



# UNIVERSITY OF NORTHERN BRITISH COLUMBIA

## MEMORANDUM

**To:** Dr. Ranjana Bird, Vice President Research  
Dr. Mark Dale, Chair Senate Committee on Academic Affairs

**From:** WB McGill

**Date:** 29 May 2014

**Re:** 2013-2014 Annual Report for the NRES Institute

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Dear Drs. Bird and Dale,

As per UNBC's Policy and Procedures for Centres and Research Institutes, please find attached the 2013-2014 Annual Report for the Natural Resources and Environmental Studies Institute (NRESi) covering FY 2013-2014.

On behalf of NRES Institute, I would like to thank you for your continued support during FY 2013-2014. At the beginning of FY 2012-2013, the Institute completed a five-year Strategic Plan outlining a vision for NRESi and identifying the resources needed to move the Institute from a 'side-of-the-desk' operation to a sustainable research body at UNBC. This focus continues to be a priority for the NRES Institute and we are working to make this vision a reality. With the signing of a two-year contribution agreement to support a Biodiversity Monitoring and Assessment Program came a significant increase in overhead supporting NRESi. This has led to the hiring of the NRES Institute's Research Manager, which has added considerable capacity to move forward its objectives.

The Institute had a productive year in 2013-2014, its finances are sound and we look forward to exciting developments in 2014-2015.

Enclosures: NRESi Annual Report 2013-2014

cc: NRESi Steering Committee Members  
Dr. Dan Ryan, NRESi Management Committee Member  
Alex Koiter (NRES Grad Representative)

# **2013-2014 Annual Report of the Natural Resources and Environmental Studies Institute**

## **29 May 2014**

### **Overview of NRES Institute**

The Natural Resources and Environmental Studies Institute (NRESi) is a formal association of UNBC faculty and affiliates that promotes and implements integrative research to address natural resource systems and human uses of the environment, including issues pertinent to northern regions with a focus on developing solutions-based approaches. Founded on and governed by the strengths of its members, the NRES Institute creates collaborative opportunities for researchers to work on complex problems and disseminate results. The NRES Institute serves to extend associations among researchers, resource managers, representatives of governments and industry, communities, and First Nations. These alliances are necessary to integrate research into management, and to keep research relevant and applicable to problems that require innovative solutions.

#### *Our Mission*

The purpose of the NRESi is to facilitate innovative and interdisciplinary research on issues relating to natural resources and the environment. Given that natural resources are the foundations of the economy of many communities in northern BC and other northern regions, and that the environment is increasingly subject to anthropogenic changes, it is important to direct efforts towards understanding these complex interrelationships to ensure environmental, social and economic sustainability. Therefore, the primary goal of NRESi is to integrate across perspectives to better understand the functions, viability, and values of natural resource and environmental systems. Helping communities affect their futures and challenging researchers to contribute to innovation through research are the consequences of this goal. NRESi fosters communication and interaction among faculty, graduate students, and associated researchers (e.g., those working at the UNBC research forests and the Quesnel River Research Centre); it also promotes connections among local communities, management agencies, and research professionals from industry and government.

#### *What We Do*

By enabling communication among researchers and potential external partners, the NRESi provides a conduit for basic and applied research opportunities from outside of the University, as well as a means to synthesize research findings for dissemination beyond academia. In addition, we create an important bridge to the NRES Graduate Programs by providing graduate students with opportunities to interact with researchers and to showcase their own research activities. Synthesis and extension is encouraged through the peer-reviewed NRESi Extension Note and NRESi Occasional Paper Series, as well as a Technical Reports publication series under development. NRESi fills a crucial role at UNBC. Environment and Natural Resources is one of the four Strategic Research Areas at UNBC. The Institute is the UNBC body whose sole focus is to support research in this area.

NRESi provides a number of ‘core services’ to UNBC, its members and the community including: 1) communication about Natural Resources and Environmental Studies; 2) publication

and extension; 3) providing a public face for UNBC in Natural Resources and the Environment; and, 4) facilitating research opportunities/networking/problem-solving. Over the past year, it has been working to gain additional focus on the fourth core service and will continue to work with its membership, as well as other UNBC Research Institutes, Programs and Departments, to further expand the scope and opportunities in this realm.

*Activities to Support the NRESi Core Services*

Several activities that could better support the Institute’s core services were outlined in the 2012 5-year Strategic Plan for the Institute:

Activities	Progress 2013 -2014
1. Work with the Office of Research and with Graduate Programs to coordinate the logistics for post-graduate internship positions as part of bridging students from the University into their area of practice.	Such Internship positions are not yet in place. Little progress to report
2. Advance forward-looking research initiatives at UNBC by hosting visionary conferences on emerging topics (e.g., cumulative effects). These events would be held jointly with other UNBC Institutes to showcase extant expertise.	A very successful Cumulative Effects Conference was held in January jointly with the CDI and HRI. <a href="http://www.unbc.ca/health-research-institute/cumulative-impacts">http://www.unbc.ca/health-research-institute/cumulative-impacts</a> A statement of interest has been forwarded to PICS as an outcome.
3. Support the research agenda of UNBC Institutes by providing logistical support for major collaborative research grant proposals (both proactive and reactive).	In process of identifying interest in such grants. Working collaboratively with Office of Research Services on this.
4. Write policy briefs from completed Institute research.	NRESi Annual Lecture led to an information session on Area Based Tenure that provided information for representations to Jim Snetsinger (preparing a report on Area Based Tenure for the Province).
5. Be an advocate for UNBC’s research findings in helping to shape the future. This would be facilitated by maintaining links to the provincial and federal governments (at the levels of elected members and staff).	Informal conversations with elected members. Significant coordination with Office of Research Services in past year.
6. Coordinate logistics for Institute Post-docs and visiting fellow positions. This can include work on creating a funding allocation to support such positions.	Working with Vice President (Research) on this.
7. Work with the Development Office to develop additional support for NRESi members and their graduate students	Increasing collaboration and coordination with Development Office and VP (External Relations).

## Governance

The NRESi is overseen by a Director (3-year term). The Director works closely with an internal Steering Committee (three elected to 2-year terms by the membership of the Institute, one additional member representing the Pacific Institute for Climate Solutions, and another representing members of the NRES Graduate Program), who reflect the perspectives of the members of the Institute and ensure that it functions in accordance with its vision statement and purpose. From its inception, the Institute has embraced a bottom-up governance model rather than a top-down approach guided solely by a Director. Members of the Steering Committee that served partial or full terms during FY 2013-2014 are listed in Table 1.

**Table 1.** Steering Committee membership during FY 2013-2014.

Name	Role	Term
Bill McGill*	Director	1 July 2013 - Present
Peter Jackson	Elected Member	1 July 2013 – 30 June 2015
Art Fredeen*	Elected Member	1 January 2013 – 31 December 2014
Phil Mullins*	Elected Member	1 July 2012 – 30 June 2014
Staffan Lindgren*	NRES Grad Program Rep	No Fixed Term
Kyle Aben	PICS Representative	No Fixed Term

\*Steering Committee Members who will be leaving in the 2014-2015 FY.

The Steering Committee and the NRESi in general have benefitted from the appointment in February 2014 of Leanne Elliott as Research Manager.

The NRESi Management Committee did not meet in 2013-2014. It consists of the Vice-President Research, an NRES Graduate Student (current elected student is Alex Koiter), the Dean of the College of Science and Management (Dr. Dan Ryan), and all members of the NRESi Steering Committee (chaired by the NRESi Director), normally meets annually to seek input on the performance of the Institute. Depending on her/his interest, the Dean of Graduate Programs has also participated in NRESi Management Committee meetings.

The original structure of NRESi included three guiding committees: The Steering Committee, the Management Committee and the Advisory Committee. The Advisory Committee was never formed and the Management committee hasn't always meet annually. In FY 2013-2014, a proposal was developed to merge the Management Committee and the Advisory Committee into an Advisory Panel. This proposal is under review of the membership and upon approval of the Membership of NRESi at the AGM, it will be submitted through the Vice President (Research) to UNBC Senate for final approval. It is anticipated, with acceptance of the proposal, that FY 2014-2015 will see the identification of members and inaugural meeting of this new guidance body. Members of the Advisory Panel will include: (a) *ex officio* members: VP Research as Chair, NRESi Director, VP External Relations, NRESi Research Manager, and, (b) appointed members: one Steering Committee members, five members external to the university. This committee may also seek advice, support, and involvement from scholars and administrators including the Dean of CSAM, Dean of CASHS, Dean of Graduate Programs, Chair of NRES

Graduate Committee, Directors of other Research Institutes at UNBC, and the Research Innovation Officer.

*Membership*

**Table 2.** NRESi members during FY2013-2014.

Name	Membership	Name	Membership
Aben, Kyle <sup>R</sup>	April 15, 2013	McGill, Bill	Full
Arocena, Lito	Full	Meletis, Zoe	Full
Burton, Philip	Full	Menounos, Brian	Full
Connell, David	Full	Mullins, Philip	Full
Costello, Allan	Full	Murray, Brent	Full
Coxson, Darwyn	Full	Nolin, Catherine	Full
Curry, John	Full	Opio, Chris	Full
Dawson, Russ	Full	Otter, Ken	Full
Déry, Stephen	Full	Owens, Philip	Full
Egger, Keith	Full	Parker, Katherine	Full
Erasmus, Daniel	Full	Petticrew, Ellen	Full
Fondahl, Gail	Full	Procter, Dennis	Full
Fredeen, Art	Full	Psyllakis, Jennifer	March 1, 2011
Garcia, Oscar	Full	Rea, Roy	Full
Gillingham, Mike	Full	Rutherford, Mike	Full
Green, Scott	Full	Ryan, Dan	Full
Haeussler, Sybille	September 25, 2012	Sambaraju, Kishan	November 19, 2011
Halseth, Greg	Full	Sanborn, Paul	Full
Hanlon, Neil	Full	Schwarzfeld, Marla <sup>N</sup>	October 9, 2013
Hardy, Anne	February 17, 2012	Shrimpton, Mark	Full
Hartley, Ian	Full	Shultis, John	Full
Hawkins, Chris	January 1, 2013	Stevenson, Susan	April 12, 2012
Hawley, Alex	Life Member	Sui, Jueyi	Full
Heard, Doug	March 7, 2013	Summerville, Tracy	Full
Helle, Steve	Full	Tang, Youmin	Full
Henry, Philippe	October 31, 2012	Thielman, Aynsley <sup>N</sup>	October 17, 2013
Huber, Dezene	Full	Thring, Ron	Full
Jackson, Peter	Full	Wheate, Roger	Full
Johnson, Chris	Full	Whitcombe, Todd	Full
Karjala, Melanie <sup>R</sup>	April 22, 2013	Wilkening, Ken	Full
Lautensach, Alex	Full	Wilkerson, Orland	Full
Lavallee, Loraine	Full	Wright, Pam	Full
Lewis, Kathy	Full	Young, Jane	Full
Li, Jianbing (Jason)	Full		
Lindgren, Staffan	Full		
Maher, Patrick	Full		
Massicotte, Hugues	Full		

The two new members are marked <sup>N</sup> and <sup>R</sup> indicates a renewal during the year; Associate members are indicated by the start date for their current three-year term.

There are currently 70 members of NRESi (Table 2). Membership activity during the reporting period included the addition of 2 new full members, and 3 associate members, the loss of 2 associate members, and the renewal of the terms of 2 associate members. Description of each

member's research interests, and links to additional information on each member, can be found on the NRESi web site at <http://unbc.ca/nres-institute/institute-members>.

## Report on Activities for 2013-2014

### *General Activities*

- In 2011-2012 the Institute's Steering Committee undertook a Strategic Planning process in order to identify the Institute's longer-term requirements and identify a sustainable model for the resourcing of NRESi. That 5-year plan was approved by the Steering Committee on March 26<sup>th</sup> 2012 and early in 2012-2013 the Director began meeting with members of UNBC Administration to work towards obtaining the bridge funding needed by NRESi. President Iwama generously offered to meet those short-term needs (i.e., teaching relief for the director and administrative support) for five years. Overhead funds for NRESi increased and the new Director declined the offer of teaching relief in 2013-2014. Consequently the promised funds from Dr. Iwama were not needed in 2013-2014.
- The Institute hosted 27 colloquia as part of the weekly NRESi Colloquium Series (past abstracts available at <http://unbc.ca/nres-institute/colloquium-series>). In 2013-2014 the Institute created a video archive for its colloquium presentations, which will continue, both for the colloquium and for special lectures. They can be viewed at: <http://www.unbc.ca/nres-institute/colloquium-series/archived-colloquium-series>.
- Travel costs for two external speakers were shared by the Institute.
- Special items in the Colloquium series also included:
  - The Annual NRES Grad Icebreaker (Dr. Ryan Norris, University of Guelph)
  - A colloquium by the 2013 NRESi Annual Lecture (Al Gorley, Past Chair, BC Forest Practices Board),
  - Peace Fish and Wildlife Compensation Fund lecture (Dr. Stephen McCormick, USGS, Conte Anadromous Fish Research Center)
  - Lead Colloquium by Allan Lidstone, (Director, Resource Management Objectives Branch, Forest, Lands and Natural Resource Operations) to start a 1 ½-day Tri-Institute workshop on Cumulative Environmental, Community and Health Effects of Multiple Natural Resource Developments in Northern British Columbia. It was co-hosted with the Community Development Institute and the Health Research Institute, funded by the Vice President (Research).
- We introduced live video broadcasting of colloquia using Livestream in 2013-2014. It has been popular with external colleagues.
- The 'virtual' audience attending the Elluminate and Livestream broadcasts versions of the Colloquia continued to grow. For example, the archived Livestream video of our Annual Lecture has been viewed well over 100 times.
- The 8th Annual NRES Graduate Fall Research Social was held in October 2012 to showcase the work of NRES Graduate Students and to welcome new graduate students to

the program. We continued the model of pairing this event with a presentation by a speaker nominated by the NRES Graduate Students – Dr. Ryan Norris, University of Guelph was the speaker in 2013.

- The NRESi Director applied successfully to the Peace Fish and Wildlife Compensation Fund for support of the Annual Fish and Wildlife Compensation Program (FWCP) lecture in 2013-2014. Dr. Steve McCormick was the speaker.
- The Director and Research Manager of NRESi have met with Dan Bouillon, the FWCP Peace Program Manager respecting continuation of the FWCP lectureship and research funding opportunities from the FWCP.
- This year's Annual Lecture was held on April 3<sup>rd</sup> with a presentation by Al Gorley, President of Triangle Resources Ltd. and Former Chair of the B.C. Forest Practices Board. The event also included a dinner for NRESi's members and key community partners, as well as a graduate poster session. Approximately 60 people attended the event. Al also presented during the weekly colloquium session on April 4<sup>th</sup>.
- There was one NRESi Research Extension Notes (REN) published during FY 2013-14. This REN entitled "Effects of heli-skiing on mountain goats: Recommendations for updated guidelines" by Becky Cadsand, Michael Gillingham, Doug Heard, Katherine Parker, and Garth Mowat. This paper was also awarded the prize available for NRES student-submitted Research Extension Notes. Papers in the peer-reviewed Research Extension Notes Series are available in PDF format [from http://unbc.ca/nres-institute/research-extension-note-series](http://unbc.ca/nres-institute/research-extension-note-series).
- There were no NRESi Occasional Papers published during FY 2012-13. Papers in the peer-reviewed Occasional Papers Series are available in PDF format from <http://unbc.ca/nres-institute/occasional-paper-series>.
- During this reporting period, the NRESi continued to support and promote undergraduate thesis (NRES 430) presentations. It was attended by both the public and internal UNBC participants. This year, NRESi hosted a morning event, with seven presentations.

### *Research*

The NRESi links a community of researchers with varied backgrounds and research interests empowering them to pursue their disciplinary research in an interdisciplinary context. Consequently, many of the research initiatives undertaken by Institute members are collaborative efforts with other Institute members. Research endeavors can be broadly grouped into one or more of the following categories: *Ecological Patterns and Processes*, *Societal Structures and Values*, and *Earth Systems and Dynamics*. Individual members of the Institute have strong disciplinary expertise in the natural, physical, environmental and social sciences. The NRESi provides a forum to promote integrative research to address natural resource systems and human uses of the environment, including issues pertinent to northern regions.

Many of the projects currently being undertaken by Institute members can be viewed in a Google Earth format from the NRES website (<http://unbc.ca/sites/default/files/sections/nres-institute/projects.kmz>). The entire database was updated in 2013 and dates for the active research window have been added to each location.

## *Biodiversity Assessment*

FY2013-2014 saw Institute members invest a considerable amount of time into a biodiversity monitoring and assessment program (BMAP) involving 15 NRESi members. Researchers have been hired, Graduate Students recruited, equipment purchased and projects initiated. The BMAP has the goal of developing best practices for pipeline and linear corridor construction and is in addition to any regulatory or First Nations' accommodations requirements.

## *Forest Tenure Workshop*

NRESi hosted a workshop: "*Forest Tenure in British Columbia: Discussing the Options, Developing Innovative Solutions*", on Wednesday, April 16th. The goal was to build on the Annual Lecture and continue the dialogue on forest tenures in B.C. It provided a venue and brought together diverse perspectives and interests to discuss openly the challenges, benefits, and possible innovative solutions to forest tenures. With the Government of B.C.'s current forest tenure consultation process underway (from April 1st-May 30th, 2014), the event also intended to provide information for participants and the broader community to support their individual comments to the consultation (note: the intent of the event was not to come to a group consensus as to the best approach, but instead provide a venue for the sharing of knowledge, perspectives, and values). As a result of the session, the group identified some high level themes and characteristics of a forest tenure(s) system, including: a desire to improve the oversight through community engagement and incorporation of objectives; harvesting done in a way to maximize the resources and the economic return, diversification of products and value-added, while respecting non-timber values; innovative approaches to management and products developed; the requirement of full First Nations inclusion in the identification of objectives and management, as well as to allow for ease in management transition as a result of treaty settlements; tenures should be flexible and adaptable to new information or situations, as well as be fair and transparent in their approaches; incorporate social and community sustainability balanced with that of the environment; and, make required improvements to inventories and monitoring, for accuracy and accessibility. The results of the discussions will be circulated to the participants, throughout NRESi's networks, and to other community members, welcoming the sharing of the information collected and to inspire and strengthen individuals' comments into the current forest tenure consultation process.

## *Cumulative Effects*

On Friday January 10 and Saturday January 11, 2014, a two-day event on Cumulative Environmental, Community and Health Effects of multiple Natural Resource Developments in Northern British Columbia with a focus on oil and gas was held at UNBC. This event was hosted jointly by three UNBC research institutes: Natural Resources and Environmental Studies Institute (NRESi), Health Research Institute (HRI) and Community Development Institute (CDI).

The NRESi colloquium on Friday January 10 (3:30-4:30) provided a kick-off to this event. On Friday evening, beginning at 7:00, a public panel and discussion brought together representatives from a number of sectors to engage with community members, policy makers, and researchers around this regional concern with global importance.



On Saturday, January 11, a full day workshop was offered for participants to reflect on the previous day's presentations and discussion, and to hear from a range of research, community and other perspectives. We were able to work collectively in dialogue towards a better understanding of the integration of cumulative environmental, community and health effects of natural resource developments. We had a strong response to this event, with over 100 participants informed by stimulating presentations and engaged in thoughtful discussions. Insights emerging from the workshop will be synthesized, to assist in improving and refining our understanding of cumulative effects and related frameworks.

Funding support for this dialogue was provided by the BC Oil and Gas Commission through the UNBC Office of Research. During spring of 2013, the BC Oil and Gas Commission made a contribution to UNBC to be used for seed grants. Disbursement of that donation was managed by the UNBC Office of Research. Most of the funds were allocated to individual research projects in response to an internal call for proposals. The UNBC Vice President Research set aside a small part of those funds for a joint initiative by the University's three active research institutes: the CDI, the HRI, and the NRESi. The three institutes chose to work collaboratively to begin a conversation on understanding and thinking further about the cumulative impacts of multiple natural resource development projects. This two day event marked the start of that conversation.

## Budget Report

Total revenues for FY 2013-2014 came from overhead (Institute projects) and overhead redirection (member projects), residual funds from the Northern Land Use Institute, a grant from Peace Fish and Wildlife Compensation Fund to continue a lecture series.

Total expenditures included sponsorship of the NRESi Colloquium series, advertising, support for the Fall Grad Ice Breaker, support for the NRES 430 Undergraduate Thesis presentations, co-hosting the Yukon-to-Yellowstone Peace Break Workshop, office costs, and the partial support of the other special events. Our year-end closing balance was \$345,998.34. The financial situation for the institute is sound. The revenues exceeded expenditures by \$186,819.22 (Table 3).

**Table 3.** NRESi operating budget (30181): Summary for FY 2013-2014.

Opening Balance (April 2013)		\$159,179.12
Revenue: Commissions Travel	\$33.88	
Revenue: Research Overhead	\$231,114.07	
Revenue: Transfer	\$9,500.00	
Total Revenues (FY 13-14)		\$240,647.95
Expenditure: Labor	\$22,386.98	
Expenditure: Supplies etc.	\$6,884.55	
Expenditure: Transfer	\$24,557.20	
Total Expenditures		\$53,828.73
Year End Balance (March 2014)		\$345,998.34

The current year end balance exceeds past balances, which had hovered around \$50,000 until 2012. Continuation of such a budget situation will require continuation of the biodiversity

monitoring and assessment program (BMAP) project and / or additional projects of that size. It is critical that we address ways to do so in all our future endeavors. It will also be important to maintain a cushion in the budget to ensure against disruptions to operations between large overhead-generating projects.

The Institute has three additional endowments. The main endowment (70105) is the Northwood/Canfor endowment. This endowment gained approximately \$24,257 during 2013-2014 (Table 4). The NRESi Endowment (46055) has an FY 2013-2014 year-end balance of \$7046.17, a gain of \$1,450 (Table 5). In addition, the Linnaea Fund (34164), which is also administered by NRESi, remained unchanged with a balance of \$4,350 (Table 6). The Linnaea Fund permits the spending of the principle while the NRESi Endowment is a traditional endowment fund in which only a portion of the earnings can be used.

**Table 4.** Northwood/Canfor endowment (70105): year-end budget statement for FY 2013-2014.

Opening Balance (April 2013)	\$86,339.76
Revenue: Interest	\$24,256.56
Total Revenues (FY 13-14)	\$24,256.56
Expenditure:	\$0.00
Total Expenditures	\$0.00
Year End Balance (March 2014)	\$110,596.32

**Table 5.** NRESi Endowment (46055): year-end budget statement for FY 2013-2014.

Opening Balance (April 2013)	\$5,596.03
Revenue: Interest	\$1,220.17
Revenue: Donations	\$261.00
Total Revenues (FY 13-14)	\$1,481.17
Expenditure: Overhead recovery	\$31.03
Total Expenditures	\$31.03
Year End Balance (March 2014)	\$7,046.17

**Table 6.** Linnaea Fund (34164): year-end budget statement for FY 2013-2014.

Opening Balance (April 2013)	\$4,350.00
Revenue: Interest	\$58.01
Total Revenues (FY 13-14)	\$58.01
Expenditure: Overhead recovery	\$58.01
Total Expenditures	\$58.01
Year End Balance (March 2014)	\$4,350.00

The Funds held by NRESi in combination increased by \$212,526 during 2013-2014 for a combined total of 467,991 (Table 7).

Capital assets of the institute include a computer. It was purchased previously but switched at no cost for a new one of equal capacity in 2014.

**Table 7.** Summary of NRESi Fund totals and change during FY 2013-2014.

NRESi Funds	2013-2014 FY End	Change during FY
30181	\$345,998.34	\$186,819.22
70105	\$110,596.32	\$24,256.56
46055	\$7,046.17	\$1,450.14
34164	\$4,350.00	\$0.00
<b>Totals</b>	<b>\$467,990.83</b>	<b>\$212,525.92</b>

## Workplan for 2013-2014

This workplan describes the activities that NRESi plans to undertake over the 2014-2015 fiscal year. Tasks will be focused on continuing to build relationships with partners and external stakeholders, developing project opportunities, engaging with its members, and sharing successes. The planned initiatives are described under five broad headings, which include a purpose, description, and desired outcomes for each. A budget can be found at the end of this report, outlining the anticipated expenditures for this year.

### Project Descriptions

#### *A. Partnerships & Project Development*

**Purpose:** To develop partnerships and project opportunities to support the research goals of NRESi members and address the issues of UNBC’s community through solutions-based approaches.

#### *Description of Activities:*

NRESi will be working both on a reactive and proactive basis to identify project needs and opportunities on behalf of its membership, matching these needs with the expertise and experience of its members. Initiatives could be in the form of externally driven projects with partners, as well as internally led interdisciplinary membership projects. This will be approached in two ways: (a) collaboratively within the members themselves by identifying opportunities to engage on project themes and with external partners, and, (b) developing topics of interest and building connectivity within the membership through research clusters to improve grant success. Efforts will be streamlined and jointly approached together with UNBC Research Institutes, community partnership development and engagement activities, as well as working with UNBC’s Development Office, Office of Research, and External Relations. Not only is the intent to build the research capacity, scope and work of NRESi members, it would provide access to additional resources, exposure to external stakeholders of the value, benefit, and opportunities working with NRESi can provide, as well as better solidify UNBC’s standing as a small, research-intensive university.

#### *Desired Outcomes:*

- Combination of reactive and proactive research project opportunities realized with diverse stakeholders and partners, engaging a diverse set of NRESi members and expertise, identifying needs and resulting solutions

- Continued focus on developing interdisciplinary research approaches (e.g. breaking down silos, addressing complex issues)
- Collaborative partnership development and fundraising processes with other UNBC departments and Institutes are developed and implemented

### *B. Service to NRESi Members and UNBC*

Purpose: To maintain service delivery and networking between NRESi members and other UNBC departments for knowledge sharing, celebrating successes, building on each other's strengths, and reducing duplication of efforts where possible.

#### *Description of Activities:*

NRESi will act as the public face on behalf of its members in meetings, conferences, and other events, working to promote the work of the members, Natural Resources and Environmental Studies and the NRES Graduate Program, wherever possible. It will also be UNBC's public face for environmental issues and knowledge. By engaging in this manner, NRESi will work to identify and share any project and funding opportunities it learns of or develops with its members. NRESi will work with UNBC Development Department on a continual basis to further identify opportunities and support each other's efforts. It will continue to encourage and release Research Extension Notes and Occasional Papers on behalf of its members, working with the UNBC library to catalogue and input these reports into a form that is broadly searchable through online databases, as well as exploring the development of a Technical Report series. NRESi will be undertaking a data capture exercise and building a searchable database of member expertise and research interests, to help inform projects development and knowledge on which individuals would be appropriate to engage when opportunities arise. The results of this work will also be shared within the Institute, so when a member is looking for a particular area of expertise for their research or teaching, they have access to a summarized collection of this information. This will be undertaken collaboratively with the Office of Research. NRESi will also continue and encourage the celebration of member successes through sharing new projects or key results (e.g. through the newsletter and other channels), as well as organizing the Lifetime Achievement and Distinguished Fellow awards to be recognized annually.

#### *Desired Outcomes:*

- Summary of member expertise that is shared within the membership, other Research Institutes, and UNBC's Development and External Relations Offices, as well as the Office of Research, to better understand the capacity and opportunity to engage on different topics
- Represent NRESi, its membership and UNBC at meetings and events to promote its work, the opportunities it provides, and identify project opportunities for members
- Share information to members about funding programs and partnership development initiatives
- Support the development and sharing of publications (Occasional Papers, Research Extension Notes, Technical Reports)
- Work of members is recognized, promoted and celebrated within UNBC, as well as to the broader northern British Columbia community

### C. NRESi Special Projects & Events

Purpose: To engage NRESi members, UNBC, and the broader community in events on relevant topics of interest, providing the opportunity for sharing knowledge and a forum for discussion.

#### *Description:*

NRESi has built a history of bringing together research perspectives in dialogues on important issues for this region and beyond. This has been achieved through its weekly colloquium series, Annual Lecture, graduate student activities, and other special events. NRESi has worked on its own, as well as collaboratively with other UNBC Institutes, in facilitating discussions and workshops with diverse perspectives that span across disciplines on important and relevant topics. NRESi is committed to continuing these activities and building even stronger relationships with partners to develop ongoing initiatives in a collaborative manner, informed by both research and the community.

UNBC will be celebrating its 25th anniversary in 2014-2015. NRESi submitted a proposal to commemorate this milestone with activities to celebrate the past and look to the future with new opportunities. The intent is to undertake initiatives that will have a lasting legacy, while recognizing the contributions of our region to the university's success.

#### *Desired Outcomes:*

- NRESi events and joint initiatives are continued, capitalizing on collaborative opportunities with other Institutes and partners where appropriate
- Commemorate UNBC's 25th anniversary with events and initiatives that will recognize and celebrate the contributions of UNBC, NRESi, and its community, looking to the future of new opportunities, while also leaving a lasting legacy
- Continue supporting and planning NRESi activities (e.g. colloquium, Annual Lecture, graduate student engagement activities) and networking

### D. Communications

Purpose: To facilitate communication within the membership, to UNBC and external stakeholders, governments, communities, and other partners.

#### *Description:*

NRESi has built a number of channels for disseminating information about activities and the work of its members, both within the Institute and to a broader community. This has historically been done through email distribution of event invitations, newsletters, and announcements. As the ways that people get information is expanding to social media and online forms of communication, NRESi will be exploring how it can engage through these venues. Initial ideas of this are to link or substitute the current newsletter with a blog, which can be pointed to on a regular basis for updates or through RSS feeds, providing the opportunity for its content to be searchable for members and the public. NRESi is also exploring, and will be engaging UNBC's Communications department, in looking at the opportunities of connecting a blog with other media such as Facebook and Twitter. The intent with these platforms is to encourage conversations between members and the Institute's partners to create a dialogue, rather than a one-sided release of information. NRESi will also be taking a close look at its website this fiscal year, identifying ways it could be better streamlined, become more user-friendly and focused on its current objectives and activities. It is recognized that some of the NRESi's messaging should be updated with the expanding direction and priorities of the Institute; this should be consistent

with any additional marketing materials and updates will be required for handouts, brochures, etc. NRESi does not have a current set of public handouts; this will need to be addressed, to support partnership development and identification of research opportunities. An additional role that NRESi could also support is better sharing information about member strengths, research (starting, underway, or completed), and expertise to demonstrate the capacity and knowledge within the Institute and opportunities for external stakeholders to engage.

*Desired Outcomes:*

- Newsletter linked or converted to online blog for searching, archiving
- Building NRESi's presence on social media platforms for sharing of events, information, etc.
- Update NRESi's website and marketing materials to be more user-friendly and relevant to diverse audiences, represents the current direction and objectives, are streamlined, and consistent
- Incorporate member research stories, successes, activities and results into NRESi, as well as broader UNBC communication

*E. Governance & Administration*

*Purpose:* To develop a future direction and organizational approach that works to meet the needs of NRESi and its members

*Description:*

NRESi will undertake member interviews that will explore the current mission, approach, and objectives of the Institute, to provide insight and advice into the needs and opportunities as the Institute plans for the future. This will take a number of different approaches, such as what the NRESi can do to directly support members and their research, as well as the role members see NRESi playing in the community and with existing and potential research partners. Through the anticipated implementation of the Advisory Panel, NRESi will be posing similar questions to this external body, to help provide insight in what this group views as the role and opportunities for NRESi in the future. The Steering Committee will continue to be an important channel for day-to-day guidance and support to NRESi, while it implements the members' and broader external stakeholders' vision. The governance theme will also include undertaking the required administrative tasks, project planning, reporting, and budgeting, so as to meet the needs of NRESi, its members, and UNBC.

*Desired Outcomes:*

- Completion of membership interviews to inform the direction, messaging, and opportunities for NRESi to benefit researchers and play a role in addressing the needs of the community
- Initiation and implementation of an Advisory Panel, to provide an external view of NRESi's role and opportunities
- Administration requirements needed to ensure appropriate management of the organization, including but not limited to: ongoing meetings and engagement from the Steering Committee, reporting, budgeting, project and organizational planning, etc.