

BOARD OF GOVERNORS

PUBLIC SESSION AGENDA

Friday, September 15, 2017

Room S125

UNBC South-Central Campus, Quesnel

9:30 AM – 12:00 PM

Members - Hon. James Moore (Chancellor), Daniel Weeks (President and Vice-Chancellor), Karin Beeler (Faculty Member – CASHS), Kathy Lewis (Faculty Member – CSAM), Tim Carmack (Order in Council), Katherine LaForge (Order in Council), Harry Nyce, Sr. (Order in Council), C.E. Lee Ongman (Order in Council), Sean Simmons (Order in Council – VICE-CHAIR), Simon Yu (Order in Council), Tracey Wolsey (Order in Council – Alumni – CHAIR), Julie Ziebart (Order in Council), Arctica Cunningham (Undergraduate Student), Amelia Kaiser (Graduate Student), Mark Barnes (Employee)

1. **Chair's Remarks**

2. **Approval of Agenda**

That, the Agenda for the Public Session of the September 15, 2017 meeting of the Board of Governors be approved as presented.

3. **Approval of Minutes**

a. **Public Session Minutes of June 16, 2017 - page 4**

That, the Public Session Minutes of the June 16, 2017 meeting of the Board of Governors be approved as presented.

b. **Public Session Minutes of July 17, 2017 – page 9**

That, the Public Session Minutes of the July 17, 2017 electronic meeting of the Board of Governors be approved as presented.

4. **Regional Presentation** (Dr. Mark Dale, Dean of Regional Programs & Titi Kunkel, Acting Regional Chair – South Central) (apx 45 min)

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

None

6. **Motions for Approval**

a. **Financial Information Act Report (approval) – R. Knight – page 11**

That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the Financial Information Act Report to March 31, 2017 as presented.

b. **Five Year Capital Plan (approval) – R. Knight – page 29**

That, the Board of Governors approves the 2017/18 to 2020/21 Five Year Capital Plan for the University of Northern British Columbia, as presented.

c. **Board Rules** (approval) – H. Sanford

That, on the recommendation of the Governance Committee, the Board of Governors approves the UNBC Board of Governors Rules, as presented.
Materials to follow in Supplemental meeting package.

d. **Rescind existing By-laws and Committee Terms of Reference** (approval) – H. Sanford
– **page 52**

That, on the recommendation of the Governance Committee, the Board of Governors approves that the existing UNBC Board of Governors By-laws (2006) and the following Committee Terms of Reference be rescinded:

- *Finance and Audit Committee*
- *Investment Advisory Committee*
- *Human Resources Committee*
- *Governance Committee*
- *Advisory Board on Advancement*

7. Mandatory and Standing Reports - Public Session

a. **Report of the President – D. Weeks**

(i) **Reports of the Vice-Presidents**

- Provost and Vice-President Academic
 - o Recruitment & Enrolment Report – **page 88**
 - o Integrated Strategic Planning
- Vice-President, Finance and Business Operations
 - o Deficit Mitigation and Financial Accountability
 - o Capital Projects Update
- Vice-President, Research and Graduate Programs
- Vice-President, University Advancement – **page 93**
- Associate Vice-President People, Organizational Design and Risk

b. **Reports of Committees:**

- (i) Human Resources Committee – Chair
Motions approved or reports received by the Human Resources Committee on behalf of the Board.
- (ii) Governance Committee – K. Lewis, Chair
Motions approved or reports received by the Governance Committee on behalf of the Board.
- (iii) Finance and Audit Committee - S. Simmons, Chair
Motions approved or reports received by the Finance and Audit Committee on behalf of the Board.
 - Finance and Audit Committee approved the establishment of agreements, scholarships, bursaries and awards as recommended by the Senate, for the period of June 2017 to August 2017.
 - Finance and Audit Committee received Quarterly Reports, including General Operating Fund Report to June 30, 2017, Consolidated Financial Report to June 30, 2017 and First Quarter Forecast.

8. Other Business

9. Adjournment

BOARD OF GOVERNORS – PUBLIC SESSION
Approved for Submission:

A handwritten signature in black ink, appearing to read "Heather Sanford". The signature is written in a cursive style with a large initial 'H'.

Heather Sanford
University Secretary

AGENDA ITEM BRIEFING NOTE

Date:	September 15, 2017			
Agenda Item:	6.a. Financial Information Act Report			
Prepared For:	<input type="checkbox"/> Closed Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
Prepared By:	Colleen Smith, Associate Vice President, Financial Services			
Reviewed By:	Robert Knight, Vice President, Finance & Business Operations			

Material: Report attached.

Background:

Information prepared for the year ending March 31, 2017 as required under the provincial *Financial Information Act* and related *Financial Information Regulation*.

The attached schedules are an excerpt from the complete report so pages are numbered 24 through 38. Pages 1 – 23 are reserved for the audited financial statements which were approved at the May 25, 2017 meeting of the Board of Governors.

Under legislation, the information must be approved by the university's governing body prior to submission to the Ministry of Advanced Education by September 30 each year.

Motion: *That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the Financial Information Act Report to March 31, 2017, as presented.*

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

DEBENTURE ISSUE	MATURITY DATE	INTEREST RATE	AMOUNT OUTSTANDING
UNBC-MTN-26	June 17, 2019	9.000%	3,000,000.00
Total Debentures			3,000,000.00
Sinking Fund Balances			3,058,076.21
Total Debt Outstanding			(58,076.21)

The University of Northern British Columbia has not given any guarantee or indemnities under the Guarantees and Indemnities Regulation

Name	Type of Appointment	Member at March 31	Expenses
Dr. Daniel Weeks	President and Vice Chancellor	Yes	-
Mr. James Moore	Chancellor	Yes	13,140.30
Mr. James Bahgn	Elected, Undergraduate Student Representative	Yes	-
Dr. Karin Beeler	Elected, Faculty Representative	Yes	-
Mr. Timothy Carmack	Order-in-Council, Alumni	Yes	-
Ms. Carolee Clyne	Elected, Staff Representative	Yes	-
Ms. Mamie Ifem	Elected, Graduate Student Representative	Yes	-
Ms. Katherine LaForge	Order-in-Council	Yes	1,100.62
Dr. Kathy Lewis	Elected, Faculty Representative	Yes	-
Mr. Harry Nyce, Sr.	Order-in-Council, First Nations	Yes	1,620.18
Ms. C.E. Lee Ongman	Order-in-Council	Yes	553.16
Mr. Sean Simmons	Order-in-Council	Yes	2,046.89
Ms. Tracey Wolsey	Order-in-Council, Alumni	Yes	4,169.98
Mr. Simon Yu	Order-in-Council, Member at Large	Yes	-
Ms. Julie Ziebart	Order-in-Council	Yes	2,123.27
Dr. John MacDonald	Chancellor	No	-
Mr. Ryan Matheson	Order-in-Council, Alumni	No	5,938.29
Mr. Wendel Schwab	Order-in-Council	No	152.41

Board members receive no remuneration. Applicable travel expenses are reimbursed by the University. Amounts paid to employees are reflected with their remuneration.

Employee Name	Position	Total Remuneration	Total Expenses
Abioye, Oyekanmi	Assist Prof - BUSM	156,066.10	3,969.54
Annis, Eleanor	Catalogue Librarian	98,406.55	0.00
Antoniazzi, Clara	Sr Lab Instructor - NURS	91,746.74	1,562.27
Aravind, Alex	Professor - CPSC	130,264.51	7,698.23
Atkinson, Donna	NCCAH/AAN Research Manager	86,295.45	15,121.03
Bai, Ping	Sr Lab Instructor - GIS	85,109.13	408.25
Bankole, Julius	Lecturer - BUSM	92,861.26	1,822.88
Banner-Lukaris, Davina	Assoc Prof - NURS	100,458.52	7,279.13
Barnes, Mark	Assistant Director Research	87,169.55	10,874.12
Beaumont, Sherry	Professor - PSYC	116,306.82	3,259.47
Beeler, Karin	Professor - ENGL	119,309.29	2,119.19
Beeler, Stan	Professor - ENGL	111,073.04	1,326.48
Benoit, Carleigh	Manager - Health & Wellbeing	91,060.39	12,711.51
Berg, Mardeana	Retail Services Manager	80,600.35	4,361.87
Best, Beverly	Mgr Aboriginal Stdt Engagement	79,320.36	842.38
Beveridge, Erin	Sr Lab Instructor - CSAM	81,216.52	0.00
Bhullar, Amarjit	Assist Prof - ECON	86,067.75	1,487.12
Bidgood, Bruce	Assoc Prof - SOCW	90,896.12	10,709.82
Binnema, Theodore	Professor - HIST	120,613.05	6,436.44
Bird, Ranjana	Professor - HLSC	181,139.03	0.00
Blair, Jenia	Sr Lab Instructor - ESM(BIOL)	86,903.21	146.47
Bluskov, Iliya	Professor - MATH	116,666.09	3,543.44
Booth, Annie	Professor - ENVA	113,834.15	5,369.33
Bott, Tina	Sr Lab Instructor - CHEM	81,456.60	0.00
Bouchard, Michel	Professor - ANTH	117,640.46	6,284.14
Bowles, Paul	Professor - ECON/INTS	163,746.83	25,369.37
Budde, Robert	Professor - ENGL	114,723.63	7,818.20
Burke, Susan	Assist Prof - SOCW	104,687.97	4,839.73
Burton, Philip	Professor - ESM-FSTY	120,983.53	9,580.47
Callaghan, Russell	Associate Professor - NMP	117,972.75	6,963.42
Casperson, David	Assoc Prof - CPSC	115,622.51	2,918.08
Chen, Chunyi	Sr International Consul to PEC	129,480.97	39,499.44
Chen, Jing	Assist Prof - BUSM	128,635.60	1,900.00
Chen, Liang	Professor - CPSC	156,735.66	1,200.63
Chew, William	Treasury Services Manager	86,326.55	8,146.32
Choi, Sungchul	Assoc Prof - BUSM	170,658.40	13,764.12
Chowdhury, Reza	Assoc Prof - BUSM	133,528.92	4,248.18
Chun, Wootae	Assist Prof - BUSM	86,582.86	17,616.32
Claus, David	Asst Director - Facilities	105,224.28	11,474.59
Condon, Gregory	Chief Information Officer	137,392.80	16,330.99
Connell, David	Assoc Prof - ESM	100,219.59	14,555.92
Coxson, Darwyn	Professor - ESM(BIOL)	113,533.58	17,679.97
Cronshaw, Steven	Professor - BUSM/PSYC	162,542.25	663.47
Cuthbertson, Mike	Lecturer - BUSM	130,234.10	4,370.71
Daigle, Barbara	AssocVP People/Org Design/Risk	181,794.39	12,315.78
Dale, Mark	Dean of Regional Programs	192,132.72	19,560.40
Dawson, Russell	Professor - ESM(BIOL)	114,158.29	3,900.67
de Leeuw, Sarah	Assoc Prof - NMP/HLSC	112,758.42	25,814.02
Deo, Balbinder	Assoc Prof - BUSM	169,681.04	9,878.00
Dery, Stephen	Professor - ENVS	104,290.59	10,021.82
DeWiel, Boris	Assoc Prof - POLS	108,712.13	3,335.16
Dickson, Lisa	Assoc Prof - ENGL	84,603.91	1,810.02
Dobrowolski, Edward	Assist Prof - MATH	75,610.14	0.00
Dodenberg, Heidi	Sr Lab Instructor - NURS	81,516.51	1,950.46
Egger, Keith	Professor - ESM(BIOL)	131,837.08	5,007.02
Elkin, Che	Assoc Prof - ESM(FSTY)	99,071.53	2,778.75

Employee Name	Position	Total Remuneration	Total Expenses
Elliott, Sarah	Asst Director Safety/Sec/Emerg	91,203.11	4,519.58
Emmons, Scott	Sr Lab Instructor - GIS	89,072.70	3,613.57
Empey, Heather	Acquis/Collec & Info Librarian	99,946.12	2,963.37
Erasmus, Daniel	Sr Lab Instructor - BIOCHEM	93,768.81	986.02
Ericsson, Kevin	Infras. Mgr & Chief Engineer	116,426.14	782.84
Fellers, Wendy	Lecturer - BUSM	86,233.90	2,368.99
Fondahl, Gail	Professor - GEOG	129,057.27	11,798.86
Fraser, Tina	Assoc Prof - EDUC	102,321.41	1,386.21
Fredeen, Art	Professor - ESM(FSTY)	102,446.04	40.00
Fredj, Karima	Assoc Prof - ECON	79,712.77	0.00
Freeman, Shannon	Assist Prof - NURS	96,617.94	10,976.67
Fuson, Trevor	Senior Database Administrator	87,732.54	0.00
Fyfe, Trina	Northern Health Sc. Librarian	102,976.62	3,501.23
Fyvie, Jay	Systems Administrator	79,070.33	12,277.27
Gaudreau, Kyrke	Sustainability Manager	75,359.89	4,619.91
Ge, Xin	Assoc Prof - BUSM	130,903.23	0.00
Gehloff, Maik	Sr Lab Instructor - IENG	92,913.97	28,374.25
Gillingham, Michael	Professor - ESM(BIOL)	119,547.91	8,235.23
Goetzinger, Richard	Maintenance & Proj Supervisor	86,154.35	623.92
Gorrell, Andrea	Assoc Prof - BIOCHEM	100,059.76	115.00
Graveline, Matthew	Research Manager NPIC	83,153.54	6,057.98
Gray, Sarah	Assoc Prof - NMP	174,146.93	7,527.53
Green, Scott	Assoc Prof - ESM(FSTY)	95,288.12	8,434.03
Greenwood, Margo	Professor - FNST	127,967.73	74,993.06
Groulx, Mark	Assist Prof - ENPL	79,377.89	4,713.35
Guest, Kristen	Assoc Prof - ENGL	86,042.48	6,370.61
Hagiwara, Ami	Lecturer - INTS	81,994.84	932.93
Halseth, Greg	Professor - GEOG	145,834.54	16,836.85
Hamelin, Twylla	Administrative Director NMP	98,439.32	3,698.91
Hanlon, Neil	Professor - GEOG	98,292.92	6,002.58
Hanson, Clayton	Manager Client Services	78,719.25	800.91
Hanson, Sarah	Wellness Centre Manager	103,297.92	2,185.84
Haque, Waqar	Professor - CPSC/BUSM	184,259.94	11,722.55
Harder, Henry	Professor - DISM/PSYC	161,597.61	5,641.59
Hardy, Cindy	Professor - PSYC	108,452.07	400.00
Harris, R. Luke	Assoc Prof - HLSC	88,332.54	1,772.72
Harrison, Edward	Assist Prof - EDUC	81,133.08	9,056.25
Hartley, Ian	Professor - ESM(FSTY)	134,227.40	1,500.69
Haslett, Lisa	Interim Director Business Svs	88,512.25	8,135.58
Helle, Steve	Assoc Prof - EENG	95,637.33	0.00
Hemingway, Dawn	Assoc Prof - SOCW	121,642.65	13,297.84
Hernandez-Read, Erica	Archivist & Access Librarian	76,732.50	5,296.78
Hoffman, Ross	Assoc Prof - FNST	102,281.52	5,436.07
Holler, Jacqueline	Assoc Prof - HIST/WMST	97,863.30	10,892.88
Horne, Dee	Professor - ENGL	127,823.13	3,979.02
Howard, Julie	Sr Lab Instructor - PSYC	94,520.27	343.54
Huber, Dezene	Professor - ESM(FSTY)	109,977.05	5,601.50
Hutchings, Kevin	Professor - ENGL	111,432.26	4,793.43
Huynh, Ngoc	Sr Lab Instructor - NURS	89,669.76	5,813.23
Iqbal, MD Asif	Assist Prof - IENG	99,723.46	13,591.99
Jackson, Christine	Sr Lab Instructor - GEOG	85,109.19	2,026.35
Jackson, Peter	Professor - ENVS	117,377.58	1,043.25
Jensen, Erik	Dean of CSAM	148,375.96	11,958.48
Johnson, Christopher	Professor - ESM(FSTY)	105,189.08	2,249.16
Jokinen, Nancy	Assoc Prof - SOCW	85,578.02	7,602.39
Jones, George	Sr Lab Instructor - PHYS	77,104.64	11.18

Employee Name	Position	Total Remuneration	Total Expenses
Kaiser, Amelia	Academic Success Coordinator	77,922.59	19.36
Kazemian, Hossein	Sr Lab Instructor - NALS	92,919.00	17,286.07
Keeler, Gwen	Sr Lab Instructor - NURS	82,910.79	4,047.82
Keen, Kevin	Professor - MATH	105,189.17	3,665.22
Keryluik, Jennifer	Human Resources Manager	86,828.63	6,015.06
Kinsley, Sean	Sr Financial Analyst	105,425.85	1,931.83
Kitchenham, Andrew	Professor - EDUC	139,334.10	20,421.43
Klassen-Ross, Tammy	Instructor 3 - HLSC	79,852.21	12.35
Klepetar, Amy	Assist Prof - NURS	102,230.05	10,888.66
Knight, Robert	VP Finance/Business Operations	193,903.86	31,533.17
Korkmaz, Elie	Professor - PHYS	127,480.98	1,833.28
Kranz, Allan	Sr Lab Instructor - CPSC	97,897.09	4,449.98
Kubert, David	IT Security Officer	80,041.06	4,548.10
Kumar, Pranesh	Professor - MATH	114,118.77	8,351.35
Kunkel, Titilope	Sr Lab Instructor	90,343.04	10,968.11
Kuo, Kuo-Hsing	Assoc Prof - NMP	101,573.45	2,469.73
La Fontaine, Lynette	University Nurse/Clinical Coor	96,000.82	1,643.53
Lacharite, Jason	Assist Professor - INTS/POLS	84,517.15	170.00
Lavallee, Loraine	Assist Prof - PSYC	89,235.25	2,747.35
Lawson, Heidi	Manager Student Systems	84,452.88	17,687.92
Lazenby, Richard	Professor - ANTH	194,227.77	4,205.59
LeBlanc, Aaron	Director - Ancillary Services	120,215.29	31,485.34
Lee, Chow	Professor - CHEM	107,374.37	9,069.98
Lewis, Kathy	Professor - ESM(FSTY)	131,490.53	5,101.70
Li, Han	Professor - PSYC	111,261.00	4,227.32
Li, Jianbing	Professor - EENG	124,665.57	23,962.76
Loukacheva, Natalia	Assoc Prof - POLS	98,889.40	33,774.55
MacDonald, James	Digital Initiatives Librarian	92,698.01	8,230.40
MacLeod, Martha	Professor - NURS/COMH	169,610.87	13,205.20
MacMillan, Peter	Assoc Prof - EDUC/COMH	108,971.74	4,286.72
MacPhail, Fiona	Professor - ECON	101,956.03	10,311.70
Mandy, Margot	Professor - CHEM	111,983.87	6,783.61
Margolin, Indrani	Assoc Prof - SOCW	84,042.84	13,531.15
Martens, Clifford	Assistant Chief Engineer	78,987.48	1,170.11
Marusiak, Warren	Programmer Analyst II	82,511.35	3,494.24
Massicotte, Hugues	Professor - ESM(FTSY)	103,131.59	8,927.81
Maurice, Sean	Sr Lab Instructor - NMP	119,182.16	9,859.58
McCabe, Kealin	Res & Learning Serv Librarian	91,341.66	1,972.60
McDonald, Verna	Assist Prof - EDUC	90,878.42	5,325.86
McGill, William	Professor - ESM(FSTY)	120,095.60	2,836.58
McIntyre, Tracey	Sr Financial Analyst	100,014.37	1,221.24
McKenzie, Shelley	Deputy Registrar	89,606.91	3,099.47
Meletis, Zoe	Assoc Prof - GEOG	89,446.09	1,180.63
Menounos, Brian	Professor - GEOG	119,643.51	23,227.02
Migabo, Saphida	Sr Lab Instructor - ESM(BIOL)	86,909.26	2,117.12
Montgomery, Glen	Infrastructure Manager	100,220.18	4,368.92
Monu, Kafui	Assist Prof - BUSM	92,066.57	15,484.49
Morris, Jason	Lecturer - POLS	115,660.61	1,519.76
Morris, Marleen	Associate Director - CDI	136,829.43	39,167.39
Mullins, Philip	Assoc Prof - ORTM	92,184.70	2,822.10
Murdoch, Loralyn	Director Athletics/Recreation	95,529.06	10,500.75
Murphy, Leanne	Financial Svs/Systems Manager	104,041.71	6,187.45
Murphy, Michael	Professor - POLS	102,074.50	3,899.31
Murray, Brent	Assoc Prof - ESM(BIOL)	100,829.68	2,290.62
Nawaz, Shamaila	Assist Prof - ECON	94,816.06	2,005.12
Ng, Edwin	Human Resources Manager	80,668.30	3,939.64

Employee Name	Position	Total Remuneration	Total Expenses
Niebergall, Michelle	Payroll Services Coordinator	89,936.56	6,484.35
Nixon, Gregory	Assoc Prof - EDUC	90,596.69	2,010.75
Nolin, Catherine	Assoc Prof - GEOG	106,244.59	7,059.64
Olsen, Aaron	Mgr Operations/Compliance/Svs	92,144.48	121.73
O'Neill, Linda	Assoc Prof - EDUC	110,030.74	8,341.96
Opio, Christopher	Professor - ESM(FSTY)	109,107.92	222.25
Oster, Michelle	Curriculum/Assess Yrs 1/2 Mgr	80,833.73	2,794.36
Otter, Ken	Professor - ESM(BIOL)	101,404.02	3,893.84
Owen, William	Vice Provost Student Reruit	123,211.72	3,981.89
Owens, Philip	Professor - ENVS	120,309.98	17,970.56
Parker, Katherine	Professor - ESM(FSTY)	127,857.37	3,604.22
Parkes, Margot	Assoc Prof - HLSC/NMP	99,428.34	11,651.18
Parshotam, Umesh	Sr Lab Instructor - CHEM	104,784.49	4,518.00
Patenaude, Bernadette	Director - Integrated Planning	127,467.73	1,459.16
Patton, Stephen	Facilities Services Supervisor	80,781.88	0.00
Pawlowska-Mainville, Agnieszka	Assist Prof - FNST	75,460.80	1,224.80
Payne, Geoffrey	Interim VP Research/Grad	208,682.16	55,572.40
Pearson, Tammy	Assist Prof - SOCW	107,605.71	3,722.83
Pelletier, Chelsea	Assist Prof - HLSC	85,140.50	1,824.06
Pelletier, Ronald	Senior Carpenter	77,677.84	0.00
Peters, Heather	Assoc Prof - SOCW	85,388.48	6,289.33
Petersen, Bjorn	Interim Mgr International Educ	83,348.73	737.02
Petticrew, Ellen	Professor - GEOG	126,509.15	15,072.09
Pierce, Joanna	Assoc Prof - SOCW	142,861.44	6,409.09
Plourde, Guy	Professor - CHEM	111,738.81	849.64
Pohl, James	Systems Administrator	77,410.80	3,593.96
Poirier, Lisa	Assist Prof - ESM(BIOL)	89,527.78	453.91
Polajnar, Jernej	Assoc Prof - CPSC	84,815.21	0.00
Popovic, Peter	Electrician	75,916.16	0.00
Potter, Grant	Sr Lab Instructor - E-Learning	85,416.33	11,553.57
Rader, Stephen	Professor - CHEM	111,073.05	10,408.88
Rahemtulla, Farid	Assist Prof - ANTH	84,835.49	3,602.56
Rea, Roy	Sr Lab Instructor - ESM (FSTY)	79,539.13	15,875.70
Reid, Matthew	Professor - PHYS	105,186.22	7,052.51
Reimer, Kerry	Professor - CHEM	113,693.52	1,481.03
Rennick, Shelley	Director Facilities Management	130,491.88	10,039.94
Rigo, Darrin	Student Recruitment Officer	75,122.69	11,956.07
Roberts, Kerry	Human Resources Manager	88,078.49	4,040.11
Robinson, Rheanna	Assist Prof - FNST	99,967.00	8,649.40
Romanets, Maryna	Assoc Prof - ENGL/WMST	102,486.68	7,713.53
Rose, Ramona	Head, Arch. & Spec Collections	92,682.92	3,404.20
Rutherford, P Michael	Professor - ENVS	108,727.60	1,421.01
Ryan, Daniel	Interim VP Academic & Provost	244,931.08	31,097.76
Safaei Boroobjeny, Jalil	Professor - ECON	110,555.39	3,834.59
Sanborn, Paul	Assoc Prof - ESM(FSTY)	108,341.46	3,908.77
Sanders, Caroline	Assoc Prof - NURS	121,369.52	7,602.45
Sanford, Heather	University Secretary	81,780.70	5,389.62
Sangha, Hardev	Assist Prof - SOCW	97,681.50	3,402.78
Schiller, Catharine-Joanne	Assist Prof - NURS	94,716.69	4,647.99
Schmidt, Glen	Professor - SOCW	134,365.86	12,316.87
Schorcht, Blanca	Dean of CASHS	134,633.78	12,052.63
Scott, Laurence	Lecturer - BUSM	98,414.45	589.81
Scouten, Katherine	Director Developmt/Alumni Rel	110,917.54	4,774.40
Seidel, Andrew	Professor - ENPL	172,081.61	11,406.26
Shegelski, Mark	Professor - PHYS	120,441.03	226.70
Sherry, John	Assist Prof - EDUC	115,309.02	14,001.10

Employee Name	Position	Total Remuneration	Total Expenses
Shrimpton, Mark	Professor - ESM(BIOL)	119,608.63	6,121.09
Shubair, Mamdouh	Assist Prof - HLSC	88,404.70	1,529.11
Shultis, John	Assoc Prof - ORTM	108,743.92	0.00
Siakaluk, Paul	Professor - PSYC	130,579.78	4,595.28
Simpson, Andrew	Shift Engineer	77,160.94	0.00
Slomka, Brenda	Asst Director Student Affairs	90,691.04	8,128.33
Smith, Angele	Assoc Prof - ANTH	95,308.18	78.82
Smith, Colleen	Assoc VP Financial Services	166,569.95	4,371.31
Smith, Heather	Professor - INTS	125,612.78	23,154.92
Smith, Kevin	Assoc Prof - HLSC	115,975.43	3,412.50
Smith, Trevor	School of Nursing Manager	91,551.62	237.82
Sommerfeld, Elizabeth	Sr Lab Instr - HLSC	79,466.10	967.75
Sra, Jaspreet	Lecturer - BUSM	75,499.94	1,445.84
Stewart, Kevin	Application Services Manager	104,642.10	5,867.34
Sui, Jueyi	Professor - EENG	110,304.19	14,696.11
Summerville, Tracy	Assoc Prof - POLS	94,925.71	205.00
Swainger, Jonathan	Professor - HIST	115,922.91	0.00
Tang, Youmin	Professor - ENVS	112,874.60	17,416.78
Tannert, Thomas	Assoc Prof - IENG	111,315.01	25,115.41
Thompson, Judith	Assist Prof - FNST	87,086.48	11,383.02
Thring, Ronald	Professor - EENG	143,629.63	1,282.47
Transken, Si	Assoc Prof - SOCW	124,870.76	1,095.92
Tribe, Timothy	VP University Advancement	144,954.76	40,966.48
Turner, Tristen	Shift Engineer	78,110.38	0.00
Usman, Lantana	Assoc Prof - EDUC	99,846.37	12,547.94
Van Pelt, Linda	Assist Prof - NURS	116,726.90	7,113.30
Venter, Oscar	Assoc Prof - ESM(FSTY)	107,614.39	7,916.67
Wagner, Shannon	Professor - DISM	131,349.20	1,123.36
Walters, Samuel	Professor - MATH	121,246.92	0.00
Wang, Baotai	Professor - ECON	131,067.55	10,268.22
Wang, Ke	Online Learning Mgr - Cont Std	82,488.51	6,701.61
Wang, You Qin	Sr Lab Instructor - HPCP	86,783.25	0.00
Weeks, Daniel	President and Vice Chancellor	290,578.28	142,100.64
Wells, Rachael	RNP Research Program Manager	82,330.23	8,676.37
Wessell Lightfoot, Dana	Assoc Prof - HIST	98,279.44	16,041.47
Whalen, Catherine	Assist Prof - EDUC	86,021.84	3,670.38
Wheate, Roger	Assoc Prof - GEOG	101,098.34	4,223.16
Whitcombe, Todd	Assoc Prof - CHEM	114,917.02	8,390.28
White, Byron	Systems Administrator	81,724.30	5,506.63
Wilkening, Kenneth	Assoc Prof - INTS	99,722.40	406.64
Wilson, Allan	University Librarian	108,572.17	8,964.04
Wilson, Erin	Assist Prof - NURS	103,407.99	7,031.59
Wilson, Gary	Professor - POLS	110,746.86	4,283.03
Wimmers, Guido	Assoc Professor - IENG	144,938.85	19,500.80
Winwood, Paul	Assoc VP Northern Medical Prog	238,996.58	18,927.51
Wood, Matthew	Director Communications & Mktg	103,209.49	6,533.27
Wright, Pamela	Assoc Prof - ORTM	109,469.50	3,721.24
Young, Jane	Assist Prof - ESM(BIOL)	84,131.36	1,885.32
Zahir, Saif	Professor - CPSC	230,465.87	879.10
Zimmer, Lela	Assoc Prof - NURS	123,987.40	13,422.88

Employee Name	Position	Total Remuneration	Total Expenses
Total remuneration > \$75,000		29,922,941.67	2,130,253.27
Total remuneration < \$75,000		29,054,606.57	982,307.63
Total remuneration		58,977,548.24	3,112,560.90

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

Employment Insurance Contributions	960,893.35
Canada Pension Contributions	1,936,268.91
Total Contributions to Receiver General of Canada	2,897,162.26

There were 2 severance agreements under which payment commenced between the University of Northern British Columbia and its non-unionized employees during fiscal year 2016/2017

These agreements each represent 7 months of compensation.

Vendor Name	Total Payment
Accelerated Sport & Spine Physiotherapy	33,322.00
Advanced Presentation Products Inc.	32,339.59
Agilent Technologies	88,121.51
Agilent Technologies Canada Inc.	175,256.01
Aleza Lake Research Forest Society	61,427.39
All Points Fire Protection Ltd.	106,276.17
All Pro Plumbing and Heating Inc.	81,532.18
All West Glass Ltd.	38,023.95
AMCO Wholesale	42,210.86
AMEC Foster Wheeler Americas Limited	32,550.40
Aon Hewitt Inc.	88,725.00
Applanix Corporation	37,961.66
Apple Canada Inc.	104,209.11
Associated Health Systems Inc.	28,129.61
AXYS Analytical Services Ltd.	29,203.27
Barry Wong Copy Services Ltd	75,230.70
BC Cancer Agency	115,452.27
BC Hydro	1,203,647.29
BCNET	310,062.30
Becton Dickinson Canada Inc.	246,524.88
Besserer, Floyd	32,967.20
Big Kahuna Sport Company	70,115.82
Bigsby, Kathleen	25,541.26
Blackboard Inc	45,709.19
BlueRidge Company.Com Inc.	95,608.42
Boyden Vancouver, Inc.	56,214.45
Brosch, Jennifer	54,669.95
Calstone Inc.	63,849.60
Canada Post Corporation	35,884.68
Canada West Universities Athletic Association	65,244.94
Canadian Biomass Engineering Research Ltd.	42,210.00
Canadian Research Knowledge Network	601,102.21
Cardinal Building Maintenance Service Ltd.	37,299.18
Carl Zeiss Canada Ltd.	225,400.67
Cascades Recovery+	36,766.39
Charter Telecom Inc.	32,989.15
Cherwell Software, LLC	25,999.34
Chuzghun Resources Corp	25,574.04
City of Prince George	343,305.06
City of Prince George - Civic Centre	46,841.82
College of New Caledonia	160,208.66
Colliers Project Leaders Inc.	77,989.52
Compass Group Canada Ltd.	2,028,991.40
Cormier Consulting Group Inc.	121,335.58
Council of Prairie and Pacific University Libraries	220,023.19
Creative Embroidery	37,180.75
Cyndi McLeod Global Inc.	91,641.95

Vendor Name	Total Payment
D A Townley	989,752.93
Davidson & Sons Custom Brokers	74,192.23
DDB Hodes Recruitment Communications	42,813.78
Dell Canada Inc.	179,028.79
Desire2Learn Corporation	52,309.13
Dr Andrea Geller, Inc.	28,333.46
Dr Becky Ann Temple Inc	64,948.77
Dr Gerrard Prigmore Inc.	61,134.68
Dr K Closson Inc.	33,049.54
Dr Karin Blouw, Inc.	31,855.66
Dr Steven W K Chang, Inc.	73,157.50
Dr. Kathleen O'Malley Inc.	59,062.50
Drs Spooner and Odulio Inc	89,133.84
Dunleavy, Melvin	25,759.89
Easterbrook, Rajja	79,313.53
EB Horsman & Son Ltd	40,290.60
EBSCO Canada Ltd	227,944.93
Edelman Public Relations Worldwide Canada, Inc.	25,200.27
EDge Interactive Publishing Inc.	39,821.25
EDI Environmental Dynamics Inc	80,386.01
EECOL Electric Ltd.	196,507.56
Ellement Consulting Group	62,118.02
Ellucian Technologies Canada ULC	364,751.32
Emantras Inc.	104,694.50
Enlivened Consulting Ltd.	54,190.00
Essential Resources	29,716.36
Fabbi, Chris	169,856.40
Fitness Town Commercial Inc.	35,409.92
Follett Higher Education Group	58,707.19
FortisBC-Natural Gas	146,963.12
FPIinnovations	26,722.52
Free Spirit Ventures Inc.	97,361.85
GE Healthcare Bio-Sciences Company	66,616.55
global FRAMEWORKS Ltd.	44,037.20
GOBI Library Solutions From EBSCO	112,433.83
Goss Gilroy Inc.	30,000.00
Graham, CR	55,206.00
Hallbar Consulting Inc.	77,175.00
Harris & Company LLP	105,778.35
HCMA Architecture + Design	406,795.39
Heartland Steel Doors	31,414.25
Homewood Health Inc.	31,983.69
Horvat, Dan	26,683.77
Hoskin Scientific Ltd.	36,850.99
IBM Canada Ltd	38,325.06
IDenticard Systems Inc.	32,351.88
IDL Projects Inc.	3,726,225.56

Vendor Name	Total Payment
IEEE Customer Operations	31,633.00
Inland Control and Services Inc.	35,342.56
Innovative Interfaces Inc	100,052.00
Insight Canada Inc.	25,255.11
Integra Forest Consulting Ltd.	65,426.19
IntelliGO Networks Inc.	51,010.78
Jim Pattison Broadcast Group	41,435.06
John Wiley & Sons Canada Ltd.	32,297.34
John Wiley & Sons, Inc.	115,129.84
KONE Inc.	104,427.63
KPMG LLP	95,564.15
Lakeland Mills Ltd.	236,342.69
Life Technologies Inc.	30,622.61
Little Floors Ltd.	77,749.43
Login Brothers Canada	68,360.69
Long View Systems Corp.	456,836.06
Make Creative Inc.	223,409.51
Marsh Canada Limited	34,837.00
Marshall Forestry Services	27,827.77
MasterCard (Procurement Cards)	1,841,668.00
McCarthy Tetrault LLP	90,814.99
McGraw Hill Ryerson Ltd.	80,885.44
McMaster University	46,900.59
Meltwater News Canada Inc	35,280.00
Metropolitan Fine Printers, Inc.	29,153.60
Microserve/MicroAge	240,224.07
Millennium Professional Services Ltd.	122,336.61
Minister of Finance	206,235.57
Ministry of Finance BC Mail Plus	53,757.98
Moore Canada Corporation	28,543.01
MPS	51,671.48
National Collaborating Centre for Determinants of Health	104,842.81
Nebraska Book Company Inc	121,056.35
Nedco	59,867.04
Nelson Education Ltd.	183,180.00
Northern Health Authority	700,750.52
Northwest Community College	46,534.32
OCLC Inc	33,306.86
Olympic International Sales Ltd.	58,771.55
Opti-Tech Scientific Inc.	96,126.45
Oracle Canada ULC	177,533.12
OrthoCanada	25,684.58
Oxford University Press Canada	87,170.26
Pacific Western Transportation Ltd.	52,410.77
Patrick Gilligan-Hackett	153,792.67
Pearson Education Canada	190,457.22
Peregrine Aerial Surveys Inc.	111,149.33

Vendor Name	Total Payment
Praxair Canada Inc.	31,037.84
Prism Engineering Ltd.	58,533.77
Process Pathways Inc.	40,889.28
Project Management Centre of Excellence Inc.	110,826.16
ProQuest LLC	66,193.00
Purolator Inc	36,218.01
QSR International (Americas) Inc.	33,967.25
R F Klein & Sons Ltd.	182,494.66
Receiver General Statistics Canada	31,105.45
Riegl USA, Inc	736,500.36
Sharper Marketing Inc.	32,027.31
Shell Energy North America(Canada) Inc.	91,690.50
Siemens Canada Limited	67,308.56
Silvertip Ecotours Ltd.	41,612.00
Simon Fraser University	227,839.14
Sodexo Canada Ltd.	1,089,814.02
SpeeDee Printing and Promotional	64,091.53
Stinger Welding Ltd.	69,275.20
Summit Insurance Brokers Inc.	29,490.00
Sun Life Assurance Company of Canada	4,170,102.62
Telus	266,851.26
Thank Goodness Its Clean Ltd.	25,013.10
The Airborne Sensing Corporation	95,019.58
Thermo Fisher Scientific	181,022.57
Timber West Construction Ltd.	412,264.82
Trane Canada ULC	34,914.09
Trident Mobile Locksmiths Ltd	273,048.12
Tulane University	40,748.80
Unity Connected Solutions Inc.	72,504.00
Universities Canada	47,237.00
University of Alberta	38,967.52
University of British Columbia	1,798,426.03
University of Lethbridge	48,924.00
University of Victoria	65,988.00
UTC Fire & Security Canada	87,651.33
Veritiv Canada, Inc.	46,181.10
Vermont Systems, Inc.	28,817.40
VWR International Co.	140,323.53
Waste Management of Canada Corporation	34,444.89
Westcana Electric Inc.	79,564.79
Western Industrial Contractors Ltd	34,365.45
WorkSafeBC	177,325.85
Xerox Canada Ltd.	252,746.50

Vendor Name	Total Payment
Total payments to vendors > \$25,000	34,474,267.14
Total payments to vendors < \$25,000	6,077,076.38
Total payments to vendors	40,551,343.52

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

Total payments to MasterCard does not include travel expenses reported on the Employee Remuneration Schedule.

Name	Total Payment
Foundation for Educational Exchange Between Canada & the USA	39,473.68
Michael Smith Foundation for Health Research	47,500.00
UNBC Childcare Society	46,000.00
Wilp Wilxo'oskwhl Nisga'a Institute	347,067.08
Total Grants and Contributions > \$25,000	480,040.76

AGENDA ITEM BRIEFING NOTE

Date:	September 15, 2017			
Agenda Item:	6.b. Five Year Capital Plan			
Prepared For:	<input type="checkbox"/> Closed Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
Prepared By:	Shelley Rennick, Director, Facilities Management			
Reviewed By:	Robert Knight, Vice President, Finance & Business Operations			

Material: Report attached.

Motion:

That, the Board of Governors approves the 2017/18 to 2020/21 Five Year Capital Plan for the University of Northern British Columbia, as presented.

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

FIVE YEAR CAPITAL PLAN



2018/19 – 2022/23

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FIVE-YEAR CAPITAL PLAN 2018 - 2023

EXECUTIVE SUMMARY

This document outlines the University's plans for the next five years for the planning and construction of new facilities, the repurposing of current facilities and the expansion of others. These projects include academic space repurposing, energy management and facilities construction, housing planning and research infrastructure.

Our Priorities

This Plan reflects UNBC's commitment to the following internal priorities:

2017 - 2021 Strategic Road Map

Stewarding our Resources to Support our Vision, Mission and Signature Areas

En Cha Huna
En (that person) Cha (also) Huna (lives)

Our Vision

A destination University, personal in character, that transforms lives and communities in the north and around the world.

Our Values

- Experiential learning, exploration and discovery
- Inclusiveness and diversity
- Community
- Integrity

Our Signature Areas

- Environment and Natural Resources
- First Nations and Indigenous Priorities
- Health and Quality of Life
- Northern Community Sustainability and Development
- Innovative and Quality Distributed Delivery Programs

Our Mission

To prepare leaders for tomorrow by influencing the world today.

Strategic Priorities

Attract, retain and develop outstanding students, faculty and staff

SP1

Enhance the quality and impact of academic programming and delivery

SP2

Enhance the research culture

SP3

Ensure financial accountability, sustainability and operational effectiveness

SP4

Desired Outcomes 2017 - 2021

- Enroll 3,443 FTE by 2020 while ensuring a diverse, talented and engaged student body.
Increase:
 - Domestic students by 250
 - Graduate students by 50
 - Aboriginal students to 20% of the total
 - International students to 20% of the total
 - First year student retention rate to 80%.
- Promote an inclusive and vibrant community.
- Establish and implement a development strategy for faculty, staff, students and leaders.
- Promote student success.

- Ensure UNBC academic programming is relevant, engaging and of high quality.
- Ensure UNBC's pedagogical practices meet the highest standards.
- Ensure academic programming equips graduates with skills and breadth of knowledge, including those unique to the signature areas.
- Strengthen the student experience, with a particular focus on first year.

- Increase the proportion of faculty members holding external research funding by 25%.
- Increase the opportunities for student participation in scholarly activities by 25%.
- Increase the number of active international research University partnerships by 10.
- Externally fund an additional 6 Research Chairs.
- Profile the breadth and quality of research activities.
- Increase research intensity.

- Ensure resources are allocated to support the strategic priorities.
- Develop sustainable infrastructure to support the mission.
- Raise \$10 M or donations through a comprehensive campaign by 2018.
- Increase annualized fundraising by \$1 M per year.
- Ensure financial equilibrium by 2020.
- Ensure processes, policies, systems and services are efficient and add value.

It also reflects the priorities of the Ministry including the BC Skills for Jobs Blueprint, Aboriginal and Adult Education, and International Education.

PLANNING ASSUMPTIONS

Since its inception, UNBC has been characterized by periods of intense development and construction, growth in student population, and expansion in areas of direct relevance to British Columbia and northern communities. The immediate future is expected to be characterized by gradual growth in overall student enrolments, and integration of renewable energy consistent with the branding of UNBC as Canada's Green University. New programs in Engineering and Physiotherapy have also been documented as tremendous needs in the region.

All projects are also developed in accordance with Ministry priorities and guidelines including LEED requirements, the Wood First Initiative, and "investing in new or improved skills training equipment, technology and facilities to support accessible skills training opportunities . . .".

PLANNED OUTCOMES

The intent is to be able to meet the identified programming and operational needs with a phased-in capital program over the next five years.

This Plan is also very focused on further developing the University's research facilities and infrastructure to enhance current programming in keeping with our research mandate.

CAPITAL PROJECTS

The proposed projects fall into the following categories:

Category 1: New Priority Projects (projects primarily driven by the need to accommodate growth and to provide labour market demand-driven capacity).

- i. Civil & Environmental Engineering Program Space (renovations and/or a new building)
- ii. Energy Management & Skills Training (FM Building) Infrastructure
- iii. Physiotherapy Program Development

NOTE: Substantial efficiencies and cost savings could be achieved if one or more of these projects were combined.

Category 2: Whole Asset Replacement and Renewal Projects (primarily driven by the need to improve the physical asset condition and to reduce the deferred maintenance backlog).

- i. Agora Renewal
- ii. Research Lab Renewal

Category 3: Student Housing

- i. Planning for “The Future of Housing at UNBC”.

Other Proposed Projects

- i. Research Facilities

Intentionally left blank.

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Institution	Campus/City	Project Title	Project Category	Project Priority
University of Northern British Columbia	Prince George	Civil and Environmental Engineering Program Space – A Repurposing Project	1	1 of 5

1.0 Current Situation

To provide the space required for the planned Engineering School a two-phased approach is proposed. Phase 1 includes re-purposing current space for expanded Environmental Engineering and offering Civil Engineering. Phase 2 includes a new building for the “School of Engineering” which will include Mechanical and Electrical Engineering as well as dedicated Engineering Research Space.

It is anticipated that the Phase 1 re-purposed space will accommodate 400 FTE undergraduates, 20 graduate students and 20 Faculty and staff when the programs are running.

2.0 Project Description

Phase 1 – Renovation

The project would involve a major renovation (of approximately 653 nasm) to the basement of the Teaching & Learning Building to convert a storage area and maintenance shop to a hydrology and materials testing labs and a technician’s office and make some modifications to current classroom and office space to accommodate a working lounge and design suite for the programs. There will also be secure outdoor compound created for cold weather testing of materials and compounds.

Phase 2 – New Building

Once the renovations are complete and the expanded program is up and running, a Concept Plan and Business Case for Phase 2 (a minimum of an additional 871 nasm) will be submitted to the Ministry for consideration.

3.0 Project Objectives

Labour market surveys (ATEEC 2008, Engineers Canada 2015) indicate an upcoming shortage of Engineers in Canada due to increased retirement rates, and a current shortage of Engineers in Northern regions. The BC Jobs Plan identifies projects in a range of industries in Northern BC that will require significant support from Civil and Environmental Engineers. There will be a focus on cold weather Engineering, appropriate to the region, as well as integration with the developing Green economy.

The project aligns with the UNBC and BC Government priorities and strategies by training our youth for high quality and stimulating employment opportunities in a range of industries that are key to BC’s economic future.

4.0 Options Considered

Delivering expanded engineering offerings in the current space is not viable due to the lab and project room requirements. Building a new building immediately to house the program (s) is not currently viable either.

5.0 Project Outcomes

- Infrastructure Improvements- upgrading some underutilized spaces
- Cost Effectiveness- the Phase 1 proposal creates many student FTEs for low cost
- Innovation, Strategic Alignment & Quality Education

Students educated in the North tend to stay in the North, both for their careers and to raise families here. Local employers and industries have experienced difficulties in recruiting and retaining highly skilled employees from southern Universities. In dealing with a similar issue, UNBC helped create the Northern Medical Program. The NMP has had good success in training doctors who remain in the region and it is anticipated similar outcomes would be realized from the training of Engineers here.

6.0 Project Cost/Funding

A Functional Planning exercise was undertaken in January of 2016 to determine the programming space requirements and to evaluate whether there was appropriate space on campus. The result was that a combination of current space and some renovated space on campus would meet the needs identified.

Due to the complexity of the various renovations (lab, classroom and office space) a variety of costing methods were used (Ministry budget model, internal cost take-off based on similar renovations, and cost consultant) to come up with a total project cost estimate of \$3.5 million for Phase 1.

7.0 Key Risks

- A new degree program will have enrolment risks as the program starts up and establishes a reputation. There is strong support for UNBC Engineering programs from local industries and employers.
- Schedule – Due to the number and variety of renovations required, completing all this in the allotted time will be a challenge.

8.0 Project Schedule – Phase 1

Engineering	2018/19		2019/20		2020/21	
SCHEDULE						
Planning		Phase 2				
Design	Phase 1		Phase 2			
Construction	Phase 1		Phase 2	Phase 2	Phase 2	
Occupancy	Sep-18					

Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority
University of Northern British Columbia	Prince George	Energy Management & Skills Training Building	2	2 of 5

1.0 Current Situation

The campus is now over 25 years old and the built environment on campus has grown significantly. The support infrastructure has not kept up with the growth, technological advances, or energy efficiency priorities. Maintenance space is one of the largest space shortfalls on campus at 84% of the ministry standards. In order to address the significant space shortage, the operational and safety issues, and the development of an apprenticeship training program that have resulted from this growth, new and specialized infrastructure is required.

The current Maintenance Shop was built in 2003 to meet the needs of the Facilities Department at the time. Since then the University's needs have changed and expanded, staffing has increased and the required facilities have not kept pace with growth.

In addition, recent safety reviews have identified a number of code and regulatory issues that require infrastructure changes and upgrades. For example, welding ventilation is now required whereby natural ventilation sufficed in the past. The dust collection system in the Carpentry Shop is no longer adequate to meet the needs of the trades, and there is no computer access to required WHMIS information. In addition, the building does not meet code regarding barrier free access. This replacement will also eliminate the VFA deferred maintenance requirements listed for this building.

2.0 Project Description

The plan is to redesign, expand (from the current 352 sm) and relocate the shop(s) to accommodate the current Facilities & Energy Management needs; take advantage of the Bioenergy plant surplus heat, replacing the current propane fuel; and consolidate distributed staff. The project will also build replacement shop and storage space that is slated for repurposing for Engineering lab space. Ideally, this project would be combined with the Engineering building requirements.

3.0 Project Objectives

- a) Reducing overall energy use by 25% by 2020
- b) Reducing fossil fuel consumption by 85% by 2020
- c) To meet the desired and required safety regulations for the staff and infrastructure.
- d) To provide the additional trades and maintenance space required to meet the needs of the expanded campus and additional maintenance needs of the campus.

- e) To consolidate the shops and maintenance areas to gain operational and energy efficiencies.
- f) To consolidate Facilities Management staff who are currently spread out across the campus in four different locations.
- g) To minimize space required and maximize its use by combining Facilities Shop needs with the need for current and future Engineering lab/shop space.

4.0 Options Considered

Due to the “tin shed” type of building currently in place, expansion is not a viable option. Also, by building inside the ring road we can take advantage of the bioenergy plant’s excess heating capacity, offsetting a large portion of any additional operating costs.

Maintaining the status quo is also not an option due to the Worksafe BC and expanded trades training and operating requirements.

5.0 Project Outcomes

This project will address the identified life-safety and occupational health risks.

It is anticipated that this will provide increased effectiveness and efficiencies amongst the Facilities & Energy Management (FM) department and better serve the long term needs of the University.

The project will also facilitate the re-purposing of some space for the Engineering program and combine shop and lab space to meet the needs of both FM and the Engineering programming.

6.0 Project Cost/Funding

An extensive Functional Planning exercise was conducted in June of 2014. Subsequently a cost consultant was engaged to cost the proposed building project. The estimated budget to address these building requirements is \$21.8 million. A request is being submitted to the Ministry to fund this project.

Operating:

We anticipate minor additional operating costs due to the provision of excess plant capacity.

7.0 Key Risks

There are always certain risks associated with building a new facility such as escalation in costs, schedule delays and the coordination of swing space during construction. These risks will be factored into the detailed planning.

8.0 Project Schedule

Planning	2018/19
Design	2019/20
Construction	2020/21
Occupancy	Fall 2021

Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority
University of Northern British Columbia	Prince George	Health Sciences Building Expansion	1	5 of 5

a) Current Situation

This project would entail the sharing of the current Dr. Donald Rix Northern Health Sciences building (NHSB) and other classroom and lab space on the Prince George campus to accommodate the expanded health sciences programming. A number of synergies can be gained by combining programs with the MD program space and staff, which include not only academic but also research opportunities.

b) Project Description

Planning, in conjunction with UBC, has continued and further refined the space requirements for Physiotherapy programming. The current assessment examined the possibility of leveraging existing UNBC and Northern Medical Program facilities as well as associated space at UBC to support the distribution of PT and revealed that existing infrastructure will need to be upgraded to accommodate the additional students, faculty and staff on a permanent basis. A detailed plan including operating and capital renovation costs is forthcoming.

c) Project Objectives

The North is a strategically vital region and one of the economic engines of BC. Developing a building to enable health professions education at UNBC will complement and reinforce the presence of the MD program, and create a true regional hub of health education. Recent data shows that there will be a shortage of PTs in the north with retirements exceeding new appointments. The new space will also enable inter-professional collaboration and achieve significant economies of scale through space sharing. UNBC continues to show increased demand in its Health Science programming at the undergraduate level (biomedical, aboriginal & health and environmental health) and graduate (Disability Management, Education, Psychology) and professional (Nursing and Social Work). There has also been a strong partnership between UNBC and the Northern Health Authority to maximize opportunities for our graduates. In addition to academic delivery there would a significant opportunity to enhance research capacity to ensure a pathway of research into policy development and practice.

d) Options Considered

Sharing current medical education space was evaluated and deemed viable.
Re-purposing other space on campus will have minimal impact on current programming.

e) Project Outcomes

Surveys into the above mentioned health sciences areas indicate a substantial shortage in the near future. Providing programming in the North to increase these numbers will help address this need.

f) Project Cost/Funding

Capital:

The investment required to develop the expanded facilities at UNBC and UBC to host an expanded distributed PT is estimated at approximately \$1million.

Operating:

Incremental operating funding and start up will be required to cover the increased FTE. These discussions are ongoing and a submission will follow under separate cover.

g) Key Risks

There are also inherent risks in program expansion and clinical placement capacity for health programs. Each of these are being considered in the planning.

h) Project Schedule

Planning 2020/21

CATEGORY 2: WHOLE ASSET REPLACEMENT AND RENEWAL

Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority
University of Northern British Columbia	Prince George	Agora Renewal	2	3 of 5

1) Current Situation

- a) One of the original five campus buildings, the Agora was constructed in 1994 and contains Lecture Theatres, Main Entrances, Lobby, Offices and Food Services. It connects all the original buildings and behind all these services is the Utilidor that contains all the campus utility infrastructure.
The exterior of the building includes cast-in-place concrete walls, stone and brick cladding finishing's and pre-cast concrete elements. The roof includes adhered built-up-roof with concrete interlocking pavers, metal roof assemblies and green roofs.
- b) With the highest FCI (at .395) this building has been deemed the highest maintenance priority.
- c) According to VFA there are \$15.8 million worth of requirements identified in the next five years.



2) Project Description

This project will involve an evaluation, repair and upgrade to the mechanical and electrical systems, stabilization of concrete retaining walls, substantial roof repairs (green, BUR, concrete pavers, etc.), and architectural interior work including glazing, doors, accessibility upgrades and access control.

3) Project Objectives

The primary objective of the project would be to repair and/or replace aging infrastructure prior to any further damage taking place. A number of the upgrades will also have positive energy savings opportunities.

4) Options Considered

The only option available is to try to address small parts of this project with the yearly Routine Capital funding. Given the project management resources available and the volume of work required, this would take up to ten years to complete and is not a viable option.

5) Project Cost/Funding

Once preliminary planning is complete for this project a detailed plan will be submitted to the Ministry for funding under Major M & R.

6) Project Schedule

Preplanning	2017/18
Planning	2018
Design	2018/19
Construction	2019

DRAFT

Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority
University of Northern British Columbia	Prince George	Research Lab Renewal	2	4 of 5

1) Current Situation

- a) One of the original five campus buildings, this building is a four storey building with approximately 7,581 square meters of floor space. The “Research Lab” was originally built as the only lab on campus and housed, teaching labs, research labs and graduate space. This building is now used solely for Research and Graduate students and contains a variety of research labs, a greenhouse, an archaeology lab, DNA sequencing lab, loading bay, Chem Stores, multiple specialized labs and substantial associated mechanical and electrical systems.
- b) The Research Lab has the 2nd highest UNBC building FCI at .285 with \$11.7 million worth of Requirements over the next five years according to the VFA reports.



2) Project Description

This project will involve an evaluation, repair and upgrade to the mechanical and electrical systems, Fire Alarm system renewal, exhaust system renewal (fume hoods), substantial roof repairs (green, BUR, concrete pavers, etc.), and architectural interior work including glazing, doors, accessibility upgrades and access control.

3) Project Objectives

The primary objective of the project would be to repair and/or replace aging infrastructure prior to any further damage taking place. A number of the upgrades will also have positive energy savings opportunities. We will also be undertaking the first functional planning exercise for this building since the Teaching Lab was built in 2002/2004 and the use of this original lab building changed.

4) Options Considered

The only option available is to try to address small parts of this project with the yearly Routine Capital funding. Given the volume of work required, this would take up to ten years to complete and is not a viable option.

5) Project Cost/Funding

Once preliminary planning is complete for this project a detailed plan will be submitted to the Ministry for funding under Major M & R.

6) Project Schedule

Planning	2019/20
Design	2020
Construction	2021

DRAFT

CATEGORY 3: STUDENT HOUSING PROJECTS

1. UNBC Housing Evaluation

Project Scope

In keeping with the University’s Strategic Plan, it is expected that enrollment will grow by up to 300 students in the next 3 – 5 years. During this period it is also expected that the makeup of the student population will change necessitating a broader range of housing types.

The current Residences on campus are full and we expect we will be facing a shortfall in housing to meet our “guaranteed first year housing” mandate as of next year.

We will be conducting market research and having discussions within the academic community in conjunction with the Campus Master Planning process taking place in the coming months to determine the best type and location for new residence buildings on campus.

Timeline:

Marketing study in 2017

Planning in 2018/19

Construction in 2020

Funding

The funding of these projects will be a combination of Ministry, Institution and donor/partnership funding.

Other Projects being considered

1/ Centre for Preventative Medicine & Exercise Rehabilitation

Current Situation

As the population ages, it is expected that nearly one in five Canadian adults will be living with a physical disability in the next 10 years, placing increasing strain on the health care system. Persons with physical disabilities consistently report low participation to physical activity due to lack of resources, knowledge, and accessibility, and are particularly susceptible to inactivity related morbidities. Due to unique environmental barriers, targeting physical activity, and associated health outcomes, among adults with physical disabilities living in rural and northern communities will require a distinct and tailored intervention.

UNBC is proposing the construction of a state of the art research facility that fosters an interdisciplinary approach providing direct positive impact for the individuals of Northern BC. The proposed research program will involve a systematic approach to increase physical activity rates in northern BC, establishing the infrastructure, knowledge to combat the health inequities and provide best practices that will be utilized in other northern and rural areas.

Project Objectives

The Centre for Preventative Medicine and Exercise Rehabilitation would be the first exercise testing and training facility in northern BC. This facility would provide a much needed facility for community-based exercise rehabilitation research focused on improving health outcomes and reducing health inequities between individuals living in rural and northern communities versus those from large urban centers. As the only one of 4 research-intensive universities in BC located in a remote region, UNBC is ideally positioned to develop a centre for excellence in physical activity research that addresses the specific barriers to participation for residents of rural and remote communities. The proposed research program will involve a systematic approach to increase physical activity rates in northern BC, establishing the infrastructure, knowledge and highly qualified personnel required to combat the health inequities prevalent throughout the north and establishing a system of preventative medicine to accommodate the shifting demographics. In particular, the proposed research will address specialized populations in rural and northern communities who are particularly susceptible to inactivity related chronic disease: older adults, individuals with mobility impairments, and aboriginal people.

The proposed program of research aligns closely with two of the identified UNBC strategic research areas: community development and northern, rural and environmental health. First, the establishment of an inclusive, accessible exercise testing and research facility will contribute to the Prince George and wider northern BC community by providing a center for excellence in physical activity research and promotion. Secondly, the proposed project has the potential to greatly enhance the health of individuals living in northern and rural communities through innovative physical activity programming and the development of expertise that is regionally specific. Despite the fact that British Columbia is often cited as the 'healthiest' province, significant health disparities exist between residents of the southern mainland and those who live in northern and rural communities;

this center will be an important step to close this gap with a strong focus on inclusive and accessible physical activity that is culturally appropriate to the aboriginal community.

Project Outcomes

UNBC hopes to establish a centre of excellence in exercise rehabilitation research and enhance its strategic research priority relating to the health of Northern communities. This infrastructure, and the high quality personnel trained, will place UNBC in a stronger position to improve the health outcomes of those living in rural and remote communities and build capacity for emerging health service needs relating to an aging population and the growing needs of the aboriginal community. UNBC is uniquely positioned to develop this facility into a national and international leader in physical activity and the delivery of interventions that address the many barriers and geographic health inequalities prevalent across the rural-urban continuum.

It is also intended that the outcomes of this research will be used to inform health delivery models and public health interventions delivered by the local provincial health authority, Northern Health. UNBC currently has a strong relationship with Northern Health through the University Hospital of Northern BC (UHNBC), BC Cancer Agency Centre for the North, and the UBC Northern Medical Program.

The intended applications of this research are to improve physical activity service delivery and resources available to residents of northern and rural communities in Canada. Additionally, in collaboration with Carrier Sekani Family Services (CSFS), potential outcomes related to knowledge translation activities include the development of evidence-based culturally appropriate resources that can be used by aboriginal communities to increase physical activity participation.

Project Cost/Funding

The cost of this project is an estimated \$1.45 million. Funding is expected to come from an external Grant application to the Canadian Foundation for Innovation.

Key Risks

Scheduling and facility operation interruption.

Project Schedule

Planning	2018
Design	2019
Construction	2020
Occupancy	2020

2/ Quesnel River Research Centre (QRRC) Infrastructure

1. Current Situation

UNBC's QRRC is an active, innovative and relatively remote environmental research and education facility. Activity and operations have substantially increased recently necessitating additional laboratory facilities and residence space for researchers and students.

2. Project Description

The plan to develop QRRC includes extending the current lab, building two 4-bed cabins, upgrading the water and sewer systems to allow this growth, and building a boat storage facility.

3. Project Objectives

The scale and quality of the research facilities at QRRC will be improved by adding a new laboratory space as this directly affects our ability to both conduct research from the field station and provide space for teaching specialty courses.

Renovation of this space would improve the functionality of the current building and represents an efficient use of space and funds while utilizing existing QRRC infrastructure.

Expanding and enhancing this space would allow for significant revenue generation by hosting field schools and graduate students and providing dedicated space for researchers.

4. Options Considered

There really aren't any alternatives to this expansion with the increased activity in this remote location.

5. Project Outcomes

Improving QRRC laboratory and teaching facilities allows for increased capacity resulting in both, more environmental research and training, as well as income for the Centre which will be translated back into QRRC research equipment, personnel and facilities.

6. Project Cost/Funding

The estimated project cost is \$750,000. The project will rely on provincial and/or federal funding or a sizeable donation.

7. Key Risks

The primary risk on this project is scheduling due to its remote location and very short building season.

There is also a risk of limited construction company interest/availability due to the location.

8. Project Schedule

Planning	2015/16
Design	2018
Construction	tbd
Occupancy	tbd

3/ Regional Projects:

The highest priority capital projects for UNBC regional centres are both in Terrace.

The first need is for a student study room. In the absence of a library or other dedicated study space at the Terrace Campus, students currently use unoccupied classrooms as available, but often have to move. This would encourage and facilitate better student engagement at the campus.

The second is the long-standing need for First Nations or aboriginal welcoming or social space, which has been discussed in many versions over the last decade. A separate wing or stand-alone building that would allow smudging would meet the identified needs.

The third requirement is for a science teaching laboratory. There have been a number of difficulties in delivering science courses in the Northwest, but a dedicated and properly equipped teaching lab is essential for moving this enterprise forward.

Five-Year Capital Plan Instructions (2018/19-2022/23)

Attachment 3



Project Categories

Category 1: New Priority Projects

Category 2: Whole Asset Replacement & Renewal Projects

Category 3: Student Housing Projects

#	Institution	Campus	Project Description	Project Category	Anticipated Construction Start Date	Anticipated Occupancy Date	Total Project Budget	Total Cashflow Forecast 2018/19	Total Cashflow Forecast 2019/20	Total Cashflow Forecast 2020/21	Total Cashflow Forecast 2021/22	Total Cashflow Forecast 2022/23	Total Cashflow Forecast Outgoing Years	Provincial Cashflow Forecast 2018/19	Provincial Cashflow Forecast 2019/20	Provincial Cashflow Forecast 2020/21	Provincial Cashflow Forecast 2021/22	Provincial Cashflow Forecast 2022/23	Total Provincial Cashflow Forecast Outgoing Years	Total Provincial Budget
1	UNBC	PRINCE GEORGE	Engineering Renovations	1 - New Priority	1/Jul/18	1/Aug/18	\$ 3,500,000	\$ 3,500,000												\$ -
1	UNBC	PRINCE GEORGE	Engineering Building	1 - New Priority	1-Apr-20	1-Aug-21	\$ -													\$ -
2	UNBC	PRINCE GEORGE	FM Building	2 - Replacement	1/Apr/20	1/Aug/21	\$ 21,800,000		\$ 2,180,000	\$ 17,440,000	\$ 2,180,000									\$ -
3	UNBC	PRINCE GEORGE	Agora Renewal	2 - Renewal	1/Apr/19	n/a	\$ 15,800,000	\$ 1,580,000	\$ 14,220,000											\$ -
4	UNBC	PRINCE GEORGE	Research Lab Renewal	2 - Renewal	1/Apr/21	n/a	\$ 11,700,000			\$ 1,170,000	\$ 10,530,000									\$ -
5	UNBC	PRINCE GEORGE	Health Sciences	1 - New Priority	1/Apr/21	1/Aug/22	\$ 1,000,000				\$ 1,000,000									\$ -
6							\$ -													\$ -
7							\$ -													\$ -
8							\$ -													\$ -
9							\$ -													\$ -
10							\$ -													\$ -
11							\$ -													\$ -
12							\$ -													\$ -
13							\$ -													\$ -
							\$ 53,800,000	\$ 5,080,000	\$ 16,400,000	\$ 18,610,000	\$ 13,710,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Agenda Item:	6.d. Rescind existing By-laws and Committee Terms of Reference (approval) – H. Sanford
Material:	UNBC Board of Governors By-laws (2006)
Motion:	<p><i>That, on the recommendation of the Governance Committee, the Board of Governors approves that the existing UNBC Board of Governors By-laws (2006) and the following Committee Terms of Reference be rescinded:</i></p> <ul style="list-style-type: none"> • <i>Finance and Audit Committee</i> • <i>Investment Advisory Committee</i> • <i>Human Resources Committee</i> • <i>Governance Committee</i> • <i>Advisory Board on Advancement</i>



UNIVERSITY OF NORTHERN BRITISH COLUMBIA

BY-LAWS

OF

THE BOARD OF GOVERNORS

December, 2006

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(Note: references preceded by "S." are references to sections of the University Act)

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Background

University of Northern British Columbia (hereinafter called "UNBC" or the "University") was established by the University of Northern British Columbia Act, Statutes of British Columbia 1990 Chapter 28, effective July 20, 1990 (B.C. Regulation 233/90). The UNBC Act was repealed on July 15, 2002, after which date the University fell exclusively under the purview of the University Act, Revised Statutes of British Columbia 1979 Chapter 419 (hereinafter called "the University Act").

The University Act provides for a Convocation, a Chancellor, a Board of Governors, a Senate, Faculties, a President and a Registrar for the governance of UNBC and establishes minimum requirements for the holding of meetings and the conduct of elections. The University Act gives to the Board of Governors the power to make rules for the conduct of its business. The following are the rules for the Board of Governors, to be known as By-laws of the Board of Governors. The Board of Governors is hereinafter sometimes called the Board. These by-laws also govern all committees of the Board.

Some of the by-laws paraphrase a statutory provision and in those cases a reference to the statutory section has been included. The by-laws are in bold type and excerpts from the University Act are in italic type.

Article 1 - Interpretation

1.1 University Act Definitions Apply

The following definitions in the University Act apply to these by-laws:

S.1 Definitions

In this Act:

*"**alumni association**" means the association of graduates of a university, membership in which is open to all graduates of the university;*

*"**board**" means the board of governors of a university;*

*"**chancellor**" means the chancellor of a university;*

*"**convocation**" means the convocation of a university;*

*"**director of continuing education**" means the officer of a university whose duty it is to direct the university's continuing education program;*

*"**faculty**" means an academic administrative division of a university constituted by the board as a faculty under section 39, or the dean and faculty members of a faculty, as the context requires;*

*"**faculty member**" means a person employed by a university as an instructor, lecturer, assistant professor, associate professor, professor, or in an equivalent position designated by the senate;*

*"**president**" means the president of a university;*

*"**registrar**" means the registrar of a university;*

*"**senate**" means the senate of a university;*

*"**student**" means a person who is presently enrolled at a university in a credit course or*

who is designated by resolution of the senate as a student;

"student society" means an organization incorporated as a society under the Society Act whose purpose is to represent the interests of the general undergraduate or graduate student body, or both, but does not include a provincial or national student organization;

"university" means each of the universities named in section 3 (1).

1.2 Further Definitions

The following definitions also apply to these by-laws:

- (a) **"Chairperson" means chairman; and "chair", "chairman" and "chairperson" may be used interchangeably;**
- (b) **"member" means any member of the Board or a committee thereof;**
- (c) **"faculty" means "College".**

1.3 University Act Prevails

If there is any conflict between anything in these by-laws and the University Act, the University Act will prevail.

1.4 Robert's Rules of Order Apply

If there is any matter of procedure not dealt with, then Robert's Rules of Order, Newly Revised (2000) 10th edition, and any later authorized revision, shall apply.

1.5 General Interpretation

In these by-laws, unless there is something in the subject matter or context inconsistent therewith:

- (a) **the singular shall include the plural and the plural shall include the singular;**
- (b) **words importing a gender shall include other genders;**
- (c) **the word "person" shall include firms and corporations;**
- (d) **a reference to a statute shall be deemed to extend to and include any amendment or re-enactment of such statute.**

Article II - Powers And Duties Of The Board

2.1 General Powers and Duties Stipulated by University Act

The University Act provides as follows with respect to the powers and duties of the Board:

S.27 Powers of board

- (1) *The management, administration and control of the property, revenue, business and affairs of the university are vested in the board.*
- (2) *Without limiting subsection (1) or the general powers conferred on the board by this Act, the board has the following powers:*
 - (a) *to make rules for the meetings of the board and its transactions;*
 - (b) *to elect from among its members a chair, and, when necessary, an acting chair;*

- (c) *to appoint a secretary and committees it considers necessary to carry out the board's functions, including joint committees with the senate, and to confer on the committees power and authority to act for the board;*
- (d) *in consultation with the senate, to maintain and keep in proper order and condition the real property of the university, to erect and maintain the buildings and structures on it that in the opinion of the board are necessary and advisable, and to make rules respecting the management, government and control of the real property, buildings and structures;*
- (e) *in consultation with the senate, to provide for conservation of the heritage sites of the university, including any heritage buildings, structures and land of the university;*
- (f) *with the approval of the senate, to establish procedures for the recommendation and selection of candidates for president, deans, librarians, registrar and other senior academic administrators as the board may designate;*
- (g) *subject to section 28, to appoint the president of the university, deans of all faculties, the librarian, the registrar, the bursar, the professors, associate professors, assistant professors, lecturers, instructors and other members of the teaching staff of the university, and the officers and employees the board considers necessary for the purpose of the university, and to set their salaries or remuneration, and to define their duties and their tenure of office or employment;*
- (h) *if the president is absent or unable to act, or if there is a vacancy in that office, to appoint an acting president;*
- (i) *to consider recommendations from the senate for the establishment of faculties and departments with suitable teaching staff and courses of instruction;*
- (j) *subject to section 29 and with the approval of the senate, to provide for the establishment of faculties and departments the board considers necessary;*
- (k) *to provide for chairs, institutes, fellowships, scholarships, exhibitions, bursaries and prizes the board and the senate consider advisable;*
- (l) *to receive from the president and analyse and adopt with or without modifications the budgets for operating and capital expenditure for the university;*
- (m) *to set, determine and collect the fees*
 - (i) *to be paid for instruction, research and all other activities in the university,*
 - (ii) *for extramural instruction,*
 - (iii) *for public lecturing, library fees, and laboratory fees,*
 - (iv) *for examinations, degrees and certificates,*
 - (v) *for the use of any student or alumni organization in charge of student or alumni activities, and*

- (vi) *for the building and operation of a gymnasium or other athletic facilities;*
- (n) *to pay over*
 - (i) *the fees collected for a student or alumni organization that the organization may request, and*
 - (ii) *in accordance with section 27.1, the fees collected for a student society or a provincial or national student organization;*
- (o) *to administer funds, grants, fees, endowments and other assets;*
- (p) *to select a seal and arms for the university and have sole custody and use of the seal;*
- (q) *to provide for student loans;*
- (r) *with the approval of the senate, to determine the number of students that may in the opinion of the board, having regard to the resources available, be accommodated in the university or in any faculty of it, and to make rules considered advisable for limiting the admission or accommodation of students to the number so determined;*
- (s) *to enter into agreements on behalf of the university;*
- (t) *to control vehicle and pedestrian traffic on the university campus;*
- (u) *to acquire and deal with*
 - (i) *an invention or any interest in it, or a licence to make, use or sell the product of an invention, and*
 - (ii) *a patent, copyright, trade mark, trade name or other proprietary right or any interest in it;*
- (v) *to require, as a term of employment or assistance, that a person assign to the board an interest in an invention or an interest in a patent, copyright, trade mark, trade name or other proprietary right resulting from an invention*
 - (i) *made by that person using the facilities, equipment or financial aid provided by the board, or*
 - (ii) *made by that person while acting within the scope of the person's duties or employment, or resulting from or in connection with the person's duties or employment as an officer or employee of the university;*
- (w) *to pay to a municipality incorporated by or under an Act a grant in a year not exceeding the lesser of*
 - (i) *the amount that would be payable as general municipal taxes in the year on property of the university within the municipality if the property were not exempt from these taxes, and*
 - (ii) *the amount specified by the minister or calculated in the manner specified by the minister;*
- (x) *to make rules consistent with the powers conferred on the board by this Act;*

- (y) *to do and perform all other matters and things that may be necessary or advisable for carrying out and advancing the purposes of the university and the performance of any duty by the board or its officers prescribed by this Act.*
- (3) *A person appointed under subsection (2) (h) has, during the period for which he or she is appointed, all the powers, rights and privileges of the president.*

2.2 Other Powers and Duties Stipulated by the University Act

S.27 Powers of Board (continued)

- (4) *The board may require a student to provide the university with*
 - (a) *the personal information that relates directly to and is necessary for an operating program or activity of the university, and*
 - (b) *the personal information necessary to obtain a personal education number for the student.*
- (5) *The board must submit the personal information collected under subsection (4)*
 - (b) *to the minister responsible for the administration of the School Act to obtain a personal education number for the student.*
- (6) *The board may use the personal education number obtained under subsection (5) for the following purposes:*
 - (a) *carrying out its responsibilities in respect of an operating program or activity of the university;*
 - (b) *research and statistical analysis of personal information in the possession of the board;*
 - (c) *facilitating the provision of personal information under section 49.*
- (7) *In subsections (4), (5) and (6):*

***"personal education number"** means a unique identification number for a student obtained under section 170.2 of the School Act;*

***"student"** includes a person applying to enroll in a credit course at a university.*

S.27.1 Student society fees

- (1) *Subject to subsection (2), on annual notice from a student society, the board must collect student society fees and remit them to the student society if*
 - (a) *the board collected fees on behalf of the student society between June 1, 1998 and June 1, 1999, or*
 - (b) *the student society has been designated by regulation and the amount of the student society fees has been approved by a majority of the members of the student society who voted in a referendum of that student society.*
- (2) *If a student society referred to in subsection (1) (a) or (b) changes student society fees, the new amount or the rate of change must be approved, before a notice is issued under subsection (1), by a majority of the members of the student society who vote in a referendum of that student society.*
- (3) *On annual notice from a student society, the board must collect fees on behalf of a provincial or national student organization, and remit them to the student society or directly to the provincial or national student organization, as may be agreed by the board and the student society, if*
 - (a) *the board collected fees on behalf of the provincial or national student organization between June 1, 1998 and June 1, 1999, or*
 - (b) *the student society has held a referendum and the majority of the members of the student society voting in that referendum voted in favour of joining the provincial or national student organization.*
- (4) *The board may cease to collect or remit student society fees to a student society if one of the following applies:*
 - (a) *the student society fails to do one of the following in a timely manner:*
 - (i) *make available to its members annual audited financial statements and a report on those financial statements by an auditor who meets the requirements of section 42 of the Society Act;*
 - (ii) *inform the board in writing that the requirements set out in subparagraph (i) have been met;*
 - (b) *the student society is struck off the register in accordance with section 71 of the Society Act.*

S.28 Tenure, appointment and removal of teaching staff and others

- (1) *Unless otherwise provided, the tenure of persons appointed under section 27 (2) (g) is during the pleasure of the board.*
- (2) *A person must not be appointed a member of the teaching staff of the university or of any faculty of the university unless the person is first nominated for the position by the president.*
- (3) *A member of the teaching staff of the university or of any faculty of the university must not be promoted or removed except on the recommendation of the president.*

S.29 Limit on expenditures

- (1) *The board must not incur any liability or make any expenditure in a fiscal year beyond the amount unexpended of the grant made to the university and the estimated revenue of the university from other sources up to the end of and including that fiscal year, unless an estimate of the increased liability or over-expenditure has been first approved by the minister and Minister of Finance and Corporate Relations.*

S.31 Short term borrowing

- (1) *The board may, by resolution, borrow money required to meet the expenditures of the university until the revenues of the current year are available.*
- (2) *Money borrowed under subsection (1) must be repaid out of current revenues and may be secured by promissory notes of the university.*

S.32 Annual report

- (1) *The board must make an annual report of its transactions to the minister, in which it must set out*
 - (a) *a balance sheet and a statement of revenue and expenditure for the year ending on the preceding March 31, and*
 - (b) *other particulars the minister may require.*
- (2) *A copy of the annual report must be sent promptly to the senate.*

S.33 Audit

The accounts of the board must be audited at least once a year by the Auditor General or by some person appointed by the Lieutenant Governor in Council for that purpose.

S.34 Advisory boards

- (1) *The board may*
 - (a) *appoint advisory boards, consisting, either wholly or partly, of persons unconnected with the university, on terms and for purposes the board may consider advisable, and*

- (b) *refer to an advisory board for advice and report any subject or matter that the board considers advisable.*
- (2) *The advice and report of an advisory board appointed under subsection (1) must be considered and weighed by any body in the university to which the board directs the advice to be given or report to be made.*

2.3 Board Interaction with Senate

The University Act provides as follows with respect to the interaction of the Board and the senate:

S.37 Powers of senate

- (1) *The academic governance of the university is vested in the senate and it has the following powers:*
 - (f) *to consider, approve and recommend to the board the revision of courses of study, instruction and education in all faculties and departments of the university;*
 - (i) *to recommend to the board the establishment or discontinuance of any faculty, department, course of instruction, chair, fellowship, scholarship, exhibition, bursary or prize;*
 - (m) *to establish policies regarding the conservation of heritage objects and collections that are owned by or in the possession of the university or any of its faculties, divisions, departments or other agencies;*
 - (o) *to make recommendations to the board considered advisable for promoting the interests of the university or for carrying out the objects and provisions of this Act;*
 - (p) *to deal with all matters reported by the faculties, affecting their respective departments or divisions;*
 - (q) *to establish a standing committee to consider and take action on behalf of the senate on all matters that may be referred to the senate by the board;*
 - (r) *subject to the approval of the board, to enter into agreements with any corporation or society in British Columbia entitled under any Act to establish examinations for admission to the corporation or society, for the purpose of conducting examinations and reporting results, and those corporations or societies have power to enter into the agreements;*

- (s) *to make rules respecting the conduct and financing of examinations referred to in paragraph (r) and other examinations conducted by the senate under any other Act;*
- (t) *to make rules respecting the reporting of results of examinations referred to in paragraphs (r) and (s);*
- (u) *to set the terms of affiliation with other universities, colleges or other institutions of learning, and to modify or terminate the affiliation;*

S.38 Approval by board

- (1) *A certified copy of every resolution or order of the senate providing for any of the matters or things mentioned in section 37 (1) (i), (p) and (u) must be sent to the board within 10 days after the resolution or order is passed.*
- (2) *A resolution or order referred to in subsection (1) has no effect until approved by the board.*

2.4 Board Interaction with Faculties

The University Act provides as follows with respect to the interaction of the Board and the faculties:

S.40 Powers and duties of faculty

A faculty has the following powers and duties:

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- (h) *generally, to deal with all matters assigned to it by the board or the senate.*

2.5 Board Interaction with University as a Whole

The University Act provides as follows with respect to the interaction of the Board and the University as a whole:

S.47 Functions and duties of university

A university must, so far as and to the full extent that its resources from time to time permit, do all of the following:

- (a) *establish and maintain colleges, schools, institutes, faculties, departments, chairs and courses of instruction;*

- (b) *provide instruction in all branches of knowledge;*
- (c) *establish facilities for the pursuit of original research in all branches of knowledge;*
- (d) *establish fellowships, scholarships, exhibitions, bursaries, prizes, rewards and pecuniary and other aids to facilitate or encourage proficiency in the subjects taught in the university and original research in all branches of knowledge;*
- (e) *provide a program of continuing education in all academic and cultural fields throughout British Columbia;*
- (f) *generally, promote and carry on the work of a university in all its branches, through the cooperative effort of the board, senate and other constituent parts of the university.*

S.48 Minister not to interfere

- (1) *The minister must not interfere in the exercise of powers conferred on a university, its board, senate and other constituent bodies by this Act respecting any of the following:*
 - (a) *the formulation and adoption of academic policies and standards;*
 - (b) *the establishment of standards for admission and graduation;*
 - (c) *the selection and appointment of staff.*
- (2) *Despite subsection (1), a university must not establish a new degree program without the approval of the minister.*

S.49 Reports to minister

- (1) *At the request of the minister, a university must provide the minister with reports and any other information that the minister considers necessary to carry out the minister's responsibilities in relation to universities.*
- (2) *Information requested under subsection (1) may include personal information about a student.*
- (3) *Personal information obtained under this section or under section 170.2 of the School Act may not be used to make a decision respecting an individual student.*
- (4) *For the purposes of subsections (2) and (3), "student" has the same meaning as in section 27 (7).*

S.50 Property

- (1) *A university may acquire, by gift, purchase or any other manner, and hold, for the*

- purposes of a university, property of any kind.*
- (2) *Subject to the approval of the Lieutenant Governor in Council and to the terms of any grant, conveyance, gift or devise of land, a university may*
 - (a) *mortgage, sell, transfer, lease for not more than 99 years, or otherwise dispose of its land, and*
 - (b) *lease for any term any of its land to a college affiliated with the university.*
 - (3) *Subject to the terms of any grant, conveyance, gift or bequest of any personal property, a university may mortgage, sell, transfer, lease or otherwise dispose of its property.*

S.51 Expropriation of land

A university may expropriate any land that it considers necessary for its purposes.

S.52 Perpetuities

The rule against perpetuities and other rules restricting the holding of land do not apply to property of a university.

S.53 Exemption from expropriation

- (1) *Land that is vested in a university is not liable to be entered, used or taken by any municipal or other corporation, or by any person possessing the right of taking land compulsorily for any purpose.*
- (2) *A power to expropriate land under an Act enacted after July 4, 1974 does not apply to land vested in a university, unless, in the Act, the power is, in express terms, made to apply to that land.*

S.54 Exemption from taxation

- (1) *Unless otherwise provided in an Act, the property vested in a university is exempt from taxation under the Local Government Act, the School Act, the Vancouver Charter and the Taxation (Rural Area) Act.*
- (2) *If land vested in a university is disposed of by lease to a college affiliated with the university, so long as it is held for college purposes, the land continues to be entitled to the exemption from taxation provided in this section.*

S.55 Powers regarding certain property

A university may acquire, take and hold all property that may be in good faith

- (a) *mortgaged or pledged to it by way of security,*
- (b) *foreclosed, or conveyed to it in satisfaction of debts previously contracted, or*
- (c) *purchased at judicial sales on levy for the indebtedness, for the purpose of avoiding a loss to the university or to the owners.*

S.70 Jurisdictional disputes

- (1) *If a question arises respecting the powers and duties of the convocation, chancellor, president, faculties or an officer or employee of the university, that is not provided for in this Act, the board must settle and determine the question.*
- (2) *A decision of the board under subsection (1) is final.*

2.6 Board Interaction with the President

The University Act provides as follows with respect to the interaction of the Board with the President:

S.60 Suspension of staff member

- (1) *The president has power to suspend any member of the teaching and administrative staffs and any officer or employee of the university.*
- (2) *On the exercise of the power, the president must promptly report the action to the board with a statement of his or her reasons.*
- (3) *A person who is suspended under this section has a right of appeal to the board.*

S.62 Duties of president

- (1) *The president must*
 - (a) *prepare and publish an annual report on the progress of the university,*
 - (b) *make any necessary recommendations to the board and the senate, and*
 - (c) *report on any matter referred to the president by the board or the senate.*

- (2) *The president must prepare and submit to the board an annual budget in consultation with the appropriate standing committee of the senate.*
- (3) *he president must present the submissions of the university to the minister.*

S.63 Offices of president

The president

- (a) *is a member of the board and must attend its regular meetings,*
- (b) *is chair of the senate,*
- (c) *is a member of all standing committees of the senate except the standing committee on appeals,*
- (d) *is a member of each faculty, and*
- (e) *in the absence of the chancellor, is chair of convocation and must confer degrees.*

2.8 Board Interaction with the Registrar

The University Act provides as follows with respect to the interaction of the Board with the Registrar:

S.64 Registrar

- (1) *There must be a registrar, who must keep the records and perform the duties that the board or senate may require.*
- (2) *The registrar is the secretary of convocation, the senate and of each of the faculties, but has no right to vote as such.*

S.65 Acting registrar

If the registrar is unable to act or is absent, the board may appoint an acting registrar, who must perform the duties of the registrar and has all the powers of the registrar.

2.9 Board Interaction with Theological Colleges

The University Act provides as follows with respect to the interaction of the Board and theological colleges:

S.66 Theological colleges

- (1) *A university must be non-sectarian and non-political in principle.*

- (2) *Despite subsection (1), a theological college incorporated in British Columbia may be affiliated with a university under a resolution or order made by the senate and approved by the board.*
- (3) *An incorporated theological college affiliated with a university may, despite that affiliation, have power to confer and grant degrees in theology, including honorary degrees.*
- (4) *Despite any other provisions of this Act, an affiliated college may*
 - (a) *make provisions it considers proper in regard to religious instruction and religious worship for its own students, and*
 - (b) *require religious observance as part of its discipline.*

Article III - Constitution Of The Board

3.1 Constitution of the Board - University Act

The University Act provides as follows with respect to the constitution of the Board:

S.19 Composition of board

- (1) *The board of a university, other than the University of British Columbia, is composed of 15 members as follows:*
 - (a) *the chancellor;*
 - (b) *the president;*
 - (c) *2 faculty members elected by the faculty members;*
 - (d) *8 persons appointed by the Lieutenant Governor in Council, 2 of whom are to be appointed from among persons nominated by the alumni association;*
 - (e) *2 students elected from students who are members of an undergraduate student society or a graduate student society;*
 - (f) *one person elected by and from the employees of the university who are not faculty members.*

S.20 Term of office

- (1) *A member of the board, other than the chancellor, president or a member elected under section 19 (e), holds office for 3 years and after that until a successor is appointed or elected.*
- (2) *Each member of the board elected under section 19 (e) holds office for one year and after that until a successor is elected.*
- (3) *The chancellor and president are members of the board for so long as they hold their respective offices.*

S.21 Reappointment or re-election

The appointed members of the board are eligible for reappointment and the elected members are eligible for re-election, but those members must not hold office for more than 6 consecutive years.

S.22 Removal from office

- (1) *The Lieutenant Governor in Council may, at any time, remove from office an appointed member of the board.*
- (2) *Unless excused by resolution of the board, a member who does not attend at least half of the regular meetings of the board in any year is deemed to have vacated his or her seat.*

S.23 Persons not eligible

- (1) *The following persons are not eligible to be or to remain members of the board:*
 - (a) *members of the Parliament of Canada;*
 - (b) *members of the Executive Council or of the Legislative Assembly;*
 - (c) *a person who is not a Canadian citizen or is not a permanent resident under the Immigration Act (Canada);*
 - (d) *a member of the public service in the ministry;*
 - (e) *a member of the public service designated by the minister;*
- (2) *A member of the board who ceases to be eligible during his or her term of office immediately ceases to be a member of the board.*

S.24 Vacancies on the board

- (1) *If a vacancy arises on the board because of the death of a member or for any other reason before the end of the term of office for which a member has been appointed or elected, the secretary of the board must enter a declaration of the vacancy in the minutes of the board.*
- (2) *A declaration under subsection (1) is conclusive evidence of the vacancy.*

S.25 Method of filling vacancies and effect of vacancy

- (1) *If a vacancy exists in respect of an appointed member, the Lieutenant Governor in Council must appoint a person to fill the vacancy.*
- (2) *If a vacancy exists in respect of an elected member, the appropriate body must elect a replacement.*
- (3) *A person appointed under subsection (1) or elected under subsection (2) holds office for the remainder of the term for which the person's predecessor was appointed or elected.*
- (4) *A vacancy on the board does not impair the authority of the remaining members of the board to act.*

Article IV - Officers Of The Board - Election And Appointment

4.1 Chairperson

The Board shall elect from its members a Chairperson to hold office until the first meeting of the Board in the next following calendar year or until his or her successor is elected.

[University Act S. 27(2)(b) in part]

4.2 Vice-Chairperson

The Board may elect from among its members a Vice-Chairperson to hold office until the first meeting of the Board in the next following calendar year, or until his or her successor is elected.

4.3 Acting Chairperson

If the Chairperson is absent or unable or unwilling to act and there is no Vice-Chairperson or the Vice-Chairperson is absent or unable or unwilling to act, the Board may elect from among its members an Acting Chairperson to conduct a meeting or for such other purposes and for such other term as the Board may determine.

[University Act S. 27(2)(b) in part]

4.4 Secretary

The Board may appoint a Secretary and when necessary, an Acting Secretary.

[University Act S. 27(2)(c) in part]

4.5 Other Officers of the Board

The Board may appoint such other officers of the Board as the Board shall determine.

4.6 Termination

The Board may at any time terminate the election or appointment of a Chairperson, Vice-Chairperson, Acting Chairperson, Secretary, Acting Secretary and other officer of the Board.

Article V - Officers Of The Board - Duties

5.1 Chairperson

The duties of the Chairperson include:

- (a) chairing all meetings of the Board;**
- (b) acting as spokesperson for the Board;**
- (c) acting as a signing officer;**
- (d) representing the Board at formal and other functions held on campus and elsewhere;**
- (e) such other duties as may from time to time be required by the Board.**

5.2 Vice-Chairperson

The duties of the Vice-Chairperson include:

- (a) acting in the place of the Chairperson when the Chairperson is absent or unable or unwilling to act;**
- (b) acting as a signing officer;**
- (c) representing the Board at formal and other functions held on campus or elsewhere;**
- (d) such other duties as may from time to time be required by the Board.**

5.3 Acting Chairperson

The duties of the Acting Chairperson include:

- (a) acting in the place of the Chairperson and Vice-Chairperson when they are absent or unable or unwilling to act;
- (b) such other duties as may ~~be required~~ from time to time be required by the Board.

5.4 Secretary

The duties of the Secretary of the Board include:

- (a) issuing notices of meetings of the Board;
- (b) keeping minutes of all meetings of the Board;
- (c) having custody of all records of the Board;
- (d) having custody of the seal of the university;
- (e) such other duties as may be required from time to time by the Board or the President.

5.5 Acting Secretary

The duties of the Acting Secretary of the Board include:

- (a) acting in the place of the Secretary when the Secretary is absent or unable or unwilling to act;
- (b) such other duties as may be required from time to time by the Board or the President.

Article VI - Meetings Of The Board

6.1 University Act - Meetings of the Board

S.26 Meetings of board

- (1) *The board must meet as often as is necessary to transact the business of the board, and in any event at least once every 3 months.*

6.2 Regular Meetings

The Board may set a time, date and location for regular meetings.

6.3 Chairperson May Call

The Chairperson may call a meeting at any time.

6.4 Members' Demand

If the Chairperson receives a written demand for a meeting from any 2 (two) or more members setting out the general nature of the business that such members propose be dealt with and the text of any motions the members wish to make, then the Chairperson shall call a meeting for a date not more than 2 weeks from the date the Chairperson received the demand.

6.5 President's Request

On the request of the President, the Chairperson shall call a meeting for a date not more than 2 weeks from the date the Chairperson received the request.

6.6 Notice

At least 3 clear days' notice of the date, time and location of each meeting specifying the matters to be considered (other than routine business) shall be given to each member by the following means:

- (a) telex;
- (b) electronic mail;
- (c) facsimile transmission;
- (d) delivery to a campus office or mailbox for any member having a campus office or mailbox;
- (e) delivery to an address provided by the member;
- (f) orally; or
- (g) mail, provided that the postal service is fully operational and that the notice is mailed on a business day no later than the 6th day before the meeting.

6.7 Waiver of Notice

Meetings may be held at any time without formal notice if all members are present and waive notice; or those present waive notice and those absent waive notice or specify their consent in writing, either before or after the meeting held in their absence. Notice of any meeting or any irregularity in any notice may be waived by any member.

6.8 Validity without Notice

Inadvertent omission to give notice of any meeting to a member, or non-receipt of notice of a member, shall not invalidate any resolution passed or proceedings taken at any meeting of the Board.

Article VII - Proceedings At Meetings Of The Board

7.1 Quorum

(a) Eight (8) members of the Board constitute a quorum for the transaction of business. [University Act s. 26(2)]

(b) If a quorum for a meeting is not present within 15 minutes after the time set for the start of the meeting or if a quorum is lost as a result of members leaving a meeting, then either

(i) the meeting shall be terminated or cancelled; or

(ii) those present may meet but no decisions may be made and the minutes shall be clearly marked at the top of each page "NO QUORUM".

[University Act S. 26(2)]

7.2 Telephone Attendance etc.

(a) Members may participate in a meeting by conference telephone or other communications facility if all persons participating can hear each other.

(b) The Chairperson may allow a meeting to be held entirely by communications facility in which case the location of the Secretary to the meeting shall be treated as the place where the meeting is held.

(c) The members participating by communications facility shall be counted as present at the meeting and in the quorum therefore and entitled to speak and vote thereat.

(d) In the case of a secret ballot, a member participating by communications facility may designate the Secretary to the meeting or a member who is physically present to receive and mark the member's ballot for the member as directed by the member. The Chairperson shall make reasonable efforts to provide privacy for the giving of the necessary direction.

7.3 Decision by Majority of Votes Cast

All questions shall be resolved by a majority of the votes actually cast for and against a matter. Abstentions, spoiled ballots and failure or neglect to vote shall not be counted as votes for or against.

7.4 No Casting Vote

The Chairperson has the same right of voting as the other members of the Board, and in the case of an equality of votes for and against a matter, the question is resolved in the negative, and the Chairperson shall so declare.

[University Act S. 26(3)]

7.5 Show of Hands

Votes at a meeting shall be by show of hands of those present and by a calling of the roll of those participating by communications facility.

7.6 Recording Vote

On any open vote, any member may require that the vote of each member be recorded in the minutes of the meeting.

7.7 Secret Ballot

The Chairperson may, with or without a request by a member, direct that a vote shall be by secret ballot.

7.8 Secretary Conducts Secret Ballot

Any secret ballot shall be conducted by the Secretary of the meeting.

7.9 Resolution by Remote Means

A resolution of the board may be passed under the conditions set out herein without a meeting if:

- (a) The Chair considers a matter to be of sufficient urgency, and
- (b) The Resolution is evidenced by electronic mail, facsimile or other method of transmitting legibly recorded messages.

Votes by remote means shall offer the choices “Yes,” “No,” or “Hold,” where a combined vote of “No” and “Hold” of greater than the number required to defeat the motion causes the motion to be tabled until the next in-person meeting. Electronic ballots must be received directly from the Secretary, and returned to the Secretary from the electronic address to which it was delivered by the date specified in the call for the vote.

7.10 Validity of Acts of Member

Every act of a member is valid, notwithstanding any defect that may be discovered in a member's appointment, election or qualification.

7.11 General Rules

General rules of procedure at meetings shall be those rules set out in Schedule I to these by-laws.

Article VIII - Committees Of The Board

8.1 Appointment - Powers of Board

From among its members, the Board may appoint a secretary and committees it considers necessary to carry out the board's functions, including joint committees with the senate, and to confer on the committees power and authority to act for the board;

[University Act s. 27(c)]

8.2 Terms of Reference

The Board shall establish terms of reference for each committee at the time the committee is appointed.

8.3 Quorum

Unless otherwise determined by the Board, a quorum for a committee shall be a majority of the members of the committee.

8.4 Chairperson and Secretary and Procedure

The Board may appoint a chairperson and a secretary for a committee or may specify the procedure for electing a chairperson or appointing a secretary of a committee and other procedures to govern the transaction of business. The chairperson shall be a member of the Board except that in the case of a joint committee with the Senate, the chairperson shall be a member of the Board if the chairperson is appointed by the Board.

8.5 Procedure

In the absence of the specification of relevant procedures, a committee may determine its own procedure including the appointment of a chairperson and a secretary provided that all the provisions of Article VII (except Section 7.1) shall apply, mutatis mutandis, and minutes of proceedings of a committee shall be recorded and forwarded to the Secretary of the Board.

8.6 Termination

The Board may at any time terminate the appointment of any member, chairperson or secretary of a committee.

8.7 Cesser of Qualification

Where a qualification is required for membership on a committee any member ceasing to qualify automatically ceases to be a member.

Article IX - Attendance At Meetings

9.1 Open Meetings - Exceptions

Meetings of the Board and any of its committees are open to the public subject to:

- (a) a decision by the members to limit attendance at a meeting or portions of a meeting to:
 - (i) a private meeting attended only by members; or
 - (ii) a meeting attended only by members and specified non-members (herein called "in camera");
- (b) the space available in the room where the meeting takes place.

9.2 Confidential Agenda Items

In setting the agenda for a meeting a chairperson may require that some items of the agenda be confidential.

9.3 Consideration of Confidential Items

Where a chairperson has made portions of an agenda confidential the members shall decide in a private meeting whether those agenda items will be dealt with in private, in camera or in public.

9.4 Presentation to Meeting

If members of the public or delegations wish to make a presentation to a meeting they shall make a written request to the chairperson identifying the subject they wish to speak on and the estimated length of their presentation. The chairperson shall either place the presentation on the agenda for a meeting or shall place the request on the agenda for the next meeting.

9.5 Presentation Refusal

The Board or relevant committee may decide not to hear a presentation by a non-member or delegation even if the presentation has been placed on the agenda.

9.6 Oral Request

When considering a request to make a presentation the Board or relevant committee shall consider the written request. The Board or relevant committee may, but it shall not be obliged to, allow the persons making the request to be heard in the consideration of their request.

9.7 Disposition of Presentation Request

The board or relevant committee may in disposing of a request to make a presentation:

- (a) refuse the request;
- (b) allow the request;
- (c) allow the presentation to proceed immediately or schedule the presentation for a subsequent meeting;
- (d) place limits on the length of the presentation;
- (e) place limits on the number of persons making the presentation;
- (f) decide whether the presentation will be received in a public meeting or in camera.

Article X - Conflicts Of Interest

10.1 Applies to Board and Committees

This Article applies to all members of the Board and any of its committees.

10.2 Members' Responsibility

Each member is personally responsible for ensuring that the member does not act in a conflict of interest and for disclosing the fact, nature and extent of any conflict which arises.

10.3 Definition

A conflict of interest is any conflict between, on one side, the interests of the University or a member's duty to the University and, on the other side, that member's financial interests, personal interests, family interests or duty to other people or organizations.

10.4 Proposed Contracts, etc. - Disclosure

Every member who is in any way, directly or indirectly, interested in or affected by a proposed contract, transaction, policy or decision shall disclose the nature and extent of this interest at the first meeting at or before which the relevant facts come to the member's knowledge.

10.5 Conflicting Office or Property - Disclosure

Every member who holds any office, other than an office with the University, or has any property, concerning which the member, either directly or indirectly, may have a duty or an interest in conflict with the member's duty or interest to the University shall declare at a meeting the fact, nature and extent of the conflict. The declaration shall be made:

- (a) at the first meeting after the person becomes a member; or
- (b) at the first meeting after the member starts to hold the office or acquires the property.

10.6 Exclusion of Member

- (a) A member having a conflict of interest:
 - (i) shall after disclosing the conflict of interest not be present during any discussion of the matter and not be counted in the quorum for the meeting; and
 - (ii) shall not vote on the matter.

10.7 Consequences of Disclosure

If a member discloses his or her interest as required by this Article and abstains from voting, and the matter in question is approved by the Board, such member need not account for any benefit, and no contract or transaction entered into by or on behalf of the University in which a member is in any way interested shall be liable to be invalidated by reason thereof.

Article XI - Seal

11.1 Seal

The University shall have a seal, an imprint of which is affixed to the Secretary's copy of the by-laws. The seal shall not be affixed to any instrument except in the presence of any two of the persons referred to in Section 12.2 of these by-laws.

11.2 Registrar's Seal

The Registrar shall have a Registrar's seal for the purposes of certifying transcripts and similar purposes and the Registrar shall have custody of the Registrar's seal.

Article XII - Execution of Documents

12.1 University Act - Documents

The University Act provides as follows with respect to the execution of documents:

S.56 Execution of documents

All deeds, transfers, mortgages, instruments or documents required to be in writing, and to which a university is a party, are deemed to be properly executed by the university if

- (a) the corporate name and seal of the university are affixed to them by an officer authorized by the board, and*
- (b) the corporate name and seal are witnessed by the signature of an officer authorized and the chair of the board or other person authorized by the board.*

12.2 Officer or Person Authorized

For the purposes of s.56 of the University Act, each of the following persons is an officer or other person authorized by the Board:

- (a) the Chancellor;**
- (b) the Chairperson of the Board;**
- (c) the President;**
- (d) a Vice-President of the University;**
- (e) the Registrar;**
- (f) any other person authorized by resolution of the Board.**

Article XIII - Investments And Borrowing

13.1 University Act - Investments and Borrowing

The University Act provides as follows with respect to investments and borrowing:

S.57 Investments

Subject to a contrary intent expressed in a gift, devise, bequest or trust, section 15 of the Trustee Act does not apply to investments made by a board of a university and each board

- (a) may invest money belonging to the university and available for investment, and*
- (b) must, when investing under paragraph (a), make investments that a prudent person would make.*

S.58 Borrowing

- (1) With the approval of the minister and Minister of Finance and Corporate Relations, a university may borrow money for the purpose of*

- (a) *purchasing or otherwise acquiring land for the use of the university, or*
 - (b) *erecting, repairing, adding to, furnishing or equipping any building or other structure for the use of the university.*
- (2) *The board may*
- (a) *enter into any agreement that it may consider necessary or advisable for carrying out the purposes mentioned in this section, and*
 - (b) *execute in the name of the university all agreements, deeds and other instruments considered necessary or advisable to carry into effect the provisions of the agreement.*

Article XIV - Limitations Of Liability; Indemnification

14.1 University Act - Limitations of Liability

The University Act provides as follows with respect to liability of Board members and others:

S.68 No liability for acts of students

An action, prosecution or other proceeding does not lie and must not be instituted against a university, the board, the senate or the members of the board or the senate, or any officer or employee of a university, in respect of any act or omission of a student arising out of an association or activity organized, managed or controlled, in whole or in part, by students of a university or of an affiliated college.

S.69 Limitation of liability

- (1) *An action or proceeding must not be brought against a member of a board, senate or faculties, or against an officer or employee of a university, in respect of an act or omission of a member of a board, senate or faculties, or officer or employee, of the university done or omitted in good faith in the course of the execution of the person's duties on behalf of the university.*
- (2) *In an action against a university, if it appears that the university acted under the authority of this Act or any other Act, the court must dismiss the action against the university.*

14.2 Indemnification

Every member and officer of the Board of Governors and every officer of the University, and heirs, executors and administrators thereof, and estate and effects, respectively, from time to time and at all times, shall be indemnified and saved harmless out of the funds of the University from and against:

- (a) all damages, costs, charges and expenses whatsoever which such member or officer sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against such above-named individual, for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by that individual in good faith, in or about the execution of the duties of office; and
- (b) all reasonable expenses which are incurred in good faith occasioned in the ordinary course of business for the University while acting in relation to the affairs of the University.

Article XV – Amendment

15.1 Board may Amend

The Board may amend the by-laws.

15.2 Amendment Procedure - Notice and Text

At least 21 days' notice of any meeting to vote on amendment to a by-law, which notice shall include the text of the proposed motion and amendment, shall be given to each member.

15.3 Changes to Proposed Amendment

If the amendment is not passed in the form of the notice and text so provided, any change thereto may be considered only at a subsequent meeting of which notice is given in accordance with Section 15.2, unless the change is only a matter of grammar or form and not a matter of substance.

Article XVI - Effective Date

16.1 Effective Date

These by-laws shall come into force on the _____ day of _____, _____.

Schedule I

General Rules Of Procedure At Meetings

1. Motions

A motion must be moved and seconded before the subject matter of the motion is open for debate.

2. Withdrawal of Motions

A motion may be withdrawn by consent of the mover and seconder, but if either objects the motion must be put to a vote. This applies to both substantive motions and amendments.

3. Amendments

- (a) An amendment to a motion must fall within one of the following categories:
 - (i) the deletion of certain words;
 - (i) the addition of certain words;
 - (i) the deletion of certain words and the substitution of others in their place.
- (b) An amending motion which would nullify the main motion is not an amendment and cannot be introduced.
- (c) There cannot be more than two amendments before the meeting at one time. The second amendment must be an amendment of the first amendment. When an amendment has been accepted or rejected another amendment may be introduced but only if it is different in purpose from one previously defeated.
- (d) Voting is as follows:
 - (i) on the amendment to the amendment or the second amendment;
 - (ii) on the amendment;
 - (iii) on the motion if amendments have been defeated or on the motion as amended if an amendment has carried.

4. Point of Order

Only on a point of order or privilege can a member interrupt another member who is speaking (except that, with the consent of the speaker, questions may be asked). If a member feels that improper language has been used, irrelevant argument introduced or a rule or procedure broken, he is entitled to "rise to a point of order," interrupting the speaker. The point of order must be stated definitely and concisely. The chairperson shall decide without debate, though he or she may ask opinions. He or she should state his or her opinion authoritatively. His or her ruling may be appealed by any two members (one making the appeal and the other seconding it). If appealed the chairperson states his or her decision on the point of appeal and then puts the question which is not debatable: "Shall the decision of the chairperson stand as the judgement of this meeting?" A simple

majority determines the issue. This merely settles a point of procedure and is not a vote of confidence in the chairperson.

5. Question of Privilege

If a member feels that a statement reflects on his or her reputation or that of the Board, the committee or University, he or she is entitled to raise a "question of privilege." The procedure is the same as for a point of order.

6. Adjournment

A motion to adjourn may be moved at any time. It is not debatable except if it is sought to adjourn to a time other than the regular meeting time, when discussion is permitted on that point only. The motion requires a simple majority and, if passed, the meeting ends; if rejected, business continues.

7. General

The following are examples of how procedure specified in Robert's Rules of Order Newly Revised (2000) shall prevail in special motions:

- (a) to adjourn - debatable as to time only; majority vote required for adoption;
- (b) to take a recess - not debatable; majority vote required for adoption;
- (c) to raise a question of privilege - Personal - not debatable; admissibility of question is ruled upon by chairperson;
- (d) to lay on the table - not debatable; majority vote required for adoption;
- (e) to take from the table - not debatable; majority vote required for adoption;
- (f) to limit or extend the limits of debate on a pending question - not debatable; two-thirds vote required for adoption;
- (g) to postpone to a definite time applied to a pending question - debatable as to merit of postponing only; majority vote required for adoption;
- (h) to amend - debatable; majority vote required for adoption.

Agenda Item:	7.a.(i) Reports of the Vice-Presidents – Provost & Vice-President Academic
Material:	Recruitment & Enrolment Report

September 1st Snapshot

Summer FTE Summary 2017 vs. 2016 and Fall Applications 2017 vs. 2016

The following summary compares Fall 2017 Full Time Equivalents (FTE) and headcounts as of September 1, 2017 to Fall 2016 numbers. Fall 2017 application numbers are also compared to Fall 2016 numbers as of the September 1st snapshots.

Executive Summary:

Fall 2017 FTE summary:

- Total FTE (excluding international fee paying FTE) down -0.1% (-2.9).
 - At 72.8% of estimated fall portion of ministry FTE targets².
 - At 93.6% of Measure (M)¹.
- Overall registrations up 0.6% (19hc).
 - At 71.3% of estimated fall portion of head count needed to meet ministry FTE targets².
 - At 88.4% of Measure (M)¹.

Fall 2017 applications summary:

- Total applications up 22.8% (782 h.c.) from Fall 2016
 - At 131.4% of Measure (M)
- Total admissions up 13.0% (286 h.c.) from Fall 2016
 - At 124.6% of Measure (M)
- Total registrations down -0.1% (-1 h.c.) from Fall 2016
 - At 104.6% of Measure (M)

September 1st snapshot FTE Summary Fall 2017 vs. Fall 2016

More detailed:

Full Time Equivalents (FTE)

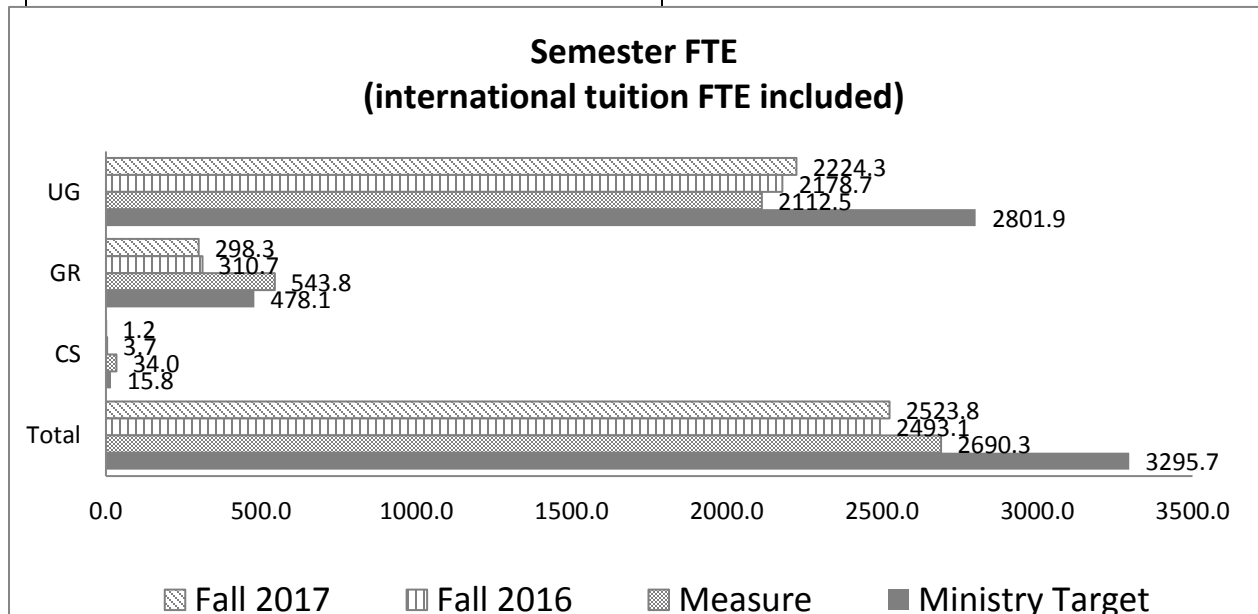
- Undergraduate FTE up 2.1% (45.6).
 - At 74.9% of estimated fall portion of ministry FTE targets³.
 - At 105.3% of Measure (M).
- Graduate FTE down -4.0% (-12.3).
 - At 62.4% of estimated fall portion of ministry FTE targets.
 - At 54.9% of Measure (M).
- Continuing Studies FTE down -67.9% (-2.5).
 - At 7.6% of estimated fall portion of ministry FTE targets.
 - At 3.5% of Measure (M).

Included in above numbers:

- International (domestic tuition paying) FTE down -2.5% (-2.3).
 - At 72.2% of Measure (M).
- International (international tuition paying) FTE up 36.5% (33.6).
 - At 99.0% of Measure (M).

Total FTE change with international tuition paying FTE removed is down -0.1% (-2.9).

College breakdown (FTE)	
CASHS <ul style="list-style-type: none"> ○ Overall FTE down -0.5% (-6.3) ○ Undergraduate up 0.1% (1.0) ○ Graduate down -4.1% (-7.3) 	CSAM <ul style="list-style-type: none"> ○ Overall FTE up 3.9% (46.6) ○ Undergraduate up 5.5% (59.3) ○ Graduate down -10.5% (-12.7)



** estimated portion of the ministry yearly annualized target needed to meet final FTE target

Registrations (hc)

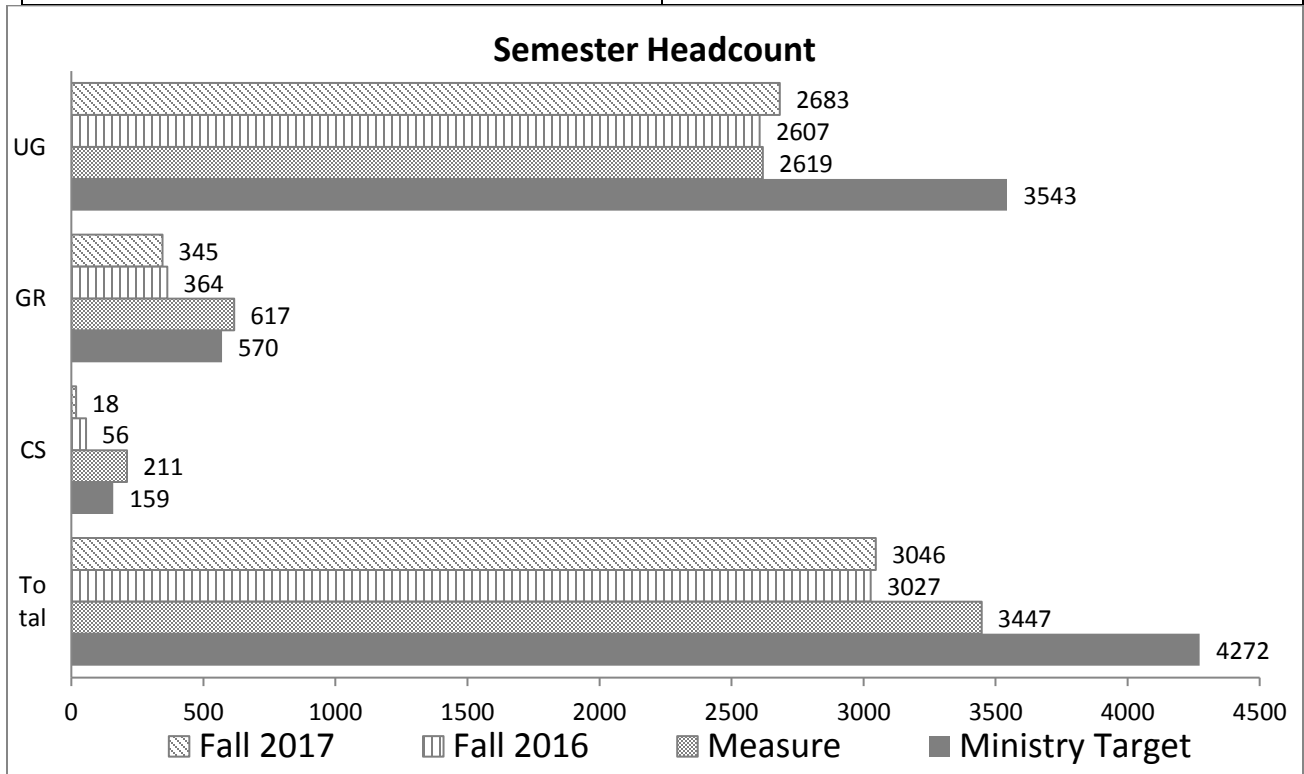
- Undergraduate registrations up 2.9% (76hc).
 - At 75.7% of estimated fall portion of head count needed to meet ministry FTE targets.
 - At 102.4% of Measure (M).
- Graduate registrations down -5.2% (-19hc).
 - At 60.5% of estimated fall portion of head count needed to meet ministry FTE targets.
 - At 55.9% of Measure (M).
- Continuing Studies registrations down -67.9% (-38hc).
 - At 11.3% of estimated fall portion of head count needed to meet ministry FTE targets.
 - At 8.5% of Measure (M).

Included in above numbers:

- International (domestic tuition paying) registrations up 1.0% (1hc).
 - At 74.8% of Measure (M).
- International (international tuition paying) registrations up 24.2% (31hc).
 - At 94.3% of Measure (M).

Total registration up 0.6% (19hc).

<i>College Breakdown (hc)</i>	
CASHS <ul style="list-style-type: none"> ○ Overall hc up 0.4% (6) ○ Undergraduate up 1.5% (18) ○ Graduate down -5.3% (-12) 	CSAM <ul style="list-style-type: none"> ○ Overall hc up 4.4% (61) ○ Undergraduate up 5.7% (73) ○ Graduate down -9.8% (-12)



Notes:

1. Measure (M) is a comparator number derived from the average of the last three years official final numbers for the semester being reported on. For example the Measure (M) for a summer 2011 FTE report would be based on the official numbers from the summer 2010, 2009 and 2008 terms.
2. Ministry targets are based on final year end annualized numbers; in order to come up with estimated term targets the ministry target was broken down based on the average split of FTE UNBC sees between summer, fall and winter terms. Further to this the estimated headcount targets were determined by using the average number of students it takes to generate 1FTE in a given semester and at a given student level.
3. The ministry targets proved to UNBC includes a portion of “undesigned” FTEs; for the purpose of this report these “undesigned” FTE are used as the targets for continuing studies.



BRIEFING NOTE

Date:	August 24, 2017	
Agenda Item / Prepared For:	Office of University Advancement – Public Session	
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion
	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Decision/Approval
Prepared by:	K Scouten/M Wood	
Reviewed by:	Tim Tribe	

1. Development and Alumni Relations

Distribution of Donations	April 2016 – June 2016		April 2017 – June 2017	
	Total Giving	Donor Count	Total Giving	Donor Count
Student Awards	\$119,968	161	\$223,307	147
General	\$171,145	57	\$149,017	64
Athletics	\$100,942	160	\$33,758	77
Northern Medical Program Trust	\$39,840	338	\$64,125	299
First Nations	\$215	4	\$15	1
Library	\$40,140	4	\$60,190	5
Green Initiatives	\$118,148	4	\$102,398	4
General Research	\$20,241	4	\$9,666	3
Area of Greatest Need	\$6,575	47	\$5,794	47
Gift in Kind	\$27,558	13	\$7,049	3
Office of Research	\$0	0	\$20,000	1
Total	\$644,772	792	\$678,319	651

Giving by Constituency	April 2016 – June 2016		April 2017 – June 2017	
	Total Giving	Donor Count	Total Giving	Donor Count
Association / Organization	\$14,524	10	\$64,873	10
Business / Corporation	\$356,625	67	\$189,392	44
Foundations	\$146,367	8	\$88,503	8
Government	\$630	2	\$97,485	5
Individuals (non- UNBC)	\$98,357	427	\$185,169	320
UNBC Individuals	\$15,060	104	\$14,097	91
Alumni	\$13,209	116	\$38,800	108
Total	\$644,772	734	\$678,319	586

- a. Campaign giving on target, Raiser’s Edge donor management system in transition
- b. Alumni Council has been formed (verbal report)
- c. (First) alumni affinity partner agreement has been reached
- d. (Pilot) Alumni Ambassador Program launched with student recruitment

2. Marketing and Communications

- a. New recruitment materials in final stages of development. A continuation of the work done last year. Terrific response.
- b. Social media marketing – new budget allocation has resulted in significant growth of our social media followings; 5,000 new facebook “likes” in one week, and 1,400 new twitter followers in a similar timeframe.

- c. Working with multiple departments to make the many UNBC-related channels more consistent in tone, look and approach. Developed and gained buy-in for a “UNBC” hashtag - #ThisIsUNBC. Good uptake from the community.
- d. Communications efforts in the Emergency Operations Centre, in support of the wildfires, went very well. Clear lines of authority and delegation of responsibility made message dissemination straight forward for communications staff.
- e. Developed communications plans in support of new student portal – the place to start for student access to online UNBC resources.

UNBC Alumni Council Terms of Reference

INTRODUCTION

The Alumni Council (“the Council”) holds a unique place within the structure and community of the University of Northern British Columbia (“UNBC”). UNBC recognizes the increasing importance of nurturing the lifelong bond between the University and its alumni. The Council has the responsibility of representing the collective voice of the alumni body in governance and participating in the advancement role of engaging alumni in a lifelong mutually beneficial relationship for UNBC and its graduates.

The Alumni Council represents the University’s association of alumni as referenced in the University Act, and all graduates are eligible for membership on the Council.

These Terms of Reference inform the Council’s structure and operations. All legal arrangements and agreements on behalf of and for the benefit of UNBC alumni are entered into by and in the name of the University.

BACKGROUND

In 1995 all 16 graduates of the University of Northern BC organized themselves and identified as The Alumni Association of UNBC. The Alumni Association was incorporated as a society in BC in 2004 with the purposes: to foster and encourage the organization and activities of the Association and all its members; to maintain contact with the University of Northern British Columbia; to support the University in continuing its efforts to provide post-secondary education; to encourage friendship and support between all Association members; and to act as a liaison between the University and the communities of Northern British Columbia.

Over the years, the Association’s Board of Directors continued to work more closely with the University as the numbers of alumni grew. In 2009 the University created the role of Alumni Relations Officer whose duty was, in part, to serve as the Executive Director of the Alumni Association. However, legally and effectively, the Association remained 3rd party to the University.

In 2016, the new Societies Act came into effect. Through the investigation into the changes the Societies Act would bring, two issues around membership arose. First, the Societies Act requires current contact information be available for all members, at all times. With over 13,000 alumni, this is not only impractical, it is also impossible. Second, and most salient, is the fact that graduating from an institution does not constitute consent to be a member of an association. Understanding the critical importance that alumni play in advancing the reputation and success of the University, the Office of University Advancement at UNBC recommended the formation of the Alumni Council, so that the Association’s leadership would continue in a more elevated position within the institution and be tied more directly to the advancement of the University.

1. ROLES AND RESPONSIBILITIES

- 1.1. The Council will work closely with the Office of University Advancement to provide guidance on and assistance with the mutually-beneficial objectives of the Alumni:
 - To build an active and meaningful alumni community engaged with the University.
 - To engage alumni and provide opportunities to stay connected to the University.
 - To ensure the University continues to enrich the lives of UNBC alumni.
 - To advance UNBC's excellence and reputation.
- 1.2. The Council recognizes the diversity of UNBC's alumni community in many aspects including, but not limited to, professional programs and degrees, cultural background, gender, geography, and worldview.
- 1.3. The Council will be responsible for issuing the call for nominations and for overseeing the election of alumni representatives to UNBC's Senate in accordance with the University Act.
- 1.4. The Council will be responsible for nominating alumni for consideration by the Provincial Board Resourcing and Development Office for appointment as Alumni Order in Council appointees to the UNBC Board of Governors.

The Council exercises its legislative role in the Chancellor nomination process in accordance with the *Chancellor Nomination, Selection and Appointment Procedures*, as amended from time to time, and as attached here as Schedule A. For the purposes of the Chancellor Nomination process, only the alumni members of the UNBC Alumni Council will be involved in presenting the nomination(s).

- 1.5. The Council nominates alumni representatives to advisory committees, when requested by UNBC.
- 1.6. The Council will review and discuss the University's alumni relations program, according to an annual plan delivered by the Office of University Advancement.
- 1.7. The Council may provide feedback and recommendations on all new affinity partnership agreements.
- 1.8. The Council may provide advice on communication strategies utilized to connect with alumni, providing strategic programming recommendations to enhance the emotional connection of our alumni to UNBC, and to encourage active engagement with UNBC.

2. COMPOSITION AND APPOINTMENT

- 2.1. Any graduate of the University of Northern British Columbia is eligible to serve on the Council.
- 2.2. The Council will establish criteria for nomination of alumni council members. The criteria will reflect the diversity of the alumni community.

- 2.3. The Office of University Advancement will be responsible for issuing a call to receive nominations for the Alumni Council based on the criteria identified in 2.2. The alumni members of the Alumni Council will then elect its membership from these nominations. The meeting to elect members shall be properly called with notice given and attendance by a quorum of Alumni Council members.
- 2.4. There will be a minimum of 6 and a maximum of 10 alumni members on the Alumni Council, with 3-year terms for each member. Half of the initial Alumni Council members will have 2-year terms to allow for staggered terms.
- 2.5. The Vice President of University Advancement, the Director of Development and Alumni Relations, and the Alumni Relations Officer are ex-officio members of the Alumni Council.
- 2.6. The Alumni Council year shall begin on June 1st each year, following Convocation. The term for new Council members will commence on June 1st and will continue until May 31st of the year their term ends.
- 2.7. The Council will appoint a Chair and Vice-Chair from the Council members, with the terms of each being one year. The responsibilities of the Chair and Vice-Chair shall include running the Alumni Council meetings and representing the Council as necessary. The Chair is responsible for resolving issues of Council members not fulfilling their duties.
- 2.8. Should the Chair be unable to fulfill the duties during their term, for any reason, the Vice Chair shall fill that position for the remainder of the term.
- 2.9. The President and Vice-Chancellor of the university will be the Honorary Chair of the Alumni Council.

3. BUDGET AND FINANCIAL MATTERS

- 3.1. The Council may provide guidance and advice on the direction of Alumni Relations programs, but does not formally include budget planning.
- 3.2. Should the Council, or its chapters, identify a priority project that requires support and resources, the Council will work with the Office of University Advancement to determine the feasibility of including the project within the existing budget and/or if fundraising is the appropriate course of action.
- 3.3. Monies from the former Alumni Association of UNBC will be transferred to a special purpose fund at the university, called the Alumni Council Fund. The special purpose fund will be used for the Council's projects administered through the Office of University Advancement, at the direction of Alumni Council Members.

4. MEETINGS AND BUSINESS

4.1. The Alumni Council will meet at least four times per year.

4.2. At Council meetings, the majority of Council members shall be accepted as quorum.

4.3. The business of the Council at the meetings will include, but is not limited to:

- Discussing the UNBC alumni relations program and ensuring that it is responsive to both alumni needs as well as the University's strategic priorities
- Discussion of alumni-oriented communications including e-newsletters, mail outs, UPDATE magazine, and related content
- Supporting the university through targeted advocacy initiatives
- Enhancing tools for engaging alumni and understanding their needs (e.g., online platforms, alumni surveys, social media) that, in turn, direct the alumni relations programs
- Governance and appointment requirements
- Programs and events for recognizing alumni of distinction, that engage alumni in student recruitment, and that encourage a culture of philanthropy and giving to UNBC by alumni.
- Affinity and benefit programs that meet the needs of alumni and provide resources to alumni relations programs

5. CONDUCT AND CONFLICT OF INTEREST

5.1. Given the confidential nature of information that may be made available to the Alumni Council, members will be required to agree to the terms of a Code of Conduct, which will include confidentiality and conflict of interest provisions.

6. SELF-ASSESSMENT AND TERMS OF REFERENCE REVIEW

6.1. The Alumni Council will conduct a self-assessment of its performance against these Terms of Reference after the first year, and every second year thereafter, and will report their findings to the UNBC Board of Governors.

6.2. Council Terms of Reference, which may be modified as a result of self-assessment, are received by the UNBC Board of Governors