

BOARD OF GOVERNORS

PUBLIC SESSION AGENDA

Friday, March 20, 2020

Senate Chambers

(Room 1079 Charles J McCaffray Hall)

12:30 PM – 2:00 PM

Members – Joseph Gosnell, Sr. (Chancellor), Geoff Payne (Interim President and Vice-Chancellor), Ranjana Bird (Faculty Member – CASHS), Kerry Reimer (Faculty Member – CSAM), Allison Beswick (Order in Council), Aaron Ekman (Order in Council), Kapaldev Manhas (Order in Council), C.E. Lee Ongman (Order in Council – CHAIR), Michael Reed (Order in Council), Andrew Robinson (Order in Council – VICE-CHAIR), Barbara Ward-Burkitt (Order in Council), Garfield Staats (Undergraduate Student), Furqana Khan (Graduate Student), Mark Barnes (Employee)

1. **Chair's Remarks**

- Declarations of Conflict
- Correspondence Received

2. **Approval of Agenda**

That, the Agenda for the Public Session of the March 20, 2020 meeting of the Board of Governors be approved as presented.

3. **Approval of Motions on the Consent Agenda**

That the motions on the Consent Agenda, except for those removed for placement on the Regular Agenda, be approved as presented.

4. **Approval of Minutes**

a. **Public Session Minutes of January 31, 2020 – page 4**

That, the Public Session Minutes of the January 31, 2020 meeting of the Board of Governors be approved as presented.

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

None

a. **General Operating and Ancillary Budgets – Update and Framework 2020/2021 – Presentation**
– D. Ryan – **page 9**

6. **Motions for Approval**

b. **Agreements, Scholarships, Bursaries and Awards – D. Ryan – page 11**

Consent

That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the agreements, scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for February 2020, as presented.

c. **2020 / 2021 Graduate International Tuition Fee Differential** – D. Ryan – **page 26**

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

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

And Whereas the Tuition Limit Policy does not apply to the setting of International student tuition and mandatory fees;

And Whereas the Board approved an International Tuition Fee differential of 3.98 for Undergraduate Programs on February 1, 2019.

Now therefore, on the recommendation of the President, and the Finance and Audit Committee, the Board approves the following:

1. *Implementation of an international tuition fee differential factor of 1.40 on all Master's degrees (excluding MBA, MEng and degrees without international intake).*
2. *Eliminate the continuing registration reduction in tuition after semester 6 for both Master's and PhD students (a model currently in place at other institutions including UBC).*

for all new International undergraduate student applicants registering for the Winter 2021 semester and thereafter, as presented.

Effective on approval of the Board.

d. **Food Services Request for Proposals Award** – C. Smith – **page 31**

That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the Award of the Food Services Management Contract to Dana Hospitality, LP as presented.

e. **Memorandum of Agreement – UNBC/CultureWorks English as a Second Language Inc.** – D. Ryan – **page 35**

That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the new Memorandum of Agreement between the University of Northern British Columbia and CultureWorks English as a Second Language Inc., as recommended and approved by the UNBC Senate, as presented.

f. **Program Deletion – Bachelor of Fine Arts** – D. Ryan – **page 41**

That, the Board of Governors approves the changes to the calendar entry for Bachelor of Fine Arts, on pages 123-124 of the 2019/2020 undergraduate calendar, as recommended and approved by the UNBC Senate, as presented.

g. **2020 / 2021 Mandate Letter** – Approval – L. Ongman – **page 48**

That, on the recommendation of the Governance Committee to sign the 2020/2021 Mandate letter, the Board authorizes the Board Chair to sign the Mandate Letter on behalf of the Board.

7. Mandatory and Standing Reports - Public Session

a. **Report of the President – G. Payne**

- Regular Verbal Report
- Senate Update

(i) **Quarterly Public Reports of the Vice-Presidents, written**

- Provost and Vice-President Academic – D. Ryan
 - o Recruitment & Enrolment Report – **page 54**

- Vice-President, Finance, and Business Operations – C. Smith
 - o Deficit Mitigation and Financial Accountability (verbal)
 - o Capital Projects Update (verbal)
- Vice-President, Research – **page 59**
- Vice-President, University Advancement – T. Tribe – **page 62**

b. Reports of Committees:

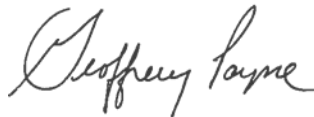
- (i) Human Resources Committee – K. Manhas, Chair
- (ii) Governance Committee – A. Ekman, Chair
- (iii) Finance and Audit Committee – A. Beswick, Chair
 - Received Audit Plan & Schedule
 - Finance and Audit Committee received Quarterly Reports, including General Operating Fund Report to December 31, 2019, Consolidated Financial Report to December 31, 2019 and Third Quarter Forecast.

8. Other Business

- a. Board of Governors Code of Ethical Conduct – Annual Review and Signing – A. Ekman – **page 68**
- b. FIPPA – Annual Statistical Report – G. Payne – **page 77**

9. Adjournment

BOARD OF GOVERNORS – PUBLIC SESSION
Approved for Submission:



Geoff Payne
Interim President and Vice-Chancellor

AGENDA ITEM BRIEFING NOTE

Date:	March 11, 2020			
Agenda Item:	6. Update on 2020/21 Integrated University Planning Process			
Prepared For:	<input type="checkbox"/> In-Camera Session		<input type="checkbox"/> Public Session	
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Approval
Prepared By:	Colleen Smith, Associate VP, Financial Services			
Reviewed By:	President's Executive Council			

Background:

An update on the integrated university planning process was presented at the September 19, 2019 meeting of the Board. At that time, the projected budget shortfall was estimated at \$2.574 million, if nothing changed.

General Operating Budget Projections As at September 1, 2019

	2020/21	2021/22	2022/23
(in \$000's)	Working Budget	Working Budget	Working Budget
Provincial Base Operating Grant	55,174	58,142	59,407
Tuition & Student Fees	22,856	24,269	25,768
Other	14,756	14,953	14,881
Total Revenues	92,786	97,364	100,056
Salaries, Wages & Benefits	66,579	69,216	70,975
Operating Expenditures	24,621	25,856	26,770
Transfers	4,160	4,160	4,160
Total Expenditures	95,360	99,232	101,905
TOTAL PROJECTED BUDGET SHORTFALL	(2,574)	(1,868)	(1,849)

At that time, senior executive of the university planned to provide a balanced budget for approval at the March 2020 meeting of the Board, through the process identified. Since that time, several factors

have delayed the work that was originally planned from October through February to achieve that goal :

- Labour negotiations, mediation and strike
- Recent unexpected turnover and extended absence of senior executive
- Unknown outcomes with Faculty Association contract due to arbitration
- Uncertainty of impact of labour disruption on student enrolments

Due to these unforeseen circumstances, necessary planning is not yet complete.

Members of senior executive have also reviewed current assumptions given updated enrolment information and potential further impact from the Fall 2019 strike. Rather than 2% growth in domestic tuition over planned 2019/20 levels, senior executive members now estimate that tuition and fee income from domestic sources will be 6% lower than the September estimate, representing a decrease in estimated tuition and fees revenue of about \$745,000 from September 2019. The potential budget shortfall will be \$3.319 million, **if nothing changes**:

General Operating Budget Projections As at March 6, 2020

	2020/21	2021/22	2022/23
	Working	Working	Working
	Budget at	Budget	Budget
(in \$000's)	March 6, 2020		
Revenues			
Provincial Base Operating Grant	55,174	58,142	59,407
Tuition & Student Fees	21,943	23,494	24,961
Other	14,756	14,953	14,881
Total Revenues	91,873	96,589	99,249
Salaries, Wages & Benefits	66,585	69,216	70,975
Operating Expenditures	24,621	25,856	26,770
Transfers	4,160	4,160	4,160
Total Expenditures	95,366	99,232	101,905
TOTAL PROJECTED BUDGET SHORTFALL	(3,493)	(2,643)	(2,656)

To date, senior executive members have identified approximately \$1.5 million in potential one time reductions for 2020/21, which reduces the projected budget shortfall to about \$2 million. Senior executive members are working with their teams to identify specific actions to achieve this overall target. Senior executive members will review and prioritize the final plans submitted by each area to develop an overall plan that will ensure the overall strategic priorities of the University continue to be achieved while meeting reduction targets. Final details will be presented to the Board for approval at the June meeting.

Agenda Item:	7.a. Agreements, Scholarships, Bursaries and Awards – D. Ryan
Material:	1. Agreements, Scholarships, Bursaries and Awards as recommended by the Senate for February 2020.
Motion:	<i>That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the agreements, scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for February 2020, as presented.</i>



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Allnorth - Engineering Bursary be approved.

Effective Date: 2020-2021 Academic Year

Rationale: To activate the Allnorth - Engineering Bursary commencing the 2020-2021 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Advancement Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Date: December 13, 2019

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: The Committee endorsed the motion.

Motion No.: SCSB20200122.03

Moved by: Mayes

Seconded by: Wagner

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: January 22, 2020
Date


Chair's Signature

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Allnorth - Engineering Bursary

Awards Guide Description/Intent: Allnorth is a multidisciplinary engineering and construction services consulting company, servicing clients in the Mining, Oil & Gas, Infrastructure and Pulp & Paper sectors. With offices across Canada and the U.S., they provide a single point of contact for clients looking for smart and practical solutions to their project needs. Allnorth has established this bursary to assist UNBC students obtain an Engineering degree.

Donor: Allnorth Consultants Limited

Value: \$500

Number: Two

Award Type: Bursary

Eligibility: Available to a full time undergraduate student enrolled in the Environmental Engineering or Civil Engineering Program who has completed 30 credit hours. First preference will be given to a student who is enrolled in a UNBC Engineering Program. Second preference will be given to students enrolled in the UNBC/UBC Engineering Program.

Criteria: Demonstrated financial need and academic proficiency.

Effective Date: Established 2020

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Kristopher McKay Award be approved.

Effective Date: 2020-2021 Academic Year

Rationale: To activate the Kristopher McKay Award commencing the 2020-2021 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Advancement Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Date: December 13, 2019

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: The Committee endorsed the motion.

Motion No.: SCSB20200122.04

Moved by: Mayes

Seconded by: Wagner

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: January 22, 2020

Date

Chair's Signature

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: Entrance

Award Name: Kristopher McKay Award

Awards Guide Description/Intent: This award has been established in loving memory of Kristopher McKay. Kristopher was a bright UNBC student studying in the Environmental Sciences BSc Program at UNBC. His love for the outdoors began at an early age. He enjoyed camping and would often talk about wildlife conservation, preservation and management as well as overall environmental sustainability.

Kristopher will always be remembered for his character, which was pure, innocent, kind, caring and loving. His family and friends wish to support a student coming to UNBC from another region who may be experiencing challenges with their mental health.

Donor: The McKay Family

Value: \$1,000

Number: One

Award Type: Award

Eligibility: Available to a full time undergraduate student who is entering UNBC for the first time. First preference will be given to a student who may be experiencing challenges with their mental wellbeing.

Criteria: Demonstrated financial need and academic proficiency.

Effective Date: Established 2020

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Ricoh Canada Inc. Bursary be approved.

Effective Date: 2020-2021 Academic Year

Rationale: To activate the Ricoh Canada Inc. Bursary commencing the 2020-2021 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Advancement Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Date: December 20, 2019

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: The Committee endorsed the motion.

Motion No.: SCSB20200122.05

Moved by: Mayes

Seconded by: Wagner

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: January 22, 2020

Date

Chair's Signature

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Ricoh Canada Inc. Bursary

Awards Guide Description/Intent: Since 1962, Ricoh has been on the forefront of workplace innovation. Back then, that meant creating the first office fax machine, enabling people to work smarter, better and faster. Today, they are empowering digital workplaces, which means connecting people to information, faster and more conveniently than ever before.

As a proud corporate member of the Canadian Council for Aboriginal Business (CCAB), Ricoh focuses on higher education and life-long learning for Aboriginal students. This award has been established to support indigenous students studying business at the University of Northern British Columbia (UNBC).

Donor: Ricoh Canada Inc.

Value: \$1,250

Number: Two in each 2020/21, 2021/22, 2022/23, 2023/24, 2024/25

Award Type: Bursary

Eligibility: Available to a full time undergraduate student enrolled in a Business Program. First preference will be given to an indigenous student.

Criteria: Demonstrated financial need and satisfactory academic standing.

Effective Date: Established 2020

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Susan Robertson Prize be approved.

Effective Date: 2022-2023 Academic Year

Rationale: To activate the Susan Robertson Prize commencing the 2022-2023 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Advancement Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Date: January 8, 2020

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: The Committee endorsed the motion.

Motion No.: SCSB20200122.06

Moved by: Mayes

Seconded by: Wagner

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: January 22, 2020
Date


Chair's Signature

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Susan Robertson Prize

Awards Guide Description/Intent: The award has been established in memory of Susan Janet Robertson, whose life and career were cut short by Hereditary Haemorrhagic Telangiectasia (HHT) in 2019. Her family, friends and colleagues have chosen to remember her and her work by establishing an undergraduate student research prize.

A summary of Susan's research career can be found [here](#).

Donor: Family, friends and colleagues of Susan Robertson

Value: \$1,000

Number: One

Award Type: Prize

Eligibility: Awarded to an undergraduate student enrolled in NRES 430. The prize recipient will be chosen from among those presenting their work at the annual undergraduate thesis event organized by the Natural Resources and Environmental Studies Institute (NRESi) at the end of each January semester.

Criteria: Undergraduate research excellence as defined by the NRESi.

Effective Date: Endowed 2019

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the Natural Resources and Environmental Studies Institute.



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the TC Energy Indigenous Award (with a name change to "Coastal GasLink Indigenous Community Development Award") be approved.

Effective Date: 2020-2021 Academic Year

Rationale: To revise the TC Energy Indigenous Award commencing the 2020-2021 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Advancement Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Date: December 19, 2019

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: The Committee felt that it is important to note they had concern surrounding the political considerations of this award. They recommend further discussion occur surrounding an institutional statement to show UNBC is aware of the sensitivities surrounding these types of awards and that it is being discussed.

Motion No.: SCSB20200122.07

Moved by: Wheate

Seconded by: Jensen

Committee Decision: CARRIED (4 In-Favour / 0 Opposed / 2 Abstentions)

Attachments: 1 Page

Approved by SCSB: January 22, 2020
Date


Chair's Signature

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: [TC Energy Indigenous Award](#) [Coastal GasLink Indigenous Community Development Award](#)

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Awards Guide Description/Intent: This award has been established to assist indigenous students to realize their educational ambitions and thereby contribute to the capacity of their communities.

Donor: [TC Energy](#) [Coastal GasLink Pipeline](#)

Value: \$3,000

Number: [Max - 10, Ten in 2020/21, ten in 2021/22 and ten in 2022/23](#)

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Award Type: Award

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Eligibility:

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Available to a full or part time undergraduate or graduate student from any of the following indigenous communities: Haisla, Kitselas, Witset, Wet'suwet'en First Nation, Skin Tyee, Nee Tahi Buhn, Cheslatta, Yekooche, Burns Lake (Ts'il Kaz Koh), Stellat'en, Nak'azdli Whut'en, Nadleh Whut'en, Saik'uz, Lheidli T'enneh, McLeod Lake, West Moberly, Halfway River, Blueberry River, Doig River, Saulteau, Fort Nelson First Nation, Kelly Lake Cree Nation, Kelly Lake Metis Settlement, Lake Babine Nation, Lax Kw'alaams Band, Melakatala First Nation, Metis Nation of BC, Nazko First Nation, Prophet River First Nation, Tl'azt'en Nation.

First preference will be given to students enrolled in one of the following: Environmental and sustainability Studies (BA), First Nations Studies (BA), Global and International Studies (BA), Northern Studies (BA), Public Administration and Community Development (BA), Community and Population Health: Aboriginal and Rural Health (BHSc), Conservations Science and Practice (BSc), Wildlife and Fisheries (BSc), First Nations Planning (BPI) Natural Resources Planning (BPI), Northern and Rural Community Planning (BPI), Indigenous Specialization (BSW), Northern Medical Program (MD), Bachelor of Science in Nursing (BScN), Northern Collaborative Baccalaureate Nursing (BScN), Post-Diploma Baccalaureate Nursing (BScN) or other Health Sciences Programs.

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Criteria: Satisfactory academic standing and demonstrated financial need.

Effective Date: Established 2016

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the TC Energy Engineering Scholarship (with a name change to "Coastal GasLink Legacy Scholarship") be approved.

Effective Date: 2020-2021 Academic Year

Rationale: To revise the TC Energy Engineering Scholarship commencing the 2020-2021 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Advancement Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Date: December 19, 2019

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: The Committee felt that it is important to note they had concern surrounding the political considerations of this award. They recommend further discussion occur surrounding an institutional statement to show UNBC is aware of the sensitivities surrounding these types of awards and that it is being discussed.

Motion No.: SCSB20200122.08

Moved by: Jensen

Seconded by: Mayes

Committee Decision: CARRIED (5 In-Favour / 0 Opposed / 1 Abstention)

Attachments: 1 Page

Approved by SCSB: January 22, 2020
Date


Chair's Signature

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: ~~TC Energy Engineering Scholarship~~[Coastal GasLink Legacy Scholarship](#)

Awards Guide Description/Intent: This award has been established to assist students enrolled in the Civil or Environmental Engineering Programs at UNBC.

Donor: ~~TC Energy~~[Coastal GasLink Pipeline](#)

Value: \$3,000

Number: Ten in 2020/21, ten in 2021/22 and ten in 2022/23

Award Type: Scholarship

Eligibility: Available to a full or part time undergraduate student enrolled in the Civil or Environmental Engineering Programs. ~~First preference will be given to students from any of the following indigenous communities: Haisla, Kitselas, Witset, Wet'suwet'en First Nation, Skin Tyee, Nee Tahi Buhn, Cheslatta, Yekooche, Burns Lake (Ts'il Kaz Koh), Stellat'en, Nak'azdli Whut'en, Nadleh Whut'en, Saik'uz, Lheidli T'enneh, McLeod Lake, West Moberly, Halfway River, Blueberry River, Doig River, Saulteau, Fort Nelson First Nation, Kelly Lake Cree Nation, Kelly Lake Metis Settlement, Lake Babine Nation, Lax Kw'alaams Band, Melakatala First Nation, Metis Nation of BC, Nazko First Nation, Prophet River First Nation, Tl'azt'en Nation.~~

Criteria: Academic proficiency.

Effective Date: Established 2019

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Tom Dennett Memorial Scholarship be approved.

Effective Date: 2019-2020 Academic Year

Rationale: To revise the Tom Dennett Memorial Scholarship commencing the 2019-2020 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

Advancement Contact: Tara Mayes, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Date: January 3, 2020

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: The Committee endorsed the motion.

Motion No.: SCSB20200122.09

Moved by: Jensen

Seconded by: Budde

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: January 22, 2020
Date


Chair's Signature

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: Entrance

Award Name: Tom Dennett Memorial Scholarship

Awards Guide Description/Intent: This scholarship was established in memory of a teacher, mentor, and friend who inspired many students to go on to study science.

Donor: Todd Whitcombe

Value: \$1,000

Number: One

Award Type: Scholarship

Eligibility: Available to a full or part time undergraduate student who has transferred to UNBC from Langara College and is enrolled in any science program. First preference will be given to students enrolled in Chemistry, Biochemistry and Environmental Science.

Criteria: ~~Academic excellence~~Academic Proficiency

Effective Date: Endowed 2015

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

Agenda Item:	7.b. 2020 / 2021 Graduate International Tuition Fee Differential – D. Ryan
Material:	<ol style="list-style-type: none"> 1. Briefing Note - Recommendation re: the creation of a Graduate International Tuition Multiplier dated March 11, 2020 2. Graduate International Tuition Fee Differential
Motion:	<p><i>Whereas s.27(2) of the University Act grants the Board the authority to set, determine and collect fees;</i></p> <p><i>And Whereas the Government of British Columbia's Tuition Limit Policy, limits domestic tuition and mandatory fee increases to the rate of inflation (2%);</i></p> <p><i>And Whereas the Tuition Limit Policy does not apply to the setting of International student tuition and mandatory fees;</i></p> <p><i>And Whereas the Board approved an International Tuition Fee differential of 3.98 for Undergraduate Programs on February 1, 2019.</i></p> <p><i>Now therefore, on the recommendation of the President and the Finance and Audit Committee, the Board approves the following:</i></p> <ol style="list-style-type: none"> 1. <i>Implementation of an international tuition fee differential factor of 1.40 on all Master's degrees (excluding MBA, MEng and degrees without international intake).</i> 2. <i>Eliminate the continuing registration reduction in tuition after semester 6 for both Master's and PhD students (a model currently in place at other institutions including UBC).</i> <p><i>for all new International undergraduate student applicants registering for the Winter 2021 semester and thereafter, as presented.</i></p> <p><i>Effective on approval of the Board.</i></p>

Briefing Note - Recommendation re the creation of a Graduate International Tuition Multiplier



From: Trevor Smith, Senior Academic Budget & Planning Officer

To: Dan Ryan, Provost & VP Academic

Date: March 11, 2020

Background

UNBC has never differentiated tuition fees at the Graduate level between domestic and international students. This is a common practice in the market place and is an important step for UNBC to increase financial sustainability of its international graduate programming and position itself appropriately within the graduate market.

This increase would only apply to students who are being admitted, at the earliest, starting in Winter 2021. Current/existing graduate students will remain at their previous rate.

To ensure that all existing and future students are aware of this change, we will be providing information sessions starting this spring and continuing through the implementation of the tuition multiplier in the Winter 2021 semester. Information sessions will include such groups as – Graduate Student Society (GSS) Executive, Faculty level sessions, Senate Committee on the University Budget (SCUB), open sessions inviting current international graduate students and future UNBC students that are applying will be made aware of the tuition change.

Please find the attached report, prepared by Jill Mitchell Nielsen, Manager Graduate Programs. This was submitted to the UNBC Fees Committee and was recommended to move forward. Please note that we have recommendation to move forward with an adjustment to the PhD continuing fee post 9 semesters but at this time we do not have enough market information to move forward with that change.

Recommendation

Starting with the Winter 2021 graduate admission intake:

- The creation of an international tuition multiplier at the rate of 1.4 times the domestic rate on all Master's degree excluding MBA, MEng and degrees without international intakes.;
- The elimination of the continuing registration reduction in tuition after semester 6 for Master's International students. Student will pay the current tuition rate (plus any inflationary increases) through the completion of their degree;
- Removal of the part time option for international students as international students are required to be full time as per visa requirements;
- The creation of additional student awards to support international masters level students at UNBC.

GRADUATE INTERNATIONAL TUITION FEE DIFFERENTIAL

CURRENT FEE STRUCTURE

All full-time students are required to pay 6 instalments of tuition at the regular full-time rate (currently \$1,681.53). Starting the 7th term, students move into maintenance fees (currently \$592.19). The average time for degree completion for international students is 9 terms (calculated as an average over the past 10 years).

METHODOLOGY

The projections in this report are based on average international admissions annually for the past 5 years. These numbers exclude the MBA and MEng programs (with their own fee structures) and the MA Disability Studies and MScN (FNP) programs, which do not have international intakes. The calculations account for the varying tuition in the MSc Health Sciences, Master of Education and Master of Social Work programs. Other universities were surveyed for tuition fees including the comparator list utilized by RPAC and broadened to include the Western Canadian Universities to ensure closely aligned graduate program delivery models were factored into consideration.

RECOMMENDATION

Based on detailed analysis, it is recommended that UNBC:

1. Implement an international tuition fee differential factor of 1.40 on all Master's degrees (excluding MBA, MEng and degrees without international intake).
2. Eliminate the continuing registration reduction in tuition after semester 6 for both Master's and PhD students (a model currently in place at other institutions including UBC).
3. Remove the part-time option for international students.
4. Implementation of a limited number of new International Graduate Student Award that provide remission of the tuition differential or a merit based award for international students based on selection criteria.

Appendix I provides a revenue estimate applying a 22% allocation of revenue to fund awards and Appendix II shows the cost to students by semester and total degree. Implementing this change will place UNBC's differential above SFU and UVIC, and among comparable graduate schools (excluding cost recovery programming), UNBC will have the 3rd lowest differential (Appendix III). Factoring in total degree cost, UNBC will be the 3rd lowest, ranking above SFU, which has no differential, and the University of Saskatchewan, who are currently undergoing a substantial tuition review process that will result in a likely increase not factored here (see Appendix IV).

IMPORTANT FACTORS FOR CONSIDERATION

FTE Count

UNBC currently includes our international students in the FTE count. Adding a 1.40 differential has the impact of removing these numbers from reported FTE enrolments.

Market Competitiveness

Currently, SFU does not have an international tuition fee differential. They also have a Provost International Fellowship which remits tuition for international students who are holding

scholarships from their home country. The University of British Columbia has used the revenue generated from the international student tuition differential to invest in scholarships. At UBC, all research based international students are automatically given a tuition award of up to \$3,200 (excluding students with external funding). UBC also offers a limited number of continuing international student awards of \$10,000. Tuition remittance, scholarships and tuition awards impact the market competitiveness of our degrees. International enrolment incentives are common across all provinces.

September 2020 Admissions

A communication plan will need to be developed to communicate the revised tuition amounts for international admitted students starting their studies in September 2020.

APPENDIX I – REVENUE PROJECTIONS

The following revenue projections are based on the incremental increase in tuition revenue assuming an intake of 40 new international graduate students annually with 50% of the 2020/2021 intake (20 students) continuing into semesters 7 through 9 and a 2% annual increase in tuition fees. This allocates 22% of revenue to scholarship funding

Fiscal Year	New Headcount	Semesters 1-6	Semesters 7-9	Incremental *Revenue	Awards Investment	Remaining Revenue
2020/2021	40	0	0	\$82,328	\$18,000	\$64,328
2021/2022	40	40	0	\$164,655	\$36,000	\$128,655
2022/2023	40	40	20	\$300,640	\$60,000	\$240,640
Totals				\$547,623	\$114,000	\$433,623

*For modelling purposes all students are admitted in each Fall semester and tuition fees have not been increased by the annual 2% increment

APPENDIX II - PER-SEMESTER & DEGREE INCREASED TUITION BY PROGRAM

The following chart shows the increased cost to international students (per semester for semesters 1-6 and 7 forward) and by degree based on program.

Degree Program	Semester Cost Increase (1-6)	Semester Cost Increase (7+)	Total Degree Cost Increase (6 Semesters)	Degree Cost Increase (9 Semesters)
Regular Master's	\$686.06	\$1,797.19	\$4,116.39	\$9,507.96
MSW	\$803.36	\$2,207.71	\$4,820.14	\$11,443.27
MEd	\$937.25	\$2,676.32	\$5,623.47	\$13,652.45
MSc Health Sc.	\$870.30	\$2,442.03	\$5,221.83	\$12,547.93

APPENDIX III: TUITION DIFFERENTIALS AT COMPARATOR INSTITUTIONS

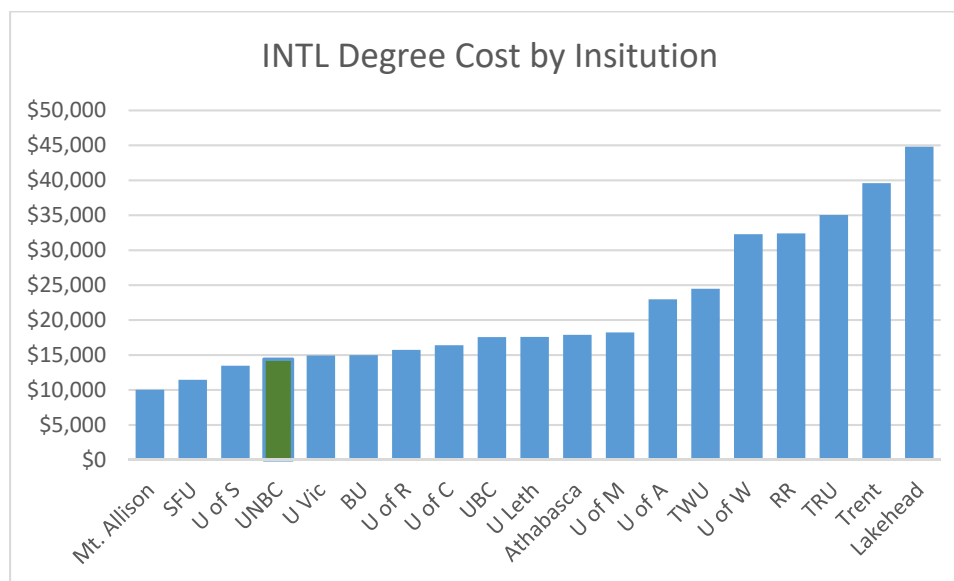
As the differential value varies for some institutions when factored over the course of the degree and costing models vary institutionally, the total degree cost was utilized in the calculations.

Note: Trinity Western, Athabasca and Royal Roads run on a cost-recovery model, Mount Allison only has 10 graduate students. With this factored in, our nearest competitor institution differential is SFU at 1.00 followed by UVic at 1.26.

Institution	INTL Differential	Graduate Program Headcount
Trinity Western	1.00	850
Simon Fraser University	1.00	5000
Mount Allison University	1.00	10
Athabasca	1.14	4560
Royal Roads University	1.25	3040
University of Victoria	1.26	3160
University of Northern British Columbia	1.40	600
University of Saskatchewan	1.58	3390
University of British Columbia (V/O)	1.76	9951/945
University of Regina	1.79	1910
University of Manitoba	2.03	3680
University of Winnipeg	2.04	260
Brandon University	2.07	390
University of Calgary	2.27	7370
University of Lethbridge	2.32	620
Trent University	2.45	650
Thompson Rivers University	2.66	430
Lakehead University	2.90	1320
University of Alberta	3.13	7990

APPENDIX IV – INTL DEGREE COST BY INSTITUTION

The chart shows the cost of a degree completed within 6 semesters under the proposed international tuition differential.



Agenda Item:	7.c. Food Services Request for Proposals Award – C. Smith
Material:	1. Food Services Request for Proposals Award provided by Lisa Haslett, Director Business Services and Continuing Studies dated March 12, 2020
Motion:	<i>That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the Award of the Food Services Management Contract to Dana Hospitality, LP as presented.</i>

Food Services Request for Proposals Award

Provided by: Lisa Haslett, Director Business Services and Continuing Studies

To: Colleen Smith, Associate Vice President Financial Services

For submission to: UNBC Board of Governors Finance and Audit Committee

Date: March 12, 2020

Recommendation for Approval

The Food Services Request for Proposals (RFP) Evaluation Committee recommends to the UNBC Board of Governors approval of the award of the Food Services Management contract to Dana Hospitality, LP.

Background

At UNBC's Prince George campus, Food Services fall into two main categories:

1. Operations managed by others: the Northern Undergraduate Student Society (NUGSS) Thirsty Moose Pub and two Degrees Coffee locations, and Col Juicery at the Northern Sport Centre.
2. Operations UNBC manages through an exclusive food service provider: the Agora Dining Hall all-you-care-to-eat service, Catering, and Retail outlets in the Canfor Winter Garden (currently Tim Horton's and Stackers Market).

In 2013, UNBC initiated an integrated room and board program in Housing, which introduced our all-you-care to eat meal plan. In 2014, Compass Group Canada Ltd (Chartwells) contracted to provide food services at all UNBC managed locations.

UNBC issued an RFP in September 2019, to secure a Food Services provider to begin a new contract Summer 2020.

To develop an RFP that reflected the broad needs and wants of the UNBC community, Business Services completed the following activities:

- **Conducted audit.** Audited the existing contract to assess challenges and opportunities to address in next contract.
- **Reviewed existing feedback.** Reviewed feedback to create priority action items in the next contract, based on existing satisfaction levels.
- **Consulted sector expertise.** Conducted one-on-one interviews with post-secondary Food Service contract managers, attended the Canadian University Food Services Association conference, and entered into a contract with University Food Service expert, Frank Miller, for advising services. The purpose of these consultations was to identify top trends in University Food Services and establish potential best practices that fit UNBC's context.
- **Established Food Service Guiding Team.** The 16-member Food Services Guiding team represents a variety of stakeholder groups on campus. The group was tasked with soliciting feedback from their respective networks, and representing differing points of view to guide the future of Food Services on campus. This team met six times during RFP development, and will continue to meet regularly as a new contract is implemented.
- **Engaged campus.** Coordinated a series of campus engagement activities, beginning in spring 2018. Students, faculty and staff contributed 3500+ responses to surveys, focus groups,

interception interviews, graffiti boards, open house feedback requests, website feedback forms, and student-led engagements.

- **Themed feedback.** Identified priorities and high-level directives based on campus feedback.
- **Analyzed options.** Sought strong alignment with UNBC Strategic Road Map and positive impact on Student Experience. Considered risk, financial impact and required resources.

Highlights of the RFP

The RFP was developed based directly on feedback from campus. Noteworthy RFP components included:

1. **Non-prescriptive approach.** Potential providers were asked to respond to UNBC's strategic pillars, built on a foundation of Student Experience:
 - Indigenous Priorities
 - Local and Sustainable
 - Variety/Quality/Value
 - Nutrition and Dietary Restriction Awareness
 - Campus Engagemen and Marketing
2. **Change to mandatory meal plan model.** Currently, the only mandatory meal plan option is offered seven days a week. Under the new contract, UNBC will provide a choice between a 7-day or 5-day mandatory meal plan, depending on what fits students' lifestyles.
3. **Retention of Hourly Employees.** UNBC wants to provide certainty for the current contractor's hourly employees. We will require the next service provider to retain these staff in their current or equivalent positions, with wages and benefits at current levels or better.
4. **7+3 term.** The new contract will be for a 7-year term, with an option for a 3-year extension. This term provides some certainty for the provider, and encourages investment in our relationship over the long-term. If there are performance issues, UNBC will always have the option to end the contract early.
5. **Potential for contractor to provide pouring (soft-drink) and vending services.** This service allows UNBC to create efficiencies in terms of contract management.

Timelines

September 2019	Issue of Request for Proposal
October 2019	Mandatory Site Visit. Four proponents attended.
November 30, 2019	Due Date for Submission of Proposals. Four compliant submissions received.
December 2019	Short-list Proponents. Three proponents were shot-listed.
January 2020	Presentations. Town hall style presentations to campus by Chartwells, Sodexo and Dana Hospitality, followed by presentations to evaluation committee. Attendees at campus presentations offered several ways to provide feedback to committee.
February 2020	Negotiations with Dana Hospitality
March 2020	Recommendation to Award - Board of Governors
March 2020	Issuance of UNBC Service Contract
August 1, 2020	Contract Start Date

Dana Hospitality, LP

The Evaluation Committee unanimously selected Dana Hospitality to enter negotiations based primarily on the quality of the proposal and campus presentations, including strong evidence of alignment with the five pillars.

Information about Dana Hospitality can be found here: <https://www.danahospitality.ca/>

Agenda Item:	7.d. Memorandum of Agreement – UNBC/CultureWorks English as a Second Language Inc. – D. Ryan
Material:	<ol style="list-style-type: none"> 1. Senate Motion No. S-202002.14 2. Memorandum of Understanding between The University of Northern British Columbia and Culture Works English as a Second Language Inc.
Motion:	<i>That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the new Memorandum of Agreement between the University of Northern British Columbia and CultureWorks English as a Second Language Inc., as recommended and approved by the UNBC Senate, as presented.</i>

Motion Number (assigned by
Steering Committee of Senate): S-202002.14

SENATE COMMITTEE ON ACADEMIC AFFAIRS

PROPOSED MOTION

Motion: That the new Memorandum of Understanding (MOU) between the University of Northern British Columbia and CultureWorks English as a Second Language Inc. (CW) be approved as proposed.

Effective Date: April 1, 2020

Rationale: On November 22, 2017, the Senate approved the Pre-Master of Business Administration (Pre-MBA) program as a pilot. The purpose of the Pre-MBA program, in partnership with Tianjin University of Technology (TUT) in China, was to provide international students with limited business knowledge in the Canadian business context and/or English language skills with the prerequisite knowledge and skills necessary to complete the UNBC MBA program. It consisted of the three UNBC Commerce courses (COMM 100-Introduction to Canadian Business, COMM 200-Business Communication, and COMM 210-Financial Accounting) and two UNBC ELS courses (ELS 50 and ELS 170). However, TUT was not able to recruit enough students for the program and UNBC ELS 50 and 170 are no longer available.

The attached MOU outlines the partnership between UNBC and CW in offering the Pre-MBA program. In accordance with the Pre-MBA program admission requirements approved in 2017, students require a 6.0 IELTS (International English Language Testing System) score to be admissible to this Pre-MBA program. Students will complete four modules of English Language Studies offered by CW from May to September 2020, to meet the requirement of IELTS of 6.5. Then, students will complete the three UNBC commerce courses before they start the MBA program in January 2021.

CW is accredited by Languages Canada, which is the Canada's premier language organization representing its two official languages, and offers conditional acceptance to several colleges and universities in Canada such as Western University and Carleton University, upon successfully completing its language program. Please see the attached supplemental documents for CW and its English course descriptions.

This pilot program will be evaluated after completing a two-year cycle of this international MBA cohort as indicated in the approved senate motion in 2017. If viable, a senate motion will be submitted to propose this pilot Pre-MBA program as a pathway program to the MBA.

Motion proposed by: Cheryl Wallace, MBA Director

Academic Program: Master of Business Administration

Implications for Other Programs / Faculties? n/a

College: College of Science and Management

College Council / Committee Motion Number: n/a

College Council / Committee Approval Date: n/a

Attachment Pages (if applicable): 13 pages

**INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS
MEETING**

Brief Summary of Committee Debate:

Motion No.: SCAAF202002.03

Moved by: E. Korkmaz

Seconded by: E. Jensen

Committee Decision: CARRIED

Approved by SCAAF: February 12, 2020
Date


Chair's Signature

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

Memorandum of Understanding (MOU)

This agreement made this 19th day of December 2019.

Between

The University of Northern British Columbia ("UNBC")

And

Culture Works English as a Second Language Inc. ("CW")

(Individually, a "Party" and collectively, the "Parties")

WHEREAS Culture Works English as a Second Language (CW) and the University of Northern British Columbia (UNBC) wish to collaborate in recruiting international students to UNBC's Masters of Business Administration program.

NOW THEREFORE this MOU sets out the intent and framework of the collaboration between CW and UNBC with regard to international student recruitment as follows:

1. PROGRAM OF STUDY

The MOU applies only to the Master of Business Administration (MBA) degree of UNBC.

Details of the implementation of specific activities that would follow from the above shall be negotiated between the two institutions and outlined in separate protocol agreements and shall be subject to approval by both the Parties.

2. TERM

- 2.1 This MOU will be in effect from April 1, 2020 to January 31, 2024 and may be extended upon written agreement of both parties within thirty (30) days prior to the end of the Term.
- 2.2 Either party may end the term of this MOU by providing 90 days written notice to the other Party.
- 2.3 Notwithstanding anything herein to the contrary, UNBC may immediately terminate this Agreement at any time upon a material breach of this Agreement by CW.
- 2.4 This agreement shall not be amended unless such amendment is in writing and signed by both parties.

3. Relationship of the Parties

The Parties agree that this MOU is not intended to, nor shall, create a partnership, joint venture or agency relationship between the Parties.

4. SERVICES PROVIDED BY CW

- 4.1 Recruit and pre-screen student applications.
- 4.2 Deliver English Module 1, Module 2, Module 3 and Module 4 courses to UNBC approved students.
- 4.3 Provide classroom space in China when a face-to-face UNBC Pre-MBA course is delivered in China.
- 4.4 Target 40 students per UNBC MBA cohort, CW will do a second recruitment if the numbers are below that amount.
- 4.5 Pay all commissions to sub-contracted agents.
- 4.6 Provide all marketing and promotion of UNBC's MBA program.
- 4.7 Provide classroom space with any necessary audio/visual equipment for the English Language Program.
- 4.8 Pay for items such as photo-copy supplies, other classroom resources and services such as cleaning and security.
- 4.9 Assist UNBC Faculty applying for Visa's to teach in China and with arranging housing if required.
- 5.0 Pay any required application fees to UNBC.
- 5.1 Collect and process any required student fees.

5. SERVICES PROVIDED BY UNBC

- 5.1 Submit any required application fees to CW.
- 5.2 Process any student deposit, student or tuition fees.

6. COORDINATION OF MOU

In order to carry out and fulfil the aims of this Memorandum, CW and UNBC each appoint the following individuals to communicate in regards to the MOU:

UNBC DESIGNATED REPRESENTATIVE

NAME: Dr. Dan Ryan
 TITLE: Provost
 EMAIL: dan.ryan@unbc.ca

CW DESIGNATED REPRESENTATIVE

NAME: Tina Bax
 TITLE: Founder and CEO
 EMAIL:

These individuals, or their designate, will be the points of contact for the MOU. Both parties will, to the best of their abilities, notify the other party if the above designate changes.

7. Expenses

Unless the relationship of the Parties results in a formal agreement that specifically provides otherwise, each Party will act as specified herein at its own risk and expense in undertaking any of the activities described herein.

8. Non-Binding

The matters recorded in this MOU represent the expression of sincere intention by the Parties. Until such intention is embodied in a binding written agreement, such expression of intention will not be legally binding upon the Parties.

9. Use of Trademarks

The names, crests and logos of each Party are the intellectual property of that Party, and may not be used without that Party's express written permission for each specific usage.

Executed as a Memorandum

Dr. Daniel Ryan
Provost and Vice President, Academic
University of Northern British Columbia

Tina Bax
Founder and CEO
Culture Works English as a Second
Language Inc.

Date: _____

Date: Jan 10/20

Dr. Eric Jensen
Dean of CSAM
University of Northern British Columbia

Date: Jan 10/20

Approved by UNBC Senate on _____, 2020.

Motion # _____.

Approved by UNBC Board of Governors on _____, 2020.

Motion # _____.

Agenda Item:	7.e. Program Deletion – Bachelor of Fine Arts – D. Ryan
Material:	<ol style="list-style-type: none"> 1. Senate Motion No. S-202002.21 2. Senate Committee on Academic Affairs Proposed Revision of Calendar Entry
Motion:	<i>That, the Board of Governors approves the changes to the calendar entry for Bachelor of Fine Arts, on pages 123-124 of the 2019/2020 undergraduate calendar, as recommended and approved by the UNBC Senate, as presented.</i>

SENATE COMMITTEE ON ACADEMIC AFFAIRS

PROPOSED REVISION OF CALENDAR ENTRY

Motion: That the change(s) to the calendar entry for Bachelor of Fine Arts, on pages 123-124 of the 2019/2020 undergraduate calendar, be approved as proposed.

1. **Effective date:** September 2020
2. **Rationale for the proposed revisions:** The BFA program has not been offered at UNBC for a number of years.
3. **Implications of the changes for other programs, etc., if applicable:** None
4. **Reproduction of current Calendar entry for the item to be revised:**

Bachelor of Fine Arts (Fine Arts and Creative Writing) (BFA Program)

Karin Beeler, Professor and Chair
Robert Budde, Professor
Dee Horne, Professor
Kevin Hutchings, Professor; Canada Research Chair in Literature, Culture, and Environmental Studies
Lisa Dickson, Associate Professor
Kristen Guest, Associate Professor
Maryna Romanets, Associate Professor
Blanca Schorcht, Associate Professor
Website: www.unbc.ca/fine-arts

The Joint Degree in Fine Arts and Creative Writing is offered through a partnership between the University of Northern British Columbia and Emily Carr University of Art & Design.

The degree is an interdisciplinary four-year joint-degree program between the two universities that connects creative writing and studio practice. Courses within the program offer students the opportunity to develop applied, conceptual, and theoretical skills. The program begins in September of each year and the application deadline is February 1. Anyone seeking information about the application process should contact the UNBC Office of the Registrar. Students who want help regarding course selection are encouraged to contact the UNBC Student Advisor.

The UNBC/ECU joint degree in Fine Arts and Creative Writing is an interdisciplinary project-based degree that links creative writing and studio practice within a critical context. Studio courses within the degree ensure that students establish foundational skills during their first year, and that they build expertise within several different disciplines in their second and third years. The fourth year of study focuses on work in an independent studio environment. Concurrently, academic courses in theory and creative writing provide a theoretical basis of understanding that enhances and informs studio experience.

Although intended to support students in central northern British Columbia, the unique character of this program may prove to be attractive for students from elsewhere in Canada and around the world. Such exposure will not only allow students to develop and combine a significant range of artistic abilities, it will also cultivate highly transferable skills. While many graduates may elect to pursue careers as practicing artists, others may choose to apply for graduate degrees in English or Fine Arts; to apply for

professional degrees, such as law or education, requiring highly developed critical thinking skills; to seek employment in areas such as graphic design, web/computer design, and information based industries.

Students must take 120 credit hours, whether directly or by transfer, split equally between the University of Northern British Columbia and Emily Carr University of Art and Design. Students may elect to complete a portion of the required courses at the ECU's main campus during the summer months. All costs associated with student travel and stay at ECU are the responsibility of the student.

Admission Requirement

Admission to the Bachelor of Fine Arts joint degree is competitive by direct entry to UNBC based on academic qualifications, portfolio, and available space. Priority admission will be given to students who meet admission criteria and apply by the deadline of February 01. Applications received after the deadline may be reviewed based on available space in the program.

Applicants from British Columbia and Yukon secondary schools must:

- meet the admission requirements as specified in the Admissions section of the UNBC Undergraduate Calendar with an admission average of at least 67%, and
- submit a portfolio that includes ten examples of studio art and five pieces of creative writing. There will be sessions throughout the year for students to learn how to prepare a portfolio. For dates and times, please click on events on the English Program home page.

Other applicants must demonstrate that they possess qualifications at least equivalent to the British Columbia and Yukon requirement.

Application of Academic Regulations

On a semester-by-semester basis, students are subject to the Academic Regulations in place at the institution to which their course numbers are designated (ECU or UNBC or both). Grading, for courses bearing their institutional designation, is by the grading scales of each institution respectively.

Transfer Credit and Residency

Transfer credit and/or advanced standing may be awarded for course work completed at other recognized institutions, and will be assigned by the two institutions in conformity with their Academic Regulations. The minimum residency requirement for graduation is 30 credit hours each at UNBC and ECU.

Graduation

It is the responsibility of the student to ensure that his/her degree requirements are met. Students must have a CGPA of at least 2.0 (63%) over all courses at both institutions to graduate.

Curriculum

Program Requirements

In order to meet the graduation requirements for a BFA, students must successfully complete the following requirements consisting of 120 credit hours. Students may count no more than 60 credit hours from each of UNBC and ECU towards the degree. For ECU course descriptions, please refer to the following URL: www.connect.ecuad.ca/programs/courses
Please Note: Many of the ECU courses are provided on-line only. For further information, contact the Student Advisor. Courses marked with an asterisk (*) may be available to be taken on-site at Emily Carr during the summer in advance of the semester offering.

Foundation (First) Year

ECU Courses

FNDT 106-3 Drawing and 2-Dimensional Language

FNDT 108-3 Creative Processes (on-line)

FNDT 109-3 Visual Communication (on-line)

AHIS 102-3 Visual Culture (on-line)

AHIS 103-3 Visual Culture II (on-line)

UNBC Courses

One of:

ENGL 100-3 Introduction to Literary Structures

ENGL 102-3 Introduction to Poetry

ENGL 103-3 Introduction to Fiction

ENGL 104-3 Introduction to Film

ENGL 170-3 Writing and Communication Skills
and 12 elective credit hours

Second Year

ECU Courses

AHIS 210-3 Art and Culture

12 Open Studio credit hours (200 level) selected from across Emily Carr University in any combination of 3 or 6 credit hours.

UNBC Courses

ENGL 271-3 Introduction to Creative Writing

6 credit hours from:

ENGL 205-3 Fiction

ENGL 210-3 Women and Literature

ENGL 270-3 Expository Writing

6 elective credit hours

Third Year

ECU Courses

HUM 311-3 Visual Art Seminar

9 open studio credit hours (300 level) selected from across Emily Carr University in any combination of 3 or 6 credit hours

3 AHIS/DHIS/MHIS credit hours (300/400 level)

UNBC Courses (Third + Fourth Year: 30 credit hours)

ENGL 470-3 Creative Writing – Poetry

ENGL 471-3 Creative Writing – Fiction and Creative Non-Fiction

ENGL 472-3 Creative Writing – Drama and Scriptwriting

ENGL 493-3 Cultural Studies

One of:

ENGL 300-3 Theory

ENGL 400-3 Contemporary Theory

15 credit hours 300/400 elective courses

Fourth Year

ECU Courses

HUM 411-3 Written Project

3 AHIS/DHIS/MHIS credit hours (300/400 level)

9 Open Studio credit hours

UNBC Courses

(See above for Third + Fourth Year Requirements)

5. Proposed revision with changes underlined and deletions indicated clearly using “~~strikethrough~~”:

~~Bachelor of Fine Arts (Fine Arts and Creative Writing) (BFA Program)~~

~~Karin Beeler, Professor and Chair~~

~~Robert Budde, Professor~~

~~Dee Horne, Professor~~

~~Kevin Hutchings, Professor; Canada Research Chair in Literature, Culture, and Environmental Studies~~

~~Lisa Dickson, Associate Professor~~

~~Kristen Guest, Associate Professor~~

~~Maryna Romanets, Associate Professor~~

~~Blanca Schorch, Associate Professor~~

~~Website: www.unbc.ca/fine-arts~~

~~The Joint Degree in Fine Arts and Creative Writing is offered through a partnership between the University of Northern British Columbia and Emily Carr University of Art & Design.~~

~~The degree is an interdisciplinary four year joint degree program between the two universities that connects creative writing and studio practice. Courses within the program offer students the opportunity to develop applied, conceptual, and theoretical skills.~~

The program begins in September of each year and the application deadline is February 1. Anyone seeking information about the application process should contact the UNBC Office of the Registrar. Students who want help regarding course selection are encouraged to contact the UNBC Student Advisor.

The UNBC/ECU joint degree in Fine Arts and Creative Writing is an interdisciplinary project-based degree that links creative writing and studio practice within a critical context. Studio courses within the degree ensure that students establish foundational skills during their first year, and that they build expertise within several different disciplines in their second and third years. The fourth year of study focuses on work in an independent studio environment. Concurrently, academic courses in theory and creative writing provide a theoretical basis of understanding that enhances and informs studio experience.

Although intended to support students in central northern British Columbia, the unique character of this program may prove to be attractive for students from elsewhere in Canada and around the world. Such exposure will not only allow students to develop and combine a significant range of artistic abilities, it will also cultivate highly transferable skills. While many graduates may elect to pursue careers as practicing artists, others may choose to apply for graduate degrees in English or Fine Arts; to apply for professional degrees, such as law or education, requiring highly developed critical thinking skills; to seek employment in areas such as graphic design, web/computer design, and information based industries.

Students must take 120 credit hours, whether directly or by transfer, split equally between the University of Northern British Columbia and Emily Carr University of Art and Design. Students may elect to complete a portion of the required courses at the ECU's main campus during the summer months. All costs associated with student travel and stay at ECU are the responsibility of the student.

Admission Requirement

Admission to the Bachelor of Fine Arts joint degree is competitive by direct entry to UNBC based on academic qualifications, portfolio, and available space. Priority admission will be given to students who meet admission criteria and apply by the deadline of February 01. Applications received after the deadline may be reviewed based on available space in the program.

Applicants from British Columbia and Yukon secondary schools must:

- meet the admission requirements as specified in the Admissions section of the UNBC Undergraduate Calendar with an admission average of at least 67%, and
- submit a portfolio that includes ten examples of studio art and five pieces of creative writing. There will be sessions throughout the year for students to learn how to prepare a portfolio. For dates and times, please click on events on the English Program home page.

Other applicants must demonstrate that they possess qualifications at least equivalent to the British Columbia and Yukon requirement.

Application of Academic Regulations

On a semester by semester basis, students are subject to the Academic Regulations in place at the institution to which their course numbers are designated (ECU or UNBC or both). Grading, for courses bearing their institutional designation, is by the grading scales of each institution respectively.

Transfer Credit and Residency

Transfer credit and/or advanced standing may be awarded for course work completed at other recognized institutions, and will be assigned by the two institutions in conformity with their Academic Regulations. The minimum residency requirement for graduation is 30 credit hours each at UNBC and ECU.

Graduation

It is the responsibility of the student to ensure that his/her degree requirements are met. Students must have a CGPA of at least 2.0 (63%) over all courses at both institutions to graduate.

Curriculum

Program Requirements

In order to meet the graduation requirements for a BFA, students must successfully complete the following requirements consisting of 120 credit hours. Students may count no more than 60 credit hours from each of UNBC and ECU towards the degree. For ECU course descriptions, please refer to the following URL: www.connect.ecuad.ca/programs/courses. Please Note: Many of the ECU courses are provided on-line only. For further information, contact the Student Advisor. Courses marked with an asterisk (*) may be available to be taken on-site at Emily Carr during the summer in advance of the semester offering.

Foundation (First) Year

ECU Courses

FNDT 106 3 Drawing and 2 Dimensional Language

FNDT 108 3 Creative Processes (on-line)

FNDT 109 3 Visual Communication (on-line)

AHIS 102 3 Visual Culture (on-line)

AHIS 103 3 Visual Culture II (on-line)

UNBC Courses

One of:

ENGL 100 3 Introduction to Literary Structures

ENGL 102 3 Introduction to Poetry

ENGL 103 3 Introduction to Fiction

ENGL 104 3 Introduction to Film

ENGL 170 3 Writing and Communication Skills

and 12 elective credit hours

Second Year

ECU Courses

AHIS 210 3 Art and Culture

12 Open Studio credit hours (200-level) selected from across Emily Carr University in any combination of 3 or 6 credit hours.

UNBC Courses

ENGL 271 3 Introduction to Creative Writing

6 credit hours from:

ENGL 205 3 Fiction

ENGL 210 3 Women and Literature

ENGL 270 3 Expository Writing

6 elective credit hours

Third Year

ECU Courses

HUM 311 3 Visual Art Seminar

9 open studio credit hours (300-level) selected from across Emily Carr University in any combination of 3 or 6 credit hours

3 AHIS/DHIS/MHIS credit hours (300/400-level)

UNBC Courses (Third + Fourth Year: 30 credit hours)

ENGL 470 3 Creative Writing — Poetry

ENGL 471 3 Creative Writing — Fiction and Creative Non-Fiction

ENGL 472 3 Creative Writing — Drama and Scriptwriting

ENGL 493 3 Cultural Studies

One of:

ENGL 300 3 Theory

ENGL 400 3 Contemporary Theory

15 credit hours 300/400 elective courses

Fourth Year

ECU Courses

HUM 411 3 Written Project

3 AHIS/DHIS/MHIS credit hours (300/400-level)

9 Open Studio credit hours

UNBC Courses

(See above for Third + Fourth Year Requirements)

6. Authorization:

Program / Academic / Administrative Unit: Office of the Registrar

College: College of Arts, Social and Health Sciences

College Council Motion Number: CASHSCC.2020.01.16.05

College Council Approval Date: January 16, 2020

Senate Committee on First Nations and Aboriginal Peoples Motion Number: N/A

Senate Committee on First Nations and Aboriginal Peoples Meeting Date: N/A

7. Other Information

Attachment Pages: 0 pages

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING

Brief Summary of Committee Debate:

Motion No.: SCAAF202002.17

Moved by: S. Wagner

Seconded by: E. Jensen

Committee Decision: CARRIED

Approved by SCAAF: February 12, 2020
Date


Chair's Signature

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

Agenda Item:	7.f. 2020/2021 Mandate Letter – L. Ongman
Material:	1. 2020/2021 Mandate Letter dated February 26, 2020
Motion:	<i>That, on the recommendation of the Governance Committee to sign the 2020/2021 Mandate letter, the Board authorizes the Board Chair to sign the Mandate Letter on behalf of the Board.</i>



February 26, 2020

Our Ref. 117546

Ms. Lee Ongman
Board Chair
University of Northern British Columbia
3333 University Way
Prince George BC V2N 4Z9

Dear Ms. Ongman:

I would like to extend appreciation on behalf of Premier Horgan and the Executive Council for your dedication, and that of your board members, in leading your institution and helping government deliver on our priorities to British Columbians.

Government remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of B.C. citizens are identified through their elected representatives, the members of the Legislative Assembly.

This mandate letter, which I am sending in my capacity as Minister responsible for Advanced Education, Skills and Training, on behalf of the Executive Council, communicates those expectations for your institution. It sets out overarching government priorities that will inform your institution's policies and programs, as well as specific direction on priorities and expectations for the coming fiscal year.

Our goal is to build a strong, sustainable economy that works for everyone. We are committed to working with you and other public sector organizations to provide quality, cost-effective services to British Columbia families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens and the Framework for Improving British Columbians' Standard of Living to policy development, we will ensure that equity is reflected in government budgets, policies and programs. You are encouraged to apply the GBA+ lens in your public post-secondary institution's operations and programs. In the same vein, appointments to agencies, boards and commissions reflect government's

... /2

**Ministry of
Advanced Education,
Skills and Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

direction to promote equity and leadership at senior levels in the public and private sectors, with a view to building strong public sector boards that reflect the diversity of British Columbia.

Two key priorities that will underpin lasting prosperity are advancing reconciliation with Indigenous Peoples and moving towards a low-carbon economy.

In November 2019, government passed the *Declaration on the Rights of Indigenous Peoples Act*, which represents a crucial step towards true and lasting reconciliation. In keeping with the Calls to Action of the Truth and Reconciliation Commission, the Act was developed in collaboration with the First Nations Leadership Council to create a framework for reconciliation in B.C. All public sector organizations are asked to incorporate the *Declaration on the Rights of Indigenous Peoples Act* and Calls to Action of the Truth and Reconciliation Commission within their specific mandate and context.

Announced in December 2018, the CleanBC plan puts our province on the path to a cleaner, better future – with a low-carbon economy that creates opportunities while protecting our clean air, land and water. As part of the new accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, I ask that your institution plans to align operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk. Please be prepared to work with government to report out on these plans and activities.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2020/21. This will include online training modules and in-person conferences, as government works to support strong public sector boards that reflect the diversity of British Columbia.

Finally, having Canada's Digital Supercluster located in British Columbia creates an opportunity for industries, government ministries, crown agencies, public institutions and non-government organizations to collaborate in digital research and development projects. Should your institution intend to participate in or be a funder for Digital Supercluster projects, I encourage you to engage with Ministry of Advanced Education, Skills and Training staff to identify opportunities for collaborations and partnership with Government ministries and organizations. The Ministry of Advanced Education, Skills and Training will work with the Deputy Minister's Committee on the Digital Supercluster to ensure that projects are coordinated effectively across government.

This Mandate Letter confirms your institution's mandate under the *University Act*.

As the Minister Responsible for Advanced Education, Skills and Training, I ask that you make substantive progress on the following priorities and incorporate plans to complete them in the goals, objectives and performance measures section when you submit your 2019/20 Institutional Accountability Plan and Report:

... /3

1. Support lasting reconciliation with Indigenous peoples, through initiatives that increase the participation and success of Indigenous learners and implementation of the education-related Calls to Action of the Truth and Reconciliation Commission.
2. Contribute to an accessible and relevant post-secondary system by:
 - Implementing initiatives to increase participation and success of students, including vulnerable and underrepresented groups, and promoting gender parity;
 - Ensuring student safety and inclusion;
 - Enhancing system innovation through participating in a post-secondary digital system strategy, including delivery of Education Planner and other digital learning activities and initiatives;
 - Providing programming that meets local, regional or provincial labour market and economic needs; and
 - Working with the Ministry to implement a student-centred international education framework that supports the success of domestic and international students.
3. Develop and recognize flexible learning pathways for students to access postsecondary education and skills training including:
 - Actively engaging with your local school districts to expand dual credit opportunities for students;
 - Supporting lifelong learning pathways across the public postsecondary system; and
 - Advancing and supporting open learning resources.
4. Strengthen workforce connections for student and worker transitions by:
 - Aligning programming with high opportunity and priority occupations (such as trades, technology, early childhood educators and health);
 - Increasing co-op and work-integrated learning opportunities;
 - Responding to the reskilling needs of British Columbians to support employment and career transitions; and
 - Supporting students' awareness of career planning resources (such as the Labour Market Outlook).

On behalf of the Province of British Columbia, I would like to acknowledge the progress made by public post-secondary institutions in delivering on the 2019/20 Mandate Letter priorities, many of which connect to the priorities for this year. As a key partner in B.C.'s Trades Training System, public post-secondary institutions also support the Industry Training Authority to improve outcomes for apprentices and ensure they have the skills to be successful in the trades now and in the future. I look forward to continued collaboration in these areas over the next year.

Public post-secondary institutions are expected to meet or exceed the financial targets identified in the Ministry's Service Plan tabled under Budget 2020. In addition, institutions are expected to comply with the Tuition Limit Policy, which sets a two percent cap on tuition and mandatory fee increases for domestic students to ensure programs are affordable.

The Ministry posts the annual reporting requirements for public post-secondary institutions on its website at <https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration/mandate-letters>. This document outlines the statistical, financial and performance reports for the fiscal year. The 2020/21 list will be posted on the Ministry website in spring 2020. Your institution is expected to meet these requirements by providing the data and reports necessary for Government to carry out its responsibilities.

As Board Chair, you are required, upon resolution of your Board, to sign the Mandate Letter to acknowledge government's direction to your institution. The signed Mandate Letter is to be posted publicly on your institution's website in spring 2020.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Respectfully,



Honourable Melanie Mark
Hli Haykwhl Wíi Xsgaak
Minister

Date: February 26, 2020

For Board Chair signature:

X_____

Lee Ongman
Board Chair
University of Northern British Columbia

Date Signed: _____

pc: Honourable John Horgan
Premier

Lori Wanamaker, Deputy Minister
Ministry of Finance

Heather Wood, Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Shannon Baskerville, Deputy Minister
Ministry of Advanced Education, Skills and Training

Dr. Geoff Payne
Acting President
University of Northern British Columbia

Agenda Item:	8.a.(i) Reports of the Vice-Presidents – Provost & Vice-President Academic <ul style="list-style-type: none"> • Recruitment & Enrolment Report
Material:	1. Recruitment & Enrolment Report

March 5, 2020

Winter Semester FTE and Head Count 2019-2020 and Fall 2020 Applications

The following summary compares Winter 201 to 2019 Full Time Equivalents (FTE) and headcounts as of March 1, 2020. Fall 2020 application numbers are also compared to Fall 2019 numbers as of the March 1st snapshot.

Executive Summary:

Winter 2020 FTE summary:

FTE change from last year

- Total domestic tuition FTE down -2.1% (-53.1)
 - At 77.6% of UNBC target (3186.0)
- Total international tuition FTE up 46.5% (66.7)
 - At 44.9% of UNBC target (468)

Head Count change from last year

- Total domestic tuition h.c. down -4.1% (-143)
 - At 86.3% of UNBC target (3834)
- Total international tuition h.c. up 39.6% (74)
 - At 42.8% of UNBC target (610)

February 15th Fall 2020 Applications Summary:

Total applications up 26.8% (916 h.c.) from Fall 2019.

Total admissions down -8.1% (-103 h.c.) from Fall 2019.

Total registrations flat n/a (0 h.c.) from Fall 2019.

Winter 2020 More Detailed:

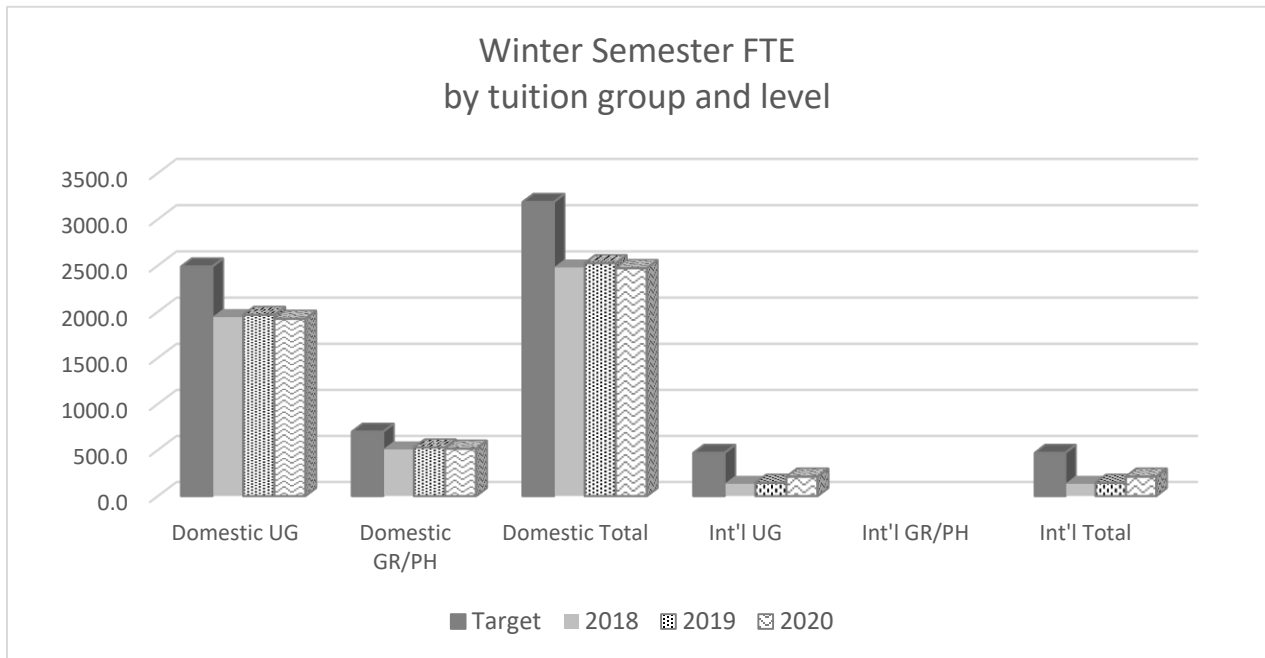
Domestic Tuition FTE

- Undergraduate FTE down -2.1%
 - At 77.3% of UNBC target (2488)
- Graduate FTE down -2.5%
 - At 73.6% of UNBC target (698)
- Continuing Studies FTE up 3.9%

International Tuition FTE

- Undergraduate FTE up 46.5%
 - At 44.9% of UNBC target (468)

College breakdown (FTE)	
CASHS	<ul style="list-style-type: none"> Overall FTE down -1.0% (-12.2) Undergraduate up 0.2% (1.5) Graduate down -4.7% (-13.7)
CSAM	<ul style="list-style-type: none"> Overall FTE up 2.6% (34.2) Undergraduate up 3.2% (35.6) Graduate down 0.6% (-1.3)
Cross College	<ul style="list-style-type: none"> Overall FTE down -19.1% (-9.5) Undergraduate down -25.0% (-11.5) Graduate up 54.5% (2.0)
Continuing Studies	<ul style="list-style-type: none"> Overall FTE up 3.9% (1.3)



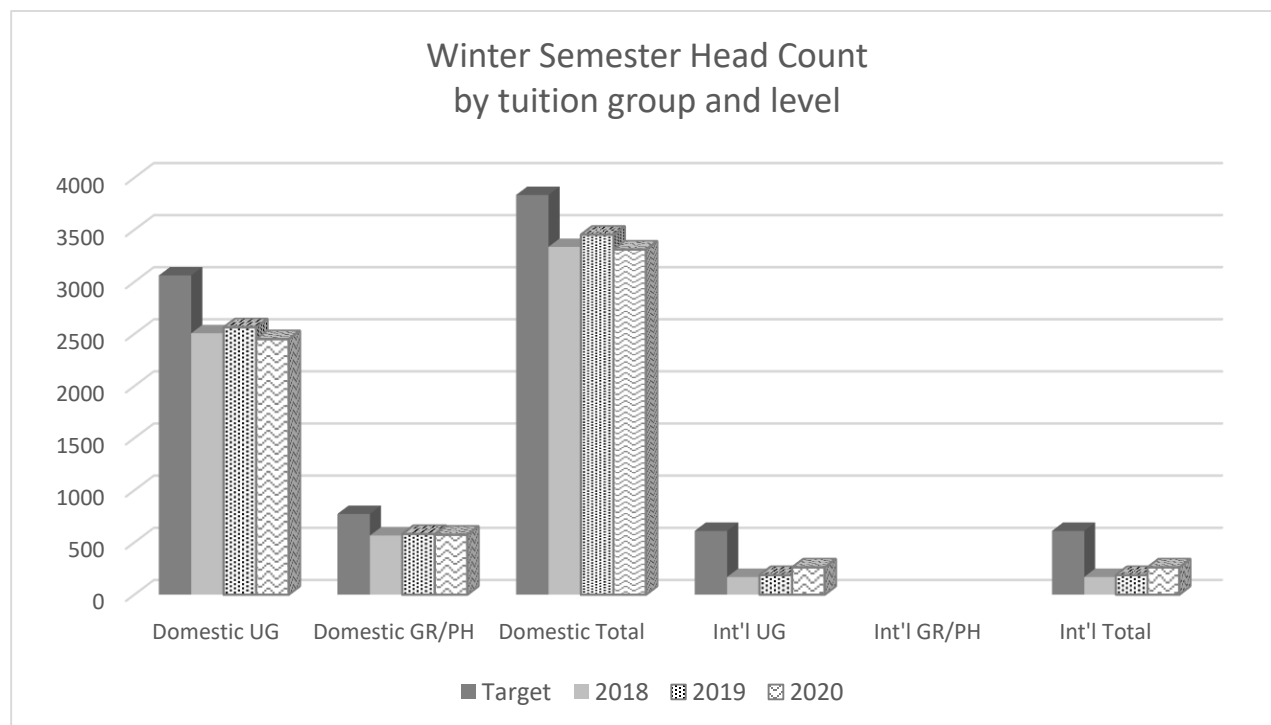
Domestic Tuition Head Count

- Undergraduate h.c. down -4.4% (-114)
 - At 80.0% of UNBC target (3062)
- Graduate h.c. down -1.2% (-7)
 - At 74.3% of UNBC target (773)
- Continuing Studies h.c. down -7.1% (-22)

International Tuition Head Count

- Undergraduate h.c. up 39.6% (74)
 - At 42.8% of UNBC target (610)

College Breakdown (h.c.)	
CASHS	<ul style="list-style-type: none"> Overall h.c. down -3.9% (-64) Undergraduate down -3.8% (-49) Graduate down -4.4% (-15)
CSAM	<ul style="list-style-type: none"> Overall h.c. up 1.9% (31) Undergraduate up 2.0% (21) Graduate up 1.7% (4)
Cross College	<ul style="list-style-type: none"> Overall h.c. down -12.1%(-14) Undergraduate down -16.8% (-18) Graduate up 44.4% (4)
Continuing Studies	<ul style="list-style-type: none"> Overall h.c. down -7.1% (-22)



NOTES:

The UNBC semester targets seen in this report are derived from targets set by the institution on a fiscal year bases. Ratios were calculated to determine what portion of a yearly FTE/head count total come from each semester in the year (based on a 3-year average). These ratios were then applied to the fiscal targets to generate the semester targets.

This new version of the FTE bi-weekly shows three years (up from two in the previous version) of a given term as of a given snapshot date. For example on November 15th 2017 the winter FTE report shows data for winter 2018 as of Nov 15th 2017, winter 2017 as of Nov 15th 2016 and winter 2016 as of Nov 15th 2015.

More emphasis has been placed on clearly differentiating the numbers based on a “tuition group” breakdown. This concept is important in understanding which numbers are part of the Ministry targets and which are not. When yearly FTE numbers are reported to the ministry, they only included those related to domestic tuition paying students. Numbers generated from international tuition paying students are not included.

A distinction related to the above International tuition concept is that of international residency. Numbers are provided in the report for both international tuition and international residency and it is important to understand that they are not the same thing. A student can be of international residency (not Canadian, Permanent, Landed) and still be paying domestic tuition rates, for example most GR and PH level students currently at UNBC. In these cases the FTE and headcounts of these international students would be included in total reported to the Ministry.

Agenda Item:	8.a.(i) Reports of the Vice-Presidents – Vice-President, Research
Material:	1. Quarterly Public Written Report of the Vice-President, Research

Report to the UNBC Board of Governors

Submitted by: Dr. Geoffrey Payne, Interim President
For the Period: November 2019 – March 2020

Key current initiatives and collaborations of the Office of the Vice President, Research that support UNBC's Strategic Priorities:

Strategic Priority #1 - Attract, retain and develop outstanding students, faculty and staff.

- **Students:** scholarship funding along with on-going programs. UNBC awarded 13 Undergraduate Research Experience awards.

- **Faculty:** Support programs the Office of Research provides outside of funding that is addressed as part of Strategic Priority #3. These include:

- (Grant Facilitation, Intellectual Property management, Research Ethics etc.)
- and linkages to our institutional partnerships with community, health authorities, industry and foundations.

- **Staff:** To maximize our support of the research community we provide professional development for our staff to attend workshops, conferences and online training to ensure they are able to meet the diverse needs of our research community. Examples include:

- Research Ethics BC training and education sessions
- Equity, Diversity and Inclusion training

Strategic Priority #2 - Enhance the quality and impact of academic programming and delivery.

- Experiential learning through research enhances the education opportunities we offer. Our office continues to facilitate these efforts by developing, in collaboration with our partners, initiatives that will support faculty and student programming. Examples include:

- Centre for Technology Adoption for Aging in the North (CTAAN)
- Teejlab UNBC Centre of Excellence partnership supporting UNBC students, faculty and staff

Strategic Priority #3 - Enhance the research culture.

- To cultivate a culture of research at UNBC, our office leads. These include:

- Research Week
- Annual Research Report
- Revitalizing the internal funding program

- There are been a number of key success recently that highlight Strategic Priority #3 which include:

- Launch of the 4th Research Ambassadors Cohort

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

Our Mission: To inspire leaders for tomorrow by influencing the world today.

Our Values

Experiential learning and discovery

Inclusiveness and diversity

Community

Integrity

Academic Excellence

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

Strategic Priority #4 - Ensure financial accountability, sustainability and operational effectiveness.

- Re-structuring of the internal grants program is underway. The goal is to ensure that the programs effectively address the needs of the UNBC research community, while demonstrating efficient stewardship of public funds.

Other current and key initiatives and collaborations:

- GeoHub as part of the Digital Supercluster Program and in collaboration with industry, community and government partners.
- iCubed (innovation and entrepreneurial partnership program with School District 91).
- Airborne Coastal Observatory in partnership with Tula Foundation.
- 'Duty to Consult' Research Chair.

Summary & Looking Forward (Portfolio Goals & Priorities – next 6 -12 months)

- EDI Action Plan
- Renewal of UNBC's Strategic Research Plan
- Phase 2 of Research Institute Reviews
- Recruitment of two new research chairs (Canada Research Chair & LEEF Endowed Chair in Aboriginal and Environmental Health)

Agenda Item:	8.a.(i) Reports of the Vice-Presidents – University Advancement
Material:	1. Quarterly Public Written Report of the Vice-President, University Advancement

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

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Integrity

Academic Excellence

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

Report to the UNBC Board of Governors

**Submitted by: Mr. Tim Tribe, Vice President University Advancement
For the Period: December 2019 to February 2020**

Key current initiatives and collaborations of the Office University Advancement that support UNBC's Strategic Priorities:

Strategic Priority #1 - Attract, retain and develop outstanding students, faculty and staff

Ancillary Services

Recent executive changes at UNBC have resulted in a change in reporting structure with Ancillary Services now reporting to the Vice President of Advancement.

Ancillary Services, also known as Business Services and Continuing Studies includes a number of areas:

- Bookstore and Copy Services,
- Business Services,
- Continuing Studies,
- Hospitality Services (includes Food Contract),
- Housing,
- Northern Sport Centre.

Ancillary Services is expected to operate on a cost recovery basis and is expected to transfer a certain portion of the profit generated back to the University. Ancillary Services is also, from that profit, repaying a loan from the University that funded the recent renovation of the student residences.

I have had an initial briefing meeting of Ancillary Services with Director Lisa Haslett, and have started to meet with the Director and the unit managers for briefings on each service supported within Ancillary Services.

Athletics and Recreation

Varsity Sports:

The Varsity Athletics Season has come to an end with mixed results; all four of UNBC's Timberwolves teams (Women's Basketball and Soccer and Men's Basketball and Soccer) performed admirably this season. Our teams continue to build for the future with another great recruitment season underway.

The Timberwolves Women's Basketball team returned to the playoffs for the fourth year in a row and bowed in the second round in a match against Calgary.

Three Timberwolves earned recognition from Canada West:

Maria Mongomo – Fifth year player from Spain was named a Canada West Women's Basketball first team All-Star,

Madison Landry – Fourth year player from DP Todd Secondary School in Prince George was named a third team All-Star, and

Fareed Shiitu – First year player from Edmonton AB was named to the Canada West Men's Basketball All Rookie Team.

The Sixth Annual Legacy Breakfast featured keynote speaker, UNBC Women's Basketball Alumna and 2019 Parapan American Gold Medalist Kady Dandeneau. Dandeneau will represent Canada as a member of the Canadian Paralympics Women's Basketball team in Tokyo later this year. The Legacy Breakfast raised over \$50,000 to provide scholarships and bursaries to our student athletes.

The Varsity season wraps up with the annual Athletics Banquet on April 3rd at the Hart Crown Banquet Hall. If you would like to join us for the evening, please let me know.

The work around a standardized concussion protocol continues. I raised this issue with the RUCBC VP External Relations meeting and there was agreement that this issue should be raised with the Presidents of the six RUCBC members. Dr. Payne will raise the issue with the Presidents group at a future meeting.

I am pleased to share that Drs. David Nelson and Jacqueline Pettersen have joined our Varsity Medical team and will be providing their services to our student athletes on a more formal basis. Dr. Nelson is an Orthopedic Surgeon and Dr. Pettersen is an MD with a focus on Cognitive/Behavioural Neurology. The Athletics Program is in discussions with two additional physicians with backgrounds in sports medicine with the hope that they will join our team.

Communications and Marketing

Recruitment:

The Communications and Marketing team, in collaboration with the Recruitment and International teams, continues to perform at a high level; helping to ensure that applications to the University continue to grow. As of March 1st, 2020 total applications are up 26.8% over the same period in 2019. Specifically:

- Canadian Undergraduate applications are up by 5.4%,
- Canadian Graduate applications are up by 19.1%
- International Undergraduate applications are up by 2.7%
- International Graduate applications are up by 59.7%

The International Graduate increase can, in part, be attributed to targeted digital online and social marketing campaigns that have run over the past year.

Website Upgrades:

The exploration of transitioning the University Web environment to Drupal 8 and into a hosted environment continues. A Request for Proposal (RFP) is being finalized by Purchasing and should be open to vendors shortly. The RFP will seek a phased program to support the recruitment cycle. Phase One will focus on putting in place key landing pages such as program and recruitment pages for September 1st; this will support the recruitment cycle. This will be followed by Phase Two which will see the remaining program and services pages being brought into the hosted environment.

The transition to a hosted environment will provide business continuity and reduce the demands on the Information Technology Services department at the University. The transition to Drupal 8 will provide the University's two hundred plus web editors with improved web editing capacity and allow for program pages to be updated in an easier fashion, thereby supporting the recruitment efforts of the University.

Young Entrepreneurship Leadership Launchpad:

Communications and Marketing, the Office of Research and the Recruitment Office are supporting the upcoming Young Entrepreneurs Leadership Launchpad (Yell) Canada event, which will be hosted at UNBC for the first time. The Yell Canada event has operated out of School District 91 for the past two years and this year UNBC was invited to be the host for the event. This event will see two hundred plus grade 10 and 11 students from School Districts across the north participate in YELL Entrepreneurship camp on May 11th and 12th. Students will stay in our residence and eat in the dining hall, offering them a small glimpse of student life at UNBC.

Staffing:

I am sad to share that one of the leaders of the Communications team has left the University to pursue an opportunity in Victoria. Erin MacDonald, our Sr. Communications Advisor, who brought an incredible mix of Public Relations and Government Relations skills to the Advancement team and the University, concluded her time with UNBC on March 6th. UNBC was lucky to find someone with such a skill set and while she was with us for just under two years, she had a real impact on the institution. This position will not be replaced.

Community Relations

Alumni Relations:

The Alumni Relations program will be on the road at the beginning of April to meet with Alumni and build support for UNBC.

On April 1st UNBC alumnus Baljeet Malhotra, President of TeejLabs will host an event at his offices in Vancouver where Alumni will learn more about cyber security and network for the evening.

On April 2nd the Alumni Relations team will be in Calgary at the Trolley 5 Brewpub for a networking evening.

All Alumni, Faculty, Staff and Students are welcome at these events. If you happen to be in town the evening of one of these events let me know and would be pleased to have you join us.

Convocation, Ceremonies and Protocol:

In preparation for Convocation, the team has been working through changes to the ceremony resulting from the recent leadership changes at the University.

The team is also analyzing the impact on the Convocation Ceremony of the Early Retirement Program and the possibility of an increase in the number of Professor Emeriti being awarded as a result of the Early Retirement Program. This year five Professor Emeriti awards will be bestowed during convocation.

Early Engagement Programs:

In late February UNBC hosted a Go-Code-Girl Camp, a one-day coding camp for young women in grades 7-11. Twenty-eight young women participated in this year's camp learning more about coding and careers in coding.

The Active Minds program is busily preparing for this year's summer camp which runs from July 6 to August 28 at six locations (Dawson Creek, Fort St John, Prince George, Quesnel, Vanderhoof and Williams Lake). This year the program is aiming to reach 700 campers and will provide employment for 10 coordinators and counsellors.

Sponsorship for the Active Minds camp is on track and the program has secured BC Oil and Gas as the title Sponsor for 2020.

Registration for Active Minds Summer Camp will open March 18 and can be accessed at:

<https://www.unbc.ca/youth/registration>

Development

The arrival of the Physical Therapy and Occupational Therapy programs at UNBC has provided a new fundraising opportunity for the Development team.

Annual Fund:

The Annual Fund Program has launched a solicitation program to secure support for student awards and equipment for the Physical Therapy program. This campaign will

feature direct mail, email solicitation, video and social media. The annual fund has also been involved in working with a local group of physiotherapists and their families to create a \$30,000 endowment for a new Physio Bursary.

Major Gift Fundraising:

The major gift team is also focused on fundraising for Physical Therapy and Occupational Therapy. A number of prospects have been identified from past Ewert Dinner invitation lists and the Northern Medical Programs Trust donor list; the major gift officers will be contacting some of these prospects to explore their interest in supporting Physical Therapy and Occupational Therapy.

A number of Regional Districts have also expressed interest in supporting the Physical Therapy and Occupational Therapy programs and Ian Lindsay and I will be attending Regional District meetings to discuss support for the programs.

The University's major gift program is starting to hit its stride and beginning to show results. Through the major gift program donations take a slower cycle to come in. Our goal is to work with the donor over the course of their lifetime, with the donor making a number of major gifts throughout, and concluding with the donor deciding to leave an estate gift to the University. As major gift fundraising is about relationship building, it will take upwards of 18 months for a major gift to be secured and then the cycle begins again. The goal of the major gift officer is to build a long-term relationship with the donor, one that is natural and allow the donor to make a gift that is important to them and represents the life they have lived.

Strategic Priority #2 - Enhance the quality and impact of academic programming and delivery

Strategic Priority #3 - Enhance the research culture

Strategic Priority #4 - Ensure financial accountability, sustainability and operational effectiveness

The University Advancement Office exist to support all aspects of the University. Through the many elements of the University Advancement program, this team contributes to the sustainability of the University. The efforts to attract students to the University, support student life activities, engage alumni and friends in giving, or introducing younger students to the University, all contribute to the sustainability of the UNBC.

Other current and key initiatives and collaborations:

- Land Trust
- David Douglas Botanical Garden

Agenda Item:	9.a. Board of Governors Code of Ethical Conduct – Discussion and Annual Signing – A. Ekman
Material:	1. Board of Governors Code of Ethical Conduct



Most recent review and approval:
March 29, 2017 – Governance Committee – Motion #2017GC03.29.03
March 31, 2017 – Board of Governors – Motion #2017BP03.31.07

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

BOARD OF GOVERNORS

CODE OF ETHICAL CONDUCT

“The members of the board of a university must act in the best interests of the university”.

[s. 19.1 University Act (RSBC1996, c. 468)]

This Code of Ethical Conduct is reviewed annually by the UNBC Board of Governors, and is to be signed by each Board Member on an annual basis.

The Government of British Columbia, through its Taxpayer Accountability Principles, established Standards of Conduct Guidelines for the BC public sector which set out key principles that organizations must incorporate into their respective codes of conduct.

All organizations must endeavor to strengthen accountability, promote cost control, and ensure their organization operates in the best interests of its stakeholders in keeping with the Taxpayer Accountability Principles. Codes of conduct for public sector organizations must be approved by the Minister of Finance and include conflict of interest provisions and post-employment provisions.

Guidance on minimum standards of ethical conduct for Board Members in a public sector organization are provided by the B.C. Board Resourcing and Development Office, and are adopted here, in their entirety, without amendment, by the UNBC Board of Governors.

For UNBC’s purposes, references to “directors *appointed by the Province of British Columbia*, is interpreted to *include* “the Chancellor and directors *elected to the Board of Governors*,” and “director” is interpreted to mean “Board Member”.

The Standards of Ethical Conduct for Directors of Public Sector Organizations

The fundamental relationship between a director and the public sector organization on which the director serves should be one of trust; essential to trust is a commitment to honesty and integrity. Ethical conduct within this relationship imposes certain obligations.

The purpose of this document is to set out minimum standards of ethical conduct expected of all directors appointed by the Province of British Columbia to public sector organizations.

1. COMPLIANCE WITH THE LAW

- 1.1 Directors should act at all times in full compliance with both the letter and the spirit of all applicable laws.
- 1.2 In his/her relationship with the organization, no director should commit or condone an unethical or illegal act or instruct another director, employee, or supplier to do so.
- 1.3 Directors are expected to be sufficiently familiar with any legislation that applies to their work to recognize potential liabilities and to know when to seek legal advice. If in doubt, directors are expected to ask for clarification.
- 1.4 Falsifying any record of transactions is unacceptable.
- 1.5 Directors should not only comply fully with the law, but should also avoid any situation which could be perceived as improper or indicate a casual attitude towards compliance.

2. CONFLICTS OF INTEREST

- 2.1 In general, a conflict of interest exists for directors who use their position at the organization to benefit themselves, friends or families.
- 2.2 A director should not use his or her position with the organization to pursue or advance the director's personal interests, the interests of a related person¹, the director's business associate, corporation, union or partnership, or the interests of a person to whom the director owes an obligation.
- 2.3 A director should not directly or indirectly benefit from a transaction with the organization over which a director can influence decisions made by the organization.
- 2.4 A director should not take personal advantage of an opportunity available to the organization unless the organization has clearly and irrevocably decided against pursuing the opportunity, and the opportunity is also available to the public.

¹ "related" person means a spouse, child, parent or sibling of a director who resides with that director.

- 2.5 A director should not use his or her position with the organization to solicit clients for the director's business, or a business operated by a close friend, family director, business associate, corporation, union or partnership of the director, or a person to whom the director owes an obligation.
- 2.6 Every director should avoid any situation in which there is, or may appear to be, potential conflict² which could appear³ to interfere with the director's judgment in making decisions in the organization's best interest.
- 2.7 There are several situations that could give rise to a conflict of interest. The most common are accepting gifts, favours or kickbacks from suppliers, close or family relationships with outside suppliers, passing confidential information to competitors or other interested parties or using privileged information inappropriately. The following are examples of the types of conduct and situations that can lead to a conflict of interest:
- (i) influencing the organization to lease equipment from a business owned by the director's spouse;
 - (ii) influencing the organization to allocate funds to an institution where the director or his or her relative works or is involved;
 - (iii) participating in a decision by the organization to hire or promote a relative of the director;
 - (iv) influencing the organization to make all its travel arrangements through a travel agency owned by a relative of the director;
 - (v) influencing or participating in a decision of the organization that will directly or indirectly result in the director's own financial gain.
- 2.8 A director should fully disclose all circumstances that could conceivably be construed as conflict of interest.

² "conflict" means a conflict of interest or apparent conflict of interest

³ "apparent" conflict of interest means any situation where it would appear to a reasonable person that the director is in a conflict of interest situation.

3. DISCLOSURE

- 3.1 Full disclosure enables directors to resolve unclear situations and gives an opportunity to dispose of conflicting interests before any difficulty can arise.
- 3.2 A director should, immediately upon becoming aware of a potential conflict of interest situation, disclose the conflict (preferably in writing) to the board chair. This requirement exists even if the director does not become aware of the conflict until after a transaction is complete.
- 3.3 If a director is in doubt whether a situation involves a conflict, the director should immediately seek the advice of the board chair. If appropriate, the board may wish to seek advice from the organization's ethics advisor or legal advice.
- 3.4 Unless a director is otherwise directed, a director should immediately take steps to resolve the conflict or remove the suspicion that it exists.
- 3.5 If a director is concerned that another director is in a conflict of interest situation, the director should immediately bring his or her concern to the other director's attention and request that the conflict be declared. If the other director refuses to declare the conflict, the director should immediately bring his or her concern to the attention of the board chair. If there is a concern with the board chair, the issue should be referred to the governance committee or equivalent committee of the board that deals with board governance issues.
- 3.6 A director should disclose the nature and extent of any conflict at the first meeting of the board after which the facts leading to the conflict have come to that director's attention. After disclosing the conflict, the director:
 - (i) should not take part in the discussion of the matter or vote on any questions in respect of the matter (although the director may be counted in the quorum present at the board meeting);
 - (ii) if the meeting is open to the public, may remain in the room, but shall not take part in that portion of the meeting during which the matter giving rise to the conflict is under discussion, and shall leave the room prior to any vote on the matter giving rise to the conflict;
 - (iii) should, if the meeting is not open to the public, immediately leave the meeting and not return until all discussion and voting with respect to the matter giving rise to the conflict is completed; and
 - (iv) should not attempt, in any way or at any time, to influence the discussion or the voting of the Board on any question relating to the matter giving rise to the conflict.

4. OUTSIDE BUSINESS INTERESTS

- 4.1 Directors should declare possible conflicting outside business activities at the time of appointment. Notwithstanding any outside activities, directors are required to act in the best interest of the organization.
- 4.2 No director should hold a significant financial interest, either directly or through a relative or associate, or hold or accept a position as an officer or director in an organization in a material relationship with the organization, where by virtue of his or her position in the organization, the director could in any way benefit the other organization by influencing the purchasing, selling or other decisions of the organization, unless that interest has been fully disclosed in writing to the organization.
- 4.3 A “significant financial interest” in this context is any interest substantial enough that decisions of the organization could result in a personal gain for the director.
- 4.4 These restrictions apply equally to interests in companies that may compete with the organization in all of its areas of activity.
- 4.5 Directors who have been selected to the board as a representative of a stakeholder group or region owe the same duties and loyalty to the organization and when their duties conflict with the wishes of the stakeholder or constituent, their primary duty remains to act in the best interests of the organization.

5. CONFIDENTIAL INFORMATION

- 5.1 Confidential information includes proprietary technical, business, financial, legal, or any other information which the organization treats as confidential.
- 5.2 Directors should not, either during or following the termination of an appointment, disclose such information to any outside person unless authorized.
- 5.3 Similarly, directors should never disclose or use confidential information gained by virtue of their association with the organization for personal gain, or to benefit friends, relatives or associates.
- 5.4 If in doubt about what is considered confidential, a director should seek guidance from the board chair or the CEO.

6. INVESTMENT ACTIVITY

- 6.1 Directors should not, either directly or through relatives or associates, acquire or dispose of any interest, including publicly traded shares, in any company while having undisclosed confidential information obtained in the course of work at the organization which could reasonably affect the value of such securities.

7. OUTSIDE EMPLOYMENT OR ASSOCIATION

- 7.1 A director who accepts a position with any organization that could lead to a conflict of interest or situation prejudicial to the organization interests, should discuss the implications of accepting such a position with the board chair recognizing that acceptance of such a position might require the director's resignation from the organization's board.

8. ENTERTAINMENT, GIFTS AND FAVOURS

- 8.1 It is essential to fair business practices that all those who associate with the organization, as suppliers, contractors or directors, have access to the organization on equal terms.
- 8.2 Directors and members of their immediate families should not accept entertainment, gifts or favours that create or appear to create a favoured position for doing business with the organization. Any firm offering such inducement should be asked to cease.
- 8.3 Similarly, no director should offer or solicit gifts or favours in order to secure preferential treatment for themselves or the organization.
- 8.4 Under no circumstances should directors offer or receive cash, preferred loans, securities, or secret commissions in exchange for preferential treatment. Any director experiencing or witnessing such an offer should report the incident to the board chair immediately.
- 8.5 Gifts and entertainment should only be accepted or offered by a director in the normal exchanges common to established business relationships for the organization. An exchange of such gifts should create no sense of obligation on the part of the director.
- 8.6 Inappropriate gifts received by a director should be returned to the donor.
- 8.7 Full and immediate disclosure to the board chair of borderline cases will always be taken as good-faith compliance with these standards.

9. USE OF THE ORGANIZATION'S PROPERTY

- 9.1 A director should require the organization's approval to use property owned by the organization for personal purposes, or to purchase property from the organization unless the purchase is made through the usual channels also available to the public.
- 9.2 Even then, a director should not purchase property owned by the organization if that director is involved in an official capacity in some aspect of the sale or purchase.

10. RESPONSIBILITY

- 10.1 The organization should behave, and be perceived, as an ethical organization.
- 10.2 Each director should adhere to the minimum standards described herein and in the organization's code of conduct, and to the standards set out in applicable policies, guidelines or legislation.
- 10.3 Integrity, honesty, and trust are essential elements of the organization's success. Any director who knows or suspects a breach of the organization's code of conduct and ethics has a responsibility to report it to the board chair.
- 10.4 To demonstrate determination and commitment, each director should review and declare compliance with the organization's code of conduct and ethics annually.

11. BREACH

- 11.1 A director found to have breached their duty by violating the minimum standards set out in this document may be liable to censure or a recommendation for dismissal to the Government.

12. WHERE TO SEEK CLARIFICATION

- 12.1 Normally, the board chair or the governance committee chair should be responsible to provide guidance on any item concerning standards of ethical behaviour.

I ACKNOWLEDGE that I have read and understood the Code of Ethical Conduct for Members of the Board of the University of Northern British Columbia and agree to conduct myself in accordance with the Code.

Dated: _____

Signature

Print Name

Witness Signature

Print Name

Agenda Item:	9.b. FIPPA Annual Statistical Report – G. Payne
Material:	1. Freedom of Information Request Statistics – 2014 – 2019

Freedom of Information Request Statistics 2014-2019

Updated March 2020

Year	Total FOI Requests	*Type of FOI Request	Total for Type of FOI Request	Total FOI 3rd Party Consults
2014	13			4
		Academic Governance Records	2	
		Access to Restricted Archival Records	1	
		Employment Related Records	5	
		Public Interest Records	3	
		Student Records	2	
2015	20			2
		Academic Governance Records	1	
		Employment Related Records	5	
		Law Enforcement/Government Case Records	5	
		Public Interest Records	3	
		Student Records	6	
2016	14			3
		Access to Restricted Archival Records	1	
		Employee Related Records	3	
		Law Enforcement/Government Case Records	1	
		Public Interest Records	7	
		Student Records	2	
2017	34			3
		Academic Governance Records	2	
		Access to Restricted Archival Records	1	
		Employment Related Records	9	
		Law Enforcement/Government Case Records	3	
		Public Interest Records	17	
		Student Records	2	
2018	21			0
		Access to Restricted Archival Records	1	
		Employment Related Records	1	
		Law Enforcement/Government Case Records	5	
		Public Interest Records	11	
		Student Records	3	
2019	9			0
		Employment Related Records	2	
		Law Enforcement / Government Case Records	2	
		Public Interest Records	3	
		Student Records	2	

Types of FOI Requests:

Academic Governance Records: external program reviews, academic planning documents, and documents supporting decisions that impact academic units or planning.

Access to Restricted Archival Records: Archival records that have been donated or received with restrictions.

Employment Related Records: Records that relate to employment history, investigations, complaints or terminations.

Law Enforcement / Government Case Records: Records that respond to requests from the Integrity Services Branch of Service Canada, Canadian Border Service Agency or other law enforcement agency. Law Enforcement / Government Case Records are no longer calculated into these statistics as of April 18 2019. These requests are now handled by individual departments who consult with the Information Governance Officer as needed.

Public Interest Records: Contracts, financial reports, statistical information or documents related to an institutional decision or report.

Student Records: Official student files and supporting documentation.

3rd Party FOI Consults: When a third party receives an FOI request and the information they are asked to release contains information about UNBC, the third party will formally *consult* with UNBC prior to release to allow UNBC to object or request redactions.

Notes: When an individual requests a copy of their *own* records, or a properly authorized lawyer or other representative makes a request on an individual's behalf, this is considered a "*routine*" request for information. The majority of routine requests can be handled directly by the Office holding the records. With a few exceptions b/w 2013-2016, *routine* requests are not reflected in the Statistics provided.

The routine release of records is not without risk. The Privacy Officer, and the responsible Directors and Managers, have worked closely with the units most likely to receive routine requests and most likely to hold sensitive personal information (Human Resources, the Office of the Registrar and the Wellness Centre), to ensure that processes are in place to validate the identity of requestors or the authenticity of the legal authorization, and to review and redact any third party personal information from the files before release.

Training and work with these and other departments to mitigate the risk of an inappropriate release or privacy breach is ongoing and should be built into onboarding

and training for all staff, and in particular front-line staff who are most likely to receive a request for records.

Release of information to the public through internal and external media is also a regular and routine function of the Office of Communications. This however is a relatively low risk area as personnel in the Communications field are trained and accustomed to thinking critically about information being released. Communications will seek the support of the Privacy Officer when appropriate.

Requests for general financial, statistical and other readily available information about UNBC, such as copies of reports that UNBC is required to submit to the Ministry of Advanced Education or under Financial Accountability legislation, etc., are also considered routine requests. These generally do not need to be treated or counted as formal FOI requests unless they contain identifying or personal information and require review and redaction.

Building institutional awareness of best practices in a Public Institution for the creation of “release ready” reports is an ongoing process.