The time extension fee for domestic students is equal to the basic full time unit, per semester								
- PhD basic full-time unit	1,820.14	1,856.54	36.40	2.0%	1,893.67	1,931.54	1,970.17	2,009.57
- PhD basic full-time unit - International (Fall 2022 and onwards new admissions)	2,548.19	2,599.15	50.96	2.0%	2,651.13	2,704.15	2,758.23	2,813.39
Other Doctoral Tuition Related Charges and Information								
- Continuing Registration Fee - Domestic Only	641.00	653.82	12.82	2.0%	666.90	680.24	693.84	707.72
- Graduate - Late Registration Fee	100.00	100.00	0.00	0.0%	100.00	100.00	100.00	100.00

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Land Trust Grid Promissory Note Extension	
Audit & Risk Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Finance & Investment Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Governance & Human Resources Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
UNBC Board of Governors	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Submitted By:	Business Services / UNBC Land Trust – R. Somani	
Please note other guests to be in attendance:		
Appendices:	<ol style="list-style-type: none"> 1. Grid Promissory Note (Date) Amendment 2. 2023 LDC Request for Amended Grid Promissory Note 3. Land Trust Grid Promissory Note – Contributions with Interest 	
Motion Number:	To be completed by Office of University Governance	

1.0 MOTION/DISCUSSION/RECOMMENDATION

This report is for approval of the following motions:

1. That the Board of Governors approve the request to amend the Land Trust Grid Promissory Note by increasing the “Balance Maximum” from \$450,000 to \$750,000 and extending the “Payable on due date or on Earlier Demand” date to December 31, 2025.

2.0 BACKGROUND AND ANALYSIS

The amendment request to increase the Promissory Note 'Balance Maximum' from \$450,000 to \$750,000 and the 'Payable on due date or on Earlier Demand' deadline to December 31, 2025, is a strategic response to unforeseen delays in the Land Trust's completion, allowing for a recalibrated financial strategy and extended repayment period. These actions reflect a proactive and flexible management approach, adjusting the Land Trust's financial and operational plans to meet changing requirements and challenges effectively.

An interim amendment (Appendix 1) was created late in 2023, in response to a letter of request by the UNBC Land Development Corporation (appendix 2), adjusting only the deadline to December 31, 2025 for payback of the original \$450,000 amount. We would like to request the amount be increased and the new deadline applied to payback. For information, Appendix 3 lists contributions made to UNBC LDC through the Grid Promissory Note to the end of 2023, including interest payable.

3.0 ANTICIPATED FINANCIAL AND HUMAN RESOURCE IMPACTS:

\$300,000 added to the existing interest-bearing loan provided to the UNBC Land Development Corporation in the form of a Grid Promissory Note, with two additional years until payback.

4.0 LENS OF RECONCILIATION:

N/A

5.0 OTHER CONSIDERATIONS:

N/A

- **NEXT STEPS:**

Amending Agreement No. 1

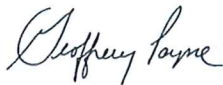
Whereas University of Northern British Columbia and the UNBC Land Development Corporation entered into a Grid Promissory Note dated for reference _November 10_, 2021 (the “**Promissory Note**”), and the parties wish to extend the date for repayment.

Therefore, the parties agree to amend the Promissory Note by deleting the date set out in Section 8(a) and replacing it with “December 31, 2025”.

This Amending Agreement will be read with the Promissory Note, and all other provisions of the Promissory Note remain in full force and effect.

This Amending Agreement may be signed in counterpart.

Signed on this day, December _15_, 2023.



Geoff Payne, President & Vice Chancellor

University of Northern British Columbia



UNBC Land Development Corporation

Dennis Callaghan, Board Chair



**Rahim Somani, VP Finance &
Administration**

University of Northern British Columbia

UNBC Land Development Corporation

Cliff Shields, Board Vice Chair

University of Northern BC
Attn: Rahim Somani, Vice President Finance &
Administration 3333 University Way
Prince George, BC V2N

December 10, 2023

Dear Mr. Somani,

Re: UNBC/UNBC Land Development Corporation Grid Promissory Note Amendment

At their November 28, 2023 meeting the Board of Directors of the UNBC Land Development Corporation passed the following motion:

“THAT the Board authorize the Chair to forward a letter to UNBC and ask that UNBC amend the Grid Promissory Note by increasing the “Balance Maximum” to \$750,000 and extend the “Payable on due date or on Earlier Demand” date to December 31, 2025.”

Please accept this letter as the UNBC Land Development Corporation’s formal request to UNBC to amend the Grid Promissory Note as per the above motion.

Sincerely,



Dennis Callaghan
Board Chair
UNBC Land Development Corporation

Appendix of promissory note dated for reference _____, 2021 Issued by the UNBC Land
 Development Corporation, as Payor
 in favour of the University of Northern British Columbia

DATE:	AMOUNT ADVANCED:	AMOUNT REPAID:	BALANCE OUTSTANDING:	SIGNED ON BEHALF OF THE UNBC:	SIGNED ON BEHALF OF THE UNBC LAND DEVELOPMENT CORPORATION:
Dec 20 21 Interest	\$41,617.00 \$176.90	\$0.00 0.00	\$41,617.00 \$176.90	Name: Title:	Name: Title:
Dec 20 22 Interest	\$167,655.14 \$6,798.77	\$0.00 0.00	\$209,272.14 \$6,975.67	Name: Title:	Name: Title:
Dec 20 23 Interest	\$147,278.30 \$23,570.35	\$0.00 0.00	\$356,550.44 \$30,546.02	Name: Title:	Name: Title:
_____, 20_				Name: Title:	Name: Title:
_____, 20_				Name: Title:	Name: Title:
_____, 20_				Name: Title:	Name: Title:
_____, 20_				Name: Title:	Name: Title:
_____, 20_				Name: Title:	Name: Title:
_____, 20_				Name: Title:	Name: Title:
_____, 20_				Name: Title:	Name: Title:
_____, 20_				Name: Title:	Name: Title:

Attach additional pages as needed.

End of Promissory Note

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Network Access Layer Replacement	
Audit & Risk Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Finance & Investment Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Governance & Human Resources Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
UNBC Board of Governors	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Submitted By:	Lisa Haslett, Associate Vice President Administration	
Please note other guests to be in attendance:	Trevor Fuson, CIO Kevin Schretlen, Manager Infrastructure and Operations	
Appendices:	Quote from vendor	
Motion Number:	<i>To be completed by Office of University Governance</i>	

1.0 MOTION/DISCUSSION/RECOMMENDATION

It is recommended the Board of Governors authorizes purchases to upgrade the access-layer switches within the UNBC data network. This upgrade is to be carried out at key Prince George Campus locations: 3333 University Way, 1153 4th Ave (Wood Innovation Research Lab), and 499 George Street (Wood Innovation Design Centre). The motion is to approve the expenditure for the replacement and enhancement of the network access layer across these UNBC campuses, with funding to be sourced from the existing IT capital reserves as previously allocated for such infrastructure improvements.

2.0 BACKGROUND AND ANALYSIS

This section provides comprehensive background information and analysis, vital for the Board to understand the administration's journey to the current recommendation.

Vendor Selection and Relationship:

UNBC Information Technology Services (ITS) has established a long-standing partnership with Charter Telecom as the principal supplier for Juniper Network equipment. This collaboration has included developing network architectures and tackling specific technical challenges. Notably,

Juniper's consultations with UNBC's technical staff have been instrumental in designing data centre networks that meet current needs while ensuring future flexibility.

Rationale for Juniper Equipment Selection:

Consistency in Hardware: Since prior to 2017, UNBC has consistently acquired Juniper Networking equipment, a practice that extends to updating WAN infrastructure and access layer switches at regional and remote campus locations. This includes the adoption of Juniper equipment in our latest data centre networks.

Cost Efficiency: During the procurement for data centre networks, a comparative analysis revealed that Juniper's total operational cost was approximately 50% lower than Cisco's, factoring in hardware and software expenses.

Training Investments: UNBC ITS has dedicated resources to Juniper-specific training, enhancing the effectiveness and efficiency of the Juniper platform.

Superior Support: The support level from Juniper, encompassing both technical and sales aspects, has consistently outperformed that of Cisco, with Juniper demonstrating prompt responses and effective solutions.

Pricing and Longevity:

Through BCNet, Charter offers UNBC a substantial 80% discount on Juniper Networking hardware, a pricing advantage unmatched by other vendors. Additionally, the lifecycle of the proposed equipment (EX4400 model) is projected to span 10 to 12 years, with Juniper historically offering extended software support and warranty for five years post the announced End of Life.

Lifecycle and Future Considerations:

The EX4400 model, released in 2022, is expected to have purchase availability extending until approximately 2032, leading to a potential software support lifecycle until 2037. This 13-year lifecycle aligns with UNBC's goal of maximizing investment value. However, it is critical to note potential risks, such as the vendor's discretion to discontinue the model with minimal notice, which could lead to a shorter than anticipated lifecycle.

3.0 ANTICIPATED FINANCIAL AND HUMAN RESOURCE IMPACTS:

This section outlines the financial and human resource implications associated with the recommended network upgrade.

Financial Implications:

The total cost for replacing the access-layer switches is estimated at \$990,000, inclusive of taxes, delivery, and installation. This expenditure will be financed using the existing IT capital reserves, aligning with the planned budget allocations for such infrastructure enhancements.

Human Resources and Implementation:

The upgrade will be implemented using the existing staff resources within ITS. This approach leverages our in-house expertise and avoids the need for external personnel, thereby managing costs effectively.

Operational Benefits:

The project is pivotal in providing enhanced network connectivity to meet increasing demands, particularly for researchers handling large data sets. This upgrade will facilitate faster data transfer between workstations, data centers, and the internet. It also positions ITS to efficiently handle the growing reliance on cloud services, ensuring optimal connectivity for faculty, staff, and students to access external systems and services.

Reputational and Secondary Impacts:

While this upgrade primarily serves operational needs and does not directly impact those outside of ITS, it is a crucial investment in the University's infrastructure. Comparable to maintaining physical assets like building roofs, this expenditure is essential for the seamless operation of campus facilities. However, it is important to note that this enhancement does not directly contribute to increased enrollment, funding, or visible reputational benefits. It is a foundational investment, ensuring the University's infrastructure remains robust and capable of supporting current and future technological needs.

4.0 LENS OF RECONCILIATION:

In alignment with the Board's commitment to integrating reconciliation with Indigenous Peoples into its diverse areas of operation, it is essential to evaluate this network upgrade project through this lens, even if the connection may not be immediately apparent.

While the direct impact of a technical infrastructure upgrade on reconciliation efforts might seem minimal, there are broader considerations to acknowledge:

Inclusivity in Access: The enhanced network capabilities can contribute to a more inclusive environment for Indigenous students and faculty, ensuring they have equal access to high-speed digital resources. This is particularly relevant for those engaged in research or studies that involve significant data transfer and internet usage.

Supporting Indigenous Research: Improved network infrastructure can bolster research initiatives, including those focused on Indigenous topics or led by Indigenous scholars. Faster and more reliable network connectivity can facilitate these research efforts, potentially leading to greater understanding and awareness of Indigenous issues.

Educational Resources: The upgrade can indirectly support the dissemination and accessibility of educational materials related to Indigenous history, culture, and reconciliation, both within the university and to broader communities through digital platforms.

Community Engagement: Enhanced network capabilities could potentially be leveraged for community outreach initiatives, including collaborations with Indigenous communities, virtual events, and sharing of knowledge and resources.

While the project primarily focuses on technical enhancements, it's important to recognize that the underlying infrastructure can indirectly support the university's broader goals of reconciliation and inclusivity. Thus, this project aligns with the spirit of reconciliation by providing a robust platform that can facilitate various activities and initiatives supporting Indigenous communities and topics.

5.0 OTHER CONSIDERATIONS:

Alignment with University Strategic Plan:

The project is directly aligned with the UNBC Strategic Plan, ensuring that ITS is equipped to meet the evolving high-speed network connectivity needs of the university community. This investment is crucial for catering to the diverse requirements of staff, faculty, and students, thus supporting the university's commitment to providing top-tier educational and research facilities.

Equity, Diversity, and Inclusion (EDI):

This initiative aligns with the university's EDI goals by providing equal, high-speed internet access to all university members, thus ensuring equitable access to information and resources. The project

does not privilege any specific group; instead, it fosters an inclusive environment by upgrading essential infrastructure that benefits everyone equally.

Enterprise Risk Management:

This proposal addresses key risks related to the university's digital infrastructure, particularly the vulnerabilities of outdated, off-warranty hardware. The upgrade significantly reduces the risk of prolonged network outages, ensuring swift recovery and minimal disruption to university operations. This aligns with the Board's oversight responsibilities in managing and mitigating enterprise risks.

Campus Planning and Stakeholder Engagement:

ITS is proactively engaging with various departments to ensure minimal disruption during the upgrade. This includes coordinating with Conference and Events services and other units to align the project timeline with campus activities, demonstrating a commitment to seamless campus operations.

Sustainability and Climate Action:

The project incorporates sustainability considerations, particularly in the disposal of retired equipment through UNBC's e-waste program. Additionally, the possibility of repurposing some of the retired equipment for the Computer Science program's Networking Lab is being explored, further emphasizing the commitment to sustainable practices.

Communications Strategy:

Given the scope of the project, a communication strategy will be vital. The Office of Communications is advised to develop a plan focusing on informing the university community about the upgrade, its benefits, and any potential impacts during the implementation phase. The strategy should target all university stakeholders and aim for transparency and timely updates throughout the project timeline.

In summary, this network upgrade project not only aligns with the strategic, operational, and sustainability goals of UNBC but also reinforces the commitment to an inclusive, risk-aware, and forward-thinking campus environment.

Quote Q.067885.02

 University of Northern British Columbia
 3333 University Way
 Prince George, BC
 V2N 4Z9

 #102-3185 Willingdon Green, Burnaby BC V5G
 4P3
 Ron Ng • rng@charter.ca
 778-297-4487 (phone) • (888) 441-8199 (fax)

 Attn: Kevin Schretlen
 January 10, 2024

 Please visit www.charter.ca for more about us.

Item	Description	Qty	Unit Price	Extended Price
1	EX4400-48MP 12x1/2.5/5/10G, 36x1/2.5G Multigigabit switch with 2x100G uplink/stacking ports. 90W POE. MACsec AES256. Optional extension module:4x10G or 4x25G	40	\$4,091.17	\$163,646.80
2	JPSU-1600-C-AC-AFO 1600W Compact AC AFO power supply for EX4400 switches	40	\$543.67	\$21,746.80
3	CBL-PWR-C15M-HITEMP-US Power Cord, AC, US/Canada, C15M, 13A/125V, 2.5m, Straight Nema N5-15 to straight high temp C15M	40	\$31.07	\$1,242.80
4	PAR-SUP-EX44-48MP PSS Basic Support for EX4400-48MP - 12 Months	5	\$500.50	\$2,502.50
5	EX4400-48P 48x1G POE switch with 2x100G uplink/stacking ports. 90W POE. MACsec AES256 capable (optional license sold separately). Optional extension module (sold separately): 4x10G or 4x25G	105	\$3,634.67	\$381,640.35
6	JPSU-1600-C-AC-AFO 1600W Compact AC AFO power supply for EX4400 switches	105	\$543.67	\$57,085.35
7	CBL-PWR-C15M-HITEMP-US Power Cord, AC, US/Canada, C15M, 13A/125V, 2.5m, Straight Nema N5-15 to straight high temp C15M	105	\$31.07	\$3,262.35
8	PAR-SUP-EX4400P48 PSS Basic Support for EX4400-48P - 12 Months	5	\$442.75	\$2,213.75
9	EX4400-EM-4Y 4x25G SFP28 extension module for EX4400 series of switches. MACsec AES256	126	\$1,358.50	\$171,171.00
10	EX4400-EM-4S 4x10G SFP+ extension module for EX4400 series of switches	6	\$678.42	\$4,070.52
11	JNP-100G-DAC-1M QSFP28, 100GE Direct Attach Copper Cable, 1 meter, Standard Temperature (0 through 70 DEGREE C), 0.015W, 30 AWG	135	\$157.30	\$21,235.50
12	JNP-100G-DAC-3M QSFP28, 100GE Direct Attach Copper Cable, 3 meters, Standard Temperature (0 through 70 DEGREE C), 0.015W, 26 AWG	10	\$227.70	\$2,277.00
13	EDU-JTC-1000 Education Juniper Training Credit - \$1,000	7	\$0.00	\$0.00



Item	Description	Qty	Unit Price	Extended Price
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Featured Security Offerings

These offerings require a free consultation to determine exact scope & price, please check a box if interested and your account rep will reach out to arrange. Please visit www.charter.ca for more info.

- Firewall Security Configuration Review
- Penetration Test (Internal and/or External)
- Risk Assessment
- Zero Trust Architecture Review (Microsoft or Cisco)

Quotes are valid for 3 Days and all shipments are: PPD
Terms: 30 Days.

Sub Total	\$832,094.72
GST	\$41,604.74
PST	\$58,246.63

Canadian Dollars Total \$931,946.09



per Charter Telecom Inc.

Customer Signature Authorizing Purchase

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Scholarships, Bursaries and Awards	
Finance & Investment Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
UNBC Board of Governors	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Submitted By:	<i>Chair Senate Committee on Scholarships and Bursaries, VP Research & Innovation</i>	
Please note other guests to be in attendance:		
Appendices:	<ol style="list-style-type: none"> 1. UNBC Strong Start Tuition Credit 2. Arrow Group Award 3. Deloitte Bursary 4. Deloitte Scholarship 5. Mitsui Home Canada Inc. Scholarship 	
Motion Number:	<i>To be completed by Office of University Governance</i>	

1.0 MOTION

That, on the recommendation of the Finance and Investment Committee, the Board of Governors, the approves of the scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for the period November 2023 to January 2024, as presented.

2.0 SCHOLARSHIPS, BURSARIES AND AWARDS RECOMMENDED BY THE SENATE FOR THE PERIOD OF NOVEMBER 2023 TO JANUARY 2024

- **UNBC Strong Start Tuition Credit** - NEW Terms and Conditions
- **Arrow Group Award** - NEW Terms and Conditions
- **Deloitte Bursary** - REVISED Terms and Conditions
- **Deloitte Scholarship** - REVISED Terms and Conditions
- **Mitsui Home Canada Inc. Scholarship** - REVISED Terms and Conditions



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the Terms and Conditions for the UNBC Start Strong Tuition Credit be approved retroactively.

Rationale: To support student success and UNBC's overall enrolment through improving retention and new student admit-to-registrant yield, the Start Strong Tuition Credit was borne from the Recruitment, Outreach & Engagement (ROE) Strategic Enrolment Management (SEM) Working Group. The Start Strong Tuition Credit is meant to incentivize early course registration for the 2023 Fall or 2024 Winter semesters among both continuing and new students. The credit was offered as 120 \$200 tuition credits drawn among all registered students by three staggered draw dates across the summer of 2023 (20 new registrant names and 20 continuing registrant names at each draw). Winners could choose between the \$200 tuition credit or a \$200 UNBC Bookstore Gift Card. The Start Strong Tuition Credit was launched in Summer 2023 for Fall 2023 and Winter 2024 registration cycles.

Proposed By: Dennis Stark, Senior Director, Enrolment Management & Strategy and Co-Chair SEM ROE Working Group; Dr. Saphida Migabo, Senior Lab Instructor and Co-Chair SEM ROE Working Group; and Matt Wood, Director Communications & Marketing

Research & Innovation Contact: N/A

Faculty/Academic Department: N/A

First Nations Content: No

Date to SCSB: November 22, 2023

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20231122.03

Moved by: Stathers

Seconded by: Somani

Committee Decision: CARRIED

Attachments: 3 pages.

Approved by SCSB: November 22, 2023



Date

Chair's Signature

For Approval of Senate & Board

Memorandum

To: President’s Executive Council members

Cc: Kimberly Read

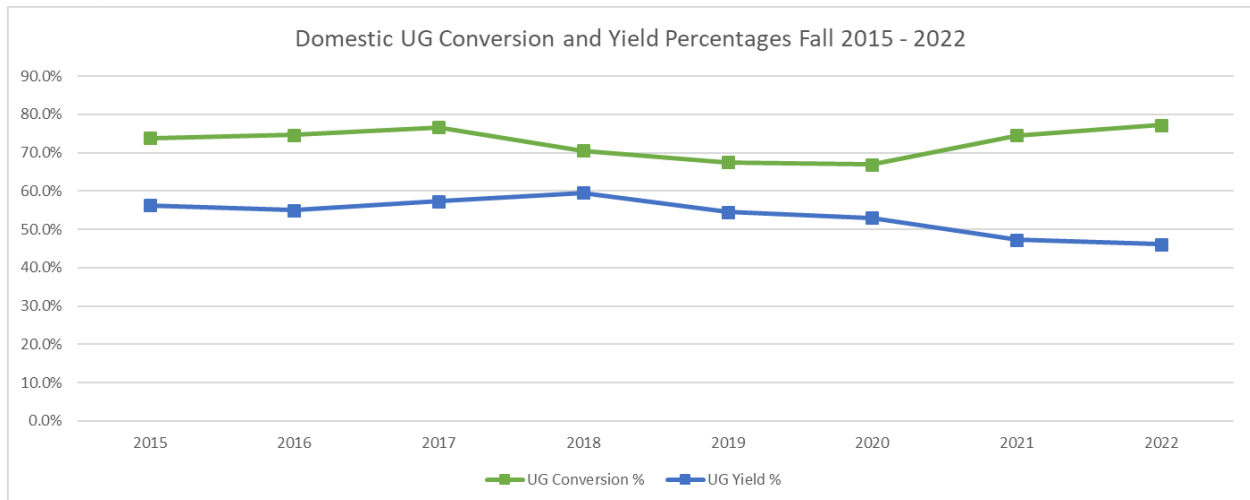
From: Dennis Stark and Dr. Saphida Migabo – Co-Chairs, UNBC SEM Recruitment, Outreach, and Engagement Working Group; Matt Wood Director Communications and Marketing

Date: May 5, 2023

Issue: Start Strong Tuition Waiver Registration Incentive

Background:

Domestic undergraduate admit-to-registrant yield rates have fallen over the past four Fall intakes, as shown on this chart:



Improving UNBC’s undergraduate admit-to-registrant yield rate is critical in improving our incoming class size and contributing to UNBC’s enrolment growth targets. By improving our new student yield, we maximize the work done to encourage applications and admit applicants, and do not need to increase applications as the sole way to subsequently increase registrants. Additionally, tactics designed to improve the retention of students and earlier achievement of a degree support student success and also increase UNBC’s overall enrolment. This initiative offers a tuition waiver incentive (or UNBC Bookstore gift card) to both new and returning UNBC students.

2023 UNBC Start Strong Course Registration Initiative:

UNBC will offer a total of 120 \$200 tuition waivers (\$24,000 investment) across new and returning students who register in courses for either Fall 2023 or Winter 2024 in an effort to improve new student yield rates and improve continuing student retention and overall satisfaction. 60 waivers will be made available to new students and 60 will be made available to continuing students. Both undergraduate- and graduate-level students are eligible. The waivers will be awarded via three separate draws, held on staggered dates throughout spring and summer 2023. Students who register in their courses early will have more chances to win.

Schedule:

Date of Draw	New Students	Returning Students
Draw 1 – June 15	20 waivers available	20 waivers available
Draw 2 – July 14	20 waivers available	20 waivers available
Draw 3 – August 15	20 waivers available	20 waivers available

Students can instead choose a \$200 UNBC Bookstore gift card, for those whose tuition is already waived/covered by another means, or who would simply prefer the Bookstore credit.

Criteria:

The waiver is available to UNBC students who have active student status and who register in at least three (3) credits for either Fall 2023 or Winter 2024. Students who have registered on or before June 15 will be included in Draw 1. Students who have registered on or before July 15 will be included in Draw 2 (except for the winners from Draw 1). Students who have registered on or before August 15 will be included in Draw 3 (except for the winners from Draws 1 and 2).

We may exclude certain types of students, such as Dual Credit, Auditing, Letter of Permission, or Visiting Research Students.

Promoting the Initiative:

The Student Recruitment/Communications and Marketing units will engage in a variety of activities to promote the incentive to continuing and incoming UNBC students:

1. **Virtual/digital engagement:** The Marketing office will create announcement and reminder posts promoting the incentive and draw dates. Marketing and Recruitment will also liaise with other Student Life teams with social media accounts to cross-post the content.
 - Coordination Responsibility: Brock Campbell, UNBC Marketing Manager, supported by student recruitment office.

2. **CRM Communications:** The Student Recruitment Office will develop and deploy email broadcasts to new undergraduate and graduate students about the incentive and draw dates.
 - Coordination Responsibility: Dennis Stark, UNBC Student Recruitment Director

Expectations/Tracking:

The primary goal is to award all waivers to UNBC students. Next:

- Goal to increase Fall 2023 admit-to-registrant yield from 43.6% to 50%.
- Exploration into the change on continuing student retention rates will need to occur.
- Names and student numbers of all recipients will be tracked and a review of their Fall or Winter term credit counts will be verified to calculate cost-benefit.

Additional Details:

1. Students can only win one \$200 waiver or giftcard. If a student wins, they will be ineligible from future draws.
2. Winners who are starting the Northern Collaborative Baccalaureate Nursing Program will be awarded the \$200 UNBC Bookstore gift card automatically. We are unable to offer/apply a tuition waiver for tuition charges at partner institutions.

Budget request

Proposed investment summary

Tuition waiver:

The Tuition waiver does not require resources other than staff time and budgets that have been pre-approved to support recruitment marketing initiatives. However, budgeting practices require setting a notional amount aside for potential “lost revenues” due to the waiver. If targets are met and all students elect for the \$200 tuition credit, the total lost revenue would equal \$24,000 (120 students at \$200 each). However, if each winning student takes on average 9 credit hours of coursework, the net tuition revenue would be between \$183,230 (all domestic undergraduate) and \$833,455 (all international undergraduate).

Bookstore giftcard:

While we expect the vast majority will choose the \$200 tuition credit, some will choose the \$200 Bookstore giftcard. We request that PEC initially commit \$5,000 for 25 giftcards. The Director of Student Recruitment will provide updates after each draw date as to the selection rate of the giftcard versus the tuition credit, should additional giftcard funds be required. Student Recruitment can also set aside an additional \$5,000 as contingency for an additional 25 cards.

Respectfully submitted,

Dennis Stark
Director, Student Recruitment

Matt Wood
Director, Communications and Marketing



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Arrow Group Award be approved.

Rationale: To activate the Arrow Group Award commencing the 2024-2025 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: November 2, 2023

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20231122.04

Moved by: Palmer

Seconded by: Zhou

Committee Decision: CARRIED

Attachments: 1 page.

Approved by SCSB: November 22, 2023

Date

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Arrow Group Award

Awards Guide Description/Intent: Currently expanding their presence throughout North America, Arrow Transportation is a group of companies with over 100 years in business that specializes in distribution and materials-handling and focuses on delivering service-focused solutions for customers. Arrow is one of the largest private companies in Canada, with 56 divisions and almost 1,500 employees and was recognized as one of BC's Top Employers in 2023 for the fifth year in a row.

This Award has been established through an annual gift from Arrow Transportation Inc. for a full-time undergraduate student enrolled in a Bachelor of Commerce, Bachelor of Environmental Science or Bachelor of Arts in Environmental and Sustainability Studies Program who has completed 30 credit hours. Arrow is interested in supporting students with a passion for sustainability and transportation, as well as leadership in extra-curricular community projects, volunteering, or sports. For more information on this award or to learn about careers at Arrow, please email scholarships@arrow.ca.

Donor: Arrow Transportation

Value: \$2,000

Number: One

Award Type: Award

Eligibility: Available to a full-time undergraduate student enrolled in a Commerce (BComm), Environmental Science (BSc) or Environmental and Sustainability Studies (BA) Program who has completed 30 credit hours. Applicants must outline minimum extracurricular involvement of at least one of the following: club, sports team, community involvement, part-time job. First preference will be given to a student with a passion for sustainability and transportation.

Criteria: Academic proficiency

Effective Date: Established 2023

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Deloitte Bursary with a name change to Deloitte Indigenous Bursary be approved.

Rationale: To revise the Deloitte Bursary commencing the 2024-2025 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: July 27, 2023

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20231122.04

Moved by: Somani

Seconded by: Gehloff

Committee Decision: CARRIED

Attachments: 1 page.

Approved by SCSB: November 22, 2023

Date

Chair's Signature

For Information of Senate & Board

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

- SCII Motion Number:
- SCII Meeting Date:
- SCII Brief Summary of Committee Discussion:

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Deloitte Indigenous Bursary

Awards Guide Description/Intent: Deloitte is the brand under which tens of thousands of dedicated professionals in independent firms throughout the world collaborate to provide audit, consulting, financial advisory, risk management, tax, and related services to clients. Deloitte has established this award to support Indigenous (First Nations, Métis, Inuit) undergraduate students pursuing a Bachelor of Commerce degree with a declared major in Accounting.

Deloitte Canada has been committed to working with Indigenous leaders, communities, and organizations for over 30 years. By investing time and professional skills, Deloitte aims to break down barriers, such as access to education and employment, to build an inclusive and sustainable future for all.

Donor: Deloitte

Value: \$1000

Number: Two

Award Type: Bursary

Eligibility: Available to a full-time Indigenous (First Nations, Métis, Inuit) undergraduate student who has completed a minimum of 30 credit hours towards a Bachelor of Commerce degree with a declared major in Accounting in Business Administration, Public Administration, Accounting, Finance, Economics, Information Technology, Human Resources or Communications and Marketing.

Criteria: Demonstrated financial need and satisfactory academic standing.

Effective Date: Endowed 1997, revised 2024~~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 Deloitte Scholarship with a name change to Deloitte Indigenous Scholarship be approved.

Rationale: To revise the Deloitte Scholarship commencing the 2024-2025 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: July 27, 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.: SCSB20231122.06

Moved by: Somani

Seconded by: Gehloff

Committee Decision: CARRIED

Attachments: 1 page.

Approved by SCSB: November 22, 2023

Date

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Deloitte Indigenous Scholarship

Awards Guide Description/Intent: Deloitte is the brand under which tens of thousands of dedicated professionals in independent firms throughout the world collaborate to provide audit, consulting, financial advisory, risk management, tax, and related services to clients. Deloitte has established this award to support Indigenous (First Nations, Métis, Inuit) undergraduate students pursuing a career in accounting.

Deloitte Canada has been committed to working with Indigenous leaders, communities, and organizations for over 30 years. By investing time and professional skills, Deloitte aims to break down barriers, such as access to education and employment, to build an inclusive and sustainable future for all.

Donor: Deloitte

Value: \$2,000

Number: Two

Award Type: Scholarship

Eligibility: Available to a full-time Indigenous (First Nations, Métis, Inuit) undergraduate student who has completed a minimum of 30 credit hours towards a Bachelor of Commerce degree with a declared major in Accounting in Business Administration, Public Administration, Accounting, Finance, Economics, Information Technology, Human Resources or Communications and Marketing.

Criteria: Academic excellence.

Effective Date: Endowed 1993, revised 2024³

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 Mitsui Home Canada Inc. Scholarship with a name change to Mitsui Home Canada Inc. Award be approved.

Rationale: To revise the Mitsui Home Canada Inc. Scholarship commencing the 2024-2025 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

Date to SCSB: October 26, 2023

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20231122.07

Moved by: Somani

Seconded by: Gehloff

Committee Decision: CARRIED

Attachments: 1 page.

Approved by SCSB: November 22, 2023

Date

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Mitsui Home Canada Inc. Scholarship Award

Awards Guide Description/Intent: Mitsui Home Canada Inc. was established in 1992 in Langley, BC as the Canadian procurement and logistics centre for the parent company, Mitsui Home Co. Ltd. Mitsui Home Co. Ltd., was the first to introduce North American framing techniques to Japan over 45 years ago and is one of the largest 2x4 structural lumber home builders in Japan.

Mitsui Home Canada has developed as the premier turnkey construction provider which integrates, design, material supply, logistics and on-site framing.

In recognition of its strong relationships with many northern BC lumber suppliers, Mitsui Home Canada Inc. has established this award for students interested in forestry management and commerce.

Donor: ~~The Mitsui Home Co. Ltd.~~ Mitsui Home Canada Inc.

Value: ~~Variable~~ \$10,000

Number: ~~Two~~ One

Award Type: Award

Eligibility: Available to a full-time undergraduate or graduate student enrolled in a Forest Ecology and Management or Commerce Program~~the Bachelor of Commerce degree program and has declared a major in International Business~~ who has completed a minimum of 630 credit hours~~towards his/her degree~~. Preference will be given to students who can demonstrate an interest in international trade between northern British Columbia and Japan.~~Applicants must outline their community leadership experience in their application.~~

Criteria: Academic excellence and demonstrated financial need

Application Instructions: ~~Submit a letter outlining your interest in Japan-BC trade via awards@unbc.ca.~~

Effective Date: Endowed 1994, revised 2023

Note: This award is renewable for up to one year, subject to the recipient maintaining the criteria of academic excellence, leadership and financial need for this award.

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

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	UNBC Exempt Compensation Philosophy and Program.	
Audit & Risk Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Finance & Investment Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Governance & Human Resources Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
UNBC Board of Governors	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Submitted By:	Lisa Haslett, Associate Vice President Administration	
Please note other guests to be in attendance:	Kerry Roberts, Director of Human Resources Jennifer Dawson, Associate Director, Human Resources	
Appendices:	Additional material: 1. UNBC Exempt Compensation Philosophy and Program 2. Appendix A UNBC Exempt Position Classification Matrix 3. Appendix B UNBC Exempt Pay Grids 2023 4. Appendix C UNBC Performance Review Program	
Motion Number:	<i>To be completed by Office of University Governance</i>	

1.0 MOTION/DISCUSSION/RECOMMENDATION

Human Resources is seeking the Boards approval on the attached UNBC Exempt Compensation Philosophy and Program.

2.0 BACKGROUND AND ANALYSIS

- Prior to 2020 UNBC had a broken compensation structure as it did not allow for increases or competitive analysis, and was not protected against changes such as a compensation freeze.
- In 2020 UNBC/HR was asked to redesign the Exempt compensation framework building in market data and a performance-based increase system to address recruitment and retention concerns.
- In 2021, UNBC implemented a phased approach to bring exempt staff within the 50th percentile of the market data (IM number)

- In November 2022 PSEC provided an updated Guide to Accountable Compensation outlining principles and processes in which to further guide UNBC's exempt compensation philosophy and program. These guidelines emphasize a pay-for-performance-based model which aligns with our current framework.
- The Framework (UNBC Exempt Compensation Philosophy and Program) has now been modified to align with the expectations of PEC and PSEC.
- The Framework has been presented to PEC and has been approved by PSEC effective January 05, 2024 which now allows us to present it to the Board for approval.

3.0 ANTICIPATED FINANCIAL AND HUMAN RESOURCE IMPACTS:

- This Framework is funded through a budgeting measure which uses a combination of government funding provided by PSEC as well as annual fund allocation.
- The impact on Human Resources is an increase in time spent collecting and managing data through market surveys and analyzing this data to ensure the philosophy is adhered to which results in a compensation plan that supports equity. Additional support has been requested by Human Resources.

4.0 LENS OF RECONCILIATION:

A compensation framework such as this, supports a fair and equitable approach to compensation, objectively based on data.

5.0 OTHER CONSIDERATIONS:

The framework supports many initiatives throughout the Universities strategic plan as it:

- Ensures an equitable data driven compensation number at the 50th percentile of the market.
- Supports pay for performance.
- Ensures we are in line with the PSEC's mandated guidelines.
- Provides a transparent process which will support recruitment and retention.
- Allows for the University to ensure fair pay.
- Allows the University to ensure pay is adjustable if significant scope of responsibilities have been taken on by the staff member.
- Allows the University to be competitive in the staff recruitment market.

NEXT STEPS:

Pending the approval of this framework, Human Resources will be taking the following steps:

- Training of program to exempt group – March 2024.
- Implementation/Roll out of new performance review program – April 2024.

Program

Exempt Compensation Philosophy and Program

Program Authority: Vice President, Finance
and Administration
Program Officer: Director, Human Resources
Effective Date: January 1, 2024
Supersedes:
Date of Last Review/Revision:
Mandated Review Date: January 1, 2026

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Philosophy¹

The University of Northern British Columbia (the “University”) recognizes that a fair and competitive pay structure is essential to attract and retain exempt employees. The University is committed to offering competitive compensation that is reflective of the knowledge, skills, and abilities required to perform the duties of a position² as well as providing the opportunity for individual performance-based salary increases.

Principles of the Program

The University has laid out the following key principles applicable to this program:

- **Pay for Performance:** Compensation programs support and promote a performance-based (merit) organizational culture.
- **Differentiation:** Differentiation of salary is supported where there are differences in the scope of the position within an organization, and/or due to superior individual team contributions.
- **Accountability:** Compensation decisions are objective and based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds.
- **Transparency:** Compensation programs are designed, managed and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting individual personal information.

Program Delivery Guidelines

1. To gather and analyze compensation data: the University will conduct salary surveys of the representative comparator market at frequent intervals, no less than every three years. The salary surveys are completed by considering both job family and individual position categories. Presently, the University is using Willis Towers Watson (WTW) for private sector data and Human Resources Association of Universities of Western Canada (HRAUWC) for public section data. For the years that fall between the completion of salary surveys, the University will adjust salary ranges and Individual Market (IM) numbers based on established General Wage Increase (GWI) and/or the B.C. Public Sector Employer’s Council (PSEC) established policies and guidelines.
2. Budget for overall increases will be informed by Human Resources utilizing the above information and will be set by Finance to put forward to the Board.
3. The University determines the percentage (or range) of any performance-based salary increases on an annual basis. The Vice President, Finance and Administration will determine the percentage of the total salary mass that will be provided for increases in any particular year. Salary adjustments will be made within the University’s budget (i.e., its ability-to-pay) and/or government funded increases, and within the salary ranges.
4. The University will commit to review and evaluate this Program every two years.
5. The University will create and submit a report on an annual basis as per PSEC’s *Employer’s Guide to Accountable Compensation*. This may also require PSEC approval prior to salary increases.

¹ This document applies to exempt UNBC employees excluding Academic Services.

² ‘Job’ and ‘Position’ are used interchangeably throughout this document.

Annual Compensation Plan

Elements of the plan include job evaluation, grade structure, base pay, salary ranges and market positioning, performance-based pay, and economic adjustments approved by the provincial government.

1. Establishing Position Salary Ranges: Job Evaluation Process

All new positions require a job profile to be created, reviewed, and approved by the Director, Human Resources (or named designate) before proceeding with recruitment to ensure an accurate description of the position and affiliated accountabilities. Job profiles will be subsequently utilized by the HR department to assign both a position *Band* and *Level* (see Appendix A - UNBC Exempt Position Classification Matrix) for the purposes of determining the appropriate salary range. Additionally, each position will be assigned an IM number based on the market data for their position.

2. Establishing Individual Market (IM) Numbers

Human Resources will identify an IM number for each position. An IM number is the position's identified target market salary. Each position is individually matched to comparable positions within the market data. Comparable positions are positions from the same or similar discipline (i.e., Finance, HR, IT, Academic, etc.) and level of qualification and responsibility (i.e., Professional, Supervisor, Specialist, Manager, etc.) In reviewing the market data, Human Resources will select all comparable positions from WTW and calculate the 50th percentile. Human Resources will also select all comparable positions from HRAUWC and calculate the 50th percentile. The data is then weighted using a ratio of 30% of the private sector analysis and 70% of the public sector analysis. This combined calculation is the position's IM number. Using this method of analysis, means that positions in the same salary range or with similar titles (e.g., Manager) will not necessarily have the same IM number.

In the event a market comparator cannot be identified, the position will be matched to internal comparators with similar scope.

3. Establishing Individual Position Incumbent Salary

The salary offered to a position incumbent is determined by competency in relation to the position's IM number as follows, in general:

- An employee who does not possess full job knowledge, qualifications, and experience and is hired, transferred, or promoted by the University will be assigned a salary between the minimum of the salary range and the IM number for a given position.
- An employee who possesses the full job knowledge, qualifications, and experience and is hired, transferred, or promoted by the University will be assigned a salary equivalent to the IM number.
- An employee who possesses superior job knowledge, qualifications, and experience and is hired, transferred, or promoted by the University will be assigned a salary at or above the IM number but not to exceed 80% of the salary range. In exceptional circumstances, salary may exceed 80% with approval by the Vice-President, Finance and Administration.

In determining the assigned salary, the University will evaluate the individual's work experience, education, and measured proficiency. To ensure equity, the HR department will determine proper placement based on an analysis of other position incumbents (if any) while also considering external market data.

New position incumbents can request a re-evaluation of their assigned individual salary if they believe they have been misplaced within the salary range within the first year of employment. The re-evaluation process will be overseen by the HR department in coordination with the employee's supervisor.

4. Position Rescope

A rescope is the recognition through evaluation that a position has undergone a change of job duties which **significantly** affects the job accountability and responsibility and the Job Profile is no longer reflective of the current scope of the role.

To initiate a rescope, the supervisor or position incumbent (or incumbents) can request a re-evaluation of the position's job profile based on a significant change in scope. The process is as follows:

- 1) Employee/supervisor reviews existing job profile;
- 2) Employee/supervisor updates existing job profile and highlights changes that constitute a significant change in scope;
- 3) Supervisor reviews and, if agrees the changes are accurate and represent a significant change in scope, submits to Human Resources (HR) for review; and
- 4) HR reviews the job profile and, if agreed the changes represent a significant change in scope, determines if an adjustment of salary range and IM number is required. Additionally, if applicable, HR will coordinate adjusting the incumbent(s) subsequent salary in relation to the new IM number.

A change in scope is considered by the University to be significant in the following circumstances. On a permanent basis,

- The position is accountable for new and/or more complex tasks they have not previously been responsible for;
- The new and/or more complex tasks are not normally considered a usual part of the position;
- The new and/or more complex tasks are required to be completed by the position and do not fall within the responsibilities of any other University position;
- Additional education, training, and/or certification is required; and/or
- The number of positions and/or budget the employee is responsible for increases substantially.

5. Performance-Based Salary Increases

The University's structure for allocating salary increases for employees is based on performance. On an annual basis and if funds are available, salary adjustments for exempt employees are applied following the financial year end, effective July 1 of each calendar year.

Within the limitations of the funds available for salary increases based on the financial performance of the University, an employee's performance-based salary increase is determined by the outcome of a) Personal and Professional Development Planning; and, b) Annual Performance Review. The performance review process will run on a 12-month cycle to align with the salary adjustment effective date of July 1.

a) *Part 1: Personal and Professional Development Planning*

As one factor of determining an employee's performance-based salary increase, exempt staff members at UNBC will take part in personal and professional development planning (PPDP) throughout each calendar year. The process supports establishing and aligning goals and performance with the University's strategic plan. The setting of goals is mandatory to be eligible for a salary increase.

b) *Part 2: Annual Performance Review*

The supervisor will support, coach, and assess an employee's performance throughout each year using a Annual Performance Review form provided by HR. The assessment will be used in the annual compensation review process. The annual performance review is used to calculate the salary increase.

Both above components form the Performance Review Program and determine the performance-based salary increase. Each component is weighted 50% towards determining the performance-based salary increase awarded to employees.

If the University does not have available funds for increases, it is still the expectation of the Supervisor to conduct the performance reviews and objective setting.

Performance Review Program

The Performance Review Program process is as follows:

- 1) In May of each year, in collaboration with their supervisor, existing employees begin the process by setting goals, using the Performance Review Program Form, Part 1: Personal and Professional Development Planning. The supervisors will assess the completion of the previous year's goals and overall performance over the year using the Annual Performance Review. This assessment will be used in determining the performance-based salary increase (if funds are available).
- 2) Employees hired after **January 1** are not eligible to complete the Annual Performance review or for a performance-based salary increase in the current year.
- 3) Employees and supervisors should have at least a mid-year check-in to discuss progress on achieving the established goals, as well as to determine if the goals need to be adjusted to meet operational needs. If necessary, the employee and supervisor will complete the Mid-

year Check-in Goals & Objectives on the UNBC Performance Review Program document. It is recommended employees and supervisors check-in throughout the year to discuss progress.

- 4) Employees and supervisors will meet again at the end of the year to review goals and performance.

In the event an employee's salary is at the maximum of their salary range, they are red-circled. Red-circled refers to a situation where an employee's salary is equal to or exceeds the maximum salary range for their position. Once such employees are identified, the University will freeze their salary at the current level. The employee will not be eligible for a salary increase until the maximum salary range for the position exceeds the employee's salary.

Related Documents

1. Position placement within the University compensation model is outlined in Appendix A - UNBC Exempt Position Classification Matrix
2. Annual salary ranges for each salary band are provided in Appendix B – UNBC Exempt Pay Grids
3. Appendix C – UNBC Performance Review Program

Authority

The Director of Human Resources or designate is responsible for the establishment, maintenance and compliance of this Policy.

UNBC Exempt Position Classification Matrix

Senior Leader

Job Band	Dimensions	Level 1	Level 2
	Primary Purpose	<ul style="list-style-type: none"> • Implements organization strategies through the effective direction and management of resources • Aligns portfolio with University strategic plan/initiatives • Focuses mainly on the management and implementation of operational objectives that help achieve short and long-term organization strategy • Leads development of function strategies <p>To be considered a Senior of this level the position must meet all of the above criteria in addition to the following:</p> <ul style="list-style-type: none"> • have a pan-institutional focus (including staff, students and faculty), and • provides influence, direction and leadership over departments they do not have direct authority over. 	<ul style="list-style-type: none"> • Primarily involved in the development, evolution and approval of the long-term vision across the University • Establishes strategies for area of responsibility • May be a board or executive committee member or will have a comparable level of influence • Drives the direction through influencing people, process at an organizational level • Takes a cross functional approach to provide and deliver strategic focus on operational management • Directs multiple functions of the University
	Education / Experience	<ul style="list-style-type: none"> • A minimum of 7 years of education / training / experience in a relevant related field • Professional qualifications associated with an advanced level of practice in the industry, where necessary 	<ul style="list-style-type: none"> • 7-10 years of progressive experience in an academic (or related) environment, with recent experience at a leadership level • A relevant advanced degree (or equivalent credentials)
	Accountability	<ul style="list-style-type: none"> • Ensures the timely delivery of outcomes, vision and goals of the department • Recognizes challenges of operating requirements and addresses through policy and strategic initiatives • Ensures success of operational expectations • Ensures the success and growth of direct reports 	<ul style="list-style-type: none"> • Accountable for multiple business and operational functions • Ensures delivery of cross functional projects and policies directly aimed at supporting the function, efficiency and strategic initiatives • Provide strategic planning and oversight for the organization, including risk identification and mitigation.

Note: Any changes to Bands or Levels of a current position require a review of the IM number conducted by Human Resources.

Leadership

Job Band	Dimensions	Level 1	Level 2	Level 3
<p>A combination of education and experience, duties and career path is applied to a set of responsibilities and accountabilities for staff, budgets, facilities and other resources.</p>	<p>Primary Purpose</p>	<ul style="list-style-type: none"> coordinates and implements the day-to-day activities required to meet the goals and vision of the unit, area, project, or program provides support at the unit level independently exercises a scope of focused and assigned duties operational focus, short term planning horizon 	<ul style="list-style-type: none"> determines the steps required to achieve the goals and vision of the unit, area, project, or program applies expertise in functional areas and acts as a resource works independently, analyzes the current needs of the unit or area and uses a broad scope of available resources tactical focus, medium term planning horizon 	<ul style="list-style-type: none"> aware of evolving industry practice and policies and applies this extensive knowledge in determining the direction, goals, and vision of the unit or function independently applies high level of expertise influences and leads by evaluating the situation and identifying the future needs of the unit/area strategic focus, long term planning horizon
	<p>Education / Experience</p>	<ul style="list-style-type: none"> a minimum of 3 years of education / training / experience in a relevant related field professional qualifications for industry if required 	<ul style="list-style-type: none"> a minimum of 5 years of education / training / experience in a relevant related field professional qualifications associated with an intermediate level of practice in the industry where necessary 	<ul style="list-style-type: none"> a minimum of 10 years of education / training / experience in a relevant related field professional qualifications associated with an advanced level of practice in the industry where necessary
	<p>Accountability</p>	<ul style="list-style-type: none"> performs self-directed work within established guidelines and policies operational management at a unit or functional level 	<ul style="list-style-type: none"> exercises decision making and judgement in determining how to achieve the goals and visions of the unit, program, project, or area involved in policy and development and implementation 	<ul style="list-style-type: none"> ensures that the vision and goals of the unit, program, project, or area are determined and supported recognizes needs and is responsible for policy development

SPECIALIST / PROFESSIONAL

Job Band	Dimensions	Level 1	Level 2	Level 3
<p>A combination of education and experience, duties and career path allows for the participation in an identifiable professional career (e.g. nursing, accounting, engineering) or a unique field of expertise (e.g. project managing, student advising, media producing, administration)</p>	<p>Primary Purpose</p>	<ul style="list-style-type: none"> coordinates and implements the day to day activities required to meet the goals and vision of the unit, area, project, or program provides support at the unit level independently exercises a scope of focused and assigned duties operational focus, short term planning horizon 	<ul style="list-style-type: none"> determines the steps required to achieve the goals and vision of the unit, area, project, or program applies expertise in functional areas and acts as a resource works independently, analyzes the current needs of the unit or area and uses a broad scope of available resources tactical focus, medium term planning horizon 	<ul style="list-style-type: none"> aware of evolving industry practice and policies and applies this extensive knowledge in determining the direction, goals, and vision of the unit or function independently applies high level of expertise influences and leads by evaluating the situation and identifying the future needs of the unit/area strategic focus, long term planning horizon may manage staff
	<p>Education / Experience</p>	<ul style="list-style-type: none"> a minimum of 3 years of education / training / experience in a relevant related field professional qualifications for industry if required 	<ul style="list-style-type: none"> a minimum of 5 years of education / training / experience in a relevant related field professional qualifications associated with an intermediate level of practice in the industry where necessary 	<ul style="list-style-type: none"> a minimum of 10 years of education / training / experience in a relevant related field professional qualifications associated with an advanced level of practice in the industry where necessary
	<p>Accountability</p>	<ul style="list-style-type: none"> performs self-directed work within established guidelines and policies 	<ul style="list-style-type: none"> exercises decision making and judgement in determining how to achieve the goals and visions of the unit, program, project, or area 	<ul style="list-style-type: none"> ensures that the vision and goals of the unit, program, project, or area are determined and supported

OPERATIONAL ADMINISTRATIVE

Job Band	Dimensions	Level 1	Level 2	
Operational and administrative duties are performed in the application of practices and procedures.	Primary Purpose	<ul style="list-style-type: none"> • task focused, defined scope • Provides proficient clerical and administrative support • performs assigned entry level clerical and administrative tasks and activities • provides Office and/or accounting support 	<ul style="list-style-type: none"> • task focused, defined scope • Provides proficient clerical and administrative support • performs assigned specialized clerical and administrative tasks and activities • provides Office and/or accounting support • duties may require analysis of data/information as requested by supervisor 	
	Education / Experience	<ul style="list-style-type: none"> • high school diploma with a minimum of 1 year of experience 	<ul style="list-style-type: none"> • related certificate or diploma with a minimum of 2 years of experience 	
	Accountability	<ul style="list-style-type: none"> • work is directly controlled through the highly structured nature of the work itself or immediate supervision by others • all deviations from assigned work must be authorized by supervisor 	<ul style="list-style-type: none"> • decision making and judgment is exercised within established policies, procedures, programs and/or projects • makes recommendations and provides input to others as others determine the operational needs of the unit. Recommendations and input are based on individual operational observations and/or feedback from others 	

UNBC Pay Grids for 2023 with the aging of 6.75% for 2023

2023

2022 Grid Aged 6.75%

Pay Group	Low	Mid	Max
Senior Leader 2	\$ 120,214.75	\$ 161,689.68	\$ 203,163.34
Senior Leader 1	\$ 108,193.28	\$ 145,520.71	\$ 182,847.01
Leadership Family Phase 3	\$ 92,179.67	\$ 123,981.65	\$ 155,783.64
Leadership Family Phase 2	\$ 75,506.59	\$ 101,556.36	\$ 127,606.13
Leadership Family Phase 1	\$ 63,622.99	\$ 85,572.37	\$ 107,521.76
Specialist/Professional Family Phase 3	\$ 94,116.36	\$ 126,586.91	\$ 159,057.47
Specialist/Professional Family Phase 2	\$ 69,786.66	\$ 93,862.70	\$ 117,939.88
Specialist/Professional Family Phase 1	\$ 57,492.17	\$ 77,326.96	\$ 97,161.76
Op Admin Phase 2	\$ 59,951.74	\$ 80,635.09	\$ 101,318.44
Op Admin Phase 1	\$ 42,577.95	\$ 57,267.35	\$ 71,956.74

UNBC Performance Review Program

As part of the University’s Exempt compensation philosophy, employees will participate in annual objective setting and a yearly review of performance.

Purpose:

As the University believes in creating an environment that fosters growth, cultivates curiosity, empowers creative thinking, goal achievement, and providing feedback in a manner that drives a culture of success that supports service delivery to the students. This document will assist in creating the above environment by setting employee objectives that align with the University’s strategic plan, as well as personal and departmental growth and performance.

Part 1: Personal and Professional Development Planning

Instructions:

Employees and their Managers will work together to establish annual objectives that align with the employee’s personal growth, as well as the departments strategic direction. Please note that this is a live document that should be reflected on multiple times throughout the year to ensure the employee has the support and resources needed to meet their objectives. Manager and employee must meet and document any updates at least once throughout the year.

Expectations of the Managers is to have the Objectives Setting and Annual Performance Review documents completed and sent to HR by May 15 of each year. Documents are to be submitted to hr@unbc.ca. One joint document must be submitted per person with Manager and Employee comments.

Previous Year Objectives

		Outline Progress or Status of Previous Year’s Objectives	
		Summary of Objective	Complete / Not Complete / Partially Complete
	Objective #1		
	Objective #2		
	Objective #3		

Current Year Objectives

Add your objectives below using the SMART process.
SMART stands for specific, measurable, achievable, relevant, and time-bound.

Objective #1

SMART OBJECTIVE SUMMARY: Summarize the Objective in a Short Paragraph	
Comments:	

Objective #2

SMART OBJECTIVE SUMMARY: Summarize the Objective in a Short Paragraph	
Comments:	

Objective #3

SMART OBJECTIVE SUMMARY: Summarize the Objective in a Short Paragraph	
Comments:	

Objective – Management Objective
This section is specific to individuals who manage people or departments.
This objective is specific to the leadership or management of your team and may involve addressing concerns or improving overall work experience, team culture, team brand, and engagement of team.
This section may not be applicable to you.

SMART OBJECTIVE SUMMARY: Summarize the Objective in a Short Paragraph	
Comments:	

Employee Signature:		Date:	
Manager Signature:		Date:	

Mid-Year Check-in Objectives

Outline Progress or Status of Current Year's Objectives		
	Summary of Objective	Complete / Not Complete / Partially Complete
Objectives #1		
Objectives #2		
Objectives #3		

Employee Signature:		Date:	
Manager Signature:		Date:	

UNBC Performance Review Program

Part 2: Annual Performance Review

This section provides summary feedback on the employee’s performance. Ratings are relative to reviewer’s expectation of the employee’s role during the period under review.

Instructions:

Employee is to complete self-rating independently, then provide a copy to their manager who will complete the Manager rating. Manager and Employee will meet to review and discuss ratings. Manager’s rating will be the measure under the Exempt compensation philosophy. The Annual Performance Review document must be submitted by May 15 each year to be included in the compensation review process.

Employee Name:	Department:
Employee Title:	Range/Grade:
Manager Name:	Review Period:

Rating	Definition
Exceeds Expectations	Performance is above expected level or requirement. Exceeds satisfactory in some core functions or has shown aptitude outside of core area. Consistently generates results above those expected of the position.
Meets Expectations	Performance is consistently acceptable and meets expectations. Good performance allowing core position requirements to be successfully fulfilled.
Needs Improvement or Still Developing	Performance is below expectations and work requires guidance and monitoring.
Expectations Not Met	Performance is substandard and work requires a high degree of supervision, correction and direction. Needs improvement to continue position and/or employment. Immediate action required.

Performance Criteria	Employee Self Rating	Manager Rating
Leadership (Vision)		
Anticipates how actions and decisions may affect people	Choose an item.	Choose an item.
Holds others accountable for making and meeting commitments	Choose an item.	Choose an item.
Provides and constructively confronts problems and issues	Choose an item.	Choose an item.
Character (Effectiveness)		
Openly and constructively confronts problems and issues	Choose an item.	Choose an item.
Consistently demonstrates integrity and ethical conduct in words and deeds	Choose an item.	Choose an item.
Accepts ownership and responsibility for outcomes, learning and recovering from setbacks/mistakes	Choose an item.	Choose an item.

Results Orientation		
Readily accepts and responds to challenges	Choose an item.	Choose an item.
Directly addresses problems and persist in finding solutions	Choose an item.	Choose an item.
Improves systems and processes to maximize institutional efforts	Choose an item.	Choose an item.
Communication		
Communicates clearly and ensures understanding	Choose an item.	Choose an item.
Listens actively to understand other's points of view	Choose an item.	Choose an item.
In inclusive in gathering information and perspectives	Choose an item.	Choose an item.
Resolution and Problem Solving		
Seeks and demonstrates an understanding of alternative views, interests and perspectives	Choose an item.	Choose an item.
Explores creative options for solutions which meet diverse interests	Choose an item.	Choose an item.
Demonstrates empathy and seeks to understand the concerns of others	Choose an item.	Choose an item.
Collaboration (Relationship and Team Building)		
Participates willingly and openly supports team decisions	Choose an item.	Choose an item.
Maximizes opportunities to achieve outcomes through or with others	Choose an item.	Choose an item.
Demonstrates understanding, respect, and concern for others	Choose an item.	Choose an item.
Cultural Awareness		
Demonstrates awareness of different cultural norms when working with various cultural groups	Choose an item.	Choose an item.
Demonstrates an understanding of the needs of culturally diverse groups	Choose an item.	Choose an item.
Identifies and improves the University's abilities to meet the needs of diverse groups with a focus on Indigenous groups	Choose an item.	Choose an item.
University Understanding		
Demonstrates an understanding of and alignment to the University's strategic priorities	Choose an item.	Choose an item.
Uses informal structures, including networking, to advance the work and gain support from others	Choose an item.	Choose an item.
Leverages organizational culture and practices to improve the success of the organization	Choose an item.	Choose an item.
Overall Rating of Performance Criteria		
	Choose an item.	Choose an item.
Outcome of Objectives		
	Choose an item.	Choose an item.

Manager Comments/Examples to Support the Above

Employee Comments/ Examples to Support the Above

Employee Signature:		Date:	
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Manager Signature:		Date:	
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SENATE COMMITTEE ON ACADEMIC AFFAIRS

PROPOSED MOTION

Motion: That the Technology Exploration Dual-Credit Agreement between UNBC, the College of New Caledonia, and School District No. 57 be approved as proposed.

Effective Date: Upon signature by all parties

Rationale: The Technology Exploration (TEKX) Dual Credit program will allow grade 11 students in School District No. 57 (beginning in Fall 2024) 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.

This agreement follows the approved Memorandum of Understanding between the same parties to collaborate on the TEKX Dual Credit Program (S-202308.05) and the approved New UNBC Course proposal (S-202310.06), by outlining the processes by which the parties will execute the implementation and delivery of the TEKX Dual Credit Program and specifically what each partner is agreeing to do.

UNBC has an existing dual credit agreement with SD No. 57 and many of the mechanics, for example around invoicing are established in practice. This document clarifies roles and responsibilities and seeks to create a framework that accounts for the nuances of having another party (CNC) in our agreement. As such this document is separate from our existing dual-credit documents.

SD No. 57 students entering grade 11 in Fall 2024 will start applying for courses in February 2024. As such, for this agreement to be approved by the Board of Governors prior to applications opening, submission to SCAAF/Senate is necessary at this time (November 2023).

Motion proposed by: John McNeill, Administrative Manager, and Deborah Roberts, Dean Faculty of Science and Engineering

Academic Program: Initially Computer Science, but not exclusive

Implications for Other Programs / Faculties? Currently no, but ultimately dependent upon the UNBC course offered which is subject to change over time (i.e., in the future with changing technology trends UNBC may propose a new course (pending Senate approval) in another subject area).

Faculty: Initially Science and Engineering, but not exclusive

Faculty Council / Committee Motion Number: Not applicable

Faculty Council / Committee Approval Date: Not applicable

Attachment Pages (if applicable): 9 pages

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING

Brief Summary of Committee Debate:

Motion No.: SCAAF202311.08

Moved by: Todd Whitcombe

Seconded by: Rebecca Schiff

Committee Decision: CARRIED

Approved by SCAAF: November 08, 2023
Date


Chair's Signature

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

[Version 1.3]

TECHNOLOGY EXPLORATION DUAL CREDIT AGREEMENT

BETWEEN

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
(herein referred to as “UNBC”)

And

COLLEGE OF NEW CALEDONIA
(herein referred to as “CNC”)

And

SCHOOL DISTRICT NO. 57 (“PRINCE GEORGE”)
(herein referred to as the “SD No. 57”)

WHEREAS

- I. The Ministry of Education and Child Care’s *Earning Credit through Equivalency, Challenge, External Credentials, Post-Secondary Credit and Independent Directed Studies Policy* allows students to earn credits toward Grade 12 graduation in a variety of ways, including earning credits for courses at specific post-secondary institutions; and
- II. The Ministry of Education and Child Care’s *Recognition of Post-Secondary Transition Programs for Funding Purposes Policy* defines post-secondary transitions programs as educational programs that “combine secondary and post-secondary courses, and that lead to Grade 12 graduation as well as help students make smooth transitions to further education or training”; and
- III. The Ministry of Education and Child Care’s *Recognition of Post-Secondary Transition Programs for Funding Purposes Policy* defines the criteria necessary for post-secondary courses to be eligible as courses funded by the Ministry of Education and Child Care; and
- IV. UNBC is a university as defined in the British Columbia University Act, offering various programs and courses at the undergraduate, graduate, and doctoral level; and
- V. CNC is a college as defined in the College and Institutes Act R.S.B.C. 1996, c52 as amended; and

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- VI. SD No. 57 is a school district as defined in the School Act R.S.B.C 1996, c412 as amended, and for the purposes of this agreement will be differentiated from any given school (“School(s)”).

THEREFORE, THE PARTIES AGREE AS FOLLOWS:

UNBC, CNC and SD No.57 agree to collaborate to provide a Technology Exploration program on a dual credit basis for SD No.57 students. Said program will herein be referred to as the “TEKX Dual Credit Program”.

PURPOSE:

The purpose of this agreement is to outline the policies and processes by which the parties will execute the implementation and delivery of the TEKX Dual Credit Program.

A. BACKGROUND

- A.1. UNBC and CNC each offer existing dual credit programs for secondary school students (“Student(s)”). This agreement relates to the separate and independent TEKX Dual Credit Program, whereby students recommended by SD No.57 take a set number of predetermined mandatory courses.
- A.2. The TEKX Dual Credit Program has received funding from British Columbia’s Ministry of Post-Secondary Education and Future Skills as part of the expansion of tech-relevant programming at public post-secondary institutions.
- A.3. Course delivery methods may include scheduled in-person classes, scheduled online (synchronous) classes, unscheduled online (asynchronous) classes, Hyflex classes, or a combination of the above.
- A.4. Such students who successfully complete courses in the TEKX Dual Credit Program receive UNBC or CNC credit for those courses.
- A.5. UNBC and CNC will offer courses (“TEKX Dual Credit Courses”) for the TEKX Dual Credit Program that articulate to each respective institute (i.e., via BCCAT).
- A.6. TEKX Dual Credit Program courses are subject to change on an annual basis.
- A.7. The TEKX Dual Credit Program is available to Students from within SD No. 57 Schools, and in particular those preparing to take the program during their grade 11 year.

B. TERMS OF THE AGREEMENT

- B.1. UNBC agrees to:

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- B.1.1. Designate a representative to be responsible for inter-institutional cooperation and oversight and implementation of the TEKX Dual Credit Program and this Agreement, and compliance with this Agreement.
- B.1.2. Designate a representative(s) at its campus to be the on-campus contact point for students participating in the TEKX Dual Credit Program.
- B.1.3. Prepare and offer to SD No.57 for comment any promotional material relevant to participation in this Agreement.
- B.1.4. Review received and completed application-for-admission forms for the TEKX Dual Credit Program. This review will be completed in consultation with the other parties. Students approved to participate in the TEKX Dual Credit Program will be notified by UNBC's Registrar's Offices as will the other parties.
- B.1.5. Work with the other parties to ensure students are registered for the Program and will send a confirmation of enrolment to both the student and the other parties.
- B.1.6. Work with the other parties to determine the minimum number of applications and/or registrations required to effectively offer the program in any given year, or for any given semester.
- B.1.7. Provide official transcripts without charge to SD No. 57 at the end of each school year that has had students participate in the TEKX Dual Credit Program.
- B.1.8. Pay the mandatory UNBC student fees (including any course fees) for students that participate in the TEKX Dual Credit Program.
- B.1.9. At the start of each semester, independently invoice SD No.57 for the tuition due based on the list of registered students in the TEKX Dual Credit Program.
- B.1.10. Participate in and provide information to the program evaluation as referenced in section D.
- B.1.11. Work with the other parties to come to an agreement and resolution in writing regards any necessary deviation to this agreement in the course of its implementation, insofar as is reasonable.
- B.1.12. Assess CNC TEKX classes for transfer to UNBC.
- B.2. CNC agrees to:
- B.2.1. Designate a representative to be responsible for inter-institutional cooperation and oversight and implementation of the TEKX Dual Credit Program and this Agreement, and compliance with this Agreement.
- B.2.2. Designate a representative(s) at its campus to be the on-campus contact point for students participating in the TEKX Dual Credit Program.

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- B.2.3. Prepare and offer to SD No.57 for comment any promotional material relevant to participation in this Agreement.
- B.2.4. Review received and completed application-for-admission forms for the TEKX Dual Credit Program. This review will be completed in consultation with the other parties. Students approved to participate in the TEKX Dual Credit Program will be notified by CNC's Registrar's Offices as will the other parties.
- B.2.5. Work with the other parties to ensure students are registered for the Program and will send a confirmation of enrolment to both the student and the other parties.
- B.2.6. Work with the other parties to determine the minimum number of applications and/or registrations required to effectively offer the program in any given year, or for any given semester.
- B.2.7. Provide official transcripts without charge to SD No. 57 at the end of each school year that has had students participate in the TEKX Dual Credit Program.
- B.2.8. Pay the mandatory CNC student fees (including any course fees) for students that participate in the TEKX Dual Credit Program.
- B.2.9. At the start of each semester, independently invoice SD No.57 for the tuition due based on the list of registered Students in the TEKX Dual Credit Program.
- B.2.10. To participate in and provide information to the program evaluation as referenced in section D.
- B.2.11. Work with the other parties to come to an agreement and resolution in writing regards any necessary deviation to this agreement in the course of its implementation, insofar as is reasonable.
- B.2.12. Assess UNBC TEKX classes for transfer to CNC.
- B.2.13. Issue a credential to students who successfully complete the program.
- B.2.14. Report to the Ministry of Post-Secondary Education and Future Skills as required.
- B.3. SD No. 57 agrees to:
- B.3.1. Designate a representative to be responsible for inter-institutional cooperation and oversight and implementation of the TEKX Dual Credit Program and this Agreement, and compliance with this Agreement.
- B.3.2. Designate a representative(s) at the student's School to be the contact point for students participating in the TEKX Dual Credit Program.
- B.3.3. Actively promote the TEKX Dual Credit Program to current students.

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- B.3.4. Provide opportunities for representatives of UNBC and CNC to visit appropriate forums to disseminate information about the TEKX Dual Credit Program, and to promote the purposes of this Agreement, namely, the opportunity to participate in the TEKX Dual Credit Program in relevant marketing materials including online media and relevant websites.
 - B.3.5. Provide nomination forms for interested and qualified students for consideration for the TEKX Dual Credit Program, based on the criteria established by the institutional representatives, as referenced in section B.1.1, B.2.1, and B.3.1.
 - B.3.6. Work with the other parties to ensure questions and/or issues around a student's application and/or registration are resolved in a timely manner.
 - B.3.7. Work with the other parties to determine the minimum number of applications and/or registrations required to effectively offer the program in any given year, or for any given semester.
 - B.3.8. Pay the tuition costs for its students that participate in the TEKX Dual Credit Program.
 - B.3.9. To participate in and provide information to the program evaluation as referenced in section D.
 - B.3.10. Work with the other parties to come to an agreement and resolution in writing regards any necessary deviation to this agreement in the course of its implementation, insofar as is reasonable.

C. MUTUAL GRANT OF RIGHTS

- C.1. Each party grants to the other party a non-exclusive, non-transferable, revocable, royalty-free license during the term of the Agreement to use the trademark of the other party, as supplied by that Party for promotional purposes relevant to this Agreement provided that such use is reviewed by the other party before promotion begins and does not 1) contravene the other Party's policy or practice as to proper use of its mark, or 2) in the opinion of the other Party, damage its reputation or goodwill.

D. EVALUATION

- D.1. SD No. 57, UNBC, and CNC shall conduct an evaluation of the operation of this Agreement on the first and each subsequent anniversary of the signing of the Agreement. Where possible this evaluation will consist of both parties examining:
 - D.1.1. The number of student applications and admissions into the TEKX Dual Credit Program the prior year.
 - D.1.2. The success rates of students in the TEKX Dual Credit Program on an annual basis.

D.1.3. Admission procedures, program planning, course offerings, timelines and special requirements; and/or

D.1.4. Recommendation for types and times of promotion efforts.

E. TERM AND EARLY TERMINATION OF THE AGREEMENT

E.1. This Agreement will become effective on the date of signing (as referenced in Section G.5.) and have an initial term of three (3) years. The term shall be extended on a year-by-year basis unless any party notifies the others in writing at least three (3) months before the end of the then-current term of its desire to terminate the Agreement. Any party can terminate this Agreement for any reason at any time upon giving three (3) months prior written notice to the other parties.

E.2. In the event of the termination of this Agreement under Section E.1, all parties acknowledge and agree that all students enrolled and currently participating in the TEKX Dual Credit Program as at the date of the written notice of such termination shall be entitled to complete the courses in which they are enrolled or were planning to enroll in per the terms of their Dual Credit offer of admission and sponsorship form.

E.3. Each party hereto agrees to use its best efforts to cause any disputes or disagreements between the parties to be considered, negotiated in good faith, and resolved as soon as practicable. Disputes or disagreements not resolved within a month will be referred to arbitration.

F. CONFIDENTIALITY

F.1. The parties may wish to disclose confidential information, knowledge or material that is non-public, confidential, or proprietary in nature to each other to facilitate work under this Agreement (“Confidential Information”). UNBC, CNC, and SD No. 57 agree to keep confidential and not disclose to others information designated as “confidential” and supplied by them for the purposes of this Agreement. The parties agree to advise and notify the other as to which information disclosed, if any, constitutes Confidential Information. All written materials disclosed, and all materials disclosed in electronic form, shall be clearly marked as “confidential”, while any oral disclosures shall be followed by a written memorandum (which may be in electronic form) outlining the information disclosed and its confidential nature within five (5) days of disclosure.

F.2. Confidential Information shall be safeguarded and not disclosed to anyone without a “need to know” within UNBC, CNC, or SD No. 57 or to third parties unless prior written authority is obtained from the disclosing party.

F.3. The obligation to keep confidential shall not apply to information which is already known to the party to which it is disclosed; becomes part of the public domain without breach of this Agreement; is independently developed by the recipient party by someone without access to or use of the Confidential Information; is obtained from third parties that have no

obligation of confidentiality to the parties to this Agreement; or is required by law to be disclosed.

- F.4. SD No. 57 will facilitate any parent's request for access to information and discussion about the child's progress with this program. The SD No. 57 representative recommending that a child will participate in the program will inform that child that a third-party authorization form must be completed and submitted to UNBC and CNC to authorize UNBC and CNC to directly release any information to parents.

G. GENERAL

- G.1. Notwithstanding anything in this Agreement otherwise expressed or implied, the parties have entered into the Agreement for the purpose of collaborating for the purposes expressed herein only and it is not the intention of the parties to create a partnership and the parties shall not be or deemed to be partners.
- G.2. For the purposes of this Agreement, any notice or other communication between the parties may be delivered by courier, mail, facsimile or electronic mail to the respective addresses of the parties set out below:

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

3333 University Way
Prince George, BC
V2N 4Z9
Attention: _____

COLLEGE OF NEW CALEDONIA

3320
22nd Ave
Prince George BC
V2N 1P8
Attention: _____

SCHOOL DISTRICT NO. 57 ("PRINCE GEROGE")

2100 Ferry Avenue
Prince George, BC, V2L 4R5
Attention: _____

- G.3. This Agreement shall be construed in accordance with the laws of the Province of British Columbia and any legal proceedings with respect to this Agreement will be brought in Prince George, BC.
- G.4. This Agreement constitutes the entire agreement of the parties with respect to the subject matter set out herein and may only be amended in writing signed by the parties.

G.5. This agreement will come into effect upon signature by the three parties.

CONFIDENTIAL

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Per: _____
NAME
TITLE

Date: _____
(Day / Month / Year)

COLLEGE OF NEW CALEDONIA

Per: _____
NAME
TITLE

Date: _____
(Day / Month / Year)

SCHOOL DISTRICT NO. 57 ("PRINCE GEORGE")

Per: _____
NAME
TITLE

Date: _____
(Day / Month / Year)

CONFIDENTIAL

UNBC Board of Governors – 2024 Meeting Dates

Type of Board Meeting	Event	Board Meetings
<u>Joint Board and Senate Breakfast/Session And Special Board Budget Meeting</u>	Friday, February 2, 2024 8:00 – 11:00 a.m.	Friday, February 2, 2024 11 a.m. – 3:00 p.m.
<u>Regular Quarterly Board Meeting</u>		Thursday, March 28, 2024 3:00 p.m. – 7:30 p.m.
<u>Special Meeting:</u> Approval of Financial Statements Audit and Risk Committee meeting to receive Audit Findings Report from Audit Representatives	Convocation: Friday, May 31, 2024	Thursday, May 30 2024 8:00 a.m. – 1:00 p.m.
<u>Regular Quarterly Board Meeting</u>		Thursday, June 27, 2024 3:00 – 7:30 p.m.
<u>Informal Senate and Board Get together</u>	Venue: TBD Wednesday, September 25, 2024 5:30 – 7:30 p.m.	
<u>Regular Quarterly Board Meeting</u> (Regional – Fort. St. John)	Board Dinner Reception: Thursday, October 3, 2024 5:00 – 7:00 p.m.	Friday, October 4, 2024 8:30 – 3:00 p.m.
<u>Regular Quarterly Board Meeting</u>		Thursday, November 28, 2024 3:00 – 7:30 p.m.