

UNBC UNIVERSITY OF NORTHERN BRITISH COLUMBIA

BOARD OF GOVERNORS

PUBLIC SESSION AGENDA

Saturday, March 19, 2022

ZOOM Videoconference Only

10:45 AM – 12:30 PM

Members – Vacant (Chancellor), Amanda Alexander, Kostas Bach, Allison Beswick, Darwyn Coxson, Joyce Henley, Michael Lo, Joel McKay, Geoff Payne, Michael Reed – VICE-CHAIR, Andrew Robinson, Paul Sanborn, Gregory Stewart, Catherine Wishart – CHAIR

1. **Acknowledgement of Territory**

2. **Chair's Remarks**

- Declarations of Conflict
- Correspondence Received

3. **Approval of Agenda**

That, the Agenda for the Public Session of the March 19, 2022 meeting of the Board of Governors be approved as presented.

4. **Approval of Minutes**

- Public Session Minutes of January 28, 2022 – page 4**
That, the Public Session Minutes of the January 28, 2022 meeting of the Board of Governors be approved as presented.
- Public Session Minutes of February 4, 2022 – page 9**
That, the Public Session Minutes of the February 4, 2022 electronic meeting of the Board of Governors be approved as presented.

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

None

6. **Presentation – Celebrating Nursing in the North** – Dr. Caroline Sanders, Acting Chair School of Nursing

7. **Budget 2022/23: Assumptions and Analysis – Presentation** – R. Somani

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

- Audit and Risk Committee** – G. Stewart, Chair – **page 11**
 - Protection of Privacy Policy** – G. Payne / K. Howitt – **page 14**
That, on the recommendation of the Audit and Risk Committee, the Board of Governors approves the Protection of Privacy Policy, as presented.

- b. **Repeal – Privacy and Access to Information Policy** – G. Payne / K. Howitt – **page 34**
That, on the recommendation of the Audit and Risk Committee, the Board of Governors repeals the Privacy and Access to Information Policy.
- c. **Repeal – Video Surveillance Policy** – G. Payne / K. Howitt – **page 38**
That, on the recommendation of the Audit and Risk Committee, the Board of Governors repeals the Video Surveillance Policy.
- (ii) **Executive Committee** – C. Wishart, Chair – **page 41**
 - a. **Board of Governors Code of Ethical Conduct – Annual Review and Signing** – C. Wishart – **page 43**
- (iii) **Finance and Investment Committee** – A. Beswick, Chair – **page 52**
 - a. **2022/23 Consolidated Budget** – R. Somani – **page 54**
That, on the recommendation of the Finance and Investment Committee, the Board of Governors approves the 2022/23 Consolidated Budget, as presented.
 - b. **2021/22 Consolidated Budget for Financial Statement Presentation** – R. Somani – **page 96**
That, on the recommendation of the Finance and Investment Committee, the Board of Governors approves the 2021/22 Consolidated Budget for Financial Statement Presentation for the University of Northern British Columbia, as presented.
 - c. **Changes to Undergraduate/Graduate Calendars – Recognition of Indigenous Rights** – M. Dale – **page 98**
That, on the recommendation of the Finance and Investment Committee the Board of Governors approves, that the expression of recognition of Indigenous rights for admission processes, be added on page 21 of the 2021/2022 graduate and page 22 of the 2021/2022 undergraduate calendar, as recommended and approved by the UNBC Senate, as presented.
 - d. **Agreements, Scholarships, Bursaries and Awards** – M. Dale – **page 102**
That, on the recommendation of the Finance and Investment Committee, the Board of Governors approves the agreements, scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for the period of January 2022 to February 2022, as presented.

9. **Mandatory and Standing Reports - Public Session**

- a. **Report of the Interim President – G. Payne**
 - Regular Report – **page 103**
 - COVID-19 – Update (verbal)
 - Senate Update (verbal)
- b. **Public Reports of the Vice-Presidents, written**
 - Interim Provost and Vice-President Academic – M. Dale – **page 110**
 - Vice-President, Finance and Administration – R. Somani – **page 117**
 - Acting Vice-President, Research and Innovation – K. Lewis – **page 122**

10. **Other Business**

- a. FIPPA – Annual Statistical Report – G. Payne – **page 126**
- b. Correspondence from Ministry of Advanced Education and Skills Training re: Institutional Accountability Plan and Report – G. Payne – **page 129**
- c. Schedule of Upcoming UNBC Events
Convocation for the Class of 2022 – Friday, May 27, 2022 – Prince George Campus

11. **Adjournment**

BOARD OF GOVERNORS – PUBLIC SESSION
Approved for Submission:



Catherine Wishart
UNBC Board Chair

Agenda Item:	8.i. Audit and Risk Committee Report
Material:	1. Audit and Risk Committee Quarterly Public Written Report

Audit and Risk Committee Report to the UNBC Board of Governors

Submitted by: Greg Stewart

Dates of meeting(s) since last report: March 1, 2022

Topics reviewed and discussed:

1. Audit Plan and Schedule – KPMG Audit Representation

- *General discussion, questions, and points of consideration*
 - Presentation from Corey Naphtali and Micaela Roque, KPMG, about the audit plan for 2021/2022 fiscal year.
 - Discussed if additional areas of focus were required to be addressed – management feels the audit is comprehensive and no additional specific focus is required this year.
 - Committee is unaware of any areas of non-compliance or violations of laws, regulation, or fraud.
 - Discussed the role of auditors in helping oversee the financial health of the organization:
 - Briefly discussed the Laurentian University financial situation and talked about the influence of different provincial jurisdictions on University operations.
 - The audit looks at the previous year's performance and adherence to financial policies and procedures.
 - Audits do assess indicators to determine if the university remains a going concern; however, the major responsibility for going concern assumption lies with the Management and the Board of Governors.
 - Audit is important to provide confidence and assurance to decision makers, Board of Governors, and/or the Auditor General that the documented financial results are accurate.
 - Committee went in-camera with Auditors, no further issues, items, or actions were raised.
- *Outcomes (motion, bring forward to future discussion)*
 - Received the Audit Plan report.

2. Enterprise Risk Management - Update

- *General discussion, questions, and points of consideration*
 - R. Somani provided a progress update.
 - Interviews have been completed.
 - Will now be conducting workshops to collectively validate, prioritize and rank the identified risks, understand how the risk impacts the University, and then develop actions to address the risk.
 - Given the scheduling challenges, the workshop is expected in early April.

- *Outcomes (motion, bring forward to future discussion)*
 - Will continue to update the committee in future meetings.

3. Privacy Policy Discussion

- *General discussion, questions, and points of consideration*
 - The Privacy Policy work is consistent with the ongoing project to update university policy and procedures.
 - Policy has been made available to the University community and feedback received to date has been editorial in nature rather than significant content changes.
 - Substantive changes to the Policy include aligning the policy with British Columbia's Freedom of Information and Protection of Privacy Act (FOIPPA) changes and establishing a close link between risk and safety in the policy.
 - The policy revisions began November 2021 with the adoption of the new Provincial government.
- *Outcomes (motion, bring forward to future discussion)*
 - Motion passed to recommend the Board of Governors approves the new *Protection of Privacy Policy*.
 - Motion passed to recommend the Board of Governors repeal the *Access and Privacy Policy*.
 - Motion passed to recommend the Board of Governors repeal the *Video Surveillance Policy*.

4. Risks associated with the Winter Semester Return to Campus - Update

- *General discussion, questions, and points of consideration*
 - Dr. Payne shared that the semester has proceeded with minimal impact from COVID-19.

5. Other Business

- *General discussion, questions, and points of consideration*
 - Two topics, listed below, were discussed briefly:
 - Rapid Antigen Tests and potential use in unique classroom environments
 - Preventing cyber-harassment at virtual meetings through interruption from unwanted/uninvited users.

Agenda Item:	8.i.a. Protection of Privacy Policy – G. Payne / K. Howitt
Material:	<ol style="list-style-type: none"> 1. Memo from Kellie Howitt, Senior Governance Officer dated March 19, 2022 2. New Protection of Privacy Policy (for approval) 3. Appendix 1 Determining Custody and Control Standards (for information) 4. Appendix 2 Protection of Privacy – Defining Personal Information (for information)
Motion:	<i>That, on the recommendation of the Audit and Risk Committee, the Board of Governors approves the Protection of Privacy Policy, as presented.</i>

MEMORANDUM

TO: UNBC Board of Governors

FROM: Kellie Howitt, Senior Governance Officer and
Doris Marshall-Greenlaw, Governance Officer - Access, Privacy and Records
Management

DATE: March 19, 2022

RE: New - *Protection of Privacy Policy*

OVERVIEW

The University has a legal and ethical obligation to protect the privacy of individuals whose information it manages. British Columbia's [*Freedom of Information and Protection of Privacy Act*](#) (FOIPPA), and the best practices outlined in the Canadian Standards Organization Model Code for the Protection of Personal Information (the Model Code), and various standards and guidelines issued by the Office of the Information and Privacy Commissioner of British Columbia inform the substance of this policy.

The Policy has been drafted to align with the BC FOIPPA and the recent substantive changes made to the *Act* that were implemented November 25, 2021. The new policy also incorporates the use of surveillance systems to ensure compliance with FOIPPA.

Associated Procedures will be developed over next few months and approved by the appropriate Procedural Authority. These include *Disclosure of Student Information in Emergency or Compelling Circumstances Procedures* and *Privacy Breach Procedures*, which are specifically noted in the Policy.

PURPOSE OF THE PROTECTION OF PRIVACY POLICY

The purpose of this policy is to establish how the University complies with the protection of privacy requirements under FOIPPA and manages Personal Information in accordance with best practices.

FEEDBACK ON THE POLICY

The draft Policy was posted to the University Policies and Procedures on February 24, 2022, and the Office of University Governance sent an email notification to the University Community inviting feedback on the Policy until March 9, 2022. In addition to the University Community at large, the Office of University Governance received feedback from the Director, Safety and Security and the Chief Information Security Officer.

There were no substantive changes made to the draft Policy that was presented to the Board's Audit and Risk Committee. Feedback included minor editorial changes (E.g. typos, numbering, grammar, etc.) and changes to wording to clarify intent/meaning of statements. The most notable changes include:

- the addition of section 5.6.8 to consider operational and privacy oversight; and
- the addition of sections 5.13.5 and 5.13.6 to clarify actions that must be taken in regard to privacy complaints, the office and position responsible for receiving and following-up on complaints, and the disclosure of the outcome of an investigation.

ATTACHMENTS

- New *Protection of Privacy Policy* (for approval)
 - Appendix 1 Determining Custody and Control Standards (for information)
 - Appendix 2 Protection of Privacy – Defining Personal Information (for information)
- Repeal *Access and Privacy Policy* (for approval)
- Repeal *Video Surveillance Policy* (for approval)

Policy

PROTECTION OF PRIVACY POLICY

Number: GV 2

Classification: Governance

Approving Authority: Board of Governors

Designated Executive Officer: President

Effective Date:

Supersedes: November 2018

Date of Last Review/Revision: February 2022

Mandated Review Date: February 2029

Associated Procedures: [This section will be updated as Procedures are developed and approved appropriately by the Procedural Authority].

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1.0 BACKGROUND

The University has a legal and ethical obligation to protect the privacy of individuals whose information it manages. British Columbia's *Freedom of Information and Protection of Privacy Act* (FOIPPA), and the best practices outlined in the Canadian Standards Organization Model Code for the Protection of Personal Information (the Model Code), and various standards and guidelines issued by the Office of the Information and Privacy Commissioner of British Columbia inform the substance of this policy.

2.0 PURPOSE

The purpose of this policy is to establish how the University complies with the protection of privacy requirements under FOIPPA and manages Personal Information in accordance with best practices.

3.0 SCOPE

- 4.1 This policy applies to all personal information in the custody or under the control of the University and to all University Employees, Officers of the University, Volunteers, and Service Providers who have access to personal information.
- 4.2 This policy does not apply to the research information of faculty or other individuals carrying out research at the University.

4.0 DEFINITIONS

- 4.1 **Act or FOIPPA** means the *British Columbia Freedom of Information and Protection of Privacy Act*.
- 4.2 **Administrator** means an individual engaged in directing and overseeing a distinct program, unit, office, or department of the University (e.g., manager, director, dean, etc.).
- 4.3 **Business Contact Information** means information to enable an individual at a place of business to be contacted and includes the name, position name or title, business telephone number, business address, business email, or business fax number of the individual.
- 4.4 **Custody of a record** means UNBC has the possession of a record and responsibility for its care.

- 4.5 **Control of a record** is having the authority to manage records related to a mandate or function that is relied upon for businesses purposes.
- 4.6 **Compelling Circumstances** are situations when someone is compelled to act to protect an individual whose health or safety is in imminent danger.
- 4.7 **Consent** means voluntary agreement by a person in the possession and exercise of sufficient mental capacity to make an intelligent choice to do something proposed by another; it supposes a physical power to act, a moral power of acting and a serious, determined and free use of these powers.
- 4.8 **Determining Custody or Control** is defined in the attached Standards (see Appendix 1)
- 4.9 **Disclosure** means to transmit, reveal, show, expose, provide copies of or give Personal Information or records.
- 4.10 **Emergency** means a present or imminent event of a short duration that affects or threatens the health, safety or welfare of people, or University property and infrastructure.
- 4.11 **Employee** means a person who is employed by the University and is remunerated for their work. For the purposes of this Policy and the associated procedures, each reference herein to Employee also includes Officers of the University (E.g. members of Senate and the Board of Governors), volunteers, and service providers to the extent appropriate in the context.
- 4.12 **Personal Information** means recorded information about an identifiable individual other than business contact information.
- 4.13 **Personal Information Bank (PIB)** means a collection of personal information that is organized and capable of being retrieved using an individual's name or an identifying number or some other personal identifier.
- 4.14 **Privacy Breach** means access to or collection, storage, retention, disposal, use or disclosure of personal information that is not authorized by the *Act*.
- 4.15 **Privacy Impact Assessment (PIA)** means a compliance and risk-based assessment conducted by the University to determine if a current or proposed system, project, program, or activity meets or will meet the protection of privacy requirements of the Act. It is a risk management and compliance tool used to identify and correct or mitigate potential privacy and security issues, thus avoiding

Privacy Breaches, harm to institutional reputation or costly program, process or service redesign. Conducting Privacy Impact Assessments is a legal requirement under FOIPPA.

- 4.16 **Service Provider** means a person or company retained under contract to perform services for the University.
- 4.17 **Surveillance System** means overt and covert cameras recording both audio and/or visual images to monitor behavior, activities, or information
- 4.18 **University** means the University of Northern British Columbia (UNBC).
- 4.19 **University Community** means all students and employees of the University and all people who have a status at the University mandated by legislation or other University policies, including research assistants, post-doctoral fellows, Officers of the University including members of Senate and the Board of Governors, volunteers, visiting faculty, emeritus faculty, and visiting researchers.
- 4.20 **Volunteer** means a person who does work for the University without being paid.

5.0 POLICY

5.1 Accountability for Personal Information

- 5.1.1 Through this Policy, the Board of Governors designates the President as the head of the public body under the *Act*.
- 5.1.2 In accordance with section 66 of the *Act*, the President may delegate the duties of Privacy Officer to an employee or employees through a formal written document. A memo outlining any such delegation must be copied to the Chair of the Board of Governors, and maintained in the records of the Board of Governors.
- 5.13 The Governance Officer – Access, Privacy and Records Management is responsible for promoting, monitoring, and reporting on compliance with the FOIPPA and with University access, privacy, and records management policies. The Governance Officer's responsibilities include the following:
- i. providing privacy advice and training;
 - ii. providing ongoing assessment of privacy risks;
 - iii. responding to privacy complaints and investigating concerns about privacy issues; and

- iv. investigating and/or recommending to the appropriate administrative authority corrective action, suspension, or termination of a project or activity where the Governance Officer establishes that there is a significant privacy risk.

5.14 Administrators are responsible for the following:

- i. making reasonable efforts to familiarize themselves with the requirements in the FOIPPA, this policy and its associated procedures, and for making reasonable efforts to communicate these requirements to the Employees in their Units;
- ii. making reasonable efforts to ensure that the management of Personal Information in the custody or under the control of their units meets the requirements of the FOIPPA, this policy and its associated procedures;
- iii. reporting any privacy incidents or breaches of FOIPPA, this policy or its associated procedures in accordance with the University's Procedures for Responding to a Privacy Incident or Breach; and
- v. conducting privacy impact assessments.

5.15 All Employees who collect, access, use, disclose, maintain and dispose of Personal Information are in a position of trust. Employees are responsible for the following:

- i. treating all Personal Information to which they receive access in accordance with the FOIPPA and this policy;
- ii. making reasonable efforts to familiarize themselves and to comply with the requirements in the FOIPPA, this policy, and its associated procedures;
- iii. consulting as necessary with the appropriate authority regarding the requirements in the FOIPPA, this policy, and its associated procedures; and
- iv. reporting any privacy incidents or breaches under the FOIPPA, this policy, or its associated procedures.

5.16 The University requires a third party service provider whose work on behalf of the University involves the collection, use or Disclosure of Personal Information to abide by this policy, the Privacy Protection Schedule, and FOIPPA in its handling of personal information on behalf of the University. The University may require the service provider to sign a confidentiality agreement.

5.2 General

5.2.1 All personal information must be managed by the University in compliance with *the Act* as specified below and in accordance with best practices and standards for the protection of personal information.

5.2.2 The collection, access, use, disclosure, and retention of personal information must be limited to information that is directly related to and necessary for University operations.

5.2.3 Every reasonable effort must be made by the University to ensure the accuracy and protection of personal information in its custody or control.

5.3 Collection of Personal Information

5.3.1 Personal information must be collected only as provided for under Part 3 of the *Act*, and appropriate notice and methods of collection are used at all times.

5.3.2 The collection of personal information must be limited to the minimum amount necessary to carry out the University's activities as mandated by the *University Act*.

5.4 Consent for Collection of Personal Information

The University normally obtains express or implied consent from an individual before collecting Personal Information, but may collect, use or disclose Personal Information without consent in limited circumstances as authorized by FOIPPA.

5.5 Use, Disclosure and Retention of Personal Information

5.5.1 Employees are only granted access to personal information necessary for the performance of their duties.

5.5.2 Personal information is only used

- i. for the purpose in which it was obtained or compiled or for a use consistent with that purpose;
- ii. with the written consent of the individual who the personal information is about;
- iv. for the purpose it was disclosed to the University; or
- v. for any other purpose permitted under the *Act*.

5.5.3 The University must not disclose any personal information of students, employees, alumni, retirees, clients, and donors in its custody or under its control to any third party, unless doing so is provided for under the *Act*.

5.5.4 Disclosure of the following information without consent is permitted:

- i. an Employee's contact information;
- ii. information about an individual's position, functions, or remuneration as an officer, Employee, or member of the University;

- iii. names of individuals who have received degrees, the names of degrees those individuals received and the years in which the degrees were awarded;
- iv. Personal Information about an individual in an emergency situation or where the Director, Safety and Security determines that compelling circumstances exist that affect anyone's health or safety, or as permitted by the associated *Disclosure of Student Information in Emergency or Compelling Circumstances Procedures*.

5.6 Use of Surveillance Systems

- 5.6.1 It is lawful for the University to collect personal information only in circumstances permitted by s. 26 of FOIPPA. The University must be prepared to demonstrate to the public and to the OIPC, with specific evidence, that one or more provisions of s. 26 of FOIPPA authorize its proposed or existing collection of personal information by a surveillance system.
- 5.6.2 Each component of the surveillance system, be it overt or covert, must be lawful. For example, when UNBC is considering implementing or enhancing an already existing surveillance system that collects video and audio footage, it should be able to demonstrate the purpose and the legal authority for both. All requests for authorization must include evidence that supports how each component fulfils the purpose of the collection.
- 5.6.3 UNBC may use Surveillance Systems to:
 - i. improve personal safety on University property by acting as a deterrent or increasing the likelihood of identifying individuals who may commit criminal activity;
 - ii. assist law enforcement agencies with the investigation of any suspected criminal activity;
 - iii. assist with the protection of University assets and infrastructure; or
 - iv. assist with the application of University policies.
- 5.6.4 Surveillance Systems must not be used to monitor or record areas where the University Community or public have a reasonable expectation of privacy.
- 5.6.5 Surveillance Systems must only be deployed as an exceptional step to address real, pressing, and substantial problems or risks and only where a less privacy-invasive alternative is not available.
- 5.6.6 Surveillance Systems must be designed to minimize the impact on privacy. The privacy impact of the proposed Surveillance System needs to be

assessed and documented in the PIA prior to installation, upgrade, enhancement or replacement of the system.

- 5.6.7 Approval is required prior to installation, upgrade or enhancement of a Surveillance System. The Director, Safety and Risk is responsible for approval of the installation and all requests must provide written confirmation that the installation is necessary to address real, pressing and substantial problems or risks and that a less privacy-invasive alternative is not available.
- 5.6.8 The Director, Safety and Security must have the approval of installation confirmed with the Governance Officer – Access, Privacy and Records Management, in relation to privacy considerations, and the Vice President, Finance and Administration before finalizing the approval.
- 5.6.9 A written request for use must be sent to the Director, Safety and Risk that outlines the following:
- i. the requestor's name, department and position;
 - ii. the rationale for use of surveillance;
 - iii. the less intrusive methods considered and why they were rejected;
 - iv. who is authorized to view and share the personal information recorded; and
 - v. how the information will be stored, for how long and when it can be expected to be deleted.
- 5.6.10 Section 32 of FOIPPA limits the purpose for which a public body can use personal information. UNBC should be prepared to demonstrate it is using personal information properly and is meeting the requirements of section 32.
- 5.6.11 Information collected through video or audio surveillance should not be used beyond the original purpose for the collection and any other purpose that is demonstrably consistent with this purpose.
- 5.6.12 Surveillance systems are collecting Personal Information whenever they are recording regardless of if, or how, UNBC uses, retains or discloses the recordings in the future.
- 5.6.13 The Director, Safety and Security is responsible for keeping a list of all covert and overt cameras, their location and their capabilities (including, but not limited to, video and audio recording abilities, web-enabled, cloud-based system and take special note if any surveillance records are available or can be viewed by any party external to UNBC such as vendors, law enforcement or staff working in remote or isolated environments). This list must be shared with the Office of University Governance annually.

5.6.14 If the installation of a surveillance system is for a time-limited specific investigation into criminal conduct, it must be approved by the Vice President, Finance and Administration. Covert surveillances must only be approved if they are essential to the investigation, and the need for them outweighs the privacy issues of those that could be observed. Covert surveillance must not be authorized on an ongoing basis.

5.6.15 The University must provide notice of the use of overt surveillance systems by prominently displaying signage at the perimeter or entrance to the area being monitored or recorded to alert individuals that such systems are or may be in use before they enter any area under surveillance

5.7 Accuracy and Correction of Personal Information

5.7.1 The University must make every reasonable effort to ensure the personal information it uses to make decisions that directly affect individuals is accurate and complete.

5.7.2 Upon request by an individual to whom the personal information relates, the University corrects, makes additions to, or annotates the information with a correction when documentary evidence, satisfactory to the University, is provided to substantiate the correction.

5.8 Protection of Personal Information

5.8.1 The University protects personal information by making reasonable policy, procedural, physical, and technical security arrangements against such risks as unauthorized access, collection, use, disclosure, or disposal.

5.8.2 The University ensures that the protection of personal information is a core consideration in planning, implementing and maintaining new and revising existing systems, projects, programs or activities by completing Privacy Impact Assessments.

5.9 Authorization to Act on Behalf

5.9.1 If someone is requesting personal information about another individual, they are required to have an Authorization to Release Statement signed by that individual and submitted as part of the request. Under FOIPPA, there are very few specific exemptions in which personal information can be provided to a third-party without their consent.

- 5.9.2 Third party individuals or organizations (E.g. parents, agents, employers, sponsors etc.) must be authorized by the individual (in writing) in order for UNBC to release any information.
- 5.9.3 *Authorizations to Release Statements* are normally only valid for one year from date signed.
- 5.9.4 In most cases, authorizations are only for a specific item or two, and not a blanket approval to do everything with them. This must be respected.
- 5.9.5 Privacy breaches must be managed by the University in an effective and timely manner, in accordance with the *Privacy Breach Procedures*.

5.10 Storage of Personal Information

- 5.10.1 The University prefers to store all personal information in its custody or control only inside Canada, unless the individual the information is about has consented to storage outside Canada or unless the storage is permitted under the *Act*.
- 5.10.2 A PIA must be conducted
 - i. for new initiatives where a PIA was not formerly conducted;
 - ii. before implementing a significant change to an existing initiative; or
 - iii. when personal information is stored, accessed or disclosed outside of Canada;

5.11 Retention and Disposal of Personal Information

- 5.11.1 The University retains an individual's personal information for at least one year when it is used to make a decision that directly affects the individual.
- 5.11.2 Unless section 5.11.1 is applicable, video files are erased within one month unless retained at the written request of the Director, Safety and Security or if needed to document an ongoing incident or investigation.
- 5.11.3 The disposal of personal information is done securely and the destruction of the information is documented accordingly.

5.12 Individual Access to Personal Information

- 5.12.1 Individuals have a right to access Personal Information about themselves, subject to exceptions under the FOIPPA. FOIPPA does not replace other

procedures for access to information or limit in any way access to information that is not personal information and is available to the public.

5.12.2 Individuals have a right to request corrections to Personal Information about themselves, subject to exceptions under the FOIPPA

5.13 Unauthorized Access or Disclosure of Personal Information

6.13.1 It is an offence under FOIPPA to disclose personal information in contravention of the *Act*.

5.13.2 Any employee of the University who is aware of an unauthorized disclosure of personal information, or who suspects there has been an unauthorized disclosure of personal information, must immediately notify the Office of University Governance's Access, Privacy and Records Management Governance Officer (Privacy Officer).

5.13.5 All privacy complaints related to this Policy or under the *Act* must be made in writing to the Office of University Governance and be addressed to the Governance Officer – Access, Privacy and Records Management.

5.13.6 The University responds to all complaints about breaches of privacy in accordance with the *Act* and discloses the outcome of any investigation to the complainant as per the *Privacy Breach Procedures*.

6.0 AUTHORITIES AND OFFICERS

The authorities and officers for this policy are as follows:

Approving Authority: Board of Governors

Designated Executive Officer: President

Procedural Authority: President

Procedural Officer: Senior Governance Officer

7.0 RELEVANT LEGISLATION AND STANDARDS

- [University Act](#), R.S.B.C. 1996, c. 468
- [Freedom of Information and Protection of Privacy Act](#), R.S.B.C. 1996, c. 165
- [Canadian Anti-Spam Legislation](#), S.C. 2010, c. 23
- [Canadian Standards Organization Model Code for the Protection of Personal Information](#) [CAN/CAS-Q830-96]
- [Office of the Information and Privacy Commissioner of British Columbia's guideline on "Privacy Breaches: Tools and Resources"](#) (March 2012)
- International Standards Organization Guidelines (ISO 29134 Guidelines)

8.0 RELATED POLICIES AND OTHER ASSOCIATED DOCUMENTS

8.1 Appendix 1 Determining Custody and Control Standards

8.2 Appendix 2 Protection of Privacy – Defining Personal Information

APPENDIX 1

DETERMINING CUSTODY AND CONTROL STANDARDS

Parent Policy: Protection of Privacy Policy

Custody and Control are not defined in FOIPPA. They must be determined on a case-by-case-basis.

1.0 Custody

You usually have **custody** of a record if it's in your **possession** — in your electronic database or paper files, for example. However, simply possessing the record is not enough to determine the question of custody. To have custody of a record, you must also have some right to deal with the record and some responsibility for its care and protection.¹ For example, your employee's personal journal, unrelated to work, would not be in your custody even if it is stored at their work station.

2.0 Control

Even if a record is not in your possession, it could potentially be under your **control**. For example, if you have authority to manage a record related to your mandate and function and you rely on it for business purposes, it may be under your control regardless of whether you physically possess it. A record held by your consultant, for example, could be in your control in some circumstances.

3.0 Standard

The standard for determining Custody and Control is based on the Ontario OIPC Order 120 by former Commissioner Sidney Linden. The list demonstrates the kinds of questions that could be considered in making such determinations and is not exhaustive list.

¹ See IPC Order P-239.

Each item on the following list should be considered in the context of the legislative purpose and intent:

- a. Was the record created by an officer or employee of the institution?
- b. What use did the creator intend to make of the record?
- c. Does the institution have possession of the record, either because it has been voluntarily provided by the creator or pursuant to a mandatory statutory or employment requirement?
- d. If the institution does not have possession of the record, is it being held by an officer or employee of the institution for the purposes of his or her duties as an officer or employee?
- e. Does the institution have a right to possession of the record? (does it have bare possession only)
- f. Does the content of the record relate to the institution's mandate and functions?
- g. Does the institution have the authority to regulate the record's use?
- h. To what extent has the record been relied upon by the institution?
- i. How closely has the record been integrated with the other records held by the institution?
- j. Does the institution have the authority to dispose of the record?

APPENDIX 2

PROTECTION OF PRIVACY – DEFINING PERSONAL INFORMATION

Parent Policy: Protection of Privacy Policy

1.0 PURPOSE

The purpose of this Schedule is to define the scope of personal information collected, accessed, used, disclosed, stored, retained, and disposed of by the University.


2.0 DEFINITION OF PERSONAL INFORMATION AND EXAMPLES

Personal Information means recorded information about an identifiable individual other than Business Contact Information. See below for a list of examples of Personal Information.

- names, home addresses and telephone numbers
- age/birth date
- gender
- marital or family status
- identifying number (e.g., student or employee number, personal education number, social insurance number, personal health care number, driver's license number)
- race, national or ethnic origin
- religious or political beliefs or associations
- educational history (e.g., personal data maintained on any undergraduate or graduate student file or stored in a student information system and/or a learning management system, including applications; references and evaluations; admission; enrolment; academic advising, assignments, grades,

- transcripts and test scores; coop work placements; career counseling; volunteer activities; finances and financial assistance; academic dishonesty and misconduct investigations and discipline, extra-curricular activities; etc.)
- blood type
 - employment history (e.g., personal data maintained on any employee file or stored in administrative information systems, including applications; CVs, reference; recruitment and hiring; performance evaluations; renewal, tenure, promotion and salary review; work schedules and absences; compensation, pension and benefits; finances and financial awards; grievances; misconduct investigations and discipline; career counseling, professional development and training; outside activities; employment separation, termination and retirement; etc.)
 - medical history (e.g., personal data maintained on any patient, student, employee or disability case file describing medical conditions, diagnoses, treatment and procedures; prescribed drugs; psychological and psychiatric evaluations; occupational health and safety
 - disability status (e.g., personal data maintained on any patient, student, employee or disability case file describing physical and cognitive assessments, abilities, treatment and accommodation; etc.)
 - financial history (e.g., banking, tuition, loan, grants and tax information; donors and donations; personal credit card information; etc.)
 - criminal history (e.g., criminal record checks; etc.)
 - images (e.g., student and employee photo identification systems)
 - anyone else's recorded opinions about an individual (e.g., performance evaluation; letter of reference; etc.
 - an individual's recorded personal view or opinions; and
 - name, address and phone number of parent, guardian, spouse or next of kin

Agenda Item:	8.i.b. Repeal – Privacy and Access to Information Policy – G. Payne / K. Howitt
Material:	1. Privacy and Access to Information Policy
Motion:	<i>That, on the recommendation of the Audit and Risk Committee, the Board of Governors repeals the Privacy and Access to Information Policy.</i>

 UNIVERSITY OF NORTHERN BRITISH COLUMBIA POLICY	Approved: November 23, 2018 Motion #2018BP11.23.08 Approving Authority: Board of Governors Responsible Executive: President
Title: Privacy and Access to Information	

1. Background Purpose

1.1 The University of Northern British Columbia (UNBC) is a “local public body” as defined in, and as subject to, the provisions of the *Freedom of Information and Protection of Privacy Act* [RSBC 1996] c. 165 (*the Act*).

1.2 This Policy is enacted to help ensure that UNBC and its employees are aware of, and meet, their obligations under *the Act*, and further to ensure that UNBC’s privacy management and access to information practices are consistent and compliant with *the Act*.

2. SCOPE

2.1 This Policy applies to all information created or collected by, or otherwise in the custody and control of, the University of Northern British Columbia including information gathered at the direction of UNBC. This policy does not apply to information that is deemed out of scope, in accordance with section 3 of *the Act*.

3. DEFINITIONS

3.1 The definitions in *the Act* apply in the interpretation and application of this Policy. The following additional definitions apply to the extent that they are not inconsistent with the definitions in *the Act*.

3.1.1. **Documentary Evidence** means an official record or records that substantially legitimize a claim, as reasonably determined by the University.

3.1.2 **Freedom of Information Request** means a written request for information which the University has not released to the public.

3.1.3 **Personal Information** means recorded information about an identifiable individual other than *contact information* as defined in Schedule 1 of the Act.

3.1.4 **Privacy Impact Assessment** means an assessment that is conducted by a public body to determine if a current or proposed enactment, system, project, program or activity meets or will meet, the requirements of Part 3 of *the Act* as defined in section 69(1) of *the Act*.

3.1.5 **Privacy Officer** means the individual or position designated by the head of the public body to ensure that access to university records and the collection and management of Personal Information comply with *the Act*.

4. POLICY STATEMENT

- 4.1 The University supports the public's right of access to information in accordance with *the Act*, and an individual's right of access to Personal Information about themselves, through a Freedom of Information Request.
- 4.2 The University will make every reasonable effort to ensure that Personal Information managed by the University is accurate and complete. Upon request by an individual about whom Personal Information relates, the University will correct Personal Information, or annotate the information with a correction, if sufficient Documentary Evidence is provided to validate the correction.
- 4.3 In accordance with section 31.1 of *the Act* any officer, director or individual employed by the University, or any employee of an entity providing service at the direction of the University is responsible for complying with *the Act* when collecting, using, storing, disclosing and disposing of Personal Information. Any individual who is not aware of how to exercise this responsibility must seek guidance from their supervisor or from the University's Privacy Officer, through the Office of the University Secretariat.
- 4.4 Employees are expected and required to support compliance with the Privacy Impact Assessments provisions of the *Act*.

5. PROCEDURAL AUTHORITY and EXECUTIVE or ADMINISTRATIVE RESPONSIBILITIES

- 5.1 Section 77 of *the Act* directs that the UNBC Board of Governors must designate a person or group of persons as head of the local public body for the purposes of *the Act*.
- 5.2 The UNBC Board of Governors through this Policy, designates the position of President as head of the public body under *the Act*.
- 5.3 In accordance with section 66 of *the Act*, the President may delegate the duties of Privacy Officer to an employee or employees through formal written instrument. A memo outlining

any such delegation must be copied to the Chair of the Board, and maintained in the records of the Board.

- 5.4 The President has the authority to approve and, as necessary and appropriate, amend Procedures consistent with this Policy and with *the Act* to give effect to this Policy and to ensure compliance with *the Act*. Any such Procedures will be publically available and posted on the University or Secretariat website.

6. TRANSITIONAL PROVISIONS AND COMING INTO EFFECT

- 6.1 This Policy is effective on approval of the Board, and replaces all previous UNBC Policies, Procedures and Delegations or Designations of authority, related to Privacy and Access to Information.

For clarity, the following Policies, Procedures and Delegations are rescinded:

- *Confidentiality of Student Records – Procedure for Officers of the University to Access Student Records* – President’s Council Motion 200302.19
- *Employee Information* – President’s Council Motion 200009.06
- *Access to Information and Protection of Privacy* - President’s Executive Council – February 11, 2010
- *Freedom of Information and Protection of Privacy Act – Disclosure of Student personal information by the Registrar’s Office* – President’s Council Motion 199709.10
- *Freedom of Information and Protection of Privacy Act – Fee Waivers* – President’s Council Motion 199709.10
- *Freedom of Information and Protection of Privacy Act – Fees Relating to Requests* – President’s Council Motion 199709.10
- *Head of the Institution and Delegation of Authority Under the Freedom of Information and Protection of Privacy Act* - President’s Executive Council October 27, 2009 – Board of Governors Dec 5, 2009
- *Freedom of Information and Protection of Privacy Act – Management of Access Request Files* - President’s Council, July 3, 2002
- *Freedom of Information and Protection of Privacy Act – Processing Requests for Information* – President’s Council Motion 199709.10
- *Freedom of Information and Protection of Privacy Act – Section 25 Disclosure of Information in the Public Interest* – President’s Council Motion 199709.10
- *Protection of Privacy and Information* – President’s Executive Council Motion 199703.25

- 6.2 The designation of head of public body in section 5 is effective immediately and supersedes any previous designation by the Board.

Agenda Item:	8.i.c. Repeal – Video Surveillance Policy – G. Payne / K. Howitt
Material:	1. Video Surveillance Policy
Motion:	<i>That, on the recommendation of the Audit and Risk Committee, the Board of Governors repeals the Video Surveillance Policy.</i>

SUBJECT: VIDEO SURVEILLANCE POLICY**1. Purpose**

The purpose of this policy is:

To improve personal safety on the University campus by deterring people from committing acts of harassment, assault, vandalism, and theft through the use of video technology.

2. Scope

The University recognizes the need to strike a balance between the individual's right to be free from invasion of privacy and the institution's duty to promote a safe environment for community members and protect University property.

Video surveillance technology has been in use for many years by many institutions to serve as a deterrent and to record significant events, breaches of University policy, and crimes.

This policy has been developed to comply specifically with the *Freedom of Information and Protection of Privacy Act*, Federal legislation, and to be consistent with other related University policies.

It is necessary to standardize procedures so that all members of the University community can expect consistent and ethical use and implementation of this surveillance equipment..

3. Authority / Responsibility

The University collects personal information by CCTV (Closed Circuit Television) utilizing visible and covert camera systems in accordance with sections 26 and 27 of the *Freedom of Information and Protection of Privacy Act*.

The authorization for the installation and practices lies with the Chief Financial Officer. The Chief Financial Officer can delegate responsibility for the day-to-day procedures to the appropriate Dean, Chair, or Director. A manager may be assigned the supervision of the operation of a covert camera system by the Dean, Chair, or Director. In this case the manager will administer the operations of the CCTV equipment and recorded information outlined in this policy.

4. Use of cameras

Signage will be posted indicating that surveillance cameras are in use in University Buildings and properties.

Video surveillance cameras may be used to monitor and/or record activities persons within University owned or occupied locations.

Video surveillance camera locations must be authorized by the Chief Financial Officer or designate.

Before video surveillance is introduced to a site, a report must be provided to the Chief Financial Officer explaining its necessity and identifying any less invasive options. The report must include the requestors name, position, and rationale for the request. It must identify, if camera is covert, who will be notified of the installation. .If installation is not covert, signs must be prominently displayed clearly indicating to the public that the area is under video surveillance.

If installation is for, but not limited to, a time-limited specific investigation into criminal conduct, it must be approved by the Chief Financial Officer. This will be approved only if covert surveillance is essential to the investigation and outweighs the privacy issues of those that could be observed. Covert surveillance will NOT be authorized on ongoing basis.

Generally, video surveillance is NOT to be used in locations where appropriate confidential or private activities or functions are normally carried out (e.g. washrooms, change rooms, private work areas or offices) Any exception must be approved by the University President on the basis that no other option is feasible, the need is pressing (personal safety) and the privacy rights are outweighed. Surveillance of such locations may not be authorized on an ongoing basis.

5. Security

Video surveillance cameras will be installed only by a designated employee or agent of the University, and will be approved by the Chief Financial Officer or designate. Only designated individuals shall have access to the video surveillance equipment.

The Chief Financial Officer or designate shall be responsible for designating access to the video surveillance equipment to employees or agents of the University.

Video files or images and equipment shall be stored in a locked and secure area not normally accessible to students or the public.

Recorded video files may never be sold, publicly viewed or distributed in any other fashion.

6. Viewing of Tapes

6.1 Monitors used to view video should not enable public viewing.

6.2 Video may only be viewed by:

- The individual authorizing camera installation;
- A University employee with a direct involvement with the recorded contents of the specific video
- Individuals responsible for technical operations of the system (for technical purposes only);
- Director and/or Manager of Campus Security

7. Retention of Video files

7.1 Video files shall be erased within one month, unless it is retained at the request of the Chief Financial Officer, or the individual involved for documentation related to a specific incident.

7.2 Video files retained as per 7.1 shall be erased as soon as the incident in question has been resolved, with one exception. If the video has been used to make a decision about an individual, the file must be kept for a minimum of one year as per the *Freedom of Information and Protection of Privacy Act*.

8. Audit

8.1 The Chief Financial Officers office shall conduct an annual audit to ensure that this policy and regulations are being followed, and the policy reflects current legislation.

Agenda Item:	8.ii. Executive Committee Report
Material:	1. Executive Committee Quarterly Public Written Report

Executive Committee Report to the UNBC Board of Governors

Submitted by: Catherine Wishart

Dates of meetings since last report: January 24 (e-vote), February 2, and March 2, 2022

Topics reviewed and discussed:

1. Governance

- Reviewed and approved materials for the Chancellor nomination, selection, and appointment process.
- Noted that the Crown Agencies and Board Resourcing Office has posted for the eighth Order-in-Council Board member position. At UNBC's request the deadline was extended to April 10 to allow more time to promote the opportunity across the north.
- Reviewed and updated action items from the Ad Hoc Committee of Governance (April 2021), from the 2020 UNBC Governance Review. Most actions are complete, underway, or otherwise resolved, including improving the Board orientation, strengthening the Board's role in identifying and recruiting Order-in-Council members, and initiating a review of Board policies. A full review will be brought to Board at the June meeting.
- Early discussions about how the next UNBC strategic planning process might be developed.
- Tabled appointments to the UNBC Foundation, pending further work on the Land Trust for UNBC.
- Brief discussion on the Draft Indigenous Post-Secondary Education and Skills Training Policy Framework, updated in November 2021 from the original 2012 provincial Policy Framework. Internal review of the draft will be done, with feedback to the Board.

2. Human Resources

- Executive Committee was updated on the President Search, including the fulsome engagement strategies undertaken in February.
- Reviewed institutional market differential proposals for recommendation to the Board.

Agenda Item:	8.ii.a. Board of Governors Code of Ethical Conduct – Discussion and Annual Signing – C. Wishart
Material:	1. Board of Governors Code of Ethical Conduct



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 Crown Agencies and Board Resourcing 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 executive 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's 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 executive 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:	8.iii. Finance and Investment Committee Report
Material:	1. Finance and Investment Committee Quarterly Public Written Report

Finance and Investment Committee Report to the UNBC Board of Governors

Submitted by: Allison Beswick

Dates of meetings since last report: March 7th, 2022

Topics reviewed and discussed:

1. Budget

- Incorporating and clarity of communication on the International student experience.
- KPI's that the board as a whole can use.
- Need for the Board to learn more about the provincial grant process.
- Research at this University and the significant impact it has on Northern BC
 - Community vision

Key messages captured from the budget

Enrollment - Loss of 1st year students by 4th year

May consider and being working on:

High profile classes like Lake Babine trips

Course based grad studies

SD 57 pathways discussions

2. Bio-fuel contract

- Cost of bio-fuel compared to natural gas.

Outcomes: Information forwarded to the Committee.

Agenda Item:	8.iii.a. 2022/2023 Consolidated Budget – R. Somani
Material:	2022 – 2023 Consolidated Budget
Motion:	<i>That, on the recommendation of the Finance and Investment Committee, the Board of Governors approves the 2022/23 Consolidated Budget, as presented.</i>



Budget 2022-23 and Plan 2023-27



**Board of Governors Meeting
Saturday, March 19, 2022**

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Traditional Territory Acknowledgement

Since time immemorial, Indigenous peoples have walked gently on the diverse traditional territories where the University of Northern British Columbia community is grateful to live, work, learn, and play. We are committed to building and nurturing relationships with Indigenous peoples, we acknowledge their traditional lands, and we thank them for their hospitality.

Our Prince George campus is situated on the unceded traditional territory of the Lheidli T'enneh First Nation. Our South-Central campus in Quesnel is situated on the unceded traditional territories of the Lhtako Dene Nation, Nazko First Nation, Lhoosk'uz Dené Nation, and Esdilagh First Nation. Our Northeast campus in Fort St. John is situated in Treaty 8 territory on the traditional lands of the Dane-zaa peoples of the Doig River First Nation, Blueberry River First Nation, and Halfway River First Nation. The Northwest campus in Terrace is situated on the unceded traditional Tsimshian territory of the Kitsumkalum First Nation and Kitselas First Nation. Our satellite campus in Prince Rupert is situated on the unceded traditional Tsimshian territory of the Lax Kw'alaams Band and Metlakatla First Nation.

In addition to these campus locations, UNBC has a federated agreement with the Wilp Wilxo'oskwhl Nisga'a Institute (WWNI). Established by the Nisga'a Lisims Government in 1993 and located in the Village of Gitwinksihlkw, WWNI is a fully accredited university-college serving all people in northwestern British Columbia.

Acronyms

\$	Canadian Dollar
A	Actual
B	Budget
B.C.	British Columbia
CAGR	Compound Annual Growth Rate
CRC	Canada Research Chair
CRM	Client Relationship Management
CUPE	Canadian Union of Public Employees
EDI	Equity, Diversity, and Inclusion
ESG	Environmental, Social and Governance
F	Forecast
FTE	Full-Time Equivalent
IT	Information Technology
LEED	Leadership in Energy and Environmental Design
MBA	Master of Business Administration
MASc	Master of Applied Science
P	Plan
RSF	Research Support Fund
SEM	Strategic Enrolment Management
SFU	Simon Fraser University
UBC	University of British Columbia
UBC-O	University of British Columbia – Okanagan Campus
UG	Undergraduate
UNBC	University of Northern British Columbia
UVic	University of Victoria
WWNI	Wilp Wilxo'oskwhl Nisga'a Institute
YTD	Year to date

1.0 Executive Summary

UNBC continues to make diligent progress on its financial sustainability framework, commenced in the fiscal year 2020-21, to achieve short- and long-term financial sustainability, which entails difficult decisions. The steps taken to date include rationalization of priorities, elimination of a portfolio with resulting layoffs, and expenditure reduction and deferral.

Table 1: Overall Financial Summary

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Revenues	92.90	95.32	96.03	100.04	100.92	101.75	102.58	103.47
Expenditures	81.02	90.33	88.96	94.48	98.07	99.56	100.85	102.14
Operating Margin	11.88	4.99	7.07	5.56	2.85	2.19	1.73	1.33
Capital and Transfers	6.61	4.99	5.60	6.70	7.46	7.46	7.46	7.46
General Operating Fund	5.27	-	1.47	(1.14)	(4.61)	(5.27)	(5.73)	(6.13)
Ancillary Services Fund	(1.87)	(2.09)	(0.43)	-	-	-	-	-
Other Funds	3.06	(4.85)	4.61	(5.60)	(4.85)	(4.85)	(4.85)	(4.85)
Adjustments	(3.18)	4.79	(7.77)	5.60	4.85	4.85	4.85	4.85
Consolidated Surplus/(Deficit)	3.28	(2.15)	(2.12)	(1.14)	(4.61)	(5.27)	(5.73)	(6.13)
Future Mitigation	-	-	-	-	4.61	5.27	5.73	6.43
Updated Surplus/ (Deficit)	3.28	(2.15)	(2.12)	(1.14)	-	-	-	0.30
Student FTE	2,787	2,804	2,737	2,828	2,915	2,986	3,056	3,126
Cost/Student FTE (\$) ¹	29,100	32,200	32,500	33,400	33,600	33,300	33,000	32,700
Ancillary Revenue/Student FTE (\$) ²	1,900	2,200	3,100	3,700	3,700	3,800	3,800	3,800
A: Actual B: Budget F: Forecast P: Plan								

Table 2: Key Statistics: 2021-22 (affected by the COVID-19 pandemic)

Enrolment	Ministry Target	Attainable Capacity (Note)	2021-22 Forecast	% Ministry Target	% Attainable Capacity
Domestic Undergraduate (UG)	3,178	2,950	1,969	62%	67%
International Undergraduate	n/a	450	209	n/a	46%
Graduate	485	600	559	115%	93%
Total Enrolment	3,663	4,000	2,737	69%	68%
Comparative Statistics			Canada	B.C.	UNBC
% self-declared female students			56%	56%	64%
% self-declared Aboriginal students			5%	7%	11%
% of UNBC graduates remain in Northern B.C.			-	-	66%
Housing occupancy %			-	-	85%

¹ Expenditures in the general operating fund divided by student FTE.

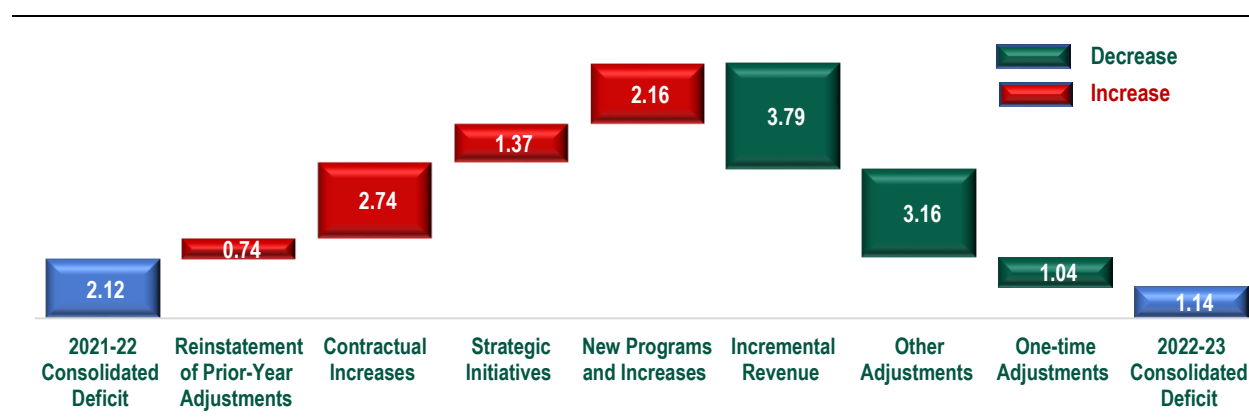
² Ancillary revenue divided by student FTE.

Note: Attainable capacity is based on the historical peak of domestic undergraduate enrolment plus recently funded additional seats, supplemented with 15% graduate and 13% international undergraduate students.

The 2021-22 combined forecast for general operating and ancillary services funds is \$103.5M with a consolidated deficit of \$2.12M, which is in line with the originally approved budget deficit. The proposed 2022-23 combined budget is \$111.5M with a consolidated deficit of \$1.14M, subject to approval by the Province. These deficits will be financed by general reserves. The impact of the COVID-19 pandemic, particularly lower enrolment, continues to exacerbate the financial challenges; however, the key principles for UNBC planning and budgeting remain the same, which include the following:

- Invest in the core mission aligned with strategic priorities.
- Achieve operational effectiveness, efficiency, and collective excellence.
- Systematically address financial sustainability.

Figure 1: Reconciliation of the 2022-23 Consolidated Deficit (\$ in Millions)



The proposed budget aspires to achieve (a) progressively enhanced student experience and success; (b) systematically improved multi-year integrated planning that supports strategic growth and stability, (c) enhanced UNBC brand, transparency, and accountability, (d) increasingly inclusive people development and employee success, (e) progressively improved optimization and digital transformation, and (f) increased financial stability.

Suboptimal undergraduate enrolment remains the primary reason for UNBC's fiscal challenges. An annual operating margin of \$5M to \$7M is required for capital and transfers to avoid a consolidated deficit. Hence, UNBC must achieve attainable enrolment over the next five years.

Table 3: Scenario Comparison of Operating Margin Projections

\$ in Millions	2022-23	2023-24	2024-25	2025-26	2026-27
Baseline Scenario	5.56	2.85	2.19	1.73	1.33
Attainable Enrolment Growth Scenario	5.56	5.20	6.08	6.85	7.76

2.0 Overall Context

UNBC is a university built on a community's vision by the community and for the community. The idea was generated in January 1987 and the dream of northern communities became a reality on June 22, 1990 with the establishment of the University of Northern British Columbia (UNBC).

2.1 Why UNBC? - UNBC's Value Proposition

Anchored in the aspirations of 16,000 members of northern communities who signed a petition in support of, "the university both in and for the North," UNBC plays a significant role in socio-economic transformation from local to global. UNBC has achieved significant accolades and societal impact at a very young age and flourishes because of its experiential, research-enriched, and intimate learning experiences, passionate employees, community engagement and connectedness with the Indigenous communities. UNBC's accolades include the following:

- ⇒ #1 in Canada in the primarily undergraduate category in the annual Maclean's Magazine university rankings (n=19) – the third time in seven years. UNBC consistently scores well in student awards, student-to-faculty ratio, research, and mental health services for students.
- ⇒ Top 5% worldwide in 2022 Times Higher Education World University Ranking (801st to 1,000th for the fourth consecutive year; debut in 2017, the only Canadian university of its size); and 2022 Times Higher Education Young University Rankings (251st to 300th).
- ⇒ Canada's Top 50 Research Universities (#41, n=50); #1 in not-for-profit research income growth and university cross-sector collaboration publication growth, and 5th in the Research Universities of the Year list in the undergraduate category.
- ⇒ B.C.'s Top Employers (eighth time since 2012); Canada's Greenest Employers (10th time since 2012); Canada's Best Employers for Recent Graduates, the Career Directory 2022.

UNBC is amongst Canada's best small research-intensive universities and is trademarked as Canada's Green University. It offers 131 majors (undergraduate: 89, master's: 39; and doctorate: 3) through 29 schools and departments in five Faculties and a Division. To date, UNBC has awarded 17,682 credentials to 15,884 individuals (undergraduate: 14,621 credentials to 13,669 individuals, master's: 2,960 credentials to 2,896 individuals, and 101 doctorate) and is expected to exceed 16,000 alumni in 2022-23.

Seventy percent (70%) of undergraduate and 65% of all students at UNBC come from central and northern B.C., including more than 40% from Prince George. Self-declared female students at UNBC comprise 64% (Canada and British Columbia: 56%), and self-declared Indigenous students 11% (Canada: 5%, and British Columbia: 7%). Sixty-six percent (66%) of UNBC graduates remain in northern B.C. and 89% in British Columbia after completing their studies.

As per the Canadian University Survey Consortium (CUSC) 2021 survey of the UNBC graduating class of 2018 (n=289, 36%), 24% of students identified as a visible minority, 25% indicated that they have a disability, and 15% as first-generation students. Fifty-four percent (54%) of UNBC's

graduating students are employed with a median monthly income of \$4,777 (average for all universities: \$4,000). Seventy-six percent (76%) of students reported that their UNBC experiences met or exceeded their expectations; 82% were satisfied or very satisfied with the overall quality of education; 66% reported that Indigenous course content enriched their experience and rating UNBC higher (10% or more) for contribution to understanding Indigenous issues and worldviews; 76% felt a sense of belonging at UNBC, and 64% agreed that they received good value for their money.

UNBC students tend to report positive interactions with professors, provide higher ratings for how the university dealt with the impact of COVID, provide similar ratings on key outcomes and similar scores compared to students from other universities on communication, analytical, learning, and works skills, except for working independently, which was rated marginally lower (66% versus 73%). UNBC students are slightly less likely to apply to grad school than students at comparable universities but slightly more likely to apply to professional schools. Forty-two percent (42%) of UNBC graduating students have arranged for employment after graduation (national and comparable average: 31%).

UNBC continues to make substantial contributions in fostering meaningful partnerships with Indigenous and northern communities through its initiatives and programs. UNBC also plays a key role in knowledge creation and dissemination for community and societal transformation through leading-edge local, national, and international research and innovation in many disciplines, with the following areas of focus (a) environment and natural resources, (b) community development, (c) northern, rural, and environmental health, and (d) First Nations and Indigenous studies.

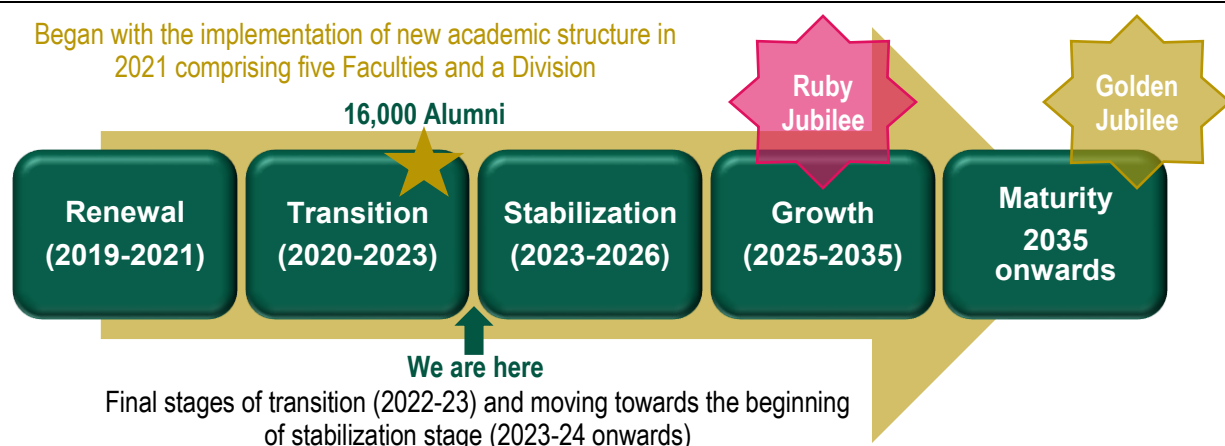
As part of green initiatives, UNBC operates a unique LEED Platinum-certified biomass gasification facility to produce clean renewable energy offering a unique demonstration of alternative heating systems. It received Passive House certification for the Wood Innovation Research Lab (2018) and Facilities Management building (2021). Since 2009, UNBC has saved \$6.9M in energy costs through projects in partnership with B.C. Hydro, Fortis, and Carbon Neutral Capital Program (CNCP) Canada, and manages the Energy Conservation Revolving Loan Fund (revolved \$3M since 2012), which supports energy-efficient projects on campus.

2.2 Transformational Journey

Over the years, UNBC's transformational journey has continued with hope, aspirations, turbulence, and renewal. Key future milestones include the following:

- a. UNBC will have more than 16,000 alumni in 2022-23, which is of historical significance because the university was founded by 16,000 community members.
- b. Ruby Jubilee (40-year celebration) in 2030 and Golden Jubilee (50-year celebration) in 2040.

Figure 2: Journey of Growth and Maturity



2.3 Guiding Principles

Building upon the academic restructuring and launch of five Faculties and a Division in 2021, UNBC has embarked upon a transformational journey of growth, relevance, innovation, and collective excellence. UNBC's guiding principles for this journey are grounded in UNBC's vision, mission, and values (see Appendix A for Strategic Context), and anchored in its motto '*En Cha Huná*' that underlines the integral nature of equity, diversity, and inclusion.

1. Invest in the core mission aligned with strategic priorities.
2. A strategy-driven, data-informed, risk-based approach.
3. Mutually respectful relationships and employee success.
4. Effectiveness, efficiencies, and collective excellence.
5. Transparency, accountability, and fiscal stability.
6. Social responsibility and relevance.

2.4 Key Risks and Opportunities

Table 4: Key Risks and Opportunities for Budget 2022-23

Key Risks	Opportunities
Lack of stability and continuity	Implementation of five Faculties
People risks	Strategic research growth
Unstable enrolment	Strategic enrolment management
Fiscal challenges and ongoing deficits	Connection to Indigenous communities
COVID-19 disruption and restrictions	Community Engagement
Changing higher education landscape	Passionate employees and stakeholders
Cyber security	Agility, adaptability, and accountability
Crises are enablers of creativity, innovation, growth, and development	

UNBC is establishing an institutional framework for Enterprise Risk Management (ERM) that will enable risk evaluation and mitigation on a university-wide basis. After the orientation and virtual overview, 18 risk identification individual and group interviews were conducted with more than 45 individuals representing a diverse set of stakeholders.

The UNBC risk register is expected to be finalized in March 2022 through a participatory workshop with risks categorized into the following six themes: (a) Strategic; (b) Governance; (c) People; (d) Financial; (e) Operational; and (f) Facilities.

3.0 Where We Stand

UNBC continues to show its resilience and make steady progress, primarily driven by unwavering commitment, dedication, and a collective team effort by the entire UNBC community. UNBC strives to ensure its community has an environment that is flexible, supportive, has a collective team-based approach, and an environment that seeks growth opportunities.

During the pandemic, UNBC experienced significant technological challenges due to changes and security issues related to third-party solutions, pending system upgrades, downtime, and disruptions, compounded by an inability to recruit particularly technical positions. The situation remains extremely challenging, poses a significant risk for UNBC, and has resulted in restricted support to essential services, temporary suspension of priority initiatives, and a substantial increase in technical debt.³

During these unprecedented challenges and rapidly changing circumstances, there is exhaustion, burnout, and employee turnover. The main reasons identified by employees in exit interviews include: (a) relocation, (b) not enough career growth opportunities and lack of guidance and support, (c) work/life balance, (d) inter-personal conflict, and (e) choosing not to return from leave.

Key accomplishments and progress made during the year are summarized below:

3.1 UNBC Core

- ⇒ Launch of five Faculties and a Division including the appointment of Deans, implementation of workforce planning to enhance support within and across the Faculties, implementation of academic development and onboarding, activation of Council of Deans, alignment of academic structure with the five Faculties, and reorganizing of Collaborative Campus Support.
- ⇒ Renewal of Bachelor of Education and Master of Education, the launch of the Northern Baccalaureate Nursing Program, Civil and Environmental Engineering Program, MASc in Engineering, the distributed UBC Master of Physical Therapy and Master of Occupational Therapy, Nisga'a Certificate, Diploma and Degree of Nisga'a Language Fluency in partnership with Wilp Wilxo'oskwhl Nisga'a Institute (WWNI), planned delivery of Master of Business Administration (MBA) in Grande Prairie, and a proposed Ph.D. in Interdisciplinary Studies.

³ Accumulation of work due to deferred maintenance, delayed upgrades, taking short-cuts or workarounds.

- ⇒ Enhanced collaboration with university partners and Indigenous communities, hosting Truth and Reconciliation talking circles and events celebrating Indigenous culture, the Cedar Plank project (Nenachalhuya), and new Indigenous logo for Timberwolves logo designed by Gitxsan artist Trevor Angus, the first of its kind in Canadian university sports.
- ⇒ Implementation of revised student advising model, online orientation program, the launch of an online student learning commons for virtual one-stop academic and other support for students, and an expanded medical clinic in partnership with Northern Health.
- ⇒ A total of 1,075 awards were provided during 2020-21 (need-based: 302 awards with a median value of \$1,000; and merit-based: 773 awards with a median value of \$2,500). Recipients included 64% self-declared female students, 7% self-declared Aboriginal students, and 65% Northern residents. Thirty-four new awards valuing \$56,250/year were established and 28 available awards (2.5%) with a total value of \$39,900 (1.2%) were not awarded.
- ⇒ National and international awards and recognition for UNBC faculty members including the appointment of faculty members to provincial committees and national societies. Research, innovation, and dissemination based on strategic research plan and priorities and several success stories of UNBC students, alumni, and employees.
- ⇒ UNBC signed on to the Scarborough Charter on anti-Black Racism and Black inclusion in Canadian Higher Education and became a founding signatory to a national charter addressing equity and inclusion in Canadian post-secondary education, and appointed the inaugural Associated Vice President, Equity, Diversity, and Inclusion (EDI).
- ⇒ In partnership with B.C. Hydro, UNBC is expected to achieve energy savings of more than 570,000 KWh/year (\$80,500/year) in 2021-22, received an energy management assessment score of 91%, and received Passive House certification for Facilities Management building.

3.2 Strategy and Governance

- ⇒ Effective planning, pivot, and implementation for COVID-19 disruptions and gradual return to campus consistent with guidelines received from the Ministry and public health authorities.
- ⇒ Steady progress in review and revision of UNBC policies, procedures and guidelines, enterprise risk management framework, and integrated planning framework.
- ⇒ Progressing all capital projects and routine capital expenditure on time and within budget ensuring complete adherence to safety standards. Major projects completed during the year include the Facilities Management building, Physical Therapy and Occupational Therapy renovations, relocation of student support and wellness services, Registrar's office, and refreshed student study spaces on the ground floor of the Library.

3.3 Human Capital

- ⇒ Relationship reset with employee groups resulting in greatly improved relations with all employee groups, effective implementation of the collective agreement with UNBC Faculty Association, systematic framework for timely resolution of grievances, finalization of training and development framework for CUPE 3799 employees, improved processes for the hiring of Teaching Assistants (CUPE 2278-03), implementing principles and guidelines for remote work arrangements, and phase I implementation of the exempt compensation framework.
- ⇒ Initiatives related to employee health and well-being include: (a) COVID-19 vaccination clinics and seasonal flu vaccination clinics in collaboration with the Northern Health, (b) appointment of a dedicated Human Resources Partner for employee health and wellbeing, (c) promoting Employee & Family Assistance Plan resources and coordinating initiatives, webinars, sessions, virtual support groups, and (d) ongoing optimization of employee benefits.
- ⇒ A combined virtual employee recognition event for the years 2019, 2020, and 2021 to celebrate (a) 177 employees for 2,925 years of collective service, and (b) awards for service excellence and creative initiatives.

3.4 Optimization and Digital Transformation

- ⇒ Steady progress with limitations in the implementation of client relationship management (CRM), Drupal (website content management system), Ellucian Experience (student portal), workflow, multi-factor authentication, and other optimization and automation projects. Some of these projects have been affected by severely limited internal capacity, unanticipated systems challenges, and other competing priorities.
- ⇒ Steady progress in reviewing the organizing framework within administrative services, initiating the workflow process automation for employee requisition form, Lean workshop for payroll process, an organizing framework for initiating digitization of paper-based forms, and ongoing optimization and possible workflow automation.

3.5 Revenue Generation and Diversification

- ⇒ Incorporation of the UNBC Land Development Corporation (corporate Trustee), settlement and signing of the Trust Deed, approval of initial operating loan (\$0.45M), and steady progress in planning for Land Trust stakeholder consultation and engagement including with Indigenous communities, (17 interviews comprising 75 people and two workshops) to define guiding principles and design guidelines to inform UNBC Land Trust development.

4.0 Where We Are Going

4.1 Key Priorities

Table 5 presents UNBC's short- to medium-term key priorities and their alignment with guiding principles. These priorities are used to determine expected outcomes that form the basis for goals and objectives (section 5.0).

Table 5: Key Priorities

Key Priorities	Guiding Principles					
	1	2	3	4	5	6
CORE PRIORITIES	(refer to Section 2.3)					
1. Transformative student experience	✓	✓	✓	✓	✓	✓
2. Teaching excellence, research, innovation, and impact	✓	✓	✓	✓	✓	✓
3. Effective community service, outreach, and engagement	✓	✓	✓	✓	✓	✓
SUPPORT TO REALISE CORE PRIORITIES						
4. Inclusive people development and collective excellence	✓	✓	✓	✓	✓	✓
5. Process optimization and systems renewal	✓	✓	-	✓	✓	-
6. Revenue generation and diversification	✓	✓	-	-	✓	✓

4.2 Expected Outcomes

This section presents key outcomes categorized in relevant themes as subjective statements depicting UNBC's expected and desired state. As part of the ongoing process, available data will be analyzed, and new information may be collated to establish relevant baselines. This will form the basis for future target setting, monitoring, tracking, and performance reporting through dashboards and matrices to be developed in the future.

4.2.1 UNBC Core

- a. Progressively enhanced student experience and success resulting in greater societal impact, increased enrolment (recruitment and retention), enhanced student satisfaction and success, and greater alumni engagement through the following:
 - ⇒ New, renewed and refreshed academic programs including options for micro-credentials based on evolving needs and priorities.
 - ⇒ Progressively enhanced pedagogy, learning technology and infrastructure for engaged, experiential, and intimate learning experience.
 - ⇒ Enhanced experience and intellectual engagement of students through collaborative research, learning, exploration, critical thinking, creativity, and innovation.
 - ⇒ Increasingly engaged Indigenous and northern communities and creating new and effective pathways and opportunities for Reconciliation and better quality of life.
 - ⇒ Increased outreach and delivery of community programming for youth to cultivate relationships to prepare them for an enriching and successful post-secondary experience.
 - ⇒ Strengthened strategic partnerships that are mutually beneficial, innovative, and support socio-economic development of communities across the North and around the world.

4.2.2 Strategy and Governance

- a. Systematically improved multi-year and university-wide integrated planning for strategic growth and stability informed by strategy, data, risk, cost-benefit, and impact analysis through the following:
 - ⇒ Refreshed strategic road map aligned with UNBC Golden Jubilee aspirations.
 - ⇒ Progressively improved quality of data analysis and reporting including dashboards and matrices to feed into planning and decision making.
 - ⇒ Effective policies, procedures, and guidelines that are consistent with practice, regulatory requirements, and UNBC's risk profile.
- b. Enhanced UNBC brand (locally, regionally, nationally, and internationally), navigation and clarity of public-facing University information, enhanced transparency, and accountability.

4.2.3 Human Capital

- a. Increasingly inclusive people development and progressively enhanced employee engagement, growth, and success contributing to operational stability, continuous improvement, quality, and service excellence.

4.2.4 Optimization and Digital Transformation

- a. Progressively improved efficiencies, processing and response times, and continuous improvement of service and innovation related to business processes.
- b. Systematic and gradual progress towards digitization and automation with enhanced and stable technical support.
- c. Progressively improved digital document management, automated data analysis and integrated reporting.

4.2.5 Revenue Generation and Diversification

- a. Progressively enhanced giving experience and improved donor relations resulting in a steady increase in endowed and expendable funds, and annual giving.
- b. Systematically engage in partnerships to utilize external revenue sources for UNBC services.

5.0 Major Goals and Objectives

5.1 UNBC Core

Timelines for these goals and objectives are as per plans submitted by relevant units and modified periodically unless stated otherwise.

Student Experience and Academic Programs

- a. Renew and refresh academic programming:
 - ⇒ Accreditation, curriculum refresh, review, and renewal of academic programs.
 - ⇒ New academic programs and learning pathways.
 - ⇒ Increased collaboration and integration among academic programs and five Faculties.
- b. Develop a plan for UNBC Learning Commons (June 2023).
- c. Regional outreach, engagement, partnerships, and incorporating Indigenous world views.
- d. Explore effective institutional partnerships for joint courses, programs, research projects, and student and faculty exchanges (ongoing).
- e. Explore micro-credentials in coordination with Continuing Studies.

Graduate Programs and Research

- f. Finalize governance structure for graduate programs (October 2022).
- g. Update and extend the existing Strategic Research Plan (December 2022)
- h. Establish and implement Northern Centre for Clinical Research (April 2022 and onwards).

Student Services and Success

- i. Start implementing Strategic Enrolment Management to attract and retain students, substantially increase student success, and reduce attrition rate over time. This will require an integrated approach and collective efforts from the entire UNBC community.
- j. Finalize and implement the organizing framework for student services including international students (Framework: April 2022; Implementation: September 2022).
- k. Continue implementing an effective student recruitment plan to increase applicants and substantially improve offer, acceptance, and registration rates (ongoing).

Community and Outreach

- l. Develop and continually implement outreach, youth, and community engagement programs including events celebrating Indigenous cultures.
- m. Operationalize the Office of EDI (March 2022 onwards).

5.2 Strategy and Governance

- a. Renew and refresh UNBC's strategic roadmap (to be determined).
- b. Integrated Planning (including Budget) Framework (ongoing).
 - ⇒ Unit-wide strategic action plans for selected units; Indigenous Action Plan; regional outreach and engagement strategy; CRM Data Governance Framework.

- c. Capital Planning Framework (December 2022).
- d. Enterprise Risk Management Framework (June 2022).
 - ⇒ Fraud Risk Assessment (October 2022).
 - ⇒ UNBC Risk Appetite (December 2022).
 - ⇒ Emergency Response Plan (June 2023).
 - ⇒ Individual Risk Registers for critical areas (October 2023).
- e. Review and update UNBC policies, procedures, and guidelines (ongoing).
- f. Continue website upgrades, integration, improvements, and video storytelling.

5.3 Human Capital

- a. Recruitment of key faculty and staff including the Vice President, Academic and Provost, Vice President, Research & Innovation, and University Registrar. The search process for the appointment of the President and Vice-Chancellor is in progress.
- b. Implement a structured training and development program for UNBC staff and continue implementation of an academic leadership development program for Deans and Chairs.
- c. Conceptualize performance management and succession planning framework (March 2023).

5.4 Optimization and Digital Transformation

- a. Continue process mapping, review, integration, and optimization including data review, clean-up and (re)organization (ongoing).
- b. Continue implementation of CRM.
- c. Information Technology Strategy and long-term action plan (December 2022):
 - ⇒ Digitization and business process automation.
 - ⇒ IT Risks and Security.
 - ⇒ Enterprise Resource Planning (ERP) and cloud services.
 - ⇒ IT equipment, classroom, and technology infrastructure.

5.5 Revenue Generation and Diversification

- a. Continue planning for, and implementation of, UNBC Land Trust through an effectively engaged and consultative process.
- b. Develop a fundraising plan for 16000/16000 campaign (June 2022), and a fundraising strategy and framework for strategic donor cultivation and revenue diversification (June 2023).

6.0 Financial Overview

Table 6: Overall Financial Summary

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Revenues	92.90	95.32	96.03	100.04	100.92	101.75	102.58	103.47
Expenditures	81.02	90.33	88.96	94.48	98.07	99.56	100.85	102.14
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Ancillary Services Fund	(1.87)	(2.09)	(0.43)	-	-	-	-	-
Other Funds	3.06	(4.85)	4.61	(5.60)	(4.85)	(4.85)	(4.85)	(4.85)
Adjustments	(3.18)	4.79	(7.77)	5.60	4.85	4.85	4.85	4.85
Consolidated Surplus/(Deficit)	3.28	(2.15)	(2.12)	(1.14)	(4.61)	(5.27)	(5.73)	(6.13)
Future Mitigation	-	-	-	-	4.61	5.27	5.73	6.43
Updated Surplus/ (Deficit)	3.28	(2.15)	(2.12)	(1.14)	-	-	-	0.30
<div> <div>A: Actual</div> <div>B: Budget</div> <div>F: Forecast</div> <div>P: Plan</div> </div>								

The 2021-22 combined forecast for general operating and ancillary services funds is \$103.5M with a consolidated deficit of \$2.12M, which is in line with the originally approved budget deficit. Given uncertainties and rapidly changing circumstances, a conservative basis has been adopted for the forecast and actual financial results may vary. The negative variance relates to the 5% lower undergraduate enrolment forecast resulting in a \$0.8M revenue loss. The loss is offset by increased tuition revenue for MBA and Graduate programs,⁴ savings in other expenditures, and better financial performance of ancillary services.

The 2022-23 combined budget for general operating and ancillary services funds is \$111.5M with a consolidated deficit of \$1.14M, subject to approval by the Province. The deficit will be financed by general reserves. The impact of the COVID-19 pandemic, particularly lower enrolment, continues to exacerbate the financial challenges. The consolidated deficit is primarily due to lower budgeted undergraduate tuition (\$1.16M) for 2022-23 as compared to the 2022-23 plan submitted in the 2021-22 budget submission. The projected impact of lower enrolment during the five-year plan period (2022-27) is \$4.5M.

Pre-CVOID (2012-20) CAGR was 1.8% for revenues and 2.6% for expenditures resulting in a negative 6% CAGR for operating margin. Operating margin represents a gap between operating revenues and expenditures. An annual operating margin of \$5M to \$7M is required for capital and transfers to avoid a consolidated deficit. The projected CAGR (2022-27) based on nominal enrolment growth is 0.7% for revenues and 1.6% for expenditures resulting in a negative 25% CAGR for operating margin.

⁴ Operating margin for MBA and graduate programs is lower than the undergraduate programs due to corresponding expenditures and transfer to reserve for MBA program and offsetting scholarships and awards for graduate students.

Table 7: Scenario Comparison

\$ in Millions	2022-23	2023-24	2024-25	2025-26	2026-27
Baseline Scenario					
Revenues	100.04	100.92	101.75	102.58	103.47
Expenditures	94.48	98.07	99.56	100.85	102.14
Operating Margin	5.56	2.85	2.19	1.73	1.33
Attainable Enrolment Growth Scenario					
Revenues	100.04	103.27	106.15	109.03	112.55
Expenditures	94.48	98.07	100.07	102.18	104.79
Operating Margin	5.56	5.20	6.08	6.85	7.76
Difference	-	2.35	3.89	5.12	6.43

Suboptimal undergraduate enrolment remains the primary reason for UNBC's ongoing fiscal challenges as UNBC is not able to optimally utilize its available infrastructure and resources. Therefore, it is pivotal to focus on a holistic and encircling student experience supplemented by the UNBC brand in scholarship and research to achieve attainable enrolment over the next five years for financial stability and growth. Based on financial modeling, the CAGR (2022-27) for the attainable enrolment growth scenario is projected at 2.4% for revenues and 2.1% for expenditures resulting in a positive 6.9% CAGR for operating margin.

Table 8: Reconciliation of Consolidated Operating Deficit

\$ in Millions	2022-23	2023-24	2024-25	2025-26	2026-27
Prior year updated operating (deficit)	(2.12)	(2.18)	(4.61)	(5.27)	(5.73)
Restatement of prior year one-time adjustments (Note 1)	(0.74)	-	-	-	-
Restated operating (deficit)	(2.86)	(2.18)	(4.61)	(5.27)	(5.73)
Incremental general operating revenue (Note 2)	3.79	0.88	0.84	0.84	0.90
Incremental expenditures (Table 8.1)	(6.27)	(3.31)	(1.50)	(1.30)	(1.30)
Optimization and adjustments (Note 3)	3.16	-	-	-	-
Updated operating (deficit)	(2.18)	(4.61)	(5.27)	(5.73)	(6.13)
One-time adjustments	1.04	2.26	1.38	0.61	-
Net impact of attainable enrolment growth (Table 7)	-	2.35	3.89	5.12	6.43
Modeled operating (deficit) / surplus	(1.14)	-	-	-	0.30

Note 1: Represents restatement of assumptions related to COVID-19 revenue and expenditures and one-time adjustments from the prior year.

Note 2: Represents projected increase in tuition revenue based on minimal enrolment growth. Growth in 2022-23 also includes an increase in provincial funding for engineering program (\$1.19M), nursing program (\$1.24M), and final increase for the 2019 Sustainable Services Negotiating Mandate for all employee groups (\$0.54M).

Note 3: Budget 2022-23 includes the impact of removing one-time severance costs recognized in 2021-22 (\$2.4M) as part of the voluntary retirement incentive plan, operating budget changes and optimization agreed with units (\$0.76M).

Table 8.1: Incremental Expenditures

\$ in Millions	2022-23	2023-24	2024-25	2025-26	2026-27
Faculty: career development increments and promotions	0.94	0.94	0.94	0.94	0.94
Exempt employees	0.08	0.12	0.12	0.12	0.12
Other increases (Note 1)	1.72	0.97	-	-	-
Contractual compensation increases	2.74	2.03	1.06	1.06	1.06
Client relationship management and Drupal	0.51	-	-	-	-
Equity, diversity, and inclusion and Indigenous Initiative	0.23	-	-	-	-
Student Success	0.42	-	-	-	-
Other priorities and critical needs	0.21	0.60	0.20	-	-
Strategic initiatives and priorities	1.37	0.60	0.20	-	-
New programs (Engineering and Nursing)	1.98	0.45	-	-	-
Inflationary increases	0.18	0.23	0.24	0.24	0.24
Incremental Expenditures	6.27	3.31	1.50	1.30	1.30

Note 1: Includes accrual of administrative leaves (\$0.25M), revised market differential (\$0.2M), the full-year impact of the faculty compensation framework, and other changes during 2021-22 and expected in 2022-23 (\$0.4M), minimum wage adjustment for student employees (\$0.12M), and reduced vacancy factor (2022-23: \$0.75M and 2023-24: \$0.97M).

Additional initiatives have been approved in principle that will require one-time funding over the next two to three years and will be financed through general reserves. These include (a) student portal and Degree Works⁵ (\$0.28M), (b) systems and automation (\$0.5M) including digital document management system, position control, application tracking and web-time entry, and (c) program support including instructional design and learning management system (\$0.15M).

For the expenditures financed through general reserves, UNBC will require equivalent additional revenues or lower expenditures to avoid consolidated deficit given the balanced-budget rule for public post-secondary institutions in B.C.

⁵ Intended to replace end of life Degree Audit/Student Advising tool.

7.0 Key Assumptions

7.1 Enrolment

Enrolment continues to be a challenge, particularly due to the COVID-19 pandemic. The 2021-22 forecast represents 5% lower undergraduate enrolment and the enrolment projection for 2022-23 is based on 2021-22 levels adjusted for new programs with minimal growth in the future.

Table 9: UNBC Enrolment Summary

	Avg	CAGR	2020	2021	2022	2023	2024	2025	2026	2027	CAP	GAP
Domestic UG	2200	-1.4%	2178	2065	1969	2048	2125	2192	2258	2324	2950	626
International UG	200	3.9%	238	215	209	207	211	215	219	223	450	227
Graduate	500	1.3%	503	506	559	573	579	579	579	579	600	21
Total	2900	-0.6%	2918	2787	2737	2828	2915	2986	3056	3126	4000	874
Ministry Target	3450	0.8%	3505	3575	3663	3752	3752	3752	3752	3752	3752	
% Achieved ⁶	78%		76%	72%	69%	70%	72%	74%	76%	77%	95%	

Highest Domestic UG enrolment: 2608 (2003-04)

Red represents below Average

CAGR: Compound Annual Growth Rate (2007-22)

Avg represents the 15-year average (2007-22)

CAP represents attainable enrolment capacity based on historical peak domestic UG enrolment plus recently funded additional seats, supplemented with 13% international UG and 15% graduate.

GAP represents the difference between CAP and projected enrolment for 2027

Despite growth in Ministry targets and recently funded additional seats, domestic undergraduate enrolment has declined by an average of 1.4% annually resulting in a 22% decline between 2007 and 2022. For the new Engineering programs, the enrolment target at full capacity is 280; i.e., 70/year over four years, (current target: 210; actual 61 (29%)). This challenge is exacerbated due to the COVID-19 pandemic, disruptions, and rapidly changing circumstances. Other key reasons for the decline in domestic undergraduate enrolment probably include the following:

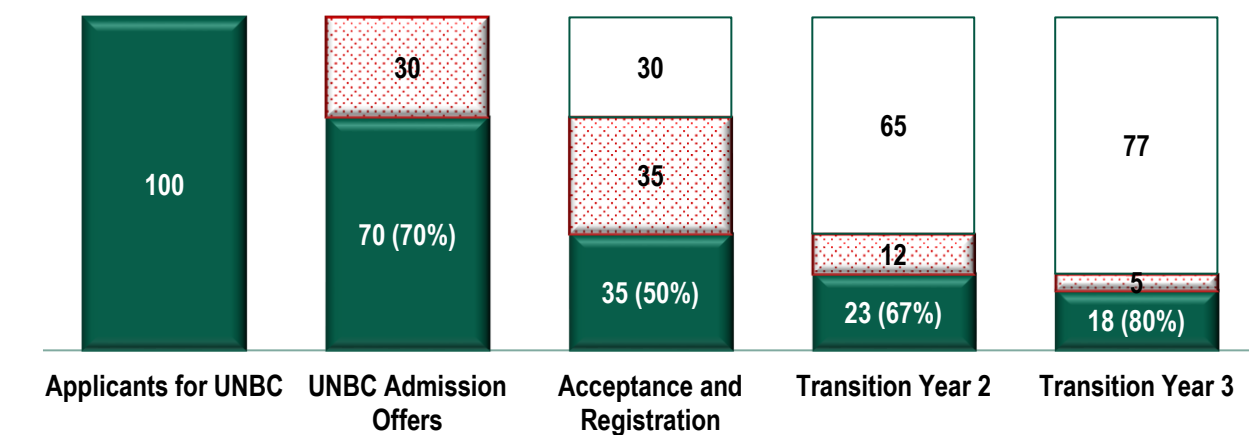
- Conversion of several colleges to degree-granting institutions.
- Declining northern population: (a) projected 13% fewer people in northern B.C. in the 15-29 age-group in 2027 as compared to 2014; and (b) projected 3,500 fewer students; i.e., 8% decline in northern B.C. school enrolment by 2032.
- More than 80% attrition from application to Year 3 (see Figure 3), due to:
 - ⇒ Lower conversion rate⁷ (average 70%) and yield rate⁸ (average 50%) – see Table 10.
 - ⇒ Lower retention rate (67% from year 1 to 2 and 70%-80% from year 2 to 3).

⁶ Comparative enrolment as a % of Ministry targets for Northern B.C.: 49%; Thompson Rivers University: 101%; College of New Caledonia: 40%; Northern Lights College: 39%; and Coast Mountain College: 26%.

⁷ Admissions offered divided by total number of applicants

⁸ Actual registration divided by total offers of admission

Figure 3: Undergraduate attrition Journey at UNBC



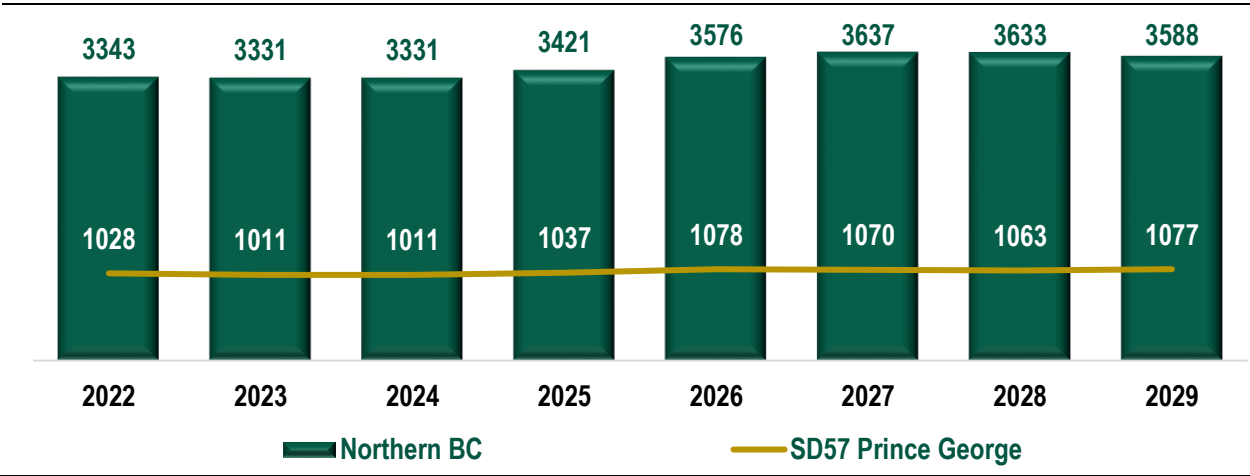
The average direct cost to recruit one student at UNBC is \$1,900 comprising \$900 per domestic student and \$11,800 per international student. Given the attrition rate from registration to Year 3, the average actual cost for recruiting students transitioning to Year 3 is \$3,800 per student.

Table 10: Student Recruitment Summary

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Average
Undergraduate											
Applicants	2758	2509	2154	2210	2721	3050	2646	2588	2540	2360	2550
Conversion %	69%	73%	76%	72%	72%	73%	70%	67%	65%	72%	1810 (70%)
Yield %	54%	54%	51%	54%	51%	45%	52%	52%	52%	43%	920 (50%)
Graduate											
Applicants	540	548	672	1005	751	1216	1374	1792	2639	1006	1150
Conversion %	52%	52%	42%	19%	36%	24%	22%	13%	13%	43%	290 (25%)
Yield %	61%	63%	69%	66%	69%	68%	64%	66%	67%	47%	180 (60%)
Green represents the highest level Red represent below Average											

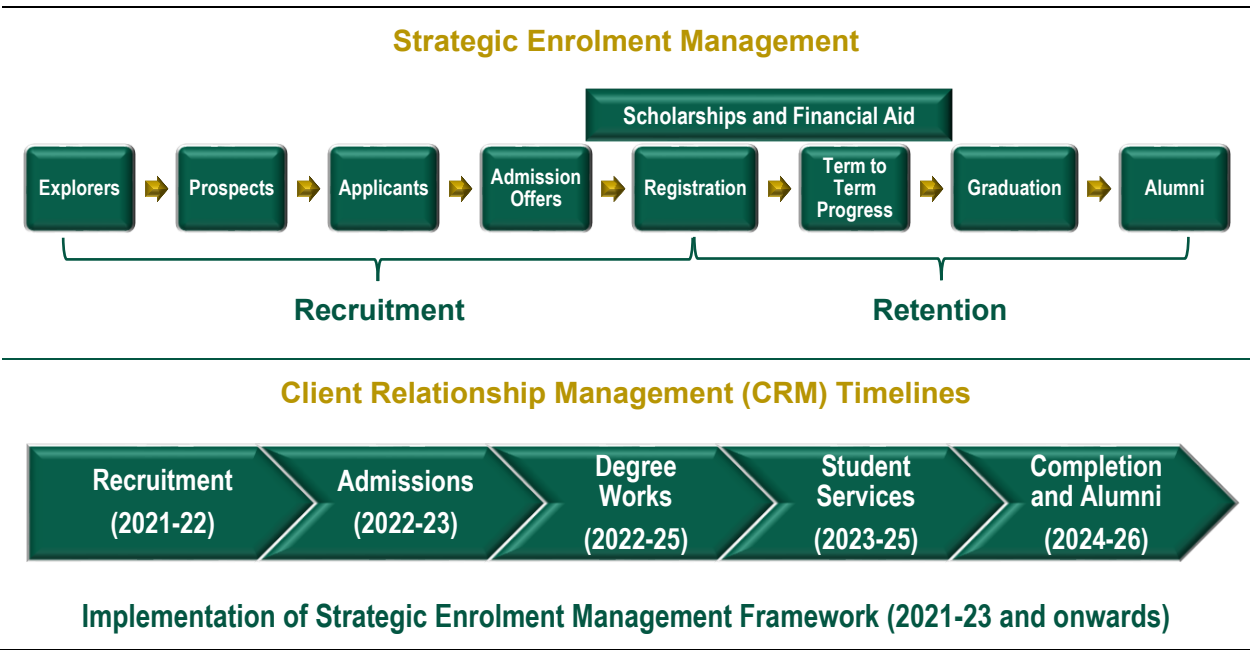
There has been a gradual decline in undergraduate applications and a marginal decline in conversion and yield %. For graduate student recruitment, there has been a substantial increase in applications, however, the conversion % has been minimal given UNBC's inability to offer admissions due to limited seats and thesis-based programs. The yield % except for 2021 has been reasonable.

Figure 4: Grade 12 class size projections (2017 data)



Grade 12 class size projections provide an optimistic short- to medium-term outlook for dealing with enrolment challenges. UNBC can achieve its attainable enrolment growth through the integrated implementation of a strategic enrolment management (SEM) framework and the effective utilization of CRM data and tools. Some of the initiatives in the planning or initial implementation stages include (a) engaging prospective students in Grade 10 to increase readiness for success at the post-secondary level, (b) an integrated approach towards UNBC youth engagement programs, (c) strategic partnerships and pathways, and (d) strategic enrolment management to increase student success and retention.

Figure 5: SEM and CRM Implementation



7.2 Revenues

Table 11: Revenues

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Provincial Operating Grant	56.19	58.34	58.50	60.92	60.92	60.92	60.92	60.92
Tuition and Student Fees	20.60	20.73	21.40	22.67	23.55	24.38	25.21	26.10
Other Grants	13.11	13.30	13.30	12.80	12.80	12.80	12.80	12.80
Other Income	3.00	2.95	2.83	3.65	3.65	3.65	3.65	3.65
Total	92.90	95.32	96.03	100.04	100.92	101.75	102.58	103.47

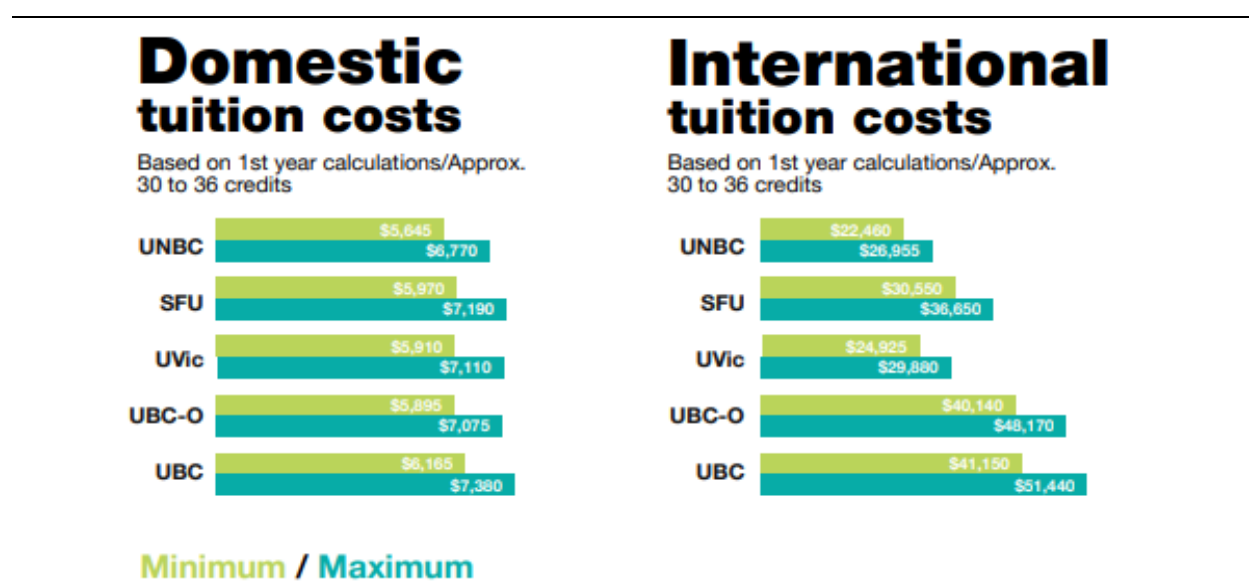
7.2.1 Provincial Operating Grant

The Provincial operating grant represents 87% for students and program funding, including 9% for engineering and technology, and 13% for mandate adjustments. Funding projections beyond 2022-23 are maintained at the existing level and may be adjusted based on future approval of any new program(s) or mandate increases. Future funding may also be affected by the post-secondary funding review to be undertaken by the Ministry during 2022-23. The Provincial operating grant currently represents 60% of UNBC's total revenues as compared to 40% at other post-secondary institutions in B.C. and 33% in Ontario.

7.2.2 Tuition and Student Fees

The provincial government introduced the tuition limit policy in 2005. In 2007, the policy was extended to include institutional and program mandatory fees. Public post-secondary institutions are expected to ensure programs and courses are affordable and accessible for students. In accordance with applicable legislation, post-secondary boards are responsible for setting, determining, and collecting tuition and mandatory fees within the tuition limit policy.

Figure 6: Domestic and International Tuition Comparison



Other post-secondary institutions including research and teaching universities in B.C. have increased tuition fees for international undergraduate students at a higher rate as compared to domestic students. One of the reasons is that international students' education is not subsidized by the government. UNBC implemented the higher % increase for the first time in 2021 to support academic and research excellence and student success. UNBC's tuition rates are in the lower quartile as compared to other comparable post-secondary institutions in B.C.

The UNBC Board of Governors approved a tuition fee schedule for 2022-23 at the 20 November 2021 meeting that represents a 2% increase for all domestic students and those international students who began their studies prior to September 2021, and a 4% increase for international undergraduate students who joined UNBC after 31 August 2021. The average impact of increase for eight months based on a full-time course load of 30 credits per year is expected to be:

⇒ Domestic undergraduate students: \$14/month; international undergraduate students commenced prior to September 2021: \$49/month to \$56/month, and international undergraduate students commenced in September 2021: \$114/month.

Table 12: Tuition and Student Fees

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
UG Domestic	11.42	11.71	10.97	12.16	12.73	13.26	13.80	14.37
UG International	4.47	4.30	4.27	4.46	4.64	4.82	5.02	5.22
MBA	1.40	1.20	1.57	1.76	1.80	1.82	1.85	1.87
Grad Programs	2.25	2.16	2.95	2.55	2.61	2.64	2.68	2.72
Other Fees	1.06	1.36	1.64	1.74	1.77	1.84	1.86	1.92
Total	20.60	20.73	21.40	22.67	23.55	24.38	25.21	26.10

Tuition and student fees represent 24% of total revenues as compared to 50% at other post-secondary institutions in B.C. and 46% in Canada. Tuition from international students represents 22% of total tuition. Historical (2012-21) CAGR for tuition and other fees was 2% and projected CAGR (2022-27) is 3% based on nominal enrolment growth.

As part of achieving attainable enrolment capacity over the next five years, the desirable ratio for tuition and student fees is 30% of total revenues, with international student tuition representing 30% of total tuition. This can be achieved through a 9% CAGR through focussed efforts in transformative student experience and increasing enrolment by enrolling an additional 600 domestic and 225 international student FTEs over the next five years.

7.2.3 Other Grants

These comprise the Federal Research Support Fund, grants from other universities, particularly University of British Columbia for the Division of Medical Sciences, and Provincial one-time and capital grants. These continue to be projected at a steady level.

Table 13: Other Grants

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Provincial Capital and One-Time	2.39	1.98	1.98	2.04	2.04	2.04	2.04	2.04
Federal: Research Support Fund	3.21	3.21	3.21	2.51	2.51	2.51	2.51	2.51
Grants from Other Universities	7.51	8.11	8.11	8.25	8.25	8.25	8.25	8.25
Total	13.11	13.30	13.30	12.80	12.80	12.80	12.80	12.80

7.2.4 Other Income

Other income includes interest income, direct and overhead cost recovery, rental, and miscellaneous income is projected at a similar level except for 2020-22 due to the impact of the COVID-19 pandemic.

Table 14: Other Income

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Interest Income	0.67	0.64	0.40	0.64	0.64	0.64	0.64	0.64
Sales and Services	1.31	1.22	0.70	1.24	1.24	1.24	1.24	1.24
Miscellaneous Income	0.16	0.08	0.10	0.06	0.06	0.06	0.06	0.06
Internal Overhead Recovery	0.64	0.73	1.37	1.43	1.43	1.43	1.43	1.43
Other Cost Recovery	0.22	0.28	0.26	0.28	0.28	0.28	0.28	0.28
Total	3.00	2.95	2.83	3.65	3.65	3.65	3.65	3.65

7.3 Expenditures

Table 15: Expenditures

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Employee Costs	63.54	67.95	69.30	72.09	74.45	75.70	76.75	77.80
Operating Expenditures	17.48	22.38	19.66	22.39	23.62	23.86	24.10	24.34
General Operating Fund	81.02	90.33	88.96	94.48	98.07	99.56	100.85	102.14
Ancillary Services Fund	7.26	8.24	8.91	10.34	10.89	11.32	11.65	11.96
Capital and Transfers	6.61	4.99	5.60	6.70	7.46	7.46	7.46	7.46
Combined Total	94.89	103.56	103.47	111.52	116.42	118.34	119.96	121.56

The 2021-22 forecast for expenditures in the general operating fund is \$88.96M, which is \$1.37M (2%) lower than the budget. It is offset by higher capital and transfers (\$0.61M, 12%) due to the reclassification of routine capital expenditures and higher expenditures for the ancillary services fund (\$0.67M, 8%) based on an increased level of activity with corresponding increased revenue.

Budgeted expenditures for 2022-23 in the general operating fund are \$94.48M, which is \$4.15M (5%) higher than the 2021-22 budget and \$5.52M (6%) higher than the 2021-22 forecast. The projected CAGR (2022-27) for expenditures in the general operating fund is 1.6%. Employee costs represent 76% of total expenditures in the general operating fund.

Table 16: Expenditures: Functional Classification

\$ in Millions	2023 B	2024 P	2025 P	2026 P	2027 P	%
Governance and Executive (Note 1)	0.90	0.90	0.90	0.90	0.90	1%
Community and Outreach (Note 2)	1.73	1.73	1.73	1.73	1.73	1%
Academic Programs (Note 3)	51.73	52.66	53.59	54.52	55.45	46%
Academic Services (Note 4)	6.76	6.76	6.76	6.76	6.76	6%
Student Services (Note 5)	9.21	9.29	9.29	9.29	9.29	8%
Research and Innovation (Note 6)	2.76	2.76	2.76	2.76	2.76	2%
Information Technology Services **	5.01	5.01	5.01	5.01	5.01	4%
Administrative Services (Note 7)	4.97	4.97	4.97	4.97	4.97	4%
Facilities & Capital Planning **	8.08	8.08	8.08	8.08	8.08	7%
Ancillary Services	10.34	10.89	11.32	11.65	11.96	10%
Central Unallocated Costs (Note 8) **	10.03	13.37	13.93	14.29	14.65	11%
University Operations	38.43	42.32	43.31	44.00	44.67	36%
Total	111.52	116.42	118.34	119.96	121.56	100%

Note 1: Office of the President and Vice-Chancellor and University Governance.

Note 2: Communications, marketing, website, and alumni relations, Office of EDI, and Indigenous Initiatives.

Note 3: Five Faculties, Division of Medical Sciences, and Council of Deans.

Note 4: Office of the Vice President, Academic & Provost, Centre for Teaching and Learning, Geoffrey R. Weller Library, and Collaborative Campus Support.

Note 5: Registrar's Office, Student Recruitment, International Office, Student Affairs, Student Health and Wellbeing, First Nations Centre, and Athletics and Recreation.

Note 6: Office of Research and Innovation, Research Facilities, and Laboratory Services.

Note 7: Office of the Vice President, Finance and Administration, Financial Services, Human Resources, Integrated Planning, and Safety and Security.

Note 8: Only represents unallocated centrally managed costs. The specific centrally managed allocation related to specific units is included in respective units, such as Geoffrey R. Weller Library, Information Technology, International Office, and Facilities and Capital Planning.

** These costs pertain to all university functions and are not primarily related to administration.

7.3.1 Employee Costs

Table 17: Employee Costs

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
General Operating Fund	63.54	67.95	69.30	72.09	74.45	75.70	76.75	77.80
Ancillary Services Fund	3.99	3.85	4.05	4.33	4.44	4.52	4.61	4.71
Total	67.53	71.80	73.35	76.42	78.89	80.22	81.36	82.51

The 2021-22 forecast for employee costs is \$73.35M, which is \$1.55M (2%) higher than the budget that is offset by lower operating expenditures for the general operating fund, primarily due to the reclassification of previously budgeted operating expenditures to employee costs based on an updated implementation plan and faculty requirements for new programs.

Budgeted employee costs for 2022-23 are \$76.42M, which is \$4.62M (6%) higher than the 2021-22 budget and \$3.07M (4%) higher than the 2021-22 forecast. The projected CAGR (2022-27) for employee costs without a general wage increase is 1.5%.

Budgeted employee costs of \$76.42M comprise salaries (\$64.88M) and benefits (\$13.52M). These costs are partially offset by a budgeted vacancy factor of \$1.98M (3%). Employee costs are funded through the general operating fund (94%) and ancillary services fund (6%). It excludes costs for approximately 80 Academic Services staff that are generally appointed on term contracts and primarily funded through sponsored research.

The FTE count and employee costs for ancillary services are adjusted according to the activity level through re-deployment and other similar initiatives to manage the overall budget and operational expectations. Budgeted employee costs for bargaining units do not include possible increases that will be funded by corresponding increases in the provincial operating grant.

Table 18: Budgeted Employee FTE Count and Costs

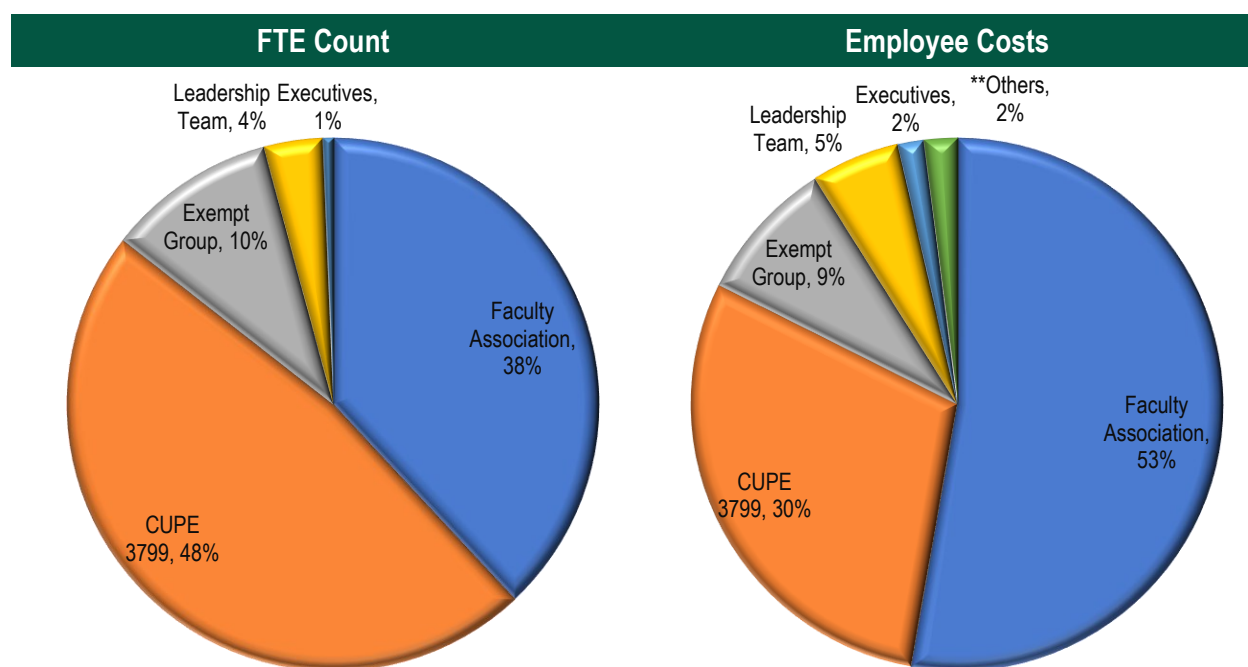
	FTE Count (Note)			Average Salary (\$)		Employee Costs (\$M)		
	2020-21	2021-22	2022-23	2021-22	2022-23	2021-22	2022-23	+/-
Faculty Association	227	237	247	122,800	124,400	37.53	40.41	8%
CUPE 3799	290	292	303	60,300	61,200	21.53	22.66	5%
Exempt Group	65	66	69	78,400	80,600	6.19	6.63	7%
Leadership Team	23	24	25	128,000	134,100	3.58	4.12	15%
Executives	6	4	4	224,000	224,000	1.12	1.21	8%
Sub-Total	611	623	648	89,800	91,100	69.95	75.03	7%
Teaching Assistants (CUPE 2278-03) and Student Employees						1.37	1.61	18%
Centrally Managed Allocation						1.92	1.76	-8%
Voluntary Retirement Incentive Plan						1.29	-	n/a
Vacancy Factor						(2.73)	(1.98)	-27%
Total						71.80	76.42	6%
General Operating Fund						67.95	72.09	6%
Ancillary Services Fund						3.85	4.33	12%

Note: The FTE count does not include the following term employees who were active in January 2022: sessional part-time instructors (197), CUPE 2278-03 (91), CUPE 3799 casual employees and student employees.

The benefits represent an average of 22% of applicable salaries and include:

- Pension contribution (8%-10% with employee contribution of 3%-5%). Additional voluntary employee contributions up to a maximum statutory limit are allowed without a matching employer's contribution.
- Extended health and dental care (ranging from \$1,500 to \$3,200/employee per year depending upon family status and employee group), life insurance, accidental death, and dismemberment (AD&D). Employees also have an option to purchase and self-fund additional applicable coverage for themselves and their dependents. Long-term disability (LTD) premiums are paid by the employees.
- Employee and Family Assistance Program (EFAP).
- Statutory benefits include Employment Insurance (EI), Workers Compensation premiums, and Canada Pension Plan (CPP) contributions.
- Employer Health Tax \$0.95M @ 1.95% of applicable salaries.
- Tuition and housing waivers (\$0.6M), as applicable.

Figure 7: Employee FTE Count and Costs: Budget 2022-23



****Others** include CUPE 2278-03 and Student employees

Faculty Association

The FTE count increase primarily represents additional faculty and instructors budgeted for new programs; i.e., environmental, and civil engineering, and nursing programs. At present, faculty by rank comprises Professors (40%), Associate Professors (27%), and Assistant Professors (33%) – 42% self-declared female.

Employee costs comprise salaries (\$34.66M) and benefits (\$5.75M). Salaries include full-time faculty, librarians, senior instructors, and senior lab instructors (\$28.2M) and part-time instructors (\$3.41M), market differential for 68 faculty positions (\$1.64M) and sessional instructors (\$0.31M), stipends for 43 faculty positions (\$0.56M), and provisions for leave replacement.

A budgeted increase of \$2.88M (8%) includes salary increases (\$2.45M) and a corresponding increase in benefits (\$0.43M).

- a. New positions for environmental and civil engineering, and nursing programs (\$1.07M).
- b. Annual career development increments, promotions, and revised market differential (\$1.13M).
- c. Full-year impact of new appointments, promotions, new programs, and other changes made during 2021-22 and expected in 2022-23 (\$0.68M).

CUPE 3799

FTE count increase primarily represents additional staff positions to support student services and success (4), CRM (2), new nursing program (1), Northern Medical Program (2) and ancillary services (1). Employee costs comprise salaries (\$18.67M) and benefits (\$3.99M). A budgeted increase of \$1.13M (5%) includes an increase in salaries (\$0.96M) and a corresponding increase in benefits (\$0.17M). The budgeted increase primarily relates to new positions and the full-year impact of changes during 2021-22.

Exempt Group

FTE count increase represents additional positions for student services and success (1), communications for web manager (1), and correct classification of an existing position. Employee costs comprise salaries (\$5.48M) and benefits (\$1.15M). A budgeted increase of \$0.43M (7%) includes an increase in salaries (\$0.38M) and a corresponding increase in benefits (\$0.05M). The budgeted increase primarily relates to new positions and the full-year impact of the new compensation framework implemented in 2021-22.

Leadership Team

Comprised of Deans, Associate Vice Presidents, Vice Provosts, and Directors. FTE count increase represents recently appointed Associated Vice President, EDI. Employee costs include salaries (\$3.46M) and benefits (\$0.66M). Budgeted increase of \$0.54M (15%) include an increase in salaries (\$0.46M) and a corresponding increase in benefits (\$0.08M). The budgeted increase primarily relates to new position, the full-year impact of new appointments and the new compensation framework implemented in 2021-22, and incremental accrual of administrative leaves for Deans.

Executives

FTE count comprises, (a) President and Vice Chancellor, (b) Vice President, Academic & Provost, (c) Vice President, Research and Innovation, and (d) Vice President, Finance and Administration. Employee costs include salaries, market differential, stipends, and accrual of administrative

leaves (\$1.01M) and benefits (\$0.2M). A budgeted increase of \$0.09M (8%) primarily relates to the full-year impact of changes in 2021-22 and the accrual of leaves for academic administrators.

Centrally Managed Allocations

These include (a) provision for maternity, parental and sick leaves as part of salaries, and (b) employer health tax and tuition waivers as part of benefits.

7.3.2 Operating Expenditures

Table 19: Operating Expenditures

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
General Operating Fund	17.48	22.38	19.66	22.39	23.62	23.86	24.10	24.34
Ancillary Services Fund	3.48	4.04	4.08	4.41	4.87	5.05	5.24	5.37
Total	20.96	26.42	23.74	26.80	28.49	28.91	29.34	29.71

Operating expenditures comprise operating supplies and expenses (42%), professional and contractual services (24%), property and upkeep (21%), student support (7%), travel costs (3%), and other costs (3). The 2021-22 forecast for operating Expenditures is \$23.74M, which is \$2.68M (10%) lower than the budget partly due to (a) reclassification of previously budgeted operating expenditures to employee costs based on an updated implementation plan and faculty requirements for new programs, and (b) reclassification to minor capital.

Budgeted operating expenditures for 2022-23 are \$26.8M, which is \$0.38M (1%) higher than the 2021-22 budget and \$3.06M (13%) higher than the 2021-22 forecast. The increase primarily relates to the implementation of new Engineering and Nursing programs (\$1.98M), strategic initiatives and priorities (\$0.75M), and ancillary services fund (\$0.33M) in line with the budgeted increase in activity and corresponding revenue. The projected CAGR (2022-27) for operating expenditures under the general operating fund is 1.7% and 4% for the ancillary services fund.

7.3.3 Capital and Transfers

Table 20: Capital and Transfers – General Operating Fund

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Minor Capital	1.64	0.18	1.44	1.72	1.72	1.72	1.72	1.72
Transfers	4.97	4.81	4.16	4.98	5.74	5.74	5.74	5.74
General Operating Fund	6.61	4.99	5.60	6.70	7.46	7.46	7.46	7.46

Minor capital as per the 2021-22 forecast is higher than the budget due to reclassification from the operating expenditures based on expenditure type. Budget and forward projections include:

- ⇒ Minor capital and routine capital expenditures.
- ⇒ Transfers to capital fund, professional development reserves, faculty start-up reserves, internal research funds, UNBC contribution to Northern Sport Centre, scholarships and bursaries, and specific purpose funds as per the approved initiatives.

⇒ Transfers are net-off contributions received from sponsored research, endowment funds, Northern Medical Program, ancillary services fund, and specific purpose funds, as applicable.

⇒ Transfers also include the annual transfer for post-retirement benefits and medical service travel for eligible employee groups as per the collective agreements.

7.3.4 Other Funds

Table 21: Other Funds

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Research	2.46	(0.50)	(0.10)	(0.75)	(0.50)	(0.50)	(0.50)	(0.50)
Specific Purpose / Endowment	8.86	(0.60)	6.71	(1.10)	(0.60)	(0.60)	(0.60)	(0.60)
Capital	(8.26)	(3.75)	(2.00)	(3.75)	(3.75)	(3.75)	(3.75)	(3.75)
Total	3.06	(4.85)	4.61	(5.60)	(4.85)	(4.85)	(4.85)	(4.85)

The variance in the 2021-22 forecast relates to better performance of UNBC endowment and corresponding deferred revenue. The projections are maintained at usual estimated levels.

7.3.5 Adjustments

Adjustments comprise changes required for the financial statements including capitalized expenditures, elimination of internal inter-fund transactions with neutral impact, deferred revenue, and restricted income. These are projected at existing levels.

7.3.6 Ancillary Services Fund

Ancillary (Business) services continues to advance a strong service excellence focus while adapting to COVID-19 disruptions, rapidly changing circumstances, ongoing uncertainties, and fluctuating operations while managing the gradual return to campus. The key principle adopted by the unit is based on maintaining critical services and student experience that has been achieved through scenario-based and safety planning, ongoing readiness to rebound, optimizing resources and expertise for future and new programs, striving for synergies, effectiveness, and service excellence and through professional development, growth, and deployment, as required.

Table 22: Planning Scenario Assumptions

	Short-term	Medium-term
Overall Approach	Realistic	Ambitious
Campus activities	Moderate	High
Enrolment Growth	Flat	Moderate
Demand: existing services	Flat	Moderate
Service Continuation	Moderate	High
Planning: future initiatives	High	High
Demand for new initiatives	Minimal	Moderate

Key accomplishments for the year include (a) strategic plan for Northern Sport Centre, (b) robust customer service strategy, (c) active participation in Ministry of Advanced Education and Skills Training Working Groups, (d) 40% B.C. food purchases (target: 30%), and (e) expanded reach of Continuing Studies through virtual delivery and exploring micro-credentials.

Key Indicators include: Housing capacity: 540 beds; historical pre-COVID occupancy 95%, current projections: 85% – UNBC four-bed suite: \$2,600/semester – B.C. comparison: ranges from \$2,800 to \$4,000. Meal plan: historical pre-COVID utilization: 400 students, current: 300 students – UNBC five-day meal plan: \$2,460, seven-day meal plan: \$2,755 – B.C. comparison: ranges from \$2,200 to \$6,500. Continuing Studies: historical pre-COVID course participants: 3,800, current: 3,600 with 63,000 instructions hours. Northern Sport Centre: regular membership: 6,000+ (1,750 UNBC students), current: 3,760 (1,025 UNBC students)

Future priorities include (a) Strategic Plan for Housing, Retail Services and Hospitality Services, (b) strategic approach to Childcare expansion, (c) ongoing improvement of key performance indicators (KPIs), (d) financial accountability, and (e) best practices in Indigenization and EDI.

Table 23: Ancillary Services Fund

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Revenues	5.39	6.15	8.48	10.34	10.89	11.32	11.65	11.96
Employee Costs	3.99	3.85	4.05	4.33	4.44	4.52	4.61	4.71
Operating Expenditures	3.48	4.04	4.08	4.41	4.87	5.05	5.24	5.37
Expenditures	7.47	7.89	8.13	8.74	9.31	9.57	9.85	10.08
Minor Capital and Transfers	(0.63)	(0.20)	(0.24)	(0.13)	(0.24)	(0.13)	(0.13)	(0.14)
Gross Operating Results	(1.45)	(1.54)	0.59	1.73	1.82	1.88	1.93	2.02
Debt Servicing (Internal)	-	-	-	0.56	0.59	0.61	0.63	0.69
Contributions	0.42	0.55	1.02	1.17	1.23	1.27	1.30	1.33
Net Operating Results	(1.87)	(2.09)	(0.43)	-	-	-	-	-

Note: Gross Operating Result represents operating surplus/(deficit) before contribution and debt servicing and **Net Operating Result** comprises Gross Operating Result net-off contribution and debt servicing.

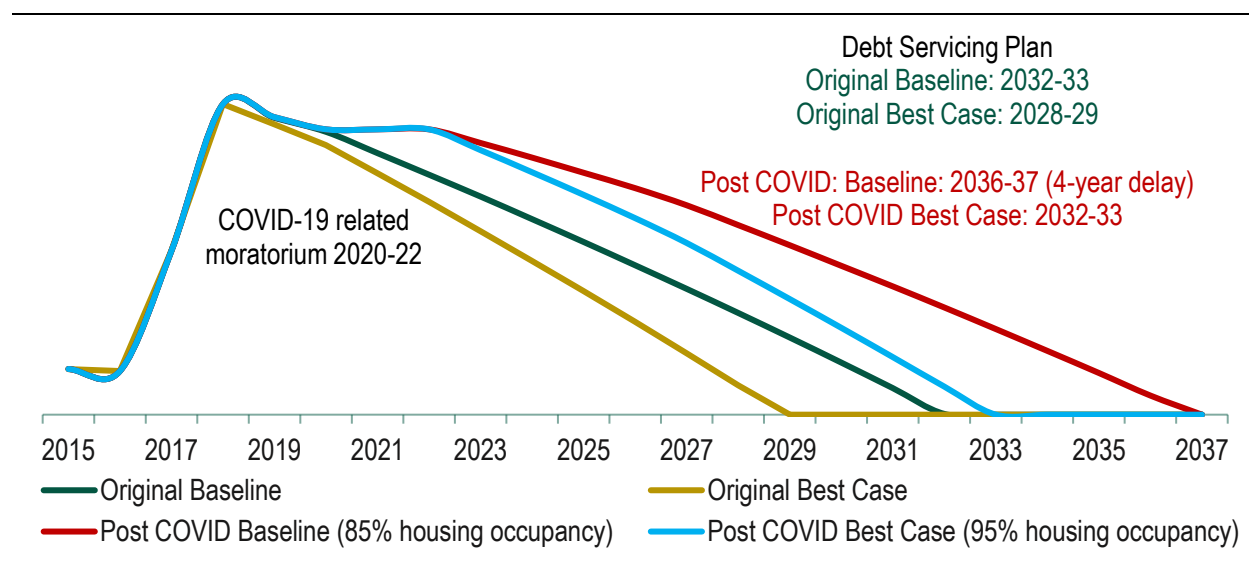
The 2021-22 forecast for revenues is \$2.33M (38%) higher than the budget that is partly offset by increased expenditures of \$0.24M (3%) based on an increased level of activities. Better operating and financial performance is forecasted to result in an increased contribution by \$0.47M (85%), better gross operating result by \$2.13M (138%), and better net operating result by \$1.66M (79%).

The budgeted gross operating result for 2022-23 is \$1.14M (193%) better than the 2021-22 forecast. The budgeted net operating result is \$0.43M better, and the contribution is budgeted to increase by \$0.15M (15%).

Internal Housing Renovation Loan

A COVID-19-related moratorium was approved for the internal housing renovation loan repayment during 2020-22. Given the gradual and slow return to normalcy; it is anticipated that the loan will be fully repaid by 2037; i.e., four-year delay to the repayment schedule. The loan repayment is expected to begin from 2022-23 and projected annual repayments range from \$0.5M to \$0.9M (average \$0.8M).

Figure 8: Internal Housing Renovation Loan



7.3.7 Cost per Student

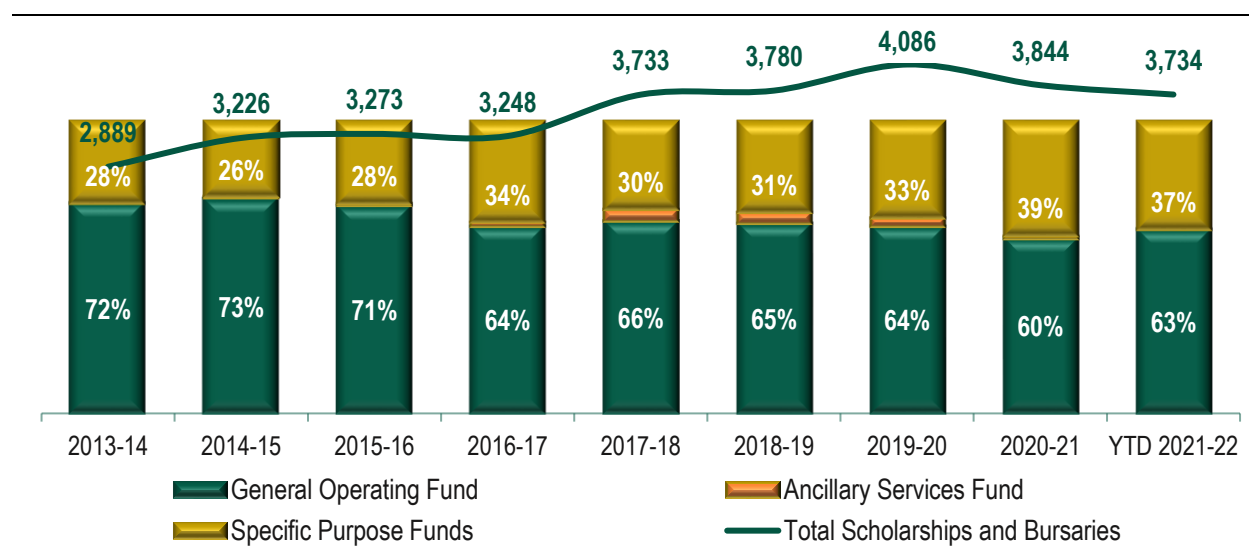
Table 24: Per-Student FTE Costs Analysis

	2023 B	2024 P	2025 P	2026 P	2027 P	Attainable Scenario
Faculty Costs	14,900	14,800	14,700	14,700	14,700	11,800
Other Employee Costs	10,600	10,800	10,600	10,400	10,200	8,100
Property and Upkeep	1,800	1,700	1,700	1,600	1,600	1,300
Other Operating Costs	6,100	6,300	6,300	6,300	6,200	5,000
Total Costs	33,400	33,600	33,300	33,000	32,700	26,200
Provincial grant	16,200	16,200	16,200	16,200	16,200	15,200
Average Tuition	8,000	8,100	8,200	8,200	8,400	8,700
Ancillary Revenue	400	400	400	400	400	400
Other Income and Grants	5,800	5,600	5,500	5,400	5,300	4,000
Total Revenues	30,400	30,300	30,300	30,200	30,300	28,300
Surplus / (Gap)	(3,000)	(3,300)	(3,000)	(2,800)	(2,400)	2,100

The per-student Provincial grant is calculated by dividing the total Provincial grant by the Ministry FTE target. Given existing lower enrolment, the per-student Provincial grant is higher and helps offset the consolidated deficit. The attainable enrolment growth scenario projects a balanced or surplus budget by providing \$8.4M (\$2,100 * 4,000 students) for funding capital and transfers.

7.4 Scholarships and Bursaries

Figure 9: Scholarships and Bursaries



Scholarships and bursaries represent 20% of tuition revenue based on the previous four-year average. CAGR for Scholarships and Bursaries is 4% (*general operating fund: 1%; specific purpose funds: 8%*). Specific purpose funds comprise expendable funds, endowment distribution and sponsored research funds. Total disbursement from 1995 to 2021 is more than \$60M.

7.5 Endowment

Revisions to the Endowment Statement of Investment Policies and Goals were approved in 2022, which will require all investment managers to incorporate Environmental, Social and Governance (ESG) considerations, provide periodic reports on their ESG exposure and practices, to be encouraged to adopt UN Principles for Responsible Investing (UNPRI), and for ESG factors to be included in the evaluation of new investments.

Table 25: Annual Donations

\$ in Millions	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total	Avg	Median
Endowed Funds	0.4	0.2	0.4	2.9	1.1	0.4	0.6	1.5	0.3	2.6	10.4	1.0	0.5
Expendable	0.8	1.1	1.5	1.3	1.1	1.5	1.6	0.8	1.0	1.2	11.9	1.2	1.2
Total	1.2	1.3	1.9	4.2	2.2	1.9	2.2	2.3	1.3	3.8	22.3	2.2	1.7
Green represents the highest level Red represents below Median Avg represents 10-year Average													

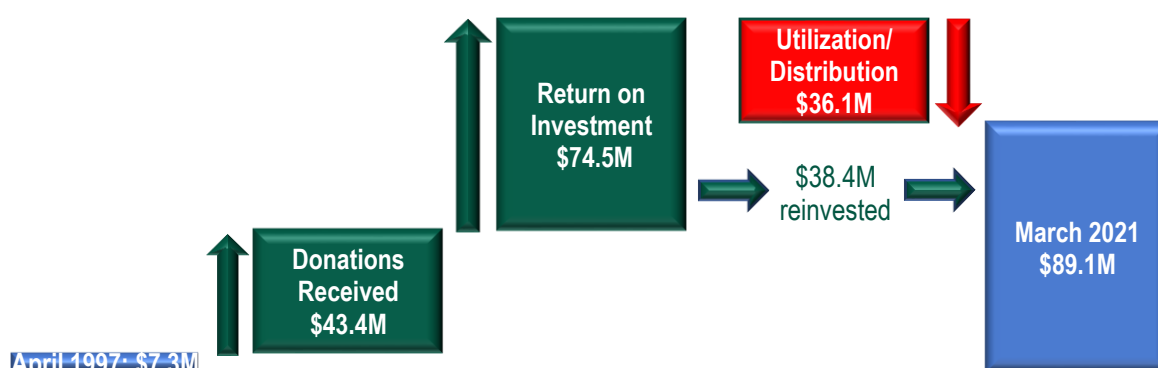
UNBC received \$2.3M in 2021 from the estate of a long-term donor, which was endowed 50% for the Library fund and 50% for scholarships and bursaries. Endowed funds received in 2015 include \$2.25M for the B.C. Leadership Chair in Tall Wood and Hybrid Structures Engineering.

Average annual donations have fluctuated over the years and requires a focused fundraising strategy and framework for strategic donor cultivation and revenue diversification. Due to the elimination of the Office of University Advancement, transition, and reorganization of donor services as part of the Office of Research and Innovation, the donations for 2021-22 are expected to be lower. The annual return for the year ended 31 March 2021 was 14.4% and the historical average annual rate of return has been more than 7% with investment management fees of 0.5%.

Figure 10: Endowment Performance



Figure 11: Endowment Summary



The annual distribution is 4.5% including a 1% administration fee, which is based on a three-year rolling average market value. The 2021-22 utilization forecast is \$2.9M (83%) and the 2022-23 budget is \$3.9M. Historical annual distribution rates have been 5.5% from 1997 to 2008, 4% from 2008 to 2018 and 4.5% from 2018 onwards. The original administration fee of 0.5% was increased to 1% in 2018. The endowment market value as of 30 September 2021 was \$94.2M.

Table 26: Summary of Endowed Funds (31 March 2021)

\$ in Millions	# of Funds	%	Value of Funds	%	Average per Fund
Student Awards	268	81%	29.8	33%	0.11
Northern Medical Program	38	12%	11.09	12%	0.29
Research and Faculty Support	12	4%	39.88	45%	3.32
Library Services	8	2%	3.58	4%	0.45
Program Support	4	1%	4.75	5%	1.19
Total	330	100%	89.1	100%	0.27

7.6 Research and Innovation

UNBC has six Canada Research Chairs (one tier 1 and five tier 2), one Industrial Research Chair, two B.C. Leadership Chairs, five Endowed Chairs through four endowments, and one Knowledge Mobilization Chair. The overall scope for the Office of Research and Innovation comprises:

- a. Graduate programs and research support and coordination for sponsored research.
- b. Donor relations, development, youth programming and community engagement as transitioned from the Office of University Advancement.
- c. Research Centres:
 - ⇒ The Pacific Institute for Climate Solutions (PICS)
 - ⇒ Quesnel River Research Centre (QRRC)
 - ⇒ Centre for Technology Adoption for Aging in the North (CTAAN)
 - ⇒ TeejLab
- d. Research Services:
 - ⇒ High-Performance Computing (HPC)
 - ⇒ Enhanced Forestry Lab (EFL)
 - ⇒ Northern Analytical Laboratory Services (NALS)
- e. Research Institutes:
 - ⇒ National Collaborating Centre for Indigenous Health (NCCIH)
 - ⇒ Natural Resources & Environmental Studies Institute (NRESi)
 - ⇒ Community Development Institute (CDI)
 - ⇒ Health Research Institute (HRI)
 - ⇒ Northern FIRE (Feminist Institute for Research and Evaluation)
- f. Research Services:
 - ⇒ Research Data Centre (RDC)
 - ⇒ Northern Health Sciences Research Facility (NHSRF)
- g. Research Forests:
 - ⇒ John Prince Research Forest (JPRF)
 - ⇒ Aleza Lake Research Forest

The Research Ethics Board (REB) functions independently from the Office of the Vice President, Research and Innovation but is supported by the Office of Research and Innovation.

Table 27: Sponsored Research

\$ in Millions	2014	2015	2016	2017	2018	2019	2020	2021
Tri Council and CRC	3.2	3.2	2.7	2.2	2.5	3.8	4.0	4.9
Research Support Fund (RSF)	1.4	1.2	1.2	1.1	1.0	2.3	2.9	3.2
Endowment	0.6	0.6	1.0	1.1	1.1	1.1	1.2	1.0
Others	7.6	7.0	3.7	6.4	5.1	6.9	6.6	7.4
Total	12.9	12.0	8.6	10.8	9.8	14.2	14.8	16.5

Tri-Council funding comprises funding from Natural Sciences and Engineering Research Council of Canada (NSERC), Social Sciences and Humanities Research Council (SSHRC) and Canadian Institutes of Health Research (CIHR); CRC: Canada Research Chair; RSF: Federally funded Research Support Fund. Others include B.C. Knowledge Development Fund, Canada Foundation for Innovation (CFI), Government, Foundations, and Industry sponsors.

The recent increase in the Research Support Fund (RSF) relates to funding routed through UNBC for the program implemented with B.C. Academic Health Science Network associated with Canada's Strategy for Patient-Oriented Research (SPOR), which is not available for UNBC activities. Annual RSF allocation for UNBC activities ranges from \$1M to \$1.5M.

The average annual cost of the Office of Research and Innovation is \$2M/year, which represents 12% to 16% of sponsored research.

7.7 Capital Planning

The revitalized Five-Year Capital plan development for next year's submission is in its initial stages of conceptualization. The revitalized process that is expected to be implemented over the next 12-18 months will be guided by the campus masterplan with an opportunity to review it periodically (as required) and will entail a space review, future UNBC programs and initiatives, planning for capital replacement and routine capital including assessment of UNBC facilities through gradual updating of Facilities Condition Index. The process will also incorporate social indicators to determine the socio-economic impact of UNBC capital projects. It is expected that the Capital plan will be presented as part of UNBC's annual budget submission, effective as of the 2023-24 budget cycle.

7.8 Reserves and Accumulated Surpluses

Table 28: Reserves and Accumulated Surpluses (as per the audited financial statements)

\$ in Millions	31 March 2020	31 March 2021
Equity Reserve	53.03	51.51
Endowment (Note)	64.14	67.66
Restricted Reserves	3.58	4.38
General Reserves (Table 28.1)	20.92	24.92
Total Reserves and Accumulated Surpluses	141.67	148.47

Note: Includes indexed principal values and the deferred contribution of \$21.44M reported separately in the audited financial statements. Hence, the total endowment investment market value as of 31 March 2021 is \$89.1M; i.e., \$67.66M plus \$21.44M.

Table 28.1: General Reserves

\$ in Millions	31 March 2020	31 March 2021
General Reserve	3.52	3.52
Carryforwards	4.16	2.51
Equipment Replacement and Special Projects	11.26	17.07
Capital Reserve	7.98	8.94
Specific Purpose	5.82	6.13
Ancillary Services (Note)	(11.82)	(13.26)
General Reserves	20.92	24.91

Note: Represents the outstanding balance of internal housing renovation loan to ancillary services (\$11.5M) and cumulative operating deficit for ancillary services during COVID-19 (\$1.76M). The internal housing renovation loan is expected to be fully repaid by 2037.

Table 29: Projected Changes in General Reserves

\$ in Millions	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Opening balance	24.92	16.57	15.06	15.65	16.26	16.89
Estimated commitments/restrictions (Note 1)	(6.23)	(0.93)	-	-	-	-
Balance available for use	18.69	15.64	15.06	15.65	16.26	16.89
Ancillary Services deficit/repayment	(0.43)	0.56	0.59	0.61	0.63	0.69
General operating deficit	(1.69)	(1.14)	-	-	-	-
Balance available for future use	16.57	15.06	15.65	16.26	16.89	17.58
Primary Reserve Ratio (Note 2)	59 days	54 days	56 days	58 days	60 days	63 days

Note 1: Estimated at 25% of general reserves for 2021-22. For 2022-23, the amount relates to additional initiatives approved in principle as part of the 2022-23 budget submission that will require one-time funding over the next two to three years and will be financed through reserves.

Note 2: The Primary Reserve Ratio has been calculated by comparing general reserves to total expenses and gives a picture as to how long the institution could function using its general reserves. The ratio for other comparator institutions ranged from a low of 53 days to a high of 294 days in 2020.

Appendix A: UNBC's Strategic Context

Motto: 'En Cha Huná: Interpreted as “respecting all forms of life.” UNBC's motto, from the Dakelh (Carrier) Elders, is used to remind us that all people have a voice and a viewpoint. It encapsulates respecting diversity and nurturing compassion and inclusion.

Vision: Canada's leading destination University, personal in character, that transforms lives and communities in the North and around the world. UNBC's founders envisioned and built an institution where all are welcomed to learn, live, work closely with our faculty and staff, and transform the quality of life in northern British Columbia, the province, and beyond. UNBC strives to enable a transformative student experience allowing them to be successful and achieve their aspired destination(s).

Mission: To inspire leaders of tomorrow by influencing the world today. UNBC strives to provide a safe and challenging learning environment where students gain leadership skills and stretch their boundaries through academic discussion and debate, working closely with faculty and staff on research projects and a wide range of initiatives that improve student life or contribute to a need in the community, the region or far beyond.

Values:

Experiential learning and discovery: Our community celebrates and strives to provide an unparalleled learning experience that ensures our students are prepared to meet the challenges of a fast-paced modern world while stepping up and making a difference. UNBC is a champion of intellectual freedom, academic inquiry, learning for its own sake, access to information, learning through applied and best practices in experiential initiatives, and the development and mobilization of new knowledge.

Inclusiveness and diversity: Social and cultural diversity is core to enriching the learning environment of a modern university. The confluence of diversity and respectful discussion stimulates creative thoughts, new ways of thinking, and new pathways of inquiry. This ensures that our research questions address society as a whole, and enables us to train leaders who understand our local and global communities.

Community: UNBC is a place where community thrives and where we embrace diversity, equity, compassion, and inclusion and celebrate our differences in a safe and nurturing environment. It is a place all are welcome and where we commit to being respectful, innovative, resourceful, and responsive in our interactions with each other.

Integrity: To succeed we must be true to who we are, and focus on where we are now and what we want to be in the future. We are honest, supportive, and forthright in all our interactions, confronting problems and issues openly and constructively.

Academic (research and operational) excellence: Excellence in teaching and research is a central tenet of a destination university.

Appendix B: 2022-23 Budget and Planning Timelines

Review of 2021-22 operating costs by Deans and Directors	October 2021
Submission of 2022-23 Goals and Objectives, operating budget, and strategic initiatives by Deans and Directors	December 2021
Strategic Planning and Budget Sub-Committee (SPBSC) Meetings – five meetings between September 2021 and February 2022.	February 2022
Agenda item for multiple meetings of the President's Executive Council	February 2022
Collaborative Leadership Forum	16 February 2022
Senate Committee on the University Budget (SCUB)	18 February 2022
UNBC Senate	23 February 2022
Finance and Investment Committee of UNBC Board of Governors	7 March 2022
UNBC Board of Governors	19 March 2022
UNBC Town Hall	24 March 2022

This collaborative journey continues as an integrated approach for strategy-driven, risk-based, and data-informed planning, implementation, and accountability.

Agenda Item:	8.iii.b. 2021/2022 Consolidated Budget for Financial Statement Presentation – R. Somani
Material:	Consolidated Budget for Audited Statement of Operations for the year ending March 31, 2022
Motion:	<i>That, on the recommendation of the Finance and Investment Committee, the Board of Governors approves the 2021/22 Consolidated Budget for Financial Statement Presentation for the University of Northern British Columbia, as presented.</i>

Consolidated Budget for Audited Statement of Operations
For the year ending March 31, 2022

DETAILED BUDGET BY FINANCIAL STATEMENT CATEGORY

Revenue by financial statement category category	
Provincial government	61,120
Federal government	8,210
Tuition fees - Domestic	16,100
Tuition fees - International	4,720
Other fees	1,410
Sales of goods and services	5,070
Gifts, bequests, non-government grants and contracts	13,410
Investment income	3,290
External cost recovery and other income	610
Revenue recognized from deferred capital contributions	6,900
	120,840
Expenses by financial statement function	
Ancillary	6,807
Fac. Mgt	14,756
Instruction	46,876
Inst. Support	38,401
Sp. Research	10,600
Sp. Purpose	5,550
	122,990
Annual operating surplus/(deficit) before restricted contributions	(2,150)
Net restricted endowment contributions	1,500
Annual surplus/(deficit)	(650)
Accumulated surplus, beginning of year	148,465
Accumulated surplus, end of year	147,815

Agenda Item:	8.iii.c. Changes to Undergraduate/Graduate Calendars – Recognition of Indigenous Rights – M. Dale
Material:	1. Senate Motion No. S-202202.17
Motion:	<i>That, on the recommendation of the Finance and Investment Committee the Board of Governors approves, that the expression of recognition of Indigenous rights for admission processes, be added on page 21 of the 2021/2022 graduate and page 22 of the 2021/2022 undergraduate calendar, as recommended and approved by the UNBC Senate, as presented.</i>

Motion Number (assigned by
Steering Committee of Senate): S-202202.17

SENATE COMMITTEE ON ADMISSIONS AND DEGREES

PROPOSED REVISION OF CALENDAR ENTRY

Motion: That the expression of recognition of Indigenous rights as presented below for our admission processes, to be added on page 21 of the 2021/2022 graduate and page 22 of the 2021/2022 undergraduate calendar, be approved as proposed.

1. **Effective date:** September 2022

2. **Rationale for the proposed revisions:**

The new approach will allow any Indigenous peoples whose ancestral lands were arbitrarily divided by the creation of the Canada US border to be considered domestic students rather than international students.

The Jay Treaty secured the rights of Indigenous peoples to continue to move freely cross the US-Canada border, by land or water, in order to carry on trade or commerce with each other as they had done before the border was established.

This policy addresses some of the issues presented in the Truth and Reconciliation Commission's recommendation to recognize Indigenous rights and the effects of colonialization on Aboriginal peoples.

Examples of recent wording from other post-secondary institutions:

Emily Carr

This opportunity is open only to qualified individuals who self-identify as Indigenous Peoples of North America or Peoples of Turtle Island, including those who identify as First Nations (status, non-status, treaty or non-treaty), Métis, Inuit, or Alaskan Native, Native American, and Native Hawaiian Peoples. This initiative is a special program under the British Columbia Human Rights Tribunal.

VIU

Vancouver Island University (VIU) is excited to welcome students living outside Canada with an ancestral connection to Canadian Indigenous groups to study at the lower domestic tuition rate VIU's Board of Governors has recently approved this initiative as a commitment to fulfill the recommendations of Canada's Truth and Reconciliation Commission. It also supports the UN Declaration on the Rights of Indigenous Peoples and the Jay Treaty of 1795. This treaty secured the rights of Indigenous peoples to freely cross the US-Canada border, by land or water, in order to carry on trade or commerce with each other as they had done before the border was established.

We look forward to working with our communities and welcoming students under this program and to continuing to support initiatives that invest in and actively support reconciliation with Canada's Indigenous nations.

3. **Implications of the changes for other programs, etc., if applicable:** Previous consultation has included discussion at Senate and sub committees prior to this submission (late 2018), The First Nations Centre representatives have been given an opportunity to provide feedback. The motion will be brought to SCII as well as part of normal Senate review processes.

4. **Reproduction of current Calendar entry for the item to be revised:**

[Graduate calendar]

1.0 General Admission

Application information is available from the website, at www.unbc.ca/apply/graduate or from the Office of the Registrar. The requirements for admissibility include, but are not limited to, an acceptable academic standing (see 1.3.2), acceptable letters of reference, the availability of a supervisor within the program concerned, and the availability of adequate space and facilities.

[Undergraduate calendar]

The University of Northern British Columbia is committed to providing the best possible educational experience to its students. While some areas of academic study are available to new students without restriction, to ensure the highest quality learning environment others must be limited in enrollment by the availability of suitable space and instruction. Except for first-entry professional programs, first-year first-entry students are admitted to UNBC by their degree outcome of interest, and must indicate their first choice of Degree Group (for example Bachelor of Arts or Bachelor of Science) on their application form. Until such time as students declare a major, they will be assigned a Faculty Dean based upon their declared degree group. Once admitted, if the Major selected would require a transfer between Degree Groups, approval is required from the Faculty Dean for the Academic Program that includes the desired Major.

Transfer from a first-entry professional program to one of the Degree Groups is permitted only by approval of the Faculty Dean for the Academic Program that includes the desired Major. Transfer students are considered for admission only in the context of a Declaration of Major, and will be admitted, on the basis of space availability and eligibility, by established criteria in the Major of choice.

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

[Graduate calendar]

1.0 General Admission

Application information is available from the website, at www.unbc.ca/apply/graduate or from the Office of the Registrar. The requirements for admissibility include, but are not limited to, an acceptable academic standing (see 1.3.2), acceptable letters of reference, the availability of a supervisor within the program concerned, and the availability of adequate space and facilities.

In the spirit of the UN Declaration on the Rights of Indigenous Peoples and the recommendations of the Truth and Reconciliation Commission, UNBC respects and recognizes that the national boundaries imposed by colonization do not represent Indigenous citizenship and territories. Therefore, UNBC recognizes all Indigenous students coming from nations in what became Canada and the United States as domestic for the purposes of application processing, application fee and tuition fees.

[Undergraduate calendar]

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6. Authorization:

Program / Academic / Administrative Unit: Office of the Registrar

Faculty: N/A

Faculty Council Motion Number:

Faculty Council Approval Date:

Senate Committee on Indigenous Initiatives Motion Number:

Senate Committee on Indigenous Initiatives Meeting Date: February 10, 2022

7. Other Information

Attachment Pages: 0 pages

Agenda Item:	8.iii.d. Agreements, Scholarships, Bursaries and Awards – M. Dale
Material:	<p><i>See “Appendix 1” – Page 132</i></p> <p>1. Agreements, Scholarships, Bursaries and Awards as recommended and approved by the UNBC Senate for the period of January 2022 to February 2022.</p>
Motion:	<p><i>That, on the recommendation of the Finance and Investment Committee, the Board of Governors approves the agreements, scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for the period of January 2022 to February 2022, as presented.</i></p>

Agenda Item:	9.a. Report of the Interim President
Material:	1. Quarterly Public Written Report of the Interim President

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

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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

Report to the UNBC Board of Governors

Submitted by: Dr. Geoffrey Payne, Interim President and Vice-Chancellor
For the Period: December 2021 to March 2022

Overview

Outlined below are a number of key areas of focus that have been active during the period since my last written report in November 2021. As noted in UNBC Board of Governors March Public package, the extensive and comprehensive reports received from the Vice-Presidents, the activities of the University are well in hand. I continue to be updated on a regular basis by the Vice-Presidents and I provide input as needed to support the University as a whole. This continues to be a deliberate shift in my portfolio to activities that are now more University wide and externally focused as we achieve stability and a foundation to build upon.

COVID-19

As we continue to navigate the COVID-19 global pandemic, I remain impressed by the collective efforts our university community engages in to ensure our campuses remain open and our students continue in their academic pursuits. We continue to look at ways to learn from the past 2+ years during the pandemic that will influence the direction of UNBC and more broadly how higher education will change going forward.

Although COVID has been present on our campuses, through the efforts of our entire community there have been no widespread outbreaks and the Winter 2022 term has been successful due to outstanding commitment of our entire community.

Convocation 2022

With the continuous improvements of the COVID-19 pandemic situation, a decision has been made to hold a modified face-to-face Convocation ceremony on May 27th. Regional Convocation ceremonies and celebrations at our regional campuses will be held the following week. In my commitment to the graduating classes of 2020 and 2021 which had their normal Convocation impacted, we are currently working on hosting events in the Fall of 2022 to celebrate and recognize the accomplishments of these two graduating classes. This year's Convocation is being lead by our University Librarian, Kevin Stranack

Northern Post-Secondary Institution Collaborations

The four Northern post-secondary Institution Presidents have been working on ideas that capitalize on the individual strengths of each institution to collectively enhance opportunities for students. We are focusing on new collaborative opportunities and preparations for the upcoming Provincial Post-Secondary Funding Review. Our most recent

meeting was held on November 22nd, 2021 with our next meeting being scheduled sometime late April 2022.

Research Universities of British Columbia Council (RUCBC)

There are monthly meetings with the Presidents of the Research Universities of BC (University of British Columbia, University of Victoria, Simon Fraser University, Royal Roads University and Thompson Rivers University). The areas of interest during the recent meetings were:

- BC Government Post-Secondary Funding Review
- BC Economic Plan
- Partnerships and Collaborations amongst the RUCBC Universities

Engagement

I continue to re-establish and to enhance relationships with our broader community and stakeholders. This will continue to be a growth area within my portfolio to benefit the University through a variety of connections, opportunities and integral relationships. Appendix A of my report is a summary of key meetings and engagements that have occurred during this period. I would like to highlight a very important event which was long overdue which is UNBC Employee Recognition Event that was held on December 8th. I was thrilled that despite COVID, we were able to come together virtually to recognize and celebrate our amazing and dedicated employees.

As I begin to increase my activities, I would like to bring the following to the attention of the Board and to the University Community.

- On November 26th and January 26th, I had meetings with other University Presidents and the McConnell Foundation to continue a discussion on collaborative approaches to combat Climate Change. The McConnell Foundation is a non-profit foundation which focuses on building resilient, inclusive and sustainable communities.
- On November 30th, I had a meeting with the CEO of the Prince George Chamber of Commerce to discuss how UNBC can collaboratively work together to address and support Labour demands and opportunities.
- I continue to have monthly meetings with the Superintendent of School 57 to discuss opportunities to assist students in the K-12 system so they may be successful at UNBC and beyond.
- On December 14th, I met with the Lheidli T'Enneh Chief, Dolleen Logan to provide an update on the activities at UNBC.
- On February 23rd, I met with the BC's Lieutenant Governor, the Honorable Janet Austin to provide an update on the activities at UNBC.

Alumni & Donors

- On February 15th, I attended the UNBC Alumni Council meeting which I provided an update on the Chancellor search and the Alumni awards at Convocation.

- Over the past few months I have continued to increase my engagement and important relationship with our Donors and supporters.

Leadership Searches

The search for the inaugural Associate Vice President, Equity, Diversity and Inclusion has been completed. I am excited and pleased to report Ms. Aman Litt has accepted the appointment and will join us on campus the first week of April. This appointment is important for UNBC so we may continue our efforts to ensure UNBC is a safe and welcoming community for everyone.

We are also actively in the search for next VP Academic & Provost. Supported by the committee, we have shifted the focus back to VP Academic to ensure the direction of student-centered, changing landscape of higher education and academics is achieved in this portfolio.

President Themes of focus

At the January Board meeting, the draft themes of the President were supported. This support formed the basis of my recent Presidential Search process presentation on the direction for UNBC. These themes will be further developed, enhanced and added as we embark on a new Strategic Plan.

- Equity, Diversity and Inclusion
- Student-Centered Focus
- Changing Landscape of Higher Education
- Financial Stability
- Collaborative Employee Relations
- External Community Engagement
- Leadership Stability
- Governance

Summary

Overall, as Interim President, I continue to work with the UNBC community to establish a positive foundation to move UNBC forward in a strategic and pro-active direction which supports the continued success in achieving the University's mission and mandate.

Appendix A: Interim President Selected Activity Report

	President's Monthly Activity Report To the Board of Governors March 19, 2022 Last Meeting Attended: November 20, 2021	
November		
22 nd	NPSC Meeting	Vancouver
22 nd – 24 th	Universities Canada Digital Mission to Vietnam	Prince George
23 rd	Meeting with Donor B. Fehr	Prince George
24 th	Memorial to Montreal Massacre	Prince George
24 th	Meeting with School District #57 Superintendent	Prince George
25 th	Winston's Group Breakfast Meeting	Prince George
25 th	Meeting with RUCBC President & Luncheon	Prince George
26 th	Peer Discussion: Transformational Strategic Planning with McConnell Foundation	Prince George
26 th	Meeting with VP & Senior Consultant, Global Philanthropic Canada	Prince George
29 th	Michael Smith Health Research BC: Board Orientation Session 3	Prince George
30 th	Labour Market Study Lunch Meeting with PG Chamber CEO	Prince George
30 th	Meeting with PG Community Foundation Representative	Prince George
December		
2 nd	Provost Search Committee Meeting	Prince George
3 rd	Meeting with DDBG Representatives	Prince George
6 th	Meeting with Donor	Prince George
6 th	Health Research BC Board Meeting	Prince George
6 th	EDUC 491 Celebration of Learning – President to provide acknowledgement	Prince George
8 th	Meeting with School District #57 Superintendent	Prince George
8 th	AEST Townhall with PHO	Prince George
8 th	Employee Recognition Reception Event	Prince George
13 th	Meeting RE: New Master of Applied Science in Engineering Program	Prince George
13 th	DMS Full Team Meeting	Prince George
13 th	MSFHR Board Recognition Event	Prince George
14 th	Meeting with Lheidli T'enneh Chief Logan	Prince George
14 th	CKPG Interview RE: A Year in Review	Prince George
14 th	Meeting with J. Brink	Prince George
15 th	Meeting with CNC President	Prince George
15 th	UNBC Town Hall Session	Prince George
15 th	Meeting with School District #57 Superintendent	Prince George

January		
4 th	Student Welcome to UNBC Virtual Event	Prince George
4 th	Meeting with Representative from Aga Khan Royal Family	Prince George
4 th	Meeting with Human Capital Strategies Representative	Prince George
7 th	Future of Downtown Prince George Interview	Prince George
12 th	RUCBC Presidents Meeting	Prince George
13 th	City of Prince George & PG Airport Meeting RE: Wildfire Task Force	Prince George
16 th	UNBC Men's Timberwolves Basketball vs. UBC	Prince George
18 th	Meeting RE Rural eMentoring BC Project	Prince George
19th	BC Natural Resources Forum	Prince George
25th	Meeting with DDBGS Representatives	Prince George
25th	Monthly Meeting with Interim School District 57 Superintendent	Prince George
26th	McConnell Foundation Climate Emergency Presidents Collaboration	Prince George
27th	Lunch meeting with Vice-President, RUCBC	Prince George
27 th	Media Interview with CKPG RE: Chancellor Search	Prince George
27th	Media Interview with PG Post RE: Chancellor Search	Prince George
28th	Meeting with Chief Technology Officer, BCNET	Prince George
29th	UNBC Women's Timberwolves Basketball Game	Prince George
31st	UN Sustainable Development Panel	Prince George
February		
1st	Presidential Search Process Public Presentation	Prince George
3rd	Presidential Search Engagement Session – Open Space Conversations	Prince George
3rd	Health Research Institute – Special Presentation	Prince George
3rd	Reception in honor of Dr. M. Greenwood	Prince George
4th	Presidential Search Engagement Sessions – Exempt & Open Space	Prince George
7th	Presidential Search Engagement Session – Talking Circle	Prince George
8 th & 9th	Universities Canada Webinar Series	Prince George
8th	Presidential Search Engagement Session – Open Space	Prince George
8 th	Media Interviews RE: BC Top Employer	Prince George
9th	Presidential Search Engagement Session – NUGSS	Prince George
10th	Meeting with new AEST Assistant Deputy Minister	Prince George
10th	Presidential Search Engagement Session – CUPE 3799	Prince George
11th	RUCBC Presidents Committee Meeting	Prince George
14th	MSHR Executive Committee Meeting	Prince George
15 th	Alumni Council Meeting	Prince George
17th	CRC in NBC Study Interview	Prince George
17 th	Provost Search Committee Launch Meeting	Prince George
19th	UNBC Timberwolves Women's & Men's Basketball Games	Prince George
22nd	Meeting with Donor V. Forster	Prince George
23rd	Meeting with Lieutenant Governor	Prince George
23rd	Meeting with School District #57 Superintendent	Prince George

23rd	UNBC Timberwolves Women's Basketball Game	Prince George
24th	UNBC and ReMBC Meeting	Prince George
24th	Planning for University of Manitoba Post-Strike Workshop	Prince George
24 th	UNBC Timberwolves Women's Basketball Game	Prince George
25th	RUCBC Presidents Committee Bi-Weekly Meeting	Prince George
26th	UNBC Timberwolves Women's & Men's Basketball Games	Prince George
28th	UNBC Research Week Welcoming Remarks	Prince George
March		
3rd	RUCBC Presidents Committee Meeting	Surrey
4 th & 5 th	UNBC Timberwolves Women's Basketball Playoffs	Calgary
8th	University of Manitoba Workshop	Prince George
10 th	MSHRBC Governance Committee Meeting	Prince George
11 th	RUCBC Presidents Committee Biweekly Meeting	Prince George

Agenda Item:	9.b. Reports of the Vice-Presidents – Interim Provost and Vice-President Academic
Material:	1. Quarterly Public Written Report of the Interim Provost and Vice-President Academic

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Northern Community Sustainability and Development

Innovative and Quality Distributed Delivery Programs

Report to the UNBC Board of Governors

**Submitted by Dr. Mark Dale, Interim Provost and Vice-President Academic
For the period December 2021 to February 2022**

Key current initiatives and collaborations of the Office of the Provost and Vice-President Academic that support UNBC's Strategic Priorities:

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

1. Office of Faculty Relations

UNBC created a new administrative position to promote healthy labour relations with our Faculty Association. Dr. Bill Owen began the role of Vice Provost, Faculty Relations, on April 1, 2021. The priorities for the office included a smooth transition to the new collective agreement, especially implementing the new salary grid, and to address outstanding grievances. The office continues to be very successful in fostering good relations with the Faculty Association, resolving grievances and developing MOUs to deal with discrepancies and changing circumstances.

2. Indigenous

a. Office of Indigenous Initiatives

- Developing plans for the Elders Welcome area and planning for the opening of the Ceremonial Fire Circle, now constructed.
- Continuing to engage indigenous communities in updating and developing memorandums of understanding (e.g. Tsey Key Dene; Haisla).
- Developing a memorial for the initial 215 children found at the Kamloops Residential School.
- Developing and piloting the Indigenous Research Ambassador program with the Office of Research and Innovation.
- Assisting the Weaving our Ways Committee to develop the Storytellers event.
- Meeting regularly with the Council of Deans to engage in the process of Indigenization of academic programming.
- Continuing to develop and present new ideas for "Walking this Path Together" to promote meaningful truth and reconciliation.
- Adapting to new funding model for the Aboriginal Service Plan 2022/23 which will distribute the Ministry's current level funding to more institutions in BC.
- Continuing to plan and present a "Four Connections" event for March 31st related to the Spring Equinox and to celebrate the opening of the Ceremonial Fire Circle.

3. Graduate Degree Programs

b. New and Renewed Programming

- Continuing to facilitate various aspects of the planning and implementation of the UBC Physical Therapy and Occupational Therapy degree programs. F22 will have the second cohort of the distributed Physical Therapy program at UNBC campus and the first cohort of the Occupational Therapy program. Implementation of these programs is continuing as expected.
- As part of this implementation, working with Northern Health, Northern Medical Program and other UNBC health related programs to develop an Inter-Professional Training Centre in Prince George. A feasibility study is under way by a consultant in collaboration with UNBC, UBC and NH stakeholders.
- Continuing to support the Dean and the School of Education in the renewal of the Master of Education Program. Revisions to the degree requirements have been approved by Senate and the Board. UNBC will need to submit a proposal to DQAB and the Ministry for approval. The tentative start date is July 2023.
- Supporting the Dean and the School of Business in preparing for the MBA degree program to be offered in Grande Prairie. Alberta's Ministry of Advanced Education has approved UNBC's proposal to offer the MBA program at Grande Prairie Regional College starting July 2022.
- Supporting the Dean, the Chair and the School of Engineering in the implementation of the MASc in Engineering. The Minister has approved the proposal, as announced in November.
- Supporting the development of a PhD in Interdisciplinary Studies degree program. The required motions are moving through the University's approval processes. Because UNBC is not exempt at the PhD level, a full program proposal will be submitted to DQAB and the Minister for approval.

4. Undergraduate Degree Programs

a. New and Renewed Programming

Continuing support and facilitation of various aspects of the following new academic programs at UNBC:

- Civil and Environmental Engineering Laboratory: F22 represents the 4th and final year of the phase in of these programs. These programs are a key focus area for student recruitment.
- Nursing in the Northeast: Nursing in the Northeast continues with its second cohort for F22. Faculty searches continue to fulfil the full complement in this program
- Bachelor of Education: Continuing to support the Dean and the School of Education with the implementation of the refreshed BEd at all UNBC campuses. The School of Education has developed a combined regional delivery model for the Northwest and South-Central campuses that delivers the renewed BEd program. This will be the first time the BEd program will be offered at the South-Central site.
- Initial approval has been provided to increase nursing seats within our Nursing Collaborative Baccalaureate Program (NCBNP) at our regional campuses as well as the development of a new 5 semester Nursing undergraduate program in Prince George. Still more work to be completed in these areas before a formal announcement is made.
- Responding to a call from the Ministry to review the possibility of expanding seats in UNBC's MScN Family Nurse Practitioner Program.
- Undergraduate Social Work renewal is ongoing and is expected to be completed in 22/23.
- Supporting the Dean and the Chair of First Nations Studies in partnership with the Wilp Wilxo'oskwhl Nisga'a Institute in the development a Nisga'a Language Fluency Certificate, a Nisga'a Language Fluency Diploma, and a Bachelor of Arts in Nisga'a Language Fluency Degree. Motions related to the program were approved by Senate in November 2021 and the Board of Governors in

January 2022. The degree program proposal was submitted to DQAB and the Minister in February for approval. The proposed start date is September 2022.

b. COVID-19

- Continuing to support learning outcomes from the COVID-19 experience by exploring approaches and technologies to enhance online and hybrid delivery of programming to meet the needs of students wherever they study.
- COVID response for the Winter 2022 term marked the transition of about 70% of courses to in-person instruction.

5. Student Affairs

- Planning the restructuring of the Student Affairs portfolio to address critical gaps in first year experience, to improve first year retention by 33% by September 2023 and to reduce overall attrition by 20%; also to re-invest the thus- increased revenues to support the second year experience. The enhanced structure will increase student support and programming to increase the resiliency of at-risk students and their success at UNBC. Restructuring the Student Affairs portfolio is under the guidance of the Interim Director with a focus on improving the student experience and increasing student retention.

6. International Education

- Supporting the restructuring of the International Education endeavour, to be integrated with the Registrar's Office and related activities in Recruitment and Student Affairs. Due to this reorganization of the International Office and the ongoing effects of COVID-19 on the rates of international student arrival, the uTrek program implementation will be delayed until academic year 23/24.

7. Kaffeeklatsch Discussions

- Facilitating open discussions among students, the Readiness Group, and various academic and service units on issues related to the evolving academic planning and pedagogy in the pandemic era. This has been a highly successful format for broadly based discussions.

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

1. Academic Initiatives:

- Delivering the next phase of the Academic Leadership Development Program to Deans, Chairs, and administrators. This program focuses on transformational leadership in areas of strategic action planning and enrolment management, the changing landscape of post-secondary, and building and fostering resilient teams. Four of the sessions are being delivered by the highly successful Centre for Higher Education.
- Continuing to work with units to implement operational, system and reporting modifications related to the transition to five Faculties.
- Restarting the cycle of external program reviews.

2. Registrar

a. Delivery Methods

- Preparing for F22 scheduling and registration requirements.

- b. Transition to the Five Faculties
 - Continuing to support the planning and implementation of the Banner system changes. Phase 2 began in summer, with a redesign and rebuild of the Banner codes and system to create further efficiencies (e.g. in course scheduling, calendar entries, admissions) and to prepare for degree audit enhancements in the future.
 - Welcoming Kimberly Read, Associate Registrar into the role of Interim University Registrar.
 - Planning the restructuring of the Registrar portfolio to include International operations to create synergies and efficiencies.
 - Proceeding with the recruitment of the University Registrar.
3. Recruitment
 - Finalizing the testing of Phase 1 of the Customer Relationship Management (CRM) software (Sales Force and Target X). This phase is to support the full student recruitment cycle. Phase 2 will focus on the student retention spanning Registrar services and Student Affairs.
4. Library
 - a. Nearing completion of the Library of the Future and Learning Commons project renovations of the main floor of the Library by March 2022. The outcomes include expanded student learning spaces, comfortable seating and more power outlets, a new student event room, maintaining highly visible library services within the Learning Commons, and access to 24/7. The space was re-opened to students on March 3 and library services, temporarily relocated to the second floor, were returned to the space. The Elders Welcome bench at the library entrance will be completed by March 11.
 - b. A Library Commons working group has been established to bring together regularly the different units providing student services there to ensure effective collaboration and an outstanding student experience. This working group now meets monthly.
 - c. The Library has formed a working group to conduct a needs assessment, stakeholder engagement, a selection process, and to implement the plan for an Integrated Library System (ILS), the core technology for library operations and services (library catalogue, collection control, etc.). The Working Group is on schedule and is awaiting responses to its RFP.
5. CTLT

Planning continues for the replacement of our Learning Management System (LMS); expecting to move to a new service called Moodle (replacing Blackboard/Learn) to commence in F22, as announced on March 7. We will be offering workshops, guidance and assistance with the change. The new LMS is definitely better and will also save money.

Strategic Priority #3 - Enhance the research culture

1. Research personnel
 - a. Faculty
 - Oversee the hiring of tenure-track faculty with proven research excellence or promise.
 - b. Academic administrators
 - Encourage continued research productivity, setting an example of research activity and quality. With the VPR, we will review provision of research allowances to Chairs and other academic administrators.

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

1. Planning and Budget

a. Integrated Planning

- Finalizing the Integrated Planning Framework and 22/23 planning process with the President, Vice-Presidents, Integrated Planning, and Financial Services.
- Continuing to support the implementation of the Phase 1 Customer Relationship Management (CRM) System Project for an integrated approach across UNBC student services. Roll out of the Recruitment module is planned for March 2022.

b. Information Technology

- Planning and aligning information technology projects and initiatives across the University for an integrated approach to achieving outcomes and optimizing resources.
- Continuing to ensure our systems can support alternative delivery for teaching and services. This includes work in collaboration with the Centre for Teaching and Learning for options that enhance hybrid teaching modes.
- Supporting the implementation of ten mobile video conference equipment units throughout UNBC as part of the new Northern Baccalaureate Program (NBNP). Ministry funding has been approved and the plan is to have the equipment in place for F22

c. Supporting the implementation of Ellucian WorkFlow optimization and automation to replace paper-based processes.

d. Labour Relations

- Attended the Joint Consultation Committee meeting with the UNBC FA to discuss articles and issues to deal proactively with potential grievances and to increase communications and improve relations. A number of MOU's have been agreed to address inconsistencies in the new agreement and to address special circumstances, mainly due to the ongoing challenges of COVID-19.
- The Vice-Provost Faculty Relations has been very effective at improving the relationship between the Faculty Association and the administration, and in facilitating the implementation of the new Collective Agreement.
- A number of joint working groups have been established to investigate specific issues identified but not fully addressed in the last round of bargaining. Served on one such group reviewing post-UPTAC procedures; now concluded.

2. Workforce Planning

- Continuing to monitor issues and support enhancements or adjustments.
- Welcoming the new Administrative Manager – Strategic Initiatives and Operations. This position will work with all faculties providing administrative leadership and strategic direction to all Deans and their faculties. John McNeill will commence in this position April 4/22.
- Finalizing the recruitment of a second Administrative Manager to support the Faculty of Science and Engineering, Faculty of Business and Economics, and Faculty of Indigenous Studies, Social Sciences and Humanities.

3. Regional Planning

- Planning is underway for the Spring 2022 Regional Advisory Councils in April; these are expected to be virtual.

Other current and key initiatives and collaborations:

PhD in Interdisciplinary Studies moving through the approval process, thanks to former-Dean Schorcht and VPR.

Working with the VPR on increasing the number of course-based Master's programs.

Summary & Looking Forward (Portfolio Goals & Priorities for the upcoming period)

Maintain and enhance academic excellence in the COVID-adapted world; refine medium-term goals based on Executive retreat (November 2), and on the objectives and action plans from the Strategic Planning and Budget Standing Committee (December 3). Contribute to the Strategic Planning process, now getting under way.

Agenda Item:	9.b. Reports of the Vice-Presidents – Vice-President, Finance and Administration
Material:	1. Quarterly Public Written Report of the Vice-President, Finance and Administration

Report to the UNBC Board of Governors

Submitted by: Rahim Somani, Vice President, Finance and Administration

Meeting Date: March 19, 2021

1.0 An Overview

1.1 The portfolio of the Vice President, Finance and Administration comprises:

- ⇒ Office of the Vice President, Finance and Administration
- ⇒ Financial Services (Colleen Smith, Associate Vice President)
- ⇒ Business Services and Continuing Studies (Lisa Haslett, Director)
- ⇒ Facilities Management and Capital Planning (David Claus, Director)
- ⇒ Human Resources (Kerry Roberts, Director)
- ⇒ Safety and Security (Sarah Elliott, Director)
- ⇒ Health and Wellbeing (Shelley McKenzie, Director)
- ⇒ Integrated Planning (Bernadette Patenaude, Director-joint reporting / Provost)

1.2 Updates related to deficit mitigation and financial accountability, strategic planning and budget, enterprise risk management, overall financial summary, and key priorities are included in the UNBC 2022-23 budget document. This report only includes information that is not included in the budget document.

2.0 Human Resources

2.1 The Human Resources team continued to support reorganization of International Office, Student Services, and Information Technology, Client Services, and continued coordination for the remote work arrangements. The workflow automation for the employee request form has been reinitiated and subject to the Privacy Impact Assessment, the available automation in the Microsoft Teams will continue to be explored.

3.0 Return to Campus

3.1 **Safety:** As part of return to campus, effective exposure control guidelines have been implemented. Work site inspections through WorkSafe BC and the City of Prince George byelaw officers did not result in any infractions. More than 20,000 rapid test kits received from the Province are being distributed to the UNBC community, and approximately 5,000 non-medical masks have been made available through collective efforts of the UNBC community.

3.2 With the employees' return to campus, there has been an increase in ergonomic assessments, reported WorkSafe BC injuries, calls for first aid, and safety investigations. UNBC successfully obtained re-certification under the Public Health Agency of Canada (PHAC) for the Bio-Safety Security program.

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Innovative and Quality Distributed Delivery Programs

Office of the Vice President, Finance and Administration

- 3.3 **Security:** The long overdue replacement of the closed-circuit television camera system at the Prince George Campus is planned for 2022 along with updating the relevant policies and procedures in collaboration with the Governance Office – Access, Privacy and Records Management and Information Technology Services.
- 3.4 **Parking Services:** Current utilization of parking is 67% of the total 2400 parking stalls. The parking fee increase approved for the year 2021-22 had been placed on hold and will be implemented in the subsequent year.

4.0 Capital Projects

- 4.1 All projects are progressing on time and within budget ensuring complete adherence to the safety standards.
- 4.2 Key risks include budgetary pressures due to increased material costs and shipping delays from global supply chain disruption. Current projects are nearly complete, and these impacts are currently manageable. The schedules for upcoming projects include provision for extended delivery times and the budgets include an escalation allowance.
- 4.3 The Physical Therapy and Occupational Therapy group of capital renovations are complete. This three-year project involved renovation of 14 separate areas at a total cost of \$7.9M. In addition to space designed for the needs of the new Physical Therapy and Occupational Therapy Master's programs, this project was able to a) relocate all departments displaced by the new programs, b) improve layout and technology infrastructure in classroom spaces, c) co-locate student support services in the Library building, d) revise the layout of the Registrar's area to be more student facing, and e) improve student study space within the ground floor of the Library.
- 4.4 Twenty-three (23) projects (\$1.6M) are expected to be completed under routine capital during the year. These projects range from the second elevator upgrade in the Teaching & Learning (T&L) building to refurbishment of exterior wood trim on the Library and T&L. It includes 6 additional projects (\$0.13M) off-setting internal funding sources or reducing future funding requirements. Nine projects (\$0.5M) have been deferred for the next year.
- 4.5 The revitalized Five-Year Capital plan development for next year's submission is in its initial stages. Significant projects being planned include expansion and renewal of nursing program spaces, as well as a Visitor's Centre for the David Douglas Botanical Gardens Society (funded by the Society).

5.0 Health and Wellbeing

- 5.1 The Access Resource Centre, Counselling Services and Medical Clinic continue to experience a significant volume of students, many of whom are presenting with more complex needs or conditions, which has been more demanding on staff. UNBC is exploring ways to increase funding and counsellor hours.

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- 5.2 A Student Mental Health & Wellbeing Working Group has been established to work through the CSA National Standard of Canada for Mental Health and Well-Being for Post-Secondary Students, conducting an internal audit and engaging with the university community more widely to enhance student health and wellbeing.

6.0 Business Services

- 6.1 Business Services continues to advance a strong service excellence focus, implementing individual coaching for employees during this quarter and planning key training initiatives for next year. The financial performance summary is provided in the UNBC 2022-23 Budget document. Specific highlights include:

Hospitality Services

- 6.1.1 The Hospitality Services team has launched the Always U Pop-up Wedding Package, a new and innovative service for Prince George, which will take place in July and August.
- 6.1.2 As of February, UNBC Food Services feeds 290 students on a meal plan. Engagement activities in the Dining Hall this semester include a customized power bowl station, celebration stations on special days, and work with student-led group Eco Living Kitchen (ELK) to support Community Cooking on Campus.

Retail Services

- 6.1.3 The Bookstore refresh is partially complete with additions such as a new online order pick up area, mannequins for feature displays, and changed merchandising layout for customer ease. These changes are having a positive impact on sales. Even during COVID restrictions sales have improved for General Merchandise (+96%) and Trade books (+124%) as compared to pre-COVID and pre-strike years.
- 6.1.4 UNBC Bookstore was a presenter at the Campus Stores Canada virtual conference last month, with a focus on our new Indigenous logo line. This line has had very successful sales since December 2021, and new bulk orders are in place to meet demand.

Housing and Residence Life

- 6.1.5 We have 425 students living in Residence this Winter (85% occupancy). The Residence Life team continues to build and deliver intentional and pro-active programming that supports the diverse needs of all students living on campus. The team has updated several processes and completed significant projects, including a digital presence upgrade (web and social media). Housing will be undertaking some significant capital renewal projects this coming year, including a roof replacement for Neyoh in 2022, and for Keyoh in 2023. As per the furniture replacement program being finalized, the entire Residence furniture is expected to be replaced within the next 5 years.

Continuing Studies (CS)

- 6.1.6 During October-December 2021, CS delivered 67 public courses, 13 custom courses, and 22 online (asynchronous) courses for a total of 683 participants. Virtual delivery is resulting

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in better outreach and services to the Northern Regions. This includes supporting remote Indigenous communities, that would normally have to travel to access classroom programs. The student demographics represent this shift to more participation outside campus centres: 23% participating from Campus locations, 72% participating from the rest of BC, and 5% participating from the rest of Canada.

6.1.7 In recent months, CS has formed various partnerships to support the development of micro-credentials and new programming. This includes recently submitted joint proposal with Emily Carr University of Art & Design and HubSpace for the creation of the Indigenous Digital Entrepreneurship micro-credentials. CS also supports UNBC's partnership with Northern Health and National Collaborating Centre for Indigenous Health (NCCIH) through the provision of online course hosting and support for their Respectful Relationships: Cultural Safety course for all Northern Health employees.

6.1.8 In partnership with UNBC Human Resources, CS developed an Organizational Training and Development Framework to support the training, development, and retention of CUPE 3799 staff. This program was accepted by CUPE and rolled out early January.

Northern Sport Centre (NSC)

6.1.9 Due to Provincial Health Orders, NSC was closed to the public from December 23, 2021 – January 20, 2022. Remaining occupancy restrictions were lifted February 17, 2022. At the end of January, NSC had 1,025 active student members, with 3,752 members in total.

UNBC Childcare and Early Learning Centre

6.1.10 Outdoor space improvements are planned for summer 2022, with the primary purpose to increase accessibility.

7.0 Athletics and Recreation

7.1 Athletics dedicated resources to manage planning, recruitment and execution of Intramural activities in Winter 2022. Signups for this semester have doubled from previous semesters with active social media and website updates.

7.2 UNBC Timberwolves have successfully completed the 2021-22 modified varsity schedule of 19 games vs all BC schools. Both basketball teams participated in the playoffs held during March 3-6.

7.3 The 2021 Provost Award for the varsity team with the highest GPA is women's basketball with team GPA of 3.7. Top academics from each team achieved a GPA of 4.33. Planning is underway for a Fall Legacy Breakfast event, which raises funds for scholarships and awards.

7.4 UNBC Timberwolves will present Lheidli T'enneh \$4,000 intended to support Youth programs from proceeds of Indigenous logo jersey sales in December. Athletics hosted two Nats'ilnik Days for basketball, showcasing the Indigenous uniforms and including Wesley Mitchell and the UHNBC drum group.

Agenda Item:	9.b. Reports of the Vice-Presidents – Acting Vice-President, Research and Innovation
Material:	1. Quarterly Public Written Report of the Acting Vice-President, Research and Innovation

Report to the UNBC Board of Governors

Submitted by Dr. Kathy Lewis, Acting Vice President, Research and Innovation (and Graduate Programs)
Board Meeting Date: 19 March 2022.

1. Preamble

The Office of Research and Innovation has made significant progress working with various business units at UNBC to operationalize the new Research and Innovation model and the team been working hard to complete year-end reporting requirements regarding donations and gifts, as well as with research contract and grants. We also submitted a revised, and much improved Canada Research Chair EDI Action Plan, and will continue to work with other departments in the university, on outstanding actions and tasks. Building off the successes recently highlighted in Research Infosource (i.e. two years ago, UNBC placed first in its category for corporate-sponsored research and last year UNBC saw its overall research income grow by the largest margin of any university in its tier), UNBC continues to focus on strategic partnerships to support the research community while also developing exciting opportunities to engage youth in STEAM (science, technology, engineering, arts and mathematics) initiatives.

2. Overview of Office of Research and Innovation Portfolio

The ORI portfolio consists of:

- **Direct Reports:** research support and project officers, research ethics support, graduate scholarships and internal grants, research contracts, donor relations, prospect research and administrative support.
- **Research Centres** (with reporting to OR): Pacific Institute for Climate Solutions, Quesnel River Research Centre, Centre for technology Adoption for Aging in the North, TeejLab, Research Data Centre, Northern Health Sciences Research Facility, Research Ethics Board¹
- **Research Services:** High Performance Computing, Enhanced Forestry Lab, Northern Analytical Services Lab
- **Research Institutes** (Autonomous, supported by Office of Research): Northern Collaborative Centre for Indigenous Health, Natural Resources and Environmental Studies Institute, Community Development Institute, Health Research Institute, John Prince Research Forest, Aleza Lake Research Forest

3. Reports from Centres, Institutes and Boards

- Research Ethics Board (REB) annual report received and available to board members on request. A total of 111 new applications were processed, and 247 renewals and amendments were processed. The UNBC REB continues to adjust communication to the research community as needed in response to changing circumstances with COVID-19. The REB and research office staff have also engaged in several training sessions and workshops and continue to develop outreach and education supports.

4. Research Grants, Contracts and Outreach (received since last report)

- Our research community submitted a total of 36 tri-agency grant applications by the fall deadline, supported by staff in the ORI.

¹ REB is an independent decision-making body supported administratively by the ORI

- Fish and Wildlife Compensation Program – 4 grants plus ongoing support for the Natural Resources and Environmental Studies Institute colloquium series
- National Research Council - Industrial Research Assistance Program – funded a Contributions to Organization (CTO) pilot program with the Centre for Technology Adoption for Aging in the North
- Ministry of Forests, Lands, Natural Resource Operations and Rural Development – Geohazards of landslide prone terrain
- Indigenous organizations and communities – 2 grants to support decolonizing disability, and alienated lands
- Forest Innovation Investment – 2 projects approved in wood engineering.
- Universities Canada - Travelling Knowledges – Provides financial support for undergraduate students to make International education experiences more accessible. Drs. Agnieszka Pawlowska-Mainville and Jacqueline Holler.
- Funded outreach programs include UNBC's Indigenous Research Ambassadors Pilot program, Indigenous Student Internships program and Land-based Experiential Learning Youth Program

5. Student Research Support

Since the last Board report:

- A total of 13 students received Undergraduate Research Experience Awards at the end of January
- Seven students received Research Project Awards during the fall semester
- Mitacs Globalink Interns – 17 students coming to UNBC from International locations
- Mitacs Globalink Awards – 2 UNBC students travelling abroad

6. Research Facilities and Infrastructure

- BC Knowledge Development Foundation (BCKDF) approved two Canadian Foundation for Innovation (CFI) infrastructure projects (Drs. Kendra Furber and Jianhui Zhou).
- CFI approved two projects for which we are awaiting approval of matching funds by BCKDF (Drs. Stephen Dery and Matt Reid).

7. Graduate Programs

- Senate motions to change the approval authority for various milestones in a graduate student's program of study have been submitted to the Senate Committee on Academic Affairs and pending approval will be on the agenda for the March Senate meeting.
- The adhoc Graduate Advisory Group continues to work on a letter of agreement, and a handbook, to enhance understanding around the student-supervisor relationship. We are also working on draft governance structures for graduate programs.

8. Partnerships and Advancement Activities

- UNBC and Northern Health – the revised MOU will be coming to the Board for approval at the next meeting. The MOU includes an appendix with a strategic plan, and work on the four main activities identified in the plan has already begun.
- The Northern Centre for Clinical Research has been approved by all three partners (UNBC, Northern Health, UBC-Faculty of Medicine) and will have an opening ceremony on March 21st. Interviews for the Director of NCCR are being held the week of March 14.
- Since the last Board of Governors meeting, we have had 4 new donor-funded student awards approved by the Senate Committee on Scholarships and Bursaries, and have revised terms and conditions on 3 additional awards.

9. Priorities for upcoming months

- Review research space needs and accommodate new requests as much as possible.
- Continue to work with Finance to ensure good communication and efficient processes with regard to research grants and contracts, gift entry and fund transfers, as well as disposal of unused research equipment and other operations.
- Continue to develop strategic and operational plans with components that directly report to the Office of Research and Innovation, including a people plan and budget.
- Continue work on an updated interim Strategic Research Plan. Plan has been reformatted and updated (example EDI language has been added) and is currently under review by ORI Staff.
- Initiate review and revision of policy on Centres and Institutes, and develop a policy on overhead distribution.

Agenda Item:	10.a. FIPPA Annual Statistical Report – G. Payne
Material:	1. Freedom of Information Request Statistics Report – 2015 – 2021

Freedom of Information Request Statistics Report 2015-2021

Updated March 2022

Year	Total FOI Requests	*Type of FOI Request	Total for Type of FOI Request	Total FOI 3rd Party Consults
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	
2020	34			1
		Employment Related Records	10	
		Public Interest Records	15	
		Student Records	8	
2021	26			0
		Academic Governance Records	2	
		Employment Related Records	7	
		Public Interest Records	3	
		Student Records	9	
		No Records	2	
		Abandoned Requests	3	

Types of FOI Requests:

Abandoned: Applicant fails to respond in a timely fashion after being notified request will be abandoned

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

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

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 UNBC consults with third parties about their concerns of the release of records involving them

Agenda Item:	10.b. Correspondence from Ministry of Advanced Education and Skills and Training re: Institutional Accountability Plan and Report – G. Payne
Material:	1. Correspondence from Ministry of Advanced Education and Skills Training dated February 24, 2022



February 24, 2022

Our Ref. 123456

Dr. Geoff Payne, Interim President and Vice-Chancellor
University of Northern British Columbia
3333 University Way
Prince George BC V2N 4Z9

Dear Dr. Geoff Payne:

On behalf of the Ministry, I would like to thank you for University of Northern British Columbia's (UNBC) Institutional Accountability Plan and Report (IAPR) for the 2020/21 reporting cycle. IAPRs demonstrate accountability for the public's investment in post-secondary education and are an important record of how post-secondary institutions are supporting students.

Your institution has done well to address the Mandate Letter priorities in its IAPR. I am pleased to see that initiatives related to each priority from the 2020/21 Mandate Letters are either in progress or fully implemented.

I would like to recognize UNBC's success in achieving or substantially achieving all its Ministry established performance measure targets, except for the utilization of total student spaces. I appreciate the steps UNBC is taking to proactively address challenges in enrolment and retention. Since your institution has not met its target in total student spaces in the past few years, I recommend the undertaking of further exploration into why these targets have not been met and continue to develop strategies to meet these targets in the future.

Thank you again for your IAPR submission. I look forward to continuing to work together in the coming year to provide an accountable, high-quality post-secondary education system for all British Columbians.

Sincerely,

Tony Loughran, Executive Lead
Governance and Corporate Planning

cc: Chelsea Chalifour, Executive Director
Post-Secondary Analytics & Research, & Corporate Planning

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Catherine Wishart, Board Chair
University of Northern British Columbia



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the BC Association of Social Workers - Northern Branch Bursary with a name change to BCASW Northern Branch Bursary be approved.

Rationale: To revise the BC Association of Social Workers - Northern Branch Bursary commencing the 2022-2023 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

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

Faculty/Academic Department: N/A

First Nations Content: No (Determined by the Development Officer)

Date to SCSB: October 25, 2021

TO BE COMPLETED AFTER SCSB MEETING

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

Motion No.: SCSB20211124.03

Moved by: Zogas

Seconded by: Palmer

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: November 24, 2021

Date

A handwritten signature in blue ink, appearing to read "Kathy Lewis", is written over a horizontal line.

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: ~~BC Association of Social Workers – Northern Branch Bursary~~ BCASW Northern Branch Bursary

Awards Guide Description/Intent: ~~A fund was Started~~ established by the BC Association of Social Workers (BCASW) members in the early 1980's to support students from ~~a~~ Northern BC pursuing their degree in Social Work. ~~£~~ This bursary was transferred to UNBC in 1994. Fundraising efforts by many social workers continue to contribute to reducing financial barriers for students.

Donor: BC Association of Social Workers, Northern Branch

Value: \$750 or more

Number: ~~Variable~~ Two

Award Type: Bursary

Eligibility: Available to full-time students who have completed at least 90 credit hours towards a degree in Social Work and are members of the BCASW. ~~Recipients must be residents of northern British Columbia.~~ First preference will be given to single parents.

Criteria: Demonstrated financial need and satisfactory academic standing.

Application Instructions: ~~Complete the Financial Need and Residency sections of the Awards Application form and Students must~~ provide ~~a copy of your~~ proof of their BCASW membership to the Awards Office.

Note: ~~Should two or more students qualify, £~~ The Chair of the School of Social Work will recommend a candidate on the basis of the student's potential to contribute ~~most~~ to the ~~a~~ Northern British Columbia social work field. ~~The r~~ Recipients will be invited to ~~address~~ attend a meeting of the ~~BC Association of Social Workers~~ Northern Branch or the Northwest Branch of the BCASW. Successful applicants cannot receive this award more than once.

Effective Date: Endowed 1994, revised 2021

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the ~~Program Chair/Committee~~ Chair of the School of Social Work.



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the UNBC Doctoral Tuition Award.

Effective Date: 2021-2022 Academic Year

Rationale: To remove the requirement of Satisfactory Progress (Reports) from the criteria.

Proposed By: Linda, Fehr, Coordinator

Research & Innovation Contact: N/A

Faculty/Academic Department: Awards and Financial Aid

First Nations Content: No (Determined by the Development Officer)

Date to SCSB: November 23, 2021

TO BE COMPLETED AFTER SCSB MEETING

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

Motion No.: SCSB20211208.03

Moved by: Mayes

Seconded by: Gehloff

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: December 08, 2021

Date

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: Graduate

Awards Name: UNBC Doctoral Tuition Award

Value: Equivalent to the value of tuition for eligible doctoral students for two years, renewable for two additional years. ~~if satisfactory progress has been achieved.~~

Number: Variable

Award Type: Award

Eligibility: The award is available to full-time students entering a doctoral program at UNBC for the first time. All successful applicants to doctoral programs will receive the award.

Criteria: Students demonstrating academic proficiency, which is a GPA equivalent to or greater than 3.33, will receive the tuition waiver.

Students must maintain academic proficiency ~~remain in satisfactory academic standing to maintain the award and have~~ normally must have passed the appropriate doctoral candidacy examination within two years of initial registration in order to renew the award.

~~To be renewed, a student must be judged to be making satisfactory progress by the student's Supervisory Committee and the decision sent to the Office of Graduate Programs.~~

Note: The Doctoral Tuition Award provides a two-year tuition waiver to incoming students and in order to keep the award, ~~the student must maintain satisfactory academic standing and~~ the student must produce a timeline for completion of their degree by the end of their first year. The award may be extended for a further two years if the student passes the appropriate candidacy examination. ~~and maintains satisfactory progress.~~

Effective Date: Established 2016, Revised 2021



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Fort St James Scholarship be approved.

Rationale: To revise the Fort St James Scholarship commencing the 2022-2023 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

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

Faculty/Academic Department: N/A

First Nations Content: No (Determined by the Development Officer)

Date to SCSB: November 15, 2021

TO BE COMPLETED AFTER SCSB MEETING

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

Motion No.: SCSB20211208.04

Moved by: Hanlon

Seconded by: Mayes

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: December 08, 2021

Date

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: Entrance

Award Name: Fort St. James Scholarship

Awards Guide Description/Intent: ~~This scholarship was made possible through a grant from the District of Fort St. James and its residents.~~ Established by Simon Fraser in 1806, Fort St. James is a region rich with history, recreation, and economic opportunity. Since its establishment, Fort St. James has shared close economic and social ties to the neighbouring first nations of the Nak'azdli Whut'en, Yekooche, Binche Whut'en, Tlazt'en Nation, and Takla Lake. After the conclusion of the fur trade in Canada the region has experienced a robust economy in the forestry, mining, milling, and energy development sectors. This scholarship has been established to support the success and academic excellence of post-secondary students from the Fort St. James region.

Donor: District of Fort St. James

Value: \$1,000

Number: One

Award Type: Scholarship

Eligibility: ~~Candidates must meet UNBC admission, enrolment and full-time attendance requirements. The recipient shall be a resident of Canada and a graduate of Fort St. James Senior Secondary School, having been a student of Fort St. James Senior Secondary for one complete year.~~

Available to a student from the District of Fort St. James who is entering their first year of undergraduate studies. First preference will be given to a student graduating from Fort St. James Senior Secondary School.

Criteria: Academic excellence

Note: ~~The Scholarship is to be directed to a student entering the first year of an undergraduate program directly from Fort St. James Secondary. If these criteria cannot be met, the Scholarship may be directed to a student entering an undergraduate program from a community college.~~

Effective Date: Endowed 1993, revised 2021

Recipient Selection: ~~By The Fort St. James Chamber of Commerce.~~ 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 Prince George and District Teachers' Association Scholarship be approved.

Rationale: To revise the Prince George and District Teachers' Association Scholarship commencing the 2022-2023 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

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

Faculty/Academic Department: N/A

First Nations Content: No (Determined by the Development Officer)

Date to SCSB: November 22, 2021

TO BE COMPLETED AFTER SCSB MEETING

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

Motion No.: SCSB20211208.05

Moved by: Hanlon

Seconded by: Mayes

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: December 08, 2021

Date

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Prince George and District Teachers Association Scholarship

Awards Guide Description/Intent: This annual award was established by the members of the Prince George District Teachers' Association who wish to support undergraduate students of the University of Northern British Columbia who are enrolling in the Bachelor of Education Program leading to a teaching career in the public school system.

Donor: Prince George and District Teachers Association

Value: \$1,000

Number: One

Award Type: Scholarship

Eligibility: Available to a full-time student who has completed at least 30 credit hours in the Bachelor of Education Program. The recipient will have graduated from a public secondary school in School District No. 57.

Criteria: Demonstrated academic proficiency.

Note: ~~The recipient may apply for this award more than once.~~ Successful applicants cannot receive this award more than once

Effective Date: Established 2003, revised 2021

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 Northern Family Support Program Award be approved.

Rationale: To activate the Northern Family Support Program Award commencing the 2022-2023 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

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

Faculty/Academic Department: N/A

First Nations Content: No (Determined by the Development Officer)

Date to SCSB: January 10, 2022

TO BE COMPLETED AFTER SCSB MEETING

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

Motion No.: SCSB20220126.03

Moved by: Bankole

Seconded by: Gehloff

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: January 26, 2022
Date

Neil Hanlon, Acting Chair
Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Northern Family Support Program Award

Awards Guide Description/Intent: In 2011, Dennis and Lesley Schwab had a vision. Thanks to the Schwab family and IDL Employees the Northern Family Support Program (NFSP) has been helping families since 2013. The Program provides financial and social support to families in crisis within our community while UNBC students benefit from experiential learning. This award has been established to recognize students who contribute to the betterment of the NFSP.

Donor: Dennis and Lesley Schwab

Value: Variable

Number: Variable

Award Type: Award

Eligibility: Available to a student who contributes to the betterment of the Northern Family Support Program who is taking the Program course. First preference will be given to an exceptional student who embodies the original intent of the Program which is to give back to the community.

Criteria: Satisfactory academic standing

Note: Awarded in the spring semester following the Northern Family Support Program course

Effective Date: Endowed 2011

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the Northern Family Support Program which may include the School of Social Work Chair, School of Business Chair, Northern Family Support Program course instructor(s) and Northern Family Support Program clinical instructor