

BOARD OF GOVERNORS

PUBLIC SESSION AGENDA

Saturday, June 18, 2022

Senate Chambers

(Room 1079 Charles J McCaffray Hall)

10:30 am – 11:45 am

Members – Vacant (Chancellor), Ibolya Agoston, Amanda Alexander, Kostas Bach, Allison Beswick, Darwyn Coxson, Joyce Henley, Joel McKay, Geoff Payne, Michael Reed – VICE-CHAIR, Andrew Robinson, Paul Sanborn, Gregory Stewart, Stephanie Wilford, 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 June 18, 2022 meeting of the Board of Governors be approved as presented.

4. **Approval of Minutes**

a. **Public Session Minutes of May 26, 2022 – page 3**

That, the Public Session Minutes of the May 26, 2022 meeting of the Board of Governors be approved as presented.

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

None

6. **Presentation – Aman Litt, Associate Vice-President, Equity, Diversity and Inclusion**

7. **President's Annual Report** – G. Payne – **page 7**

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

(i) **Audit and Risk Committee** – G. Stewart, Chair

(ii) **Executive Committee** – C. Wishart, Chair – **page 26**

a. **Storage and Access Agreement – Memorandum of Understanding** – K. Howitt – **page 28**

That, on the recommendation of the Executive Committee, the Board of Governors approves the Storage and Access Agreement – Memorandum of Understanding between the University of Northern British Columbia and The William George Family, as presented.

b. **Annual Report on UNBC Harassment and Discrimination Policy** for the period May 1, 2021 to April 29, 2022 – R. Somani – **page 36**

(iii) **Finance and Investment Committee** – A. Beswick, Chair – **page 38**

- a. **Agreements, Scholarships, Bursaries and Awards** – M. Dale – **page 40**
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 March 2022 to May 2022, as presented.

9. Board Motions

- a. **2021/2022 Institutional Accountability Plan and Report** – G. Payne – **page 41**
That, the Board of Governors approves the 2021/2022 Institutional Accountability Plan and Report (IAPR) as presented, and releases it to the Ministry of Advanced Education.

10. Mandatory and Standing Reports - Public Session

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

- Regular Verbal Report
- COVID-19 – Update (verbal)
- Senate Update (verbal)

b. **Public Reports of the Vice-Presidents, written**

- Interim Provost and Vice-President Academic – M. Dale – **page 113**
- Vice-President, Finance and Administration – R. Somani – **page 121**
Climate Change Accountability Report – **page 130**
- Interim Vice-President, Research and Innovation – K. Lewis – **page 145**

11. Other Business

- a. Schedule of Upcoming UNBC Events

12. Adjournment

BOARD OF GOVERNORS – PUBLIC SESSION
Approved for Submission:



Catherine Wishart
UNBC Board Chair

BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 18, 2022
Agenda Item:	7. President's Annual Report – G. Payne
Material:	<ol style="list-style-type: none">1. UNBC President & Vice-Chancellor's 2021 – 2022 Annual Report2. Annual Presidential Review Policy and Procedures

Introduction

This report outlines the activities of the President over the past year covering the period of June 2021 to June 2021 and aligning with my regular reports to the University of Northern British Columbia (UNBC) Board of Governors during the regular Board meetings. The report also covers the high level of activities across the University community which includes both positives and challenges that continue to inform the strategic direction of the which it can continue to build momentum to achieve the mission and mandate of the University. It also highlights the activities and accomplishments of others whom I as the President provide direction and support within their portfolios. Overall, I have ensured that all of these activities continue to be influenced by the four key pillars that have framed my approach since my time as Interim President beginning in early 2020 and now as I embark on my tenure as President and Vice Chancellor. Those four key pillars include:

1. Relationships
2. Reputation
3. Vision
4. Economic Sustainability

In addition to those four key pillars the past year has been also framed through the expanded lens of the following areas of foci that were highlighted during my Presidential Search under the overarching theme of “Building Upon a Community’s Vision”:

1. Indigenous Community Engagement
2. Equity Diversity & Inclusion
3. Student Centered Focus
4. Changing Landscape of Higher Education
5. Collaborative Employee Relations
6. External Community Engagement
7. Leadership Stability
8. Governance

Both publicly and privately, I continue to state that UNBC is an outstanding institution with incredible people that has a brand known at the provincial, national and international level as one of Canada’s premier small research-intensive Universities that has made significant and positive impacts. Clear evidence of this was the #1 Ranking in the McLeans University Survey and increased rankings in the global Times Higher Education survey as Top 5% for Young Universities which in 2022 saw particular continued recognition in the areas of research and teaching.

Outlined in my annual report are the activities building from goals identified in June 2021 which focused my attention. Additionally, the report has key information and goals for the remainder of 2023 and beyond. Overall, despite the significant challenges of the COVID-19 pandemic, I feel the University has significantly made positive steps forward and continues to address challenges through a strategic and focused approach.

Leadership

Critical to the success of the University are regular meetings with the Executive Team of the University the President's Executive Council (PEC). This council consists of the President (Chair), and the Vice-Presidents and this year have also added Associate Vice President for Equity Diversity and Inclusion and the Executive Director of Strategy and Staff within my Office. The purpose of this council is to ensure the strategic and operational direction of the University is being achieved by evaluating issues, developing solutions and leveraging opportunities that would be implemented and integrated across each of the executive's portfolios. Over the past year this group has met weekly for approximately four hours including opportunities for stakeholders across the University to make presentations to PEC. With my support and direction, the success achieved in each of executive's portfolios along with their respective teams is outlined in their respective reports that have been provided to me during their annual review meetings. Outlined below are a number key achievements by the Executives. It is evident in these reports of their outstanding efforts and that of their teams in such a challenging year with continuation of the COVID-19 pandemic.

Selected key achievements in my support of the Vice Presidents

Interim Provost & Vice President Academic

- ❖ Welcomed and mentored incoming Deans, oversaw the successful transition to five Faculties and assisted in the evolution of effectiveness of the Council of Deans. Provided the Deans with some specific ideas.
- ❖ Concluded successful search for Dean, Faculty of Environment, and for the University Librarian. Leading the search process for the Dean, Faculty of Human and Health Sciences.
- ❖ Worked with the Readiness Group to address ongoing and anticipated difficulties related to program delivery in the unpredictable dynamics of the pandemic. Continued the highly successful Kaffeeklatsch discussion sessions for community resilience and information sharing.
- ❖ Collaborated with the Vice-Provost Indigenous Initiatives on community relations, the TRCC's calls to action, the ASP, and indigenization.
- ❖ Continued working with the Students-Plus enrolment working group, currently focusing on developing and implementing SEM and its data requirements.
- ❖ Continued effective consultation with the FA through the JCC and with the Vice-Provost, Faculty Relations. With that assistance, we resolved some, but not all, outstanding grievances.
- ❖ Worked with Deans to restart external reviews of academic units and programs.
- ❖ Transformed the former Enrollment Taskforce to a smaller Students-Plus working group, currently focusing on developing a SEM and its data requirements.

Interim Vice President Research and Innovation

- ❖ Significant increases in research funding success.
- ❖ Enhanced relationships with donors through quick responses to inquiries along with enhancement of existing processes.
- ❖ Initiated faculty-led management boards for Northern Analytical Laboratory Services (NALS) and Research Computing, and a Technical Advisory committee for the Enhanced Forestry Lab, all supported by the Office of Research & Innovation (ORI).
- ❖ Leveraged additional funding for NALS through federal PacifiCan program.
- ❖ Federal Research Equity, Diversity and Inclusion Action Plan now been approved by the Canada Research Chair Program as Satisfactory.

- ❖ Development of revised MOU with Northern Health (NH), structured working groups who are making progress on priorities.
- ❖ Development of MOU with UNBC, UBC-Faculty of Medicine, and NH for the new Northern Centre for Clinical Research.
- ❖ Several projects launched with Interior University Research Coalition including ongoing funding from Ministry of Health, new initiatives in fire-fighting systems, and homelessness.
- ❖ Organization of very successful three-day symposium in collaboration with the Ministry of Forests (MOF) to connect UNBC researchers with MOF scientists.
- ❖ Organization of successful one-day symposium with Society for Ecosystem Restoration in BC.
- ❖ Initiation of UNBC-based biodiversity monitoring hub via Alberta BioPathways program.
- ❖ The Strategic Research Plan has been revised and updated as an interim plan.
- ❖ Substantial changes to the graduate calendar to remove process and align signing authority with appropriate position.

Vice President Finance and Administration

- ❖ Building mutually respectful relationship and genuine engagement (Faculty Association, CUPE 3799 and CUPE 2278).
- ❖ Fostering trust, transparency, and accountability (e.g., budget presentations, analysis, and public document; self-initiated 360-degree feedback; keeping all relevant stakeholders informed and seeking input, as required).
- ❖ Promoting long-term perspective, institutional approach, and forward planning (e.g., HR organizing framework, re-alignment of Health and Wellbeing portfolio).
- ❖ Fostering people's development and team building (e.g., regular meetings, individual meetings, annual performance management discussions).
- ❖ Conceptualize and implement the strategic planning and budget framework and formalization of Strategic Planning and Budget Sub-Committee for 2022-23 cycle.
- ❖ Finalize annual plan and budget including a comprehensive document and presentations.
- ❖ Finalize conceptual framework and complete risk interviews, validation, and ranking
- ❖ Complete environment scan and set strategic priorities for administrative services.

Budget

With my support and direction, the Executive Team continues develop a financial accountability and stewardship approach along with the identification of new areas of revenue generation to ensure the mission and mandate of UNBC is achieved and enhanced. Supporting Mr. Somani, we were capable of completing the 22/23 budget which was year three of the four-year fiscal sustainable model outlined by myself to the University community in March 2020. We continue to move closer to a position of fiscal sustainability and growth opportunity. In this budget, the continued impact of COVID-19 remains but despite these challenges, we need to continue this process to ensure UNBC achieves its mission and mandate so the institution continues to evolve as one of “Canada’s small research-intensive Universities”. I am both confident and impressed with the work of the Executive and their teams in developing a sustainable financial approach for UNBC. The principles of our budget remain as previous years which are:

- ❖ Ensure we reduce spending expenses above our revenues.
- ❖ Significantly reduce dependency on one-time budget adjustments each year for budget balancing.
- ❖ Invest in the core mission of UNBC students, faculty (teaching and research) and the infrastructure to support.

Additional factors that must be emphasized throughout the budget are streamlined operations and reducing activities so we do not overload the staff and faculty. We have begun the process for the 23/24 budget cycle to ensure strategic and appropriate utilization of resources are critical as the Provincial Government embarks on a funding of post-secondary that is scheduled to complete in 2024.

Objectives and guiding principles of the review

The review will aim to accomplish three main objectives and will be guided by eight key principles:

Objectives:

1. Establish a funding model that fairly and impartially distributes provincial financial resources across the public post-secondary sector.
2. Align provincial funding with the post-secondary education and skills training needs of British Columbians and the communities the 25 post-secondary institutions serve.
3. Support students to succeed by ensuring access to affordable, high-quality post-secondary education and expanding key student supports.

The review will be guided by eight core principles:

1. Align with British Columbians’ priorities: Ensure that the post-secondary system serves the needs of all learners while aligning with the values and priorities of British Columbians.
2. Lasting and meaningful reconciliation: Ensure action on reconciliation and implementation of the Declaration on the Rights of Indigenous Peoples Act and success of Indigenous learners.
3. Transparent: Establish transparency in how public post-secondary institution block grants are determined.
4. Adaptable: Establish an adaptable formula while maintaining financial stability for public post-secondary institutions.
5. Stable and predictable: Provide stable and predictable funding for long-term planning.

6. Improve performance output: Solve regional access and funding distribution issues and help improve student success at all post-secondary institutions.
7. Recognize research and non-government revenue: Encourage innovative research and recognize non-government revenue opportunities that exist for institutions.
8. Incentivize collaboration: Incentivize public post-secondary institutions collaboration for seamless student pathways and success.

COVID-19 Pandemic

As we embark on the 27-month anniversary of the COVID-19 global pandemic, UNBC has entered a phase on a “new normal” focused on a return to pre-pandemic activities but being mindful of the health and safety of our University community. As positive signs continue to emerge through reduction in hospitalizations as result of COVID-19 and significant levels of vaccinations our focus shifts to the 2022 Fall academic term which will be closer to “normal” with face-to-face activities.

Convocation 2022 & Pay it Forward Campaign

This year was the first convocation since 2019 and graduation for the class of 2022. We were able to host convocation and celebration events in Prince George, Terrace, Quesnel and in Gitwinksihlkw at the Wilp Wilxo'oskwahl Nisga'a Institute (WWNI). The events were extremely successful and we are planning for celebration for the classes of 2020 and 2021 in late October 2022. This will also be aligned with the installation of myself as the President and the Chancellor along with a number of other important recognitions. Aligning with the convocation this year is an outstanding milestone of 16,000 graduates to match to the 16,000 community members who started a petition to have the University of Northern British Columbia. With this significant milestone we have launched the #payitforward philanthropic campaign which will go to support students and building upon that community to have a University in the North for the North.

University Community Engagement

One of the key pillars of was relationships and connecting with our internal community to listen and hear their thoughts about “their” University. This is key to ensuring the President’s office is connected to the broader University community. Over the past few months, I have increased my external engagement activities. It is extremely important to UNBC’s success to have strong engagements with our external stakeholders. Areas of focus for the year are:

- Donors and Community Partners of UNBC
- Alumni Council
- Northern Colleges (CNC, CMC and NLC)
- School District(s)
- Research University Council of British Columbia
- Universities Canada
- Municipal, Provincial and Federal Government and respective agencies
- Additionally, as outlined in Appendix A of this report I have selected meetings which highlight some of my engagement activities during the period of this report.

Labour Relations

Vital to our success as a university community is ensuring an open dialogue and engagement with our labour groups and to foster respectful and supportive relationships that are focused on solutions. Over the past year, I have continued to have very regular meetings with members of the Faculty Association Executive, CUPE 3799 Executive and CUPE 2278 Executive. We all work collaboratively to achieve success for the UNBC community. Key in 2022-2023 will be bargaining with our labour groups and we are looking forward to working collaboratively with them their respective collective agreements.

President's Office

In addition to the Vice President's as direct reports the President, the President also has the following units reporting through their directors and receiving support and direction from myself. Highlighted are a number of key accomplishments from those departments and again emphasizing the outstanding work by these Directors and their teams.

- ❖ Office of Indigenous Initiatives
- ❖ Office of Equity, Diversity & Inclusion
- ❖ Office of University Governance
- ❖ Office of Communications & Marketing
- ❖ Office of University Athletics

Office of University Governance

- ❖ Developing and implementing a new Policy on University Policies and Procedures and a framework for developing new and revising current documents.
- ❖ Under the new University Policies and Procedures Framework, have either developed/revised or supported the development/revisions and approval of seven policies and procedures and one protocol, and the repeal of forty-one policies and procedures.
- ❖ Supporting the development of the Faculty Structure and Governance documents by completing a thorough review and providing recommendations to PEC and the Faculties.
- ❖ Developed and implemented a new Privacy Impact Assessment.
- ❖ Moving University operations and processes towards alignment with the changes to BC FOIPPA, including the development, approval and implementation of the new Protection of Privacy Policy.
- ❖ Updating University Governance, Board, and Senate orientation materials.

Office of Communications and Marketing

- ❖ Developed "program-specific" marketing campaigns for a range of programs, including nursing, education, engineering, and First Nations Studies.
- ❖ The new undergraduate "program-at-a-glance" pages were built in the new DRUPAL 9 architecture and launched in January 2021. This was a significant undertaking that involved every member of the communications team, plus resources from other units who were re-allocated due to COVID. Each program chair and Dean was consulted and provided valuable feedback.

- ❖ Working with the Alumni Relations Officer, developed and implemented a new Alumni Relations strategic plan that aims to build stronger relationships with Alumni, enhance UNBC's reputation and the value of a graduate's degree, and to maintain high levels of personal service.
- ❖ Refined the annual IAPR reporting process. This year will mark the first time in recent memory the document has been completed by internally set deadlines, thus not requiring a special meeting of the Board.

Office of University Athletics

- ❖ Wall of Honour established and social media campaign completed for first 15 inductees
- ❖ Overall, the teams had successful years on the field of play and in the classroom.
- ❖ Celebrated a record high Academic All Canadians and added a President's Award for the top academic of each team.
- ❖ Indigenous logo was approved, social media campaign was established and Six Sigma created a video significantly viewed nationally.
- ❖ Top 3 in Facebook, Instagram and Twitter for Canada West weekly for past 2 years
- ❖ Created one endowed EDI award and one Indigenous Award for 2022-2023.
- ❖ Increase in International recruitment (Japan, Germany, Russia, Ukraine, Spain, India)
- ❖ Students back on campus Intramurals started again. There was an increase in numbers from first to second semester

Office Indigenous Initiatives

- ❖ Indigenous Community Engagement:
 - Initiating discussion with Lheidli T'enneh on an agreement similar to the Indigenous Education Leadership Table with School District 57.
 - Initiating discussion on agreement with Nadleh Whut'en and Chief Louie.
 - Leading engagement focused on visiting communities.
 -
- ❖ Working with Facilities Management to construct Ceremonial Fire Circle and Elders Welcome Area while starting dialogue on Student Street art piece, Kamloops Residential School memorial, and Signage Project.
- ❖ Holding events that ensure community awareness of Indigenous culture and history including:
 - Solstice/Equinox celebrations
 - National Truth and Reconciliation Day Talking Circle
 - Walking this Path Together
 - Land, Health, and Healing event
 - Grand opening of the Ceremonial Fire Circle

Office Equity Diversity and Inclusion

- ❖ Supporting the creation of the new Office of Equity, Diversity and Inclusion.
- ❖ Hiring of the new Associate Vice President of Equity, Diversity and Inclusion.
- ❖ Support the new AVP in connections and Dialogues with the University Community.
- ❖ Continued work with the National Dialogue and Calls to Action as a Partner Institution.
- ❖ Work on the Equity Diversity and Inclusion work through the Canada Research Chairs Program.

Overall Summary:

Overall, despite some challenges, the past year has been important in continuing to establish a foundation to positively move UNBC forward in a strategic and proactive direction that supports the continued success in achieving the University's mission and mandate. We are at a stage where momentum is critical to continue on the collective and collaborative success that has been achieved to date. Outlined below are key areas which have to be addressed to guard against complacency, mitigate risk and ensure continued success for UNBC.

Immediate Key Areas of Focus for 2022-2023*Enrolment:*

Continuing to support team to develop and implement a strategic enrolment plan that supports both domestic and international undergraduate and graduate students.

Budget:

Complete the 4-year fiscal sustainability budget framework and strategy that informs both the 23/24 budget and long-term fiscal responsibility making decisions that support UNBC's core mandate to ensure economic sustainability. Further, ensure UNBC is well placed to meet and capitalize on the provincial post-secondary funding review.

Labour Relations:

Continue to work on positive relationships and outcomes with all members of the University community and preparation for the upcoming labour negotiations with CUPE3799, CUPE2278 and Faculty Association. Further, work collaboratively as well with our Exempt Employee group.

External Community Engagement:

Coming out of the COVID-19 Pandemic are specifically my efforts on re-engaging with our regional communities and campuses. The regions were a focal point during the inception and early days of UNBC and my goal is to increase that engagement. I have publicly stated that UNBC's long-term success is predicated on a robust and sustained strategy. Over the coming months, I will be developing a renewed Regional Engagement Strategy. Further, the opportunity to continue to engage with a broader group of stakeholders and build and enhance relationships.

Launch the UNBC Strategic Vision Renewal Initiative:

Review and consult on UNBC's strategic road map and ensure the mission and mandate has the necessary infrastructure and direction to achieve success and alignment with appropriate resources and budget.

Post-Secondary Funding Review:

Prepare the University for a successful alignment with the Province of British Columbia's review of the post-secondary funding model and to demonstrate that achieved success and continued momentum ensures continued and enhanced investment in UNBC in order to achieve its mission and mandate.

Key Indicators

Data informed decisions are to ensure the University is achieving its goals and allocating resources appropriately. The executive team is working on a dashboard that will track trends and Key performance indicators. Such metric and indicators will include the following and will be expanded upon:

- ❖ Financial Trends
- ❖ Enrolment and Program Trends
- ❖ Human Resources (Equity, Diversity and Inclusion)
- ❖ Research funding
- ❖ University wide projects
- ❖ Risk Assessment and Mitigation
- ❖ Philanthropy and Donor Engagement
- ❖ Student Experience
- ❖ Community Engagement

Overarching Themes

- ❖ Continue to foster respectful and collaborative relationships with the First Nations and Indigenous communities.
- ❖ Continue to make decisions that are informed by data and evidence to leverage opportunities and maximize our resources in areas identified by our renewed strategic vision.
- ❖ Continue to ensure UNBC is welcoming and safe community with significant and substantial commitment to equity, diversity and inclusion.
- ❖ Provide outstanding experiences to our students which support their foundation to build and achieve the next steps in their aspirations.
- ❖ Reaffirm our commitment to our communities and regions in realizing the vision that was outlined for our University.
- ❖ Strong commitment to collaborative, open and meaningful employee relationships which support and empower them within our community.

Appendix A: President Selected Activity Report

President Payne

Selected Yearly Activities 2021-2022

Month	Activity	Location
June		
3rd	UNBC Town Hall	Prince George
4th	NMP Virtual Graduation Celebration	Prince George
8th	TTF First Board Recruitment Sub-Committee Meeting with MSFHR	Prince George
8th	BC 2030 Olympic & Paralympic Bid Information & Discussion Session	Prince George
9th	Land Trust Quarterly Meeting	Prince George
9th	MSFHR Transition Task Force Meeting	Prince George
9th	NMPT AGM	Prince George
10th	MSFHR Bi-Weekly Meeting	Prince George
14 th	RUCBC Presidents Meeting	Vancouver
17th	CSA-UBC Joint Working Group	Prince George
17th	PVC Meeting	Prince George
17th	Four Connections Indigenous Celebration – Welcoming Remarks	Prince George
18th	Meeting with Donor T. Steadman	Prince George
21 st	NPSC & BCCAT Discussion Meeting	Prince George
21st	Online Honorary Degree Receptions	Prince George
22 nd	TTF First Board Recruitment Sub-Committee Meeting	Prince George
22 nd	PHO Visit to Campus	Prince George
23rd	President's Task Force on Equity, Diversity & Inclusion Monthly Meeting	Prince George
23rd	Meeting with SD #57 Acting Superintendent	Prince George
23rd	Meeting with Lheidli T'enneh Chief	Prince George
July		
7 th	Meeting with former Premier of BC	Prince George
8th	Meeting with Research Universities and Ministry RE: Economic Plan	Prince George
9th	MSFHR Transition Task Force Meeting	Prince George
20th	MSFHR TTF Board Recruitment Sub-Committee Meeting	Prince George
21 st	Meeting with Lheidli T'enneh Chief and Representatives	Prince George
23rd	MSFHR Board Meeting	Prince George
27 th	MSFHR Board Recruitment Sub-Committee Meeting	Prince George
August		
3rd	MSFHR Board Recruitment Sub-Committee Meeting	Prince George
3rd	Meeting with J. Mason RE 2022 Rotary District Conference	Prince George
5 th	Meeting with UNBC CAR Group	Prince George
5th	CKPG TV Interview	Prince George
5th	Settling the UNBC Land Trust Event	Prince George
9th	President's Task Force on Equity, Diversity & Inclusion Monthly Meeting	Prince George
10th	MSFHR Board Recruitment Sub-Committee Meeting	Prince George
11th	Research and Grants Meeting	Prince George
11th	Meeting VP & Senior Consultant, Global Philanthropic Canada	Prince George
11th	PG Citizen Interview RE: UNBC Back to School Plans for September	Prince George

13 th	CBC Daybreak North Interview RE: Return to Campus	Prince George
13 th	MSFHR Chair/Vice-Chair Call	Prince George
16 th	Cultural Safety Curriculum Modules Update Meeting	Prince George
16 th	Transition Task Force Meeting	Prince George
16 th	Meeting with Donor, T. Steadman	Prince George
18 th	Interview with Vista Radio	Prince George
18 th	Interview with CKPG RE: Governments of Canada & BC, invest in new Indigenous cultural safety resource collection to support culturally safe health systems	Prince George
25 th	CKPG Interview RE: Media Advisory – Ministry of Education	Prince George
25 th	Meeting with Assistant Deputy Minister AEST RE: Return to Campus	Prince George
27 th	MSFHR Executive Committee Meeting	Prince George
September		
1 st	UNBC & Navitas Meeting	Prince George
1 st	Meeting with CEO of Northern Development Trust and Donor T. Steadman	Prince George
1 st	Parents and Families Panel Session	Prince George
2 nd	MSFHR Chair/Vice-Chair Call	Prince George
7 th	Student Move-In Day	Prince George
8 th	Meeting with Donor T. Steadman	Prince George
9 th	Meeting with CNC President	Prince George
9 th	President to provide welcome at FSA Faculty Council Meeting	Prince George
10 th	Meeting with RUCBC Presidents	Vancouver
13 th	Welcome Pancake Breakfast for Students	Prince George
13 th	NPSC Meeting	Vancouver
15 th	Transition Task Force Meeting	Prince George
16 th	MSFHR Chair/Vice-Chair Call	Prince George
17 th	Minister of AEST visit to campus	Prince George
17 th	UNBC Timberwolves Soccer Games	Prince George
21 st	Northern Innovation Network Joint Working Group	Prince George
21 st	Meeting with School District #57 Superintendent	Prince George
22 nd	President's Task Force on Equity, Diversity, & Inclusion	Prince George
22 nd	Council of Western Canadian University Presidents (COWCUP)	Prince George
22 nd	Regional Advisory Council Meeting Fort St. John	Prince George
24 th	Meeting with Northern Health President & CEO	Prince George
26 th	David Douglas Botanical Garden Society – Official opening of the new arboretum event	Prince George
27 th	MSFHR AGM, Board and Committee meetings	Prince George
28 th	Meeting with DDBGS Representatives	Prince George
28 th	PSI Northern Presidents and Public Health Follow Up Meeting	Prince George
29 th	MSFHR Consolidation Agreement Virtual Signing Event	Prince George
30 th	Truth & Reconciliation Talking Circle Event	Prince George
October		
4 th	Meeting with DM AEST RE BCCDC Rapid Testing and Vaccination Threshold Guidance	Prince George
5 th	President's Task Force on EDI Meeting	Prince George
5 th	Dinner meeting with NPSC and CEO of Northern Development Trust	Prince George
6 th	Meeting with Mayor of Prince George	Prince George
7 th	CKPG Interview RE: Macleans Rankings	Prince George
15 th	RUCBC Presidents Meeting	Vancouver
15 th	PG Chamber of Commerce Business Excellence Awards	Prince George
17 th	Dinner Meeting RE Major Project Proponent Introduction	Prince George

18th	Meeting with City Manager, City of Prince George	Prince George
19th	Breakfast Meeting with CNC President	Prince George
19th	RAC Meeting Northwest Region	Prince George
19th	UNBC Land Trust – Stakeholder Interview with DIALOG Design	Prince George
20th	UNBC Timberwolves Athletics Announcement Event	Prince George
20 th	McConnell Foundation – Collective Action on Climate Change	Prince George
20th	Meeting with SD #57 Acting Superintendent	Prince George
22nd	CKPG Interview RE: Enrollment Numbers	Prince George
25 th – 28th	Universities Canada Fall 2021 Membership Meetings	Ottawa
November		
1 st	Breakfast Meeting with CNC President	Prince George
1 st	MSHRBC Board Orientation Session 1	Prince George
5th	Virtual Signing Ceremony with University of Central Asia	Prince George
6 th	UNBC Timberwolves Basketball Games	Prince George
8th	Meeting with PG Community Foundation Representatives	Prince George
8 th	Dinner with Donors/Supporters	Prince George
9th	Dinner with Donors/Supporters	Prince George
10 th	Meeting with VP & Senior Consultant, Global Philanthropic Canada	Prince George
12th	Virtual Visit with NSERC President	Prince George
12th	Prince George Technology Group Auroralinx Summit Review Meeting	Prince George
15th	MSHRBC Board Orientation Session 2	Prince George
15 th	Meeting with Mayor of PG RE: Wildfire Task Force	Prince George
15 th	Dinner with Donors/Supporters	Prince George
16th	Ministry Announcement RE New Master of Applied Science in Engineering Program	Prince George
16th	Prince George Technology Group Auroralinx Summit Review Meeting	Prince George
17 th	RUCBC Presidents Committee Meeting	Vancouver
18 th	UNBC ERM – Risk Identification Interview	Prince George
18 th	Signing & Launch of the Scarborough Charter on Anti-Black Racism and Black Inclusion in Canadian Higher Education	Prince George
18 th	[Pre-Briefing] Universities Canada's Digital Mission to Vietnam	Prince George
19th	Meeting with AEST Director, International Education & Intergovernmental Relations RE: UNBC and International Initiatives	Prince George
22 nd	NPSC Meeting	Vancouver
22 nd – 24th	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
26th	Meeting with VP & Senior Consultant, Global Philanthropic Canada	Prince George
29th	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


8th	Meeting with School District #57 Superintendent	Prince George
8th	AEST Townhall with PHO	Prince George
8th	Employee Recognition Reception Event	Prince George
13th	Meeting RE: New Master of Applied Science in Engineering Program	Prince George
13th	DMS Full Team Meeting	Prince George
13th	MSFHR Board Recognition Event	Prince George
14th	Meeting with Lheidli T'enneh Chief Logan	Prince George
14th	CKPG Interview RE: A Year in Review	Prince George
14th	Meeting with J. Brink	Prince George
15th	Meeting with CNC President	Prince George
15th	UNBC Town Hall Session	Prince George
15th	Meeting with School District #57 Superintendent	Prince George

Month	Activity	Location
January		
4th	Student Welcome to UNBC Virtual Event	Prince George
4th	Meeting with Representative from Aga Khan Royal Family	Prince George
4th	Meeting with Human Capital Strategies Representative	Prince George
7th	Future of Downtown Prince George Interview	Prince George
12th	RUCBC Presidents Meeting	Prince George
13th	City of Prince George & PG Airport Meeting RE: Wildfire Task Force	Prince George
16th	UNBC Men's Timberwolves Basketball vs. UBC	Prince George
18th	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
27th	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
8th & 9th	Universities Canada Webinar Series	Prince George
8th	Presidential Search Engagement Session – Open Space	Prince George
8th	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
15th	Alumni Council Meeting	Prince George
17th	CRC in NBC Study Interview	Prince George
17th	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
24th	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
4th & 5th	UNBC Timberwolves Women's Basketball Playoffs	Calgary
8th	University of Manitoba Workshop	Prince George
8th	Meeting with Chief Martin Louie and 3 Chiefs	Prince George
10th	MSHRBC Governance Committee Meeting	Prince George
11th	RUCBC Presidents Committee Biweekly Meeting	Prince George
15th	Media Interview with PG Post	Prince George
16th	Media Interview with CBC Daybreak	Prince George
16th	Meeting with Northern Health President	Prince George
17th	Finance 101 Session with BOG Membership	Prince George
21st	Meeting with VP Research UBC Faculty of Medicine	Prince George
22nd	Meeting and Lunch with local MLAs and Legislature Interns	Prince George
23rd	Meeting with School District #57 Superintendent	Prince George
24th	UNBC Community Townhall – University Budget and Integrated Plan	Prince George
24th	UNBC Climate and Justice Teach-In Panel	Prince George
25th	Meeting with Chief Louie and Local Chief	Prince George
26th	Celebration of Life for A. Johnson	Prince George
28th	Vista Radio Interview RE: Tope University City in Canada	Prince George
28th	Enterprise Risk Management Workshop	Prince George
29th	Engineering Week Event	Prince George
29th	Farewell Tea for B. Annear, Registrar	Prince George
29th	Meeting with DDBGS Representatives	Prince George
30th	Academic All Canadian Athletics Luncheon	Prince George
30th	Spring Equinox – Ceremonial Fire Circle	Prince George
April		
6th	Provost Search Committee Progress Report Meeting	Prince George
7th	Media Interview with Vista Radio RE: Easing of COVID Restrictions	Prince George
7th	Academic Achievers Ceremony Opening Remarks	Prince George
7th	Universities Canada Federal Budget 2022 Zoom Meeting	Prince George
7th	Annual Doug Little Memorial Dinner and Lecture	Prince George
8th	RUCBC Presidents Committee Biweekly Meeting	Prince George
8th	Meeting with AEST Executive Lead RE: UNBC BOG Check In	Prince George
11th	On the Brink Podcast	Prince George
12th	Northeast Regional Advisory Council Meeting	Prince George
13th	Meeting with CNC President	Prince George
13th	CUFA BC 2022 Distinguished Academics Awards Gala	Victoria
19th	Meeting with Saikuz Chief	Prince George
20th	Media Interview with CKPG RE: Canada's Greenest Employer	Prince George
20th	Chancellor Nomination Committee Meeting	Prince George
20th	Media interview with Vista Radio RE: Canada's Greenest Employer	Prince George
21st	Meeting Interview with CFIS Radio RE: Free Speech and Community Sustainability	Prince George

21 st	South Central Regional Advisory Council Meeting	Prince George
21 st	Northern Medical Program – Graduation Ceremony	Prince George
21 st	UNBC Retirement Planning Event	Prince George
22 nd	RUCBC Presidents Meeting	Prince George
22 nd	President Office Hours Series	Prince George
26 th	Provost Search Committee Candidate Report Meeting	Prince George
26 th – 28 th	Universities Canada Membership Meeting	St. John's
May		
2 nd	NPSC Meeting	Prince George
2 nd	Media Interviews with CKPG & Vista Radio RE: 16,000 Campaign	Prince George
2 nd	Presidents Climate Emergency Collaboration Meeting	Prince George
3 rd	CIHR Institute of Indigenous Peoples Health Preliminary Meeting	Prince George
3 rd	Northwest Regional Advisory Council Meeting	Prince George
3 rd	Meeting with RUCBC President	Prince George
3 rd	Joint BOG and Senate Dinner	Prince George
4 th	Northern Medical Program Trust AGM	Fort St. John
4 th	NCLGA Convention Dinner	Fort St. John
6 th	RUCBC Presidents Committee Bi-Weekly Meeting	Prince George
7 th	PG Live for Ukraine Fundraiser	Prince George
9 th	CUPE Executive Monthly Meeting	Prince George
10 th	Presentation on the Navitas Agents Survey	Prince George
12 th	CIHR IIPH Senior Management - Info session	Prince George
12 th	RUCBC Presidents Committee Meeting	Prince George
12 th	Lunch with G2G Leaders Group	Prince George
12 th	Monthly Meeting with School District 57 Superintendent	Prince George
13 th	RUCBC Post-Secondary Funding Review Steering Committee	Prince George
13 th	President Open Office Hour Session for Faculty and Staff	Prince George
16 th	Future Ready: Skills for the Jobs of Tomorrow Engagement Session	Prince George
16 th	Dinner Meeting with VP Academic Candidate	Prince George
17 th	Welcoming Remarks for Intangible Cultural Heritage Conference	Prince George
17 th	May PG Chamber of Commerce Board Meeting	Prince George
17 th	VP Academic Candidate Open Forum	Prince George
18 th	Funding Review Regional Roundtable with Ministry AEST	Prince George
18 th	Funding Formula Review	Prince George
19 th	Dinner Meeting with VP Academic Candidate	Prince George
19 th	Media Calls with CKPG & Vista Radio RE: Convocation	Prince George
19 th	Lunch with BOG Chair and new BOG Student Representative	Prince George
20 th	VP Academic Candidate Open Forum	Prince George
20 th	PEC Lunch with VP Academic Candidate	Prince George
24 th	Minister of Advanced Education and Skills Training visit to campus	Prince George
25 th	St. Paul's All-Welcome Cardiovascular Journal Club	Prince George
25 th	Chancellor Nomination Committee Meeting	Prince George
25 th	PEC Lunch with VP Academic Candidate	Prince George
25 th	VP Academic Candidate Open Forum	Prince George
25 th	Dinner Meeting with VP Academic Candidate	Prince George
26 th	First Nations Centre Graduation Celebration	Prince George
27 th	UNBC Convocation Ceremonies	Prince George
28 th	PG Nurses Pinning Ceremony	Prince George
30 th	Northwest Celebration of Graduates	Terrace
31 st	WWN Graduation Ceremony	Gitwinksihlkw
June		
2 nd	PEC Breakfast with CIHR	Prince George
2 nd	CIHR Announcement	Prince George

3 rd	RUCBC Presidents Committee Meeting	Prince George
3 rd	Media with Federal Minister	Prince George
3 rd	NALS Tour with Federal Minister	Prince George
3 rd	Pacifican Announcement	Prince George
3 rd	Quesnel Graduation Ceremony	Quesnel
7 th	Retirement Celebration for D. Hemmingway	Prince George
8 th	Retirement Celebration for M. MacLeod	Prince George
9 th	Culture Sensitivity with Northern Health	Prince George
9 th	BC Chamber AGM Closing Party	Prince George
10 th	Arts Council BBQ	Prince George
13 th	Meeting with University of Lethbridge President	Prince George
13 th	Dinner with BCNET Chief Technology Officer	Prince George
14 th	Convocation Volunteer Thank you Luncheon	Prince George
15 th	Breakfast Meeting with CNC President	Prince George
15 th	Convocation Office Thank you Luncheon	Prince George
15 th	CLF Public Post-Secondary Funding Review	Prince George
17 th	RUCBC Presidents Committee Meeting	Prince George

<div><div><div>UNIVERSITY OF</div><div>NORTHERN BRITISH COLUMBIA</div></div></div> <div><div>BOARD of Governor’s</div><div>POLICY & Procedure</div></div>	<div>Board Motion No:</div> <div>2017BC03.31.05</div>	<div>Approval Date:</div> <div>March 29, 2017</div>
	<div>Approving Authority: Board of Governors</div> <div>Responsible Executive: Associate Vice-President responsible for Human Resources</div>	
<div>Title:</div> <div>Annual Presidential Review</div>		

*Note: Review for re-appointment is addressed in a separate Board Policy “**Review of the President for Reappointment**”.*

Purpose and Policy Statement

The Board of Governors is responsible for selecting, evaluating and supporting the success of the President through regular performance feedback and a leadership development process.

The President's performance is assessed through both a developmental leadership review and through a regular assessment of the University's progress against strategic plans and priorities, which are approved by the Board annually in the context of a multi-year planning cycle.

Procedures

1. June - Report on Progress Against Strategic Priorities

At least annually, and generally at the June Board meeting, the President will provide a written report to the full Board on management's progress against the strategic priorities and objectives since the last report, and for the upcoming 6 months (in the context of the current academic year and the long term planning cycle). These reports will be discussed during closed sessions of the Human Resources Committee, and then presented and discussed at the public session of the full Board.

2. September to November – Performance Review

On an annual basis, generally September to November, a 360 degree performance review will be completed as follows:

- a. The review will be contracted to an external consultant/coach with assistance of the AVP (Associate Vice-President People, Organizational Design and Risk) to ensure alignment with UNBC's Performance Framework for its senior leadership.

- b. A list of individuals to be interviewed will be agreed to by the Chair of the Board and the Chair of the Human Resources Committee with input from the President. The list will be no more than 25 individuals and will include Board Members, Senior University Administrators, Senators, and other key stakeholders.
- c. Individuals participating in the interviews will be guaranteed strict confidentiality.
- d. The full Consultant's report will be provided to the President and the Chair of the Board. The Consultant will meet with the President to discuss the feedback and to provide coaching support for the President as appropriate.
- e. A summary of the 360 Review will be provided to the Chair of the Board and to the Human Resources Committee and discussed at the Human Resources Committee. The President will not attend Committee discussions. The Chair of the Board will provide feedback from this discussion to the President.

3. Procedural Accountabilities and Discretion

- a. It is the joint responsibility of the Board Chair and the Chair of the Human Resources Committee to ensure that all members of the Board are aware of these Procedures and the review process.
 - b. The Board Chair, in consultation with the Chair of the Human Resources Committee may exercise discretion in authorizing reasonable modifications to these procedures and timelines, as needed, provided however that the Board Chair will update the full Board at the next Board Meeting, of any such modifications.
4. Nothing in the Review Policy or in these Procedures is intended to preclude members of the Board, or members of the University or broader community from providing feedback to the Board Chair at any time, on the President's performance.

BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 18, 2022
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: April 6 and May 5, 2022. No quorum for June 6 meeting: e-votes conducted on items required for June Board meeting.

Topics reviewed and discussed:

1. Governance

- Reviewed and updated action items from the Ad Hoc Committee of Governance (April 2021), from the 2020 UNBC Governance Review. A full review will be brought to Board at the June meeting with a suggestion to identify any new actions arising over the past year, and to re-prioritize items.
- Discussions about how the next UNBC strategic planning process might be developed.
- Recommended appointment structure to the Board for the UNBC Foundation as work on the Land Trust for UNBC continues with the establishment of a Board Working Group through Finance & Investment.
- Reviewed Chancellor and final Order-in-Council recruitment status.
- Planned Board education and public presentations.
- Reviewed various Memorandums of Understanding and Agreements to be recommended to the Board for approval.
- Reviewed the Ministry's annual Letter of Direction related to our mandate and recommended to the Board that the Letter be signed.

2. Human Resources

- On-going review of national and institutional perspectives on Indigenous identity definition relating to post-secondary hiring.
- Reviewed the PSEC letter on executive compensation in the UNBC context; any recommendations will come to future Executive and Board meetings.
- Reviewed the CUPE bargaining plan and recommended it to the Board.
- Reviewed the President's administrative structure plans.
- Initial review of the Board's policies relating to HR functions, including streamlining and linking some policies, and delegating authority for some functions.

BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 18, 2022
Agenda Item:	Storage and Access Agreement – Memorandum of Understanding – K. Howitt
Material:	1. Storage and Access Agreement – Memorandum of Understanding between the University of Northern British Columbia and The William George Family
Rationale:	<p>This MOU is a revised and updated storage and access agreement with the William George Family, who are a Takla Lake Nation family. The original, outdated agreement had only one family member signature. The new agreement has two people signing on behalf of the William George Family.</p> <p>The purpose of the MOU is to facilitate the continued relationship between the William George Family and UNBC's Archives in storing and safeguarding the William George Collection. The Collection currently consists of 26 TDK DVD-R copies of each 8mm videocassette and 2 videotapes / disks.</p> <p>The MOU also sets out the parameters of access to the materials, which will require the authorization of one of the individual(s) designated in the MOU.</p>
Motion:	<i>That, the Executive Committee recommends to the Board of Governors, the approval of the Storage and Access Agreement – Memorandum of Understanding between the University of Northern British Columbia and The William George Family, as presented.</i>

MEMORANDUM OF UNDERSTANDING

THIS STORAGE and ACCESS AGREEMENT is made on __ June 2022.

BETWEEN

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

established by an Act of the Province of British Columbia and having its administrative offices at 3333 University Way, Prince George, BC V2N 4Z9 (the “University” or “UNBC”)

OF THE FIRST PART

AND

THE WILLIAM GEORGE FAMILY, represented in this agreement by Jeanette West [of #27 Lake Shore Dr., Takla Landing, BC, V0J 2T0] & Herman George [#34 – 3730 Lansdowne Rd., Prince George, BC, V2N 2S5]

OF THE SECOND PART

WHEREAS The William George Family wish to transfer the William George Collection (hereafter referred to as “Materials” - see *Appendix A*) to the Northern BC Archives Department at the University for storage and safekeeping; and

WHEREAS the University is willing to store the Materials and has the appropriate space and environment for them;

NOW THEREFORE the Parties agree as follows:

1. The University will store these Materials in accordance with national preservation standards, within the Archives’ environmentally controlled collections vault, as agreed upon by the parties. The Archive’s continued adherence to these high standards was recognized in July 2006 when it was awarded its’ “category A” designation under the *Cultural Property Export and Import Act* from the Minister of Canadian Heritage in recognition of its demonstrated ability to ensure the long-term preservation of cultural property within this vault.
2. The Archives will have access to these Materials for the purposes of storing and safeguarding them and for providing access to researchers approved by **The William George Family**.
3. **The William George Family** has designated both **Jeanette West and Herman George** as family representatives responsible for authorizing access to the Materials and will advise the Archives of changes to their contact information, or changes to their status as family designates for the Materials throughout the duration of this contract. The University will not permit access to the Materials without the authorization of one of the identified individual(s) within the designated contact position. (see *Appendix B* contact information for each family designate)
4. **The William George Family** agrees to release and hold harmless the University from liability for all claims that may be sustained by or to the Materials arising from any occurrence in, upon, at or relating to the Materials while in the possession of the University for the purpose of storage or research except to the extent caused or contributed by the negligence of the University.
5. **The William George Family** hereby agrees to indemnify and save harmless the University, its successors, assigns, and authorized representatives and each of them from an against losses, claims, damages, actions and causes of action (collectively referred to as “Claims”) that the University may

sustain, incur, suffer or be put to at any time either before or after the expiration or termination of this Agreement, that arises out of errors, omissions or negligent acts of **The William George Family**, or authorized representatives under this Agreement, excepting always that this indemnity does not apply to the extent, if any, to which the Claims are caused by the negligent acts of the University, its contractors, assigns and authorized representatives.

6. **The William George Family** will be responsible for arranging at its own expense appropriate insurance to cover the Materials while located at the University.
7. This Agreement will be governed by the laws of the Province of British Columbia.
8. This Agreement will ensure to the benefit of and be binding upon the parties hereto and their respective heirs, executors, administrators, successors and assigns.
9. This Agreement may be reviewed and reassessed by either party at any time and within 5 years will be re-evaluated to determine if storage needs are still required or whether the materials can be returned to **The William George Family** care of **Jeanette West and Herman George**.

By signing below, the Parties agree to the terms and conditions of this memorandum.

For the UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Dr. Mark Dale, Interim Provost

Date: _____

Dr. Kriston Rennie, Acting University Librarian

Date: _____

Erica Hernández-Read, Head, Archives

Date: _____

On behalf of the William George Family

Name:
Tsan TinYeh / Jeanette West, Hereditary Chief,
Takla Lake Nation

Date: _____

Name:
Herman George

Date: _____

Appendix A

1. **INVENTORY:** The following Materials which comprise The William George Collection were originally transported to the University of Northern British Columbia, Northern BC Archives Department on 17 Sept. 2007 through a previous storage and access agreement signed on that date. The same Materials are to be held in accordance with this revised Agreement dated __ June 2022.

Materials:

Tape	Tape	Title	Description
1	TL-V-15	William George - SH Steadicam WS [Road Shots; clear cut logging areas; William packing up skidoo; William leaving; William talking about Takla] (March 25, 1991)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
2	TL-V-16	William George – SH Steadicam WS (March 25, 1991)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
3	TL-V-17	William George – AG CU / Cutaways (March 25, 1991)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
4	TL-V-18	William George – AG-CU (March 25, 1991)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
5	TL-V- 19	William George – Driftwood, Bear Lake SH (March 26, 1991)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
6	TL-V-20	William George – Bear Lake to Sustut River, AG-CU	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
7	TL-V-21	William George – AG – CU (March 26, 1991)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
8	TL-V-22	William George- Sustut JN> Bear Lake > Store > MT (March 26 & 27; March 27, 1991)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
9	TL-V-23	William George – Bear Lake SC-SH WS (March 27, 1991)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
10	TL-V-24	William George – AG-CU Takla (March 27, 1991)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
11	TL-V-25	William George - SH-SC Takla / Petroglyph (March 27, 1991)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
12	TL-V-26	William George – SH-SC-WS Takla (March 28, 1991 Petroglyphs)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]

13	TL-V-27	William George – AG-CU Near Takla / Petroglyphs (March 28, 1991)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
14	TL-V-28	William George - Moose Valley – Summer (September 2, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
15	TL-V-29	William George – Road Shots / No Sound (September 2, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
16	TL-V-30	William George – (September 1-2, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
17	TL-V-31	William George	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
18	TL-V-32	William George	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
19	TL-V-33	William George – AG Moose Valley / Johanson (“Not very much on this tape; scenery ; 20 minutes)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
20	TL-V-34	William George – AG – William Story in Cabin (September 2, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
21	TL-V-35	William George - AG Moose Valley / Johanson (September 2, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
22	TL-V-36	William George – AG – Moose Valley / Willow Creek (September 2, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
23	TL-V-37	William George – Aiken / Tsaya Chudi Lake (September 1, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
24	TL-V-38	William George – Usilika Lake (September 1, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
25	TL-V-39	William George – William Intro – Village Site Takla	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
26	TL-V-40	William George – Aiken Lake / Thorne Lake AG (September 2, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
27	TL-V-41	William George – Usilika Lake Messinlinka AG	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
28	TL-V-42	William George – AG	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
29	TL-V-43	William George – AG – Silver Mtn. Noon – Kia-K Mtn. [September 28, 1990 – Ominica luwada; Silver Mountain, Noon-	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]

		Kia-K Mountain; Eagle Nest. September 29, 1990 – Usilika Lake; Mountain scenery] (September 28, 1990)	
30	TL-V-44	William George – AG	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
31	TL-V-45	William George – SH (46min.) (August 27, 1990)	Sony, Video Hi8 Metal-E 60 minutes [copy 8mm videocassette]
32	TL-V-46	William George – C7 (August 26, 1990)	Sony, Video Hi8 Metal-E 60 minutes [copy 8mm videocassette]
33	TL-V-47	William George – Church portion / Roy French Interview (August 26, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
34	TL-V-48	William George – C6 (August 26, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
35	TL-V-49	William George – Germanson Mtg. Nina Creek ; A14 or A:3	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
36	TL-V-50	William George – Sony – William at German Landing; #2A (August 24, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
37	TL-V-51	William George – Sony – Roy French / William on beach by creek (August 26, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
38	TL-V-52	William George – William / Germanson Mtg. / scenery; William at church service (August 26, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
39	TL-V-53	William George – William on beach; SH – some aerial shots; C (August 27, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
40	TL-V-54	William George – Boat trip – sunset / William Charlie's place ; Aerial shots; C, A (August 27, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
41	TL-V-55	William George – Bear / T; WILG / WILC. A (August 27, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
42	TL-V-56	William George – William / rocks; A:2	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
43	TL-V-57	William George – Aerial tour; plane ride ; Statut Lake; C (August 27, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
44	TL-V-58	William George – WILG./ WILC, Aerial tour C (August 27, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
45	TL-V-59	William George – Tsekebadequa River ; Family camp 1:C	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]

46	TL-V-60	William George – William talking about rocks 2:C; canon	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
47	TL-V-61	William George – Germanson Lk. C:3	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
48	TL-V-62	William George – Nina Creek / Germanson Mtg. C:4?	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
49	TL-V-63	William George – Germanson Mtg. / Church C:5 (August 26, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
50	TL-V-64	William George – Tsayata Lk. 30 minutes no sound; A (August 28, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]
51	TL-V-65	William George – Tsedebade Lk.; C (August 28, 1990)	Sony, Video Hi8 Metal-E 60 minutes [original 8mm videocassette]

**** Note:** There are 26 TDK DVD-R copies of each 8mm videocassette – 2 videotapes / disk stored in upright Hollinger document case beside the videocassette storage box.

Appendix B

1. **PRIMARY CONTACT:** as per section 3 of this Agreement, **The William George Family** designates authority to the following individual for the purposes of acting as the primary point of contact for the facilitation of this Agreement:

Contact Name: Jeanette George

Contact Phone: 250-996-0336

Contact Cell: 778-675-7873

Contact Email: jeanette.takla@gmail.com

2. The Primary Contact will be responsible for authorizing access to the Materials in accordance with governance policies and/or access protocols established by **The William George Family**.
3. **Jeanette George and/or Herman George** will inform the University Archives Department of any changes to this contact information as required throughout the duration of this Agreement.
4. **SECONDARY CONTACT:** Should the Archives be unable to contact the person in the above primary contact position in regards the Materials held under this Agreement, the Archives is to contact the following representative of **The William George Family**:

Secondary Contact Name: Herman George

Secondary Contact Phone: 250-981-6308

Secondary Contact Email: hvgeorge53@gmail.com

BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 18, 2022
Agenda Item:	8.ii.b. Annual Report on UNBC Harassment and Discrimination Policy for the period May 1, 2021 to April 29, 2022 – R. Somani
Material:	1. Annual Report on UNBC Harassment and Discrimination Policy for the period May 1, 2021 to April 29, 2022 dated April 26, 2022

Complaints/Investigations at UNBC

April 26, 2022

This report covers the period of May 1, 2021, to April 29, 2022.

Report from Director of Human Resources:

As per Appendix 42A of the Faculty Collective Agreement and as per a request from the Faculty Association, this document provides details of situations where Appendix 42A UNBC Harassment and Discrimination Policy is investigated. The summary report also includes complaints and investigations under the Respect in the Workplace Policy.

Details surrounding new complaints about the period reference above:

The following have been resolved:

- 2 student complaints directed to UNBC (independent situations)
- Various parties directed to faculty member
- 1 student concern brought forward surrounding inclusivity

The following are in process:

- 2 student complaints directed to UNBC (independent situations)
- Various parties directed to faculty member (on hold)

Going forward:

University of Northern British Columbia will be reviewing its Respect in the Workplace Policy as it is an annual requirement. This year the review will have a broader scope and include feedback from UNBC Community. The process will begin in May. The tentative schedule is as follows:

Phase 1 (April):	Define scope and what information we want input on (completed)
Phase 2 (May):	Inform the community of the review and invite input (in progress)
Phase 3 (June -July):	Gather input from the community
Phase 4 (Sept - Nov):	Update the policy and procedures and update training materials.
Phase 6 (Jan 2023):	Inform employees and supervisors of updates and training.

With the return to campus, the University of Northern British Columbia will be relaunching the training modules of Sexual Violence and Misconduct Policy and the RIWP in June 2022.

Kerry Roberts



Director of Human Resources

BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 18, 2022
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: June 3rd, 2022

Topics reviewed and discussed:

1. Mandatory standing reports:

a. Routine capital

- Discussion around Indigenous naming opportunity and
 - Management gave more information as to the area and the process that is being followed.
- Discussion on the Facilities Condition Index (FCI) and how high they are for our buildings
 - Management explained that the calculations need to be updated which is happening this year and then the FCI's will drop to a more reasonable range

b. Endowment funds

- Questions raised as to whether the asset mix should be reviewed given the current economic conditions in Canada and around the world (i.e. inflation)
 - Was determined that this mix is reviewed every three years and is up for review this year. Element is the consultant who is in communication with management on a regular basis.
- It was also discussed that the Investment Advisory Committee (a sub-committee of Finance and Investment) has openings for external members, and we should all be considering appropriate external candidates to fill these spots. The current members are long standing.

c. Land Trust

- It was identified at the Executive Committee meeting that a land trust working group should be formed. Finance and Investment agreed and moved forward with forming the group.

BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 18, 2022
Agenda Item:	8.iii.a. Agreements, Scholarships, Bursaries and Awards – M. Dale
Material:	<p><i>See “Appendix 1” – Page 150</i></p> <p>1. Agreements, Scholarships, Bursaries and Awards as recommended and approved by the UNBC Senate for the period of March 2022 to May 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 March 2022 to May 2022, as presented.</i></p>

BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 18, 2022
Agenda Item:	9.a. 2021/2022 Institutional Accountability Plan and Report – G. Payne
Material:	1. 2021/2022 Institutional Accountability Plan and Report
Motion:	<i>That, the Board of Governors approves the 2021/2022 Institutional Accountability Plan and Report (IAPR) as presented, and releases it to the Ministry of Advanced Education.</i>

2021/2022

**Institutional Accountability
Plan and Report**

July 15, 2022
The Honourable Anne Kang
Minister of Advanced Education and Skills Training
PO Box 9043, STN Provincial Government
Victoria, BC, V8S 1V9

Dear Minister Kang,

It is a pleasure to formally submit the University of Northern British Columbia's Institutional Accountability Plan and Report for the 2021-22 reporting cycle, for which we take full responsibility.

The COVID-19 pandemic remained the most significant disruption to the global community in recent memory. While the disruption created uncertainty for us all, the response across the post-secondary sector remained one that was co-ordinated, collaborative, and focused on community safety, health and well-being. The pandemic provided an opportunity for the UNBC community to rise to the challenge, to offer a post-secondary experience in entirely new ways, to adapt and to be resilient.

The last year also presented some of the most vivid demonstrations of the impacts of climate change in British Columbia. From the heat dome that descended across the province in the summer to the devastating flooding that annihilated infrastructure and changed peoples' lives inexorably. The urgency for British Columbians to act now, more than ever, reinforces the Ministry's mandate regarding addressing climate change within our post-secondary institutions and contributing to the vital global conversation that is required.

As if these pressures weren't enough, as of this writing, the world has been thrust into geopolitical uncertainty with the spectre of war raging over Europe and, indeed, the world. Post-secondary institutions will not only act as havens for refugees and displaced students and scholars, but we will be required to lead dialogue, research and teaching as we address these grave times.

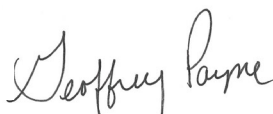
Throughout these challenges, UNBC remains committed to our vision of being personal in character while transforming lives and communities in the North and around the world. This report outlines our successes along with the strategic goals and objectives that guide our priority planning in support of the Minister's Mandate Letter. We know that "made in the North" solutions will not only serve UNBC well but will help inform conversations in other parts of the province and world. For example, our commitment to Reconciliation as well as Equity, Diversity and Inclusion will feature ideas that are right for our community. We are excited by the start-up of offices dedicated to those matters and their early successes, as well as ongoing research and education that further our community's understanding. And UNBC's commitment to industry partnerships and community engagement, referenced frequently in this report, underly our commitment to the North.

Once again, our global community must strive to adapt, change and be responsive to the threats and opportunities we face. Continued post-secondary investments have never been more critical to facilitate those endeavours. We look forward to working with the Ministry of Advanced Education & Skills Training, along with all our partners and collaborators, in our shared mandate and mission of advancing higher education and research and contributing to British Columbia's success.

Sincerely,



Catherine Wishart
Chair, UNBC Board of Governors



Dr. Geoffrey Payne
President and Vice-Chancellor

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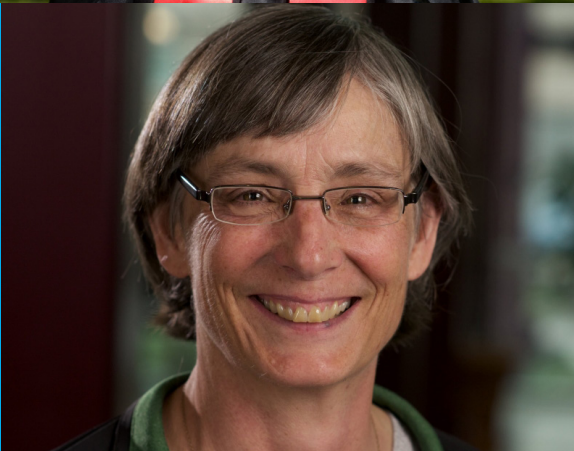
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Territory acknowledgment

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.



Year in Review

April 2021

UNBC launches a revitalized Bachelor of Education program at its campuses in Terrace and Quesnel. The new program builds on the success of the existing cohort in Terrace and adds the BEd to the offerings in Quesnel. The expanded program focuses on the School of Education's signature pedagogy of People, Place and Land.

After a multi-year engagement process, UNBC completes its academic restructuring with the launch of five new faculties and the Division of Medical Sciences. The new faculties are the Faculty of Human and Health Sciences, the Faculty of Indigenous Studies, Social Sciences and Humanities, the Faculty of Science and Engineering, the Faculty of Environment and the Faculty of Business and Economics.

An international team of researchers uses a supercomputer at UNBC, jointly funded along with the Hakai Institute, to create digital elevation models demonstrating that the rate of mass loss from Earth's glaciers is accelerating. UNBC Geography Professor, Hakai affiliate and Canada Research Chair in Glacier Change Dr. Brian Menounos co-authors the study published in the journal Nature.

UNBC and the UNBC Faculty Association ratify a new, four-year collective agreement that sets the stage for a better era of labour relations. It includes general wage increases, a redesigned compensation framework more in line with other post-secondary institutions, and other improvements meant to foster a productive labour relations environment. The agreement covers nearly 500 faculty, including professors, instructors, lecturers, sessional lecturers, librarians and senior lab instructors.

May

Longtime faculty members Dr. Henry Harder (Health Sciences), Dr. Ross Hoffman (First Nations Studies) and Dr. Hugues Massicotte (Ecosystem Science and Management) are all granted the title Professor Emeritus upon their retirement from UNBC.

Aaron Larsen's interest in witch trials was piqued during an undergraduate history class at UNBC. A three-time UNBC graduate, Larsen prepares to begin his doctoral studies examining witch trials in Switzerland at the University of Oxford.

June

Lila Mansour and Holly McVea deliver the valedictory addresses at UNBC's virtual convocation. Mansour graduates with a Bachelor of Arts in Economics. McVea graduates with a Bachelor of Science (Honours) in Biology.

Catherine Wishart, a well-known northern champion for post-secondary education, is the new Chair of the University of Northern British Columbia's Board of Governors. Wishart works as a consultant with public sector, First Nations and non-profit organizations on planning and development.

Bev Best becomes the first person to hold four degrees from UNBC after completing her Master of Business Administration. Best, who works at the University as the Manager of Aboriginal Student Engagement, also holds a Bachelor of Arts in First Nations Studies, with a minor in English, a Bachelor of Education and a Master of Arts in First Nations Studies.

Four distinguished individuals receive Honorary Degrees from UNBC at

the 2021 virtual Convocation. Lheidli T'enneh Elder Marcel Gagnon, engineer and entrepreneur Dr. Albert Koehler, B.C. Public Health Officer Dr. Bonnie Henry and lawyer and scholar Dr. Valerie Napoleon all received honorary Doctor of Laws degrees.

July

Dr. Darian Goldin Stahl brings art and medicine together through her 2021 Banting Postdoctoral Fellowship, a prestigious national research award. Working with Canada Research Chair in Humanities and Health Inequities Dr. Sarah de Leeuw, Stahl is undertaking an artist's book project highlighting the impacts of illness from a patient perspective, which will provide a unique learning resource for medical students.

August

The Cultural Safety Collection launches at the National Collaborating Centre for Indigenous Health (NCCIH), based at UNBC. The collection is part of ongoing efforts to make health-care systems culturally safe and accessible for all Indigenous people in B.C. and across Canada.

Northern Analytical Lab Services achieves the ISO/IEC 17025 International standard for testing and calibration laboratories, meaning it can produce and provide reliable water, soil and air test results for both UNBC researchers and external stakeholders.

September

The first cohort of students in the Northern Baccalaureate Nursing Program begins their studies at the

Fort St. John campus. The new program, housed at UNBC's space in the Northern Lights College campus, makes nursing education more accessible for people living in northeastern British Columbia and aims to improve access to health care in the region by training nurses locally.

UNBC increases its scores in all categories in the 2022 Times Higher Education World University Rankings. The most significant increases are in both the teaching and research pillars.

Northern Medical Program researcher Dr. Kendra Furber is named a 2021 MSFHR Scholar. The award, which recognizes early career health researchers, supports her work on investigating the biology of the myelin sheath in the brain.

Nenachalhuya – The Cedar Plank Project is now on display in Lhuhuhwhezdel: Gathering Place at UNBC's Prince George campus. Artist Clayton Gauthier hand-carved and hand-painted 32 cedar planks with submitted logos from 32 Nations across northern B.C.

October

For the third time in seven years, UNBC ranks as the top university in its category in Canada in the annual Maclean's magazine guide. UNBC excels across a wide range of categories, from the quality of faculty, staff, and the services it offers to how it strengthens the student experience through means such as maintaining a vibrant library system and funding scholarships and bursaries.

The UNBC Timberwolves unveil a new alternate logo designed by former UNBC student and Gitxsan artist Trevor Angus. The

Timberwolves are the first college or university athletic program in Canada to have a logo or jersey completely designed by an Indigenous artist.

Dr. Kathy Lewis receives the Canadian Forestry Scientific Achievement Award from the Canadian Institute of Forestry. Lewis, UNBC's Acting Vice-President Research and Innovation, is a Registered Professional Forester, acclaimed researcher, and a founding faculty member at UNBC.

November

UNBC and the University of Central Asia (UCA) agree to a memorandum of understanding to facilitate student and faculty exchanges between the two institutions and increase opportunities to collaborate on joint research projects. UNBC Interim President Dr. Geoff Payne and UCA Rector Prof Sohail Naqvi sign the six-year agreement during a virtual event at both campuses.

UNBC expands its School of Engineering offerings with the addition of a Master of Applied Science in Engineering degree. The research-based degree focuses on managing engineering challenges and needs specific to cold environments.

UNBC signs on the Scarborough Charter on anti-Black Racism and Black inclusion in Canadian Higher Education. The charter identifies key barriers to Black inclusion and possible ways to address them. It also contains concrete actions and accountability mechanisms for institutions to deliver on their promise of structural and systemic change.

December

UNBC adds the third site for its Master of Business Administration program in Grande Prairie, Alta. In partnership with Northwestern Polytechnic, the new cohort will begin in August 2022. The MBA program is also offered in Prince George and Vancouver.

Dr. Margo Greenwood, an Indigenous scholar of Cree ancestry and the Academic Leader of the National Collaborating Centre for Indigenous Health (NCCIH), housed at the University of Northern British Columbia, is named an Officer of the Order of Canada. Greenwood has worked for over 30 years to transform the health and well-being of Indigenous children, families, and communities. She is a Professor in UNBC's First Nations Studies and Education programs.

January 2022

Mathematics and Statistics Assistant Professor Dr. Alia Hamieh joins forces with colleagues from the University of British Columbia and the University of Lethbridge to create a Collaborative Research Group on analytic number theory, thanks to a \$240,000 grant from the Pacific Institute for the Mathematical Sciences (PIMS). The Research Group brings together experts and rising stars in analytic number theory to tackle central problems in the field.

Finance and marketing student Brandon Greenall creates a student-run business and launches a podcast in which he interviews entrepreneurs, earning him a TELUS Storyhive award worth \$10,000. The fourth-

year finance and marketing student credits earning the award to his university experience and what he's learned so far at UNBC.

UNBC places first in its category for not-for-profit research income growth in the latest Research Infosource Canada's Top 50 Research University rankings. UNBC saw its not-for-profit research income soar nearly 95 per cent in the 2021 rankings to nearly \$2 million, the largest percentage increase of any university in the undergraduate tier. Overall, UNBC's total research income increased more than seven per cent to \$13.9 million, its highest total in a decade.

UNBC's Community Development Institute launches a new online housing information portal that provides access to population and housing data for 39 non-metropolitan communities in British Columbia. The portal includes a detailed data report along with webinar recordings that highlight the data by region: Northeast, Northwest, Central, East Kootenays, West Kootenays, Okanagan, and Vancouver Island. It is the result of a two-year study, funded by BC Housing, and provides valuable data for local government, planners, developers, builders, and the provincial government.

Researchers from UNBC, Simon Fraser University and the University of British Columbia are collaborating to figure out how we can create dementia-friendly neighbourhoods and make it easier for people living with dementia and their caregivers to take part fully and be active in their community. Along with project manager Emma Rossnagel, Dr. Shannon Freeman and Dr. Mark Groulx are leading the northern component of the research project, that received \$715,000 from the Public Health Agency of Canada. The researchers will identify features of neighbourhoods that affect the

mobility and participation of people living with dementia and develop an easy-to-use tool to assess environments supportive of people living with dementia. They will also develop guidelines for dementia-inclusive communities that can be used by policymakers, decision-makers, and the public.

February

After being delayed for two years due to the pandemic, the UNBC community convenes virtually to celebrate its employees' dedication and commitment to excellence in post-secondary education in the North. More than 170 employees are recognized for nearly 3,000 combined years of service at UNBC. This includes three people, who for the first time in UNBC history reach the 30-year employment milestone: Leanne Murphy, Tracey McIntyre and Bethany Haffner.

UNBC is named one of B.C.'s Top Employers for the eighth time since 2012. Among the reasons the judges select UNBC for the recognition are the lifelong educational opportunities, including tuition waivers and tuition subsidies as well as in-house learning programs. They also single out UNBC's maternity and parental leave salary top-up plans as well as the on-site childcare centre for working parents.

The National Collaborating Centre for Indigenous Health contributes to a major national report regarding current and projected risks from climate change to the health of Canadians. The NCCIH finds that over the past year alone, Indigenous communities across Canada have been severely affected by drought, wildfires, floods and temperature extremes related to climate change. First Nations, Inuit, and Métis

peoples are uniquely sensitive to the impacts of climate change, given their close relationships to land, waters, animals, plants and natural resources. Indigenous knowledge systems and practices continue to be critical to Indigenous Peoples' survival and resilience.

The University community mourns the passing of long-time communications officer Andrea Johnson. Andrea shared the UNBC story with the world through her words, photographs and social media posts. She was always generous with her time and talents, supporting many causes through her volunteer work, and will be missed by so many on our campuses and beyond.

March

UNBC students can access new funding to support international travel related to their studies. The Travelling Knowledges program provides financial support for up to 62 domestic undergraduate students in any discipline for trips ranging from three weeks to one year. The program, conceived of and led by Dr. Agnieszka Pawlowska-Mainville and Dr. Jacqueline Holler, is made possible by nearly \$500,000 in competitive grant funding from the Government of Canada's new Global Skills Opportunity program.

Dr. Geoffrey Payne, a northern British Columbian who has enjoyed an illustrious academic and administrative career at the University of Northern British Columbia spanning almost two decades, is named the institution's sixth president. Dr. Payne was named UNBC's interim President in February 2020 and deftly led the University throughout the COVID-19 pandemic. He also attended to several pressing matters, including engaging the

University community on the critical topics of justice, equity, diversity and inclusion, addressing mounting budget pressures, and helping ratify a collective agreement with the UNBC Faculty Association.



Strategic Direction & Context

Motto

'En Cha Huná

UNBC's motto, from the Dakelh (Carrier) Elders, is used to remind us that all people have a voice and a viewpoint. Interpreted as "respecting all forms of life," 'En Cha Huná encapsulates the spirit of academic freedom, respect for others, and willingness to recognize different perspectives.

Vision

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

Our founders established a University "in the North - for the North." They envisioned and built an institution where all are welcomed, learn, live, work closely with our faculty and staff, and transform the quality of life in northern British Columbia, the province, and beyond.

Mission

To inspire leaders for 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, not only through academic discussion and debate but also through opportunities to work 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

In our workplaces, relationships and communications, we are committed to positive and productive work and learning environments.

Our values inform our lives, our decisions, and our choices.

At UNBC we value:

Experiential learning and discovery

Our community celebrates and strives to provide an unparalleled learning experience which ensures that 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 strive to understand and care for other members of our University. It is a place all are welcome and where

we commit to being respectful, innovative, resourceful, and responsive in our interactions with 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 excellence

Excellence in teaching and research is a central tenet of a destination university.



Institutional Overview

Located in the spectacular landscape of northern British Columbia, UNBC is one of Canada's best small universities. We have a passion for teaching, discovery, people, the environment, and the North.

Through a dedicated team of approximately 750 faculty and staff, UNBC provides outstanding undergraduate and graduate learning opportunities that explore cultures, health, economies, sciences, and the environment. As one of B.C.'s research-intensive universities, we bring the excitement of new knowledge to our students, and the outcomes of our teaching and research to the world. In addition to fostering and celebrating academic excellence, UNBC is a welcoming place, with a learning environment that is friendly, inclusive and supportive.

Programs

UNBC offers a wide range of undergraduate and graduate programs in the arts, commerce, and the sciences including professional programs in areas

such as accounting, teacher education, engineering, nursing, planning and social work. Academic programs are distributed amongst six academic clusters: Faculty of Human and Health Sciences; Faculty of Indigenous Studies, Social

Sciences and Humanities; Faculty of Science and Engineering; Faculty of Environment; Faculty of Business and Economics; and the Division of Medical Sciences.

Academic Partnerships

Medical Sciences

UNBC and the University of British Columbia partner to deliver the Northern Medical Program, began offering a distributed Master of Physical Therapy program in September 2020, and will launch the Master of Occupational Therapy – North in the fall of 2022.

The Northern Collaborative Baccalaureate Nursing Program

The Northern Collaborative Baccalaureate Nursing Program (NCBNP) is offered collaboratively by UNBC, the College of New Caledonia (CNC), and Coast Mountain College (CMTN). The integrated program of studies leads to a Bachelor of Science in Nursing (BScN), awarded by UNBC. Graduates are eligible to write the National Council Licensure Examination (NCLEX-RN) and to apply for registration with the British Columbia College of Nurses and

Midwives (BCCNM).

The program is available at three sites: Prince George, Quesnel and Terrace. CNC provides the initial years in Prince George and Quesnel, while CMTN provides the initial years in Terrace. UNBC provides the final course work at all sites.

Engineering

UNBC in partnership with UBC, offers a joint BAsc in Environmental Engineering that features all aspects of environmental engineering with a focus on sustainable development, drinking water delivery to northern communities, wastewater management, and remediation and reclamation of resource extraction sites. The nine-semester program sees students split their time between Prince George and Vancouver; years one and two at UNBC, years three and four at UBC, and the final semester at UNBC. Courses are taught through a variety of methods including group learning, team teaching, and the use of design suites, and optional co-operative work terms are also offered.

Research

UNBC, as one of B.C.'s six research-intensive Universities, is a major centre of research with priority given to addressing complex topics, including social, environmental, health, economic and cultural issues. The research community strives to build a flourishing research culture facilitated by state-of-the-art infrastructure and efficient support services that empowers UNBC scholars to undertake leading-edge local, national, and international research leading to transformative academic, economic and social benefit for the region, province, nation, and beyond. In addition, UNBC builds partnerships with other institutions to develop new knowledge and share those findings with the world. For example, UNBC is a founding member of the Interior University Research Coalition, with a stated goal of accelerating the B.C. Interior's research and innovation ecosystem by harmonizing resources, enhancing student and faculty mobility, increasing academic opportunities, and establishing community connections.

About our community

UNBC plays a significant role in socio-economic transformation, with the impact spanning from local environments to the global stage. We have achieved significant accolades and societal impact at a very young age and flourish due to our experiential, research-enriched, and intimate learning experiences, passionate employees, community engagement, and connectedness with Indigenous communities.

UNBC achieved several accolades this year, including the following:

- Reached #1 in Canada in the primarily undergraduate category in the annual Maclean’s Magazine university rankings – 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 the 2022 Times Higher Education World University Ranking (801st to 1,000th) for the fourth consecutive year (the only Canadian university of its size).
- Appeared in the 2022 Times Higher Education Young University Rankings (251st to 300th).
- Included as one of Canada’s Top 50 Research Universities (#41); #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.
- Named one of B.C.’s Top Employers (the eighth time since 2012), one of Canada’s Greenest Employers (10th time since 2012) and one of Canada’s Best Employers for Recent Graduates as per the Career Directory 2022.

support (faculty + staff)
-to-student
ratio 1:4

Degree Programs
62 Bachelors
29 Masters / 3 PhDs

Total Courses Offered:
1,827

Average Student Age

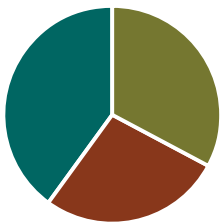
Undergraduate	24.4
Graduate	33.8
PHD	38.8
Overall Average	26.4

Where our students are from

Northern B.C.	65.5%
Southern B.C.	19.0%
Outside B.C.	15.5%
International	11.0%

3,500+ students

11% International
12% Indigenous

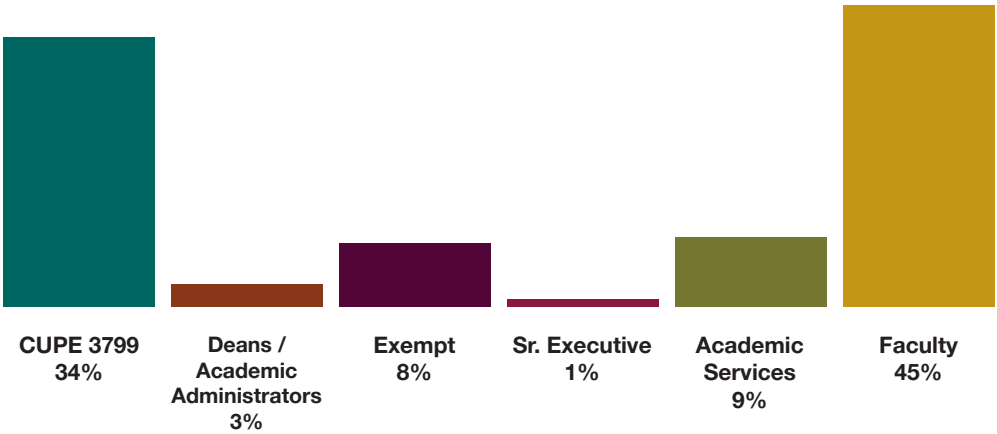


Faculty by Rank

- Assistant Professor 33%
- Associate Professor 27%
- Professor 40%

1:13 **faculty-to-student ratio**

Employee head count



Average first-year Class Size: 62

Annualized FTE by program

Anthropology	30.7
Biochem & Mol Biology	129.4
Business	409.5
Chemistry	19.7
Civil Engineering	37.2
Computer Science	91.9
Conservation Science & Practice	21.3
Economics	13.5
Education	101.8
Engineering & Design	6.6
English	68.3
Environmental Engineering	75.6
Environmental Planning	28.2
Environmental Science	30.5
ESM Biology	180.8
ESM Environmental Studies	16.2
ESM Forestry	81.1
First Nations	43.2
General Arts	59.1
Geography	28.2
Health Sciences	210.3
History	45.7
Integrated Science	20.3
International Studies	21.1
Joint Arts	48.3
Joint Arts & Science	5.5
Joint Science	27.0
Mathematics	23.2
none	53.7
NRES Natural Res & Env Studies	136.0
Nursing	303.3
ORTM Outdoor Rec & Tour Mgmt	20.4
Physics	17.6
Political Science	24.2
Psychology	231.2
Social Work	119.7
Women's & Gender Studies	6.5

What graduates say about UNBC

The most recent results from the Canadian University Survey Consortium (CUSC) show that UNBC continues to perform on par or better than comparator universities across a wide range of topics. The 2021 Graduating Student Survey revealed several insights into the student experience at UNBC. When looking at comparator universities, UNBC students report positive interactions with professors, provide higher ratings for how the university dealt with the impact of COVID, and provide similar ratings on key outcomes, and communication, analytical, learning and work skills.



Notable responses:

- 76% 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.
- 76% felt a sense of belonging at UNBC.
- UNBC students have arranged for higher paying jobs than students at other universities. Graduating students are employed with a median monthly income of \$4,777 (the average for all universities is \$4,000).
- 64% agreed that they received good value for their money.
- 42% of UNBC graduating students have arranged for employment after graduation (national and comparable average: 31%).
- 95% were satisfied or very satisfied regarding their personal safety on campus, eight percentage points more than comparator universities.

Degrees offered

Arts (BA)

Anthropology
Economics
English
Environmental and Sustainability Studies
First Nations Studies
General Arts
Geography
Global and International Studies
History
Nature-Based Tourism Management
Northern Studies
Political Science

Women's Studies

Commerce (BComm)

Accounting
Finance
General Business
Human Resources Management
International Business
Management Information Systems
Marketing

Education (BEd)

Elementary (K-7)
Secondary (8-12)

Health Sciences (BHSc)

Biomedical Studies
Community and Population
Health: Aboriginal and Rural Health
Community and Population
Health: Environmental Health

Science (BSc)

Biochemistry and Molecular Biology
Biology
Chemistry
Computer Science
Conservation Science and Practice
- Wildland Conservation and Recreation
- Landscape Conservation and Management
Environmental Science
Forest Ecology and Management
Geography
Integrated Science
Mathematics and Statistics
Physics
Psychology
Wildlife and Fisheries

Applied Science (BASc)

Civil Engineering
Environmental Engineering
(UNBC) 4 year degree
Environmental Engineering
(UNBC/UBC) 4.5 year Joint Degree

Nursing (BScN)

Northern Baccalaureate Nursing
Program (NBNP offered only at Peace
River-Liard Campus)
Northern Collaborative
Baccalaureate Nursing
Post-Diploma Baccalaureate
Nursing

Planning (BPl)

First Nations Planning
Natural Resources Planning
Northern and Rural Community
Planning

Social Work (BSW)

Child Welfare Specialization
Indigenous Specialization

Master's Degrees

Applied Science (MASc)

Engineering

Arts (MA)

Development Economics
Disability Management
English
First Nations Studies
Gender Studies
History
Interdisciplinary Studies
International Studies
Natural Resources and Environmental
Studies
- Environmental Studies
- Geography
- Outdoor Recreation and Tourism
Management
Political Science

Education (MEd)

Counselling
Multidisciplinary Leadership
Special Education

Engineering (MEng)

Integrated Wood Design

Business Administration (MBA)

Science (MSc)

Business Administration
Health Sciences
Interdisciplinary Studies
Mathematical, Computer, Physical,
and Molecular Sciences
- Biochemistry
- Chemistry
- Computer Science
- Mathematics
- Physics

Natural Resources and Environmental
Studies
- Biology
- Environmental Science
- Forestry
- Geography
- Outdoor Recreation,
Conservation,
and Tourism

Psychology

Natural Resources and Environmental Studies (MNRES)

Nursing (MScN) (MScN: FNP)

Social Work (MSW)

UBC Division of Medical Sciences

*These degrees are UBC degrees delivered
in partnership with UNBC. Application is
through UBC.*

Northern Medical Program (MD)

Occupational Therapy (MOT-N)

Physical Therapy (MPT-N)

Doctorate Degrees (PhD)

Health Sciences
Natural Resources and Environmental Studies
Psychology

Graduate Certificates

Indigenous Child and Youth Mental Health
Leading for Learning
Special Education

Certificates

First Nations Certificate Programs

Aboriginal Community Resource Planning
Aboriginal/Indigenous Health and Healing
First Nations Language
First Nations Public Administration
General First Nations Studies
Métis Studies
Nisga'a Studies
Traditional Ecological Knowledge

Local Government Administration Certificate

Nursing Certificate Program

Rural Nursing

Social Work Certificate Programs

Child Welfare

Diplomas

First Nations Diploma Programs

Aboriginal/Indigenous Health and Healing
First Nations Language and Culture

Post-Baccalaureate Diplomas

Curriculum and Instructional Studies

Canada's Green University:

Building on government's CleanBC strategy and supporting a clean economic future.

Environmental sustainability has been at the core of UNBC's being from its very inception, which is why the University trademarked itself as Canada's Green University. We are leading the way on sustainability initiatives, and this year launched a revitalized Green University Strategic Task Force to further our development in academic programming, research and operations.

Students, faculty and staff are all involved in developing sustainability-focused research and coursework. While there are far too many examples to compile a comprehensive list in this report, several highlights from just the last year include the following:

- The Faculty of Environment School of Planning and Sustainability classes and faculty are working with Nak'azdli Whu'ten Nation on land issues, supporting the business community in Prince George with GHG reductions, and work with employers across the region on student internships.
- That Faculty is also discussing new collaborations with the City of Quesnel and its Forestry Innovation Centre for innovative bioproduct analyses and cleantech.
- Student research projects took place at October Farm, with specific groups receiving additional support from the

Regional District of Fraser Fort George (compost related), City of Prince George Wastewater Treatment Plant (biosolids), BC Biocarbon (biochar) and Pacific Western Brewing (yeast).

- Dr. Jianhui Zhou, a member of the engineering faculty, received a \$250,000 grant from the Canada Foundation for Innovation's (CFI) John R. Evans Leaders fund. The grants will support the purchase of vibration and sound equipment to enhance Zhou's research on wood building vibration and acoustics, including mass timber floor vibration, dynamic properties of tall wood buildings, and sound insulation in mass timber buildings.
- Students were involved in case study projects led by professionals from the Regional District of Fraser Fort George, Industrial Forest Service Ltd., Ministry of Energy, Mines and Low Carbon Innovation, and Sylvis Environmental.
- Scientists are tracking hydrometeorological extremes in the upper Nechako Watershed in conjunction with Fisheries and Oceans Canada's Nadina River Spawning Channel.
- The Continuing Studies department is working with industry and community partners such as Suncor, Northern Health

and Rio Tinto to develop specialized training programs.

- A UNBC PhD candidate, Jose Aragon, is part of an international research team that was recognized for its work supporting the United Nations sustainable development goals in South America. He collaborated on a project funded by the National Aeronautics and Space Administration (NASA) that received a Group on Earth Observations Sustainable Development Goal Award. The project, Connecting Science to Policy to Strengthen Reporting on SDG15 in Colombia, Ecuador, and Peru, uses mapping tools to better understand the extent and quality of forests in these incredibly biodiverse countries.

Operationally, UNBC continues to excel on the sustainability front. Thanks to UNBC's foresight dating back more than a decade with regards to renewable energy resources, the university has reduced its annual buildings emissions consistently by more than 60% compared to 2007 baseline levels. Thus, UNBC is already exceeding the 2030 building emissions target.

Yet we aren't content to stop there.

The University will continue its efforts to reduce emissions, working with partners such as BC Hydro. For example, various future low-carbon electrification projects are anticipated to continue to displace the remaining use of fossil fuels, such as the conversion of domestic water heating from natural gas boilers to heat pumps at the Northern Sport Centre. Additionally, UNBC continues to investigate and implement energy efficiency measures, such as ongoing multi-year upgrades of building heating systems from older inefficient heat exchanger and pumping designs to smaller and more efficient systems (which will importantly also provide an opportunity for future heat recovery projects). With the success of the two new Passive House certified buildings at UNBC, all future new buildings are expected to also meet Passive House standards. The University will also investigate the viability of applying Passive House-type envelope and ventilation

upgrades to existing buildings such that their energy use can be similarly minimized. Several significant operational activities took place this year that are examples of UNBC's commitment to sustainability.

Continuous Optimization:

- In FY22, we completed the second round of Continuous Optimization of two buildings: the Northern Sport Centre and Charles J. McCaffray Hall. The total savings for these buildings from measures implemented in the first and now second rounds of Continuous Optimization is 541,850 kWh of electricity per year, 1,040 GJ of fuel per year, and \$80,200 of cost savings per year.
- For FY23, we've already started on the second round of Continuous Optimization for three buildings: the Library, Conference Centre, and Teaching & Learning Centre. This will be the final phase for the second round of Continuous Optimization.

Heat Exchanger Upgrades:

- We have started a multi-year series of heat exchanger upgrade projects. The intent is to replace aging inefficient heat exchanger systems with newer more efficient systems. This entails replacing sometimes massive plate-and-frame heat exchangers with smaller, more efficient brazed plate heat exchangers. Additionally, this often entails replacing large inefficient fixed speed pumps with fewer, smaller variable speed drive pumps. The projects allow for more efficient yet robust piping design, while also being maintenance friendly. All these tweaks, large and small, for each system that is upgraded, ultimately improve the efficiency of each system which then result in less electricity and fuel demand. It's a multi-year series of upgrades. In 2021, the Dr. Donald Rix Northern Health Sciences Centre heat exchanger system was upgraded. This year, we are looking at upgrading multiple systems in the Agora. Previously, we've completed upgrades in the Power Plant, Charles J. McCaffray Hall, Teaching & Learning Centre, and Conference Centre.

Community Engagement:

- UNBC ran its popular Energy Wise Bingo contest for the second year. In partnership with BC Hydro, the Energy Wise program organizes an energy conservation campaign that asked participants to complete at least one line of a Bingo card with a variety of tasks/challenges to get people engaged in energy conservation and become more informed on sustainability initiatives at UNBC.
- UNBC facilities staff give student tours of the Bioenergy plant, the new Passive House certified Facilities Maintenance Building, and the Conference Centre solar panels. Staff have also given guest class lectures, interface with students/professors on coursework, participate in sustainability discussion panels, and take part in the Electric Vehicle Experience event in Prince George last fall, exhibiting our Nissan Leaf. Energy Management Assessment
- Roughly every two years, BC Hydro arranges for a consultant to carry out an Energy Management Assessment (EMA) session with UNBC representatives. At the most recent one in November 2021, various areas for improvement were identified but on the whole UNBC scored 91% vs our targets. In partnership with BC Hydro, UNBC is expected to achieve energy savings of more than 570,000 kWh/ year (\$80,500/year) in 2021-22.

Bioenergy Plant

- UNBC's Bioenergy Plant underwent major maintenance from March 2019 to March 2020 to replace the boiler, and then again for a short period in late 2020. The plant, when running optimally, is used to offset natural gas use by as much as 85% annually. The learnings from recent years have also prompted a renewed focus on preventative maintenance planning for the Bioenergy Plant, both in terms of regular short-term and major long-term maintenance activities.

Our Bioenergy Plant uses local sawmill residue, reducing our fossil fuel consumption to heat the university by 85%.

Package-free bulk foods store on campus. **Secure, covered bike storage, stand-alone bike lockers, a bike repair station and shower facilities.**

The Wood Pellet Plant saves 140 tonnes of CO₂ per year.

Carpooling program.

The Green Fund provides grants for innovative projects to create a more sustainable campus.



Strategic Priority Areas of Focus 2022-23

Building on 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 our vision, mission, values, and our motto 'En Cha Huná, which underlines the integral nature of equity, diversity, and inclusion.

The guiding principles developed in 2022 align with the post-secondary system strategic objectives in B.C., including Capacity, Access, Efficiency, Quality and Relevance. They also align with the recently announced Declaration Act Action Plan, which identifies goals and outcomes for every Ministry that form the long-term vision for implementing in B.C. the United Nations Declaration on the Rights of Indigenous Peoples. These principles inform the institution's key priorities, strategic planning efforts, and decision-making processes.

Guiding principles

1. Invest in the core mission in alignment with strategic priorities.
2. Take a strategy-driven, data-informed, risk-based approach.
3. Foster mutually respectful relationships and employee success.
4. Strive for effectiveness, efficiencies, and collective excellence.
5. Demonstrate transparency, accountability, and fiscal stability.
6. Embrace social responsibility and relevance.

These guiding principles lead to a set of three key, strategic priority areas of focus for 2022/23:

1. A transformative student experience.
2. Teaching excellence, research, innovation, and impact.
3. Effective community service, outreach, and engagement.

An additional three supportive priority areas of focus were crafted to support those listed above:

1. Inclusive people development and collective excellence.
2. Process optimization and systems renewal.
3. Revenue generation and diversification.

More detailed information regarding UNBC's Goals and Objectives for 2022/23 can be found in the Performance Plan and Report section.

Tracking the Pineapple Express

Every fall, intense “Pineapple Express” storms dump large amounts of rain and snow along northern British Columbia’s Coast Mountains. Pineapple Express storms are the colloquial name for atmospheric rivers that originate in the Pacific Ocean near Hawaii and transport high volumes of moisture northwards.

This year, a team of University of Northern British Columbia researchers embarked on fieldwork campaigns to gain a better understanding of how these atmospheric rivers influence precipitation in the region and what it means for the future of the Nechako River Watershed in northern B.C. The work is part of the Natural Sciences and Engineering Research Council of Canada (NSERC)/Rio Tinto Industrial Research Chair in Climate Change and Water Security project, led by Environmental Science Professor Dr. Stephen Déry.

The Tahtsa Ranges Atmospheric Rivers Experiment (TRARE) explored how much and what type of precipitation these storms bring to the region. The experiment was the first of its kind in Canada and the results will help to inform our understanding of how climate change may affect the hydrology of the Nechako River Watershed.

“While these storms often replenish critical water resources, the adverse, and often violent, conditions that accompany them such as flooding, washouts and landslides can damage infrastructure and endanger the health and well-being of ecosystems and communities,” Déry says. “With climate change, it is anticipated these ‘rivers in the sky’ will become more frequent and intense along B.C.’s coast. It is therefore critical to understand their nature and impacts including within the Nechako Watershed.”

UNBC and Université du Québec à Montréal (UQAM) researchers travelled to three remote sites about 100 kilometres south of Houston, B.C.: the Mount Sweeney weather station, Huckleberry Mine, and the Nadina River spawning channel.

The team, which included a rotation of UNBC graduate students and other trainees, deployed state-of-the-art-meteorological equipment including weather stations, launched weather balloons to profile air temperatures, humidity and winds, monitored rain gauges along the slopes of Mount Sweeney, and used equipment to measure the volume of water in Lake Sweeney and the Tahtsa Narrows as well as the volume of water going through streams in the area.

The team is also collaborating with volunteers from the Cheslatta Carrier Nation to install an array of standard gauges to collect additional precipitation data within the Nation’s traditional territory.

The NSERC/Rio Tinto Industrial Research Chair is a five-year multifaceted research project examining the hydrology of the Nechako River Watershed. The project is now in its third year and the research team publishes regular newsletter updates on their fieldwork.

“The extensive monitoring network of water temperature loggers, precipitation gauges and weather stations combined with computer modeling are providing insights on the causes for the Nechako’s rapidly changing environment,” Déry says. “Our partnership with Rio Tinto has facilitated research across the vast Nechako Watershed to the benefit of their operations, in addition to various stakeholders and communities across the basin.”



Strategic Context

External factors

Significant and transformational changes are taking place at UNBC as we grow and adapt to an ever-changing global community. We continue to keep a watchful eye on the changing context of the region in which we live, learn, and work, as the economic, cultural and social fabric of the North supports the needs and aspirations of all British Columbians.

UNBC was created through a grassroots campaign that saw 16,000 people pay \$5 to sign a petition, join the Interior University Society, and call on government to create a University in the North, for the North. That initial groundswell of passion for post-secondary education in the region has created a special relationship between UNBC and northern B.C. communities. Relationships developed over the past 30 years with industries, donors, and supporters have strengthened that founding campaign into a unique bond that further enriches our students' experiences. Community partnerships and UNBC Alumni ensure that learning is relevant to the opportunities and challenges of the communities where our students and

their families live, work, and play. This year marks a milestone moment, as the number of UNBC graduates will surpass the 16,000 mark in May 2022, meaning each of those early post-secondary education advocates is now equaled by one successful UNBC graduate. This moment provides UNBC an opportunity to re-engage with graduates and the broader community about UNBC's evolution over the past 30+ years, the impact the institution has had on northern B.C. and the world, and the future potential of the University while also recognizing the privilege it is for UNBC to serve the communities who have put their faith in us.

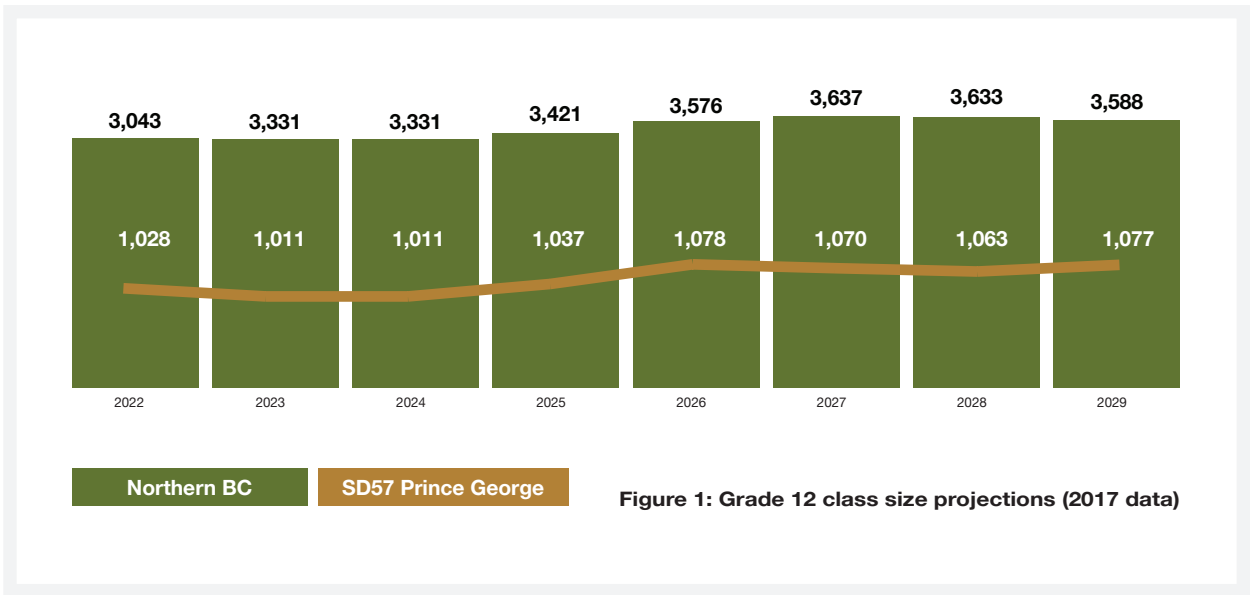
This sense of ownership that the North has of UNBC is reflected in our

student body. The majority of UNBC students come from northern B.C. Yet UNBC also attracts students from across the province, country, and around the world.

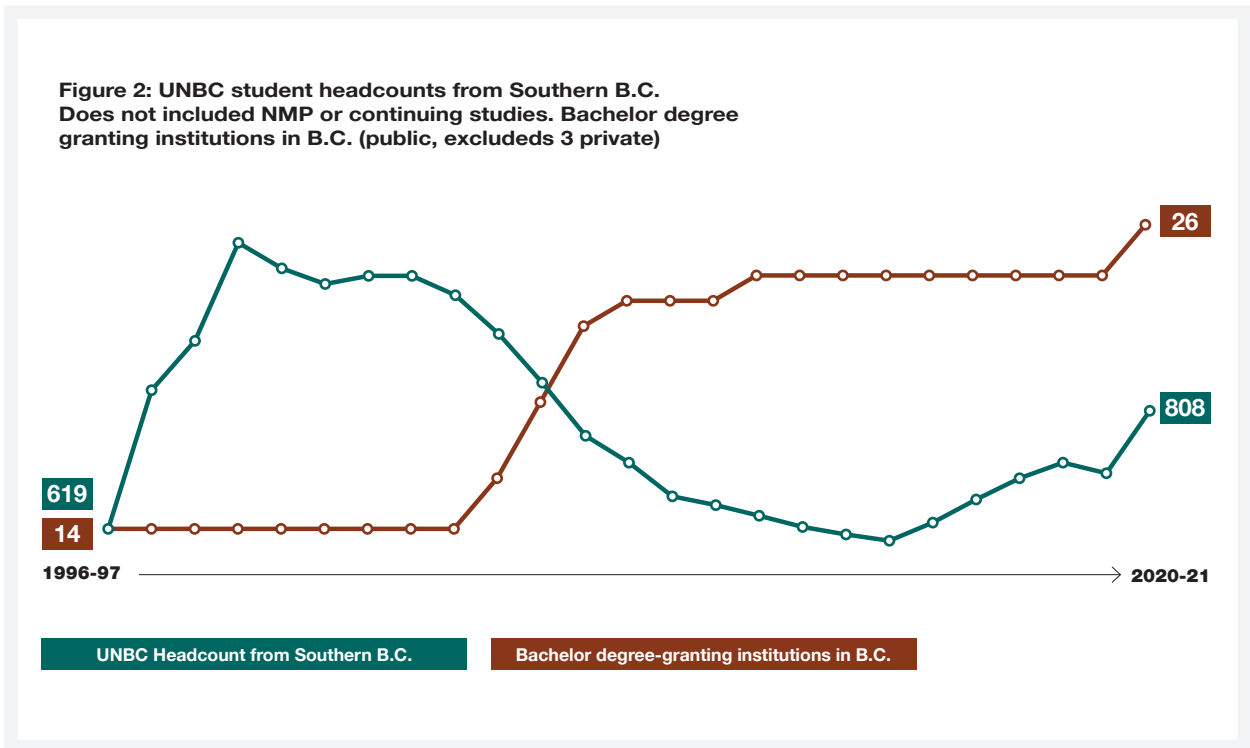
Students choose to attend UNBC for a variety of reasons, but recent admissions surveys undertaken by the student recruitment team have clearly identified the top five:

- 1. The University offered my program**
- 2. Proximity to home**
- 3. Affordability to attend**
- 4. Award/scholarship/bursary offer**
- 5. Ranking/reputation**

UNBC will face challenging external contextual factors over the next two decades. First, based on current and projected K-12 populations, not only in northern B.C. but across the province, we can expect student numbers in the traditional “fresh out of high school” demographic from our historic catchment areas to remain relatively flat.



The significant growth in degree-granting institutions in B.C. continues to have a lingering effect on UNBC’s enrolment (see Figure 2).



Once one of only a few degree-granting institutions, UNBC is in a hyper-competitive recruitment market. Institutions with greater capacity for offering new programming, larger, more dense nearby populations, and far larger recruitment and retention budgets, are meeting their enrolment goals in part by offering programming in UNBC's traditional catchment areas across the North.

Achieving enrolment growth requires that UNBC maintain quality programming, improve retention rates, increase student recruitment in other catchments areas (southern B.C., across Canada and internationally), and refine program and schedule offerings to further open UNBC to mature student categories. All of this is required, not only to meet and exceed enrolment targets, but to further enhance diversity in UNBC's student body while ensuring an outstanding student experience.

Program Delivery in a region the size of France (with a population just 13% that of Paris)

As a University serving a low-density and geographically large area, delivering on our regional mandate requires significant resources, innovation, and collaborations with northern colleges. UNBC has a system of regional campuses and partner organizations where some programming is delivered in an in-class format. UNBC has an opportunity to leverage technological advances and alternate modes of program delivery and evaluation, something that we were forced to achieve as a result of the COVID-19 pandemic. UNBC faculty performed a Herculean task of transitioning their courses into the digital world at a rapid pace, with staff providing top-tier service in support of students and faculty at every step along the way. It demonstrated that our community is capable of thriving in different modes of program delivery and that with the right investments, UNBC could further deliver on its original "in the North, for the North" mandate, expand our reach to a global community and develop pedagogical models that would allow programming to be delivered to students wherever and whenever they may want to learn.

Global Realities – a Time of Uncertainty

While the economy of northern B.C. is diversifying, as goes the forest industry, so goes northern B.C. Conversations over the past 20-plus years have focused on the impact of the mountain pine beetle and other pest species, fibre availability, and the inevitable reductions to the region's Allowable Annual Cut levels. Hundreds of forest-sector jobs have been lost in the past few years across UNBC's catchment area, with the potential for thousands of indirect or spin-off jobs to be lost as well. This economic reality has an impact on families' plans for post-secondary education, as their ability to fund it may be reduced. At the same time, it presents opportunities for people to retrain, develop skills and knowledge, and embark on new careers by accessing post-secondary education.

Yet new factors are adding to that already significant, once-in-a-generation challenge. Climate change, more disastrous forest fire seasons, intense flooding, supply chain upheaval, and global economic conditions amid a pandemic have all contributed to greater uncertainty. Ongoing engagement with Indigenous communities, including around business development and land use, provides opportunities while highlighting the need to adapt to a changing landscape and changing perspectives. And an emerging, hyper-competitive employment market makes finding new, skilled talent more challenging.

Internal factors

Enrolment

The University is funded for 3,505 students (undergraduate 3,019, graduate 486); however, total enrolment has never reached Ministry targets.

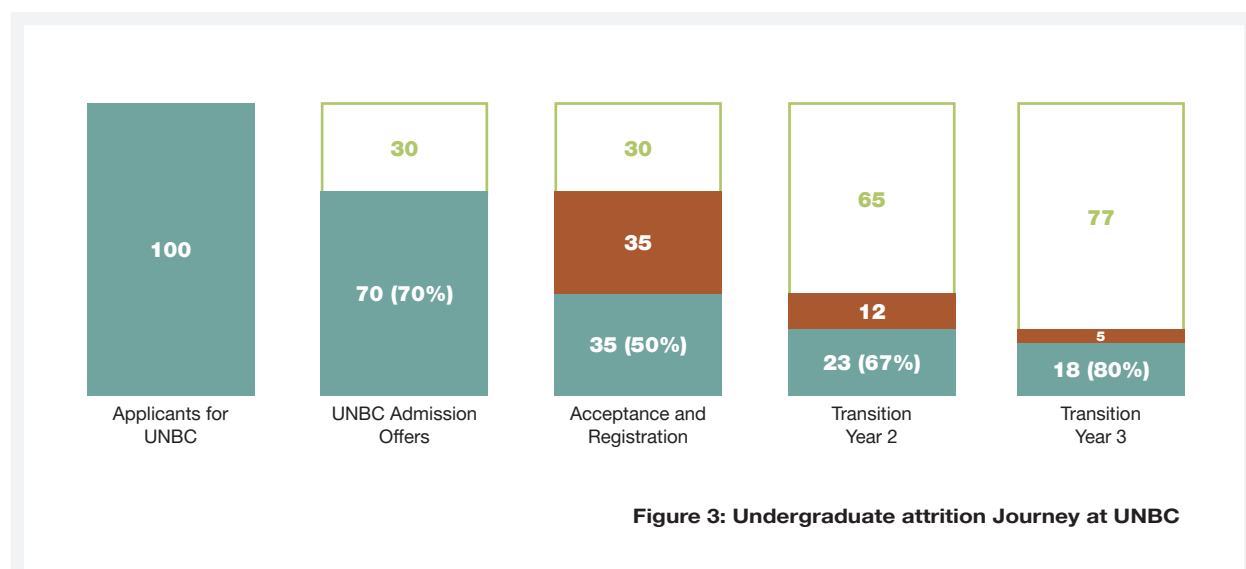
Table B: Enrollment FTE and Ministry Targets

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Enrollment FTE	2,780	2,759	2,776	2,722	2,553	2,477	2,573	2,592	2,672	2,680	2,571	2,528
Performance Gap vis-à-vis Ministry FTE Targets	651	696	679	733	902	978	870	832	757	825	1,004	1,135
Target Achieved %	81%	80%	80%	79%	74%	72%	75%	76%	78%	76%	72%	69%

UNBC continues to proactively address its enrolment challenges. We are finding new ways to offer programming in the regions and remotely. As the pandemic continues, UNBC continues to see a trend of more students taking fewer courses; as a result, the demand on administrative support structures (such as registrar-based supports, health services, ITS, etc.) increases, while the FTE count does not. We anticipate that the sooner UNBC returns to the more traditional in-person model of course delivery, and the rich experience students enjoy on our campuses, the gap between headcount numbers and FTE numbers will narrow.

UNBC also offers a “dual-credit” opportunity for students from multiple school districts. These partnerships allow high-school students to obtain credit towards high school graduation while also earning credit in a first-year class at UNBC, at little to no cost to the student.

Beyond recruitment, UNBC is also keenly aware of the need to retain its students. The attrition journey of students at UNBC provides insights on where retention gains can be made:



Naturally, the classroom experience is the most influential factor in determining student success. UNBC continues to make improvements and investments in other areas, such as student life, student support services (including health and counselling resources) and infrastructure improvements that improve the on-campus experience. New in 2022/23 will come the institution's adoption of Strategic Enrolment Management principles. This focus on data-informed decision making will provide the University community with the information it needs to make optimal decisions in support of continued student success, an improved student experience, and better retention outcomes.

Risk Management

Risk is unavoidable; complete prevention is unattainable. From unstable enrolment and budget pressures, to people risks or cyber security, risk is everywhere. Yet a culture of responsible risk management that evaluates risks and mitigation techniques bolstered by a commitment to action can greatly reduce exposure. 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 interviews (individual and group) were conducted with more than 45 individuals representing a diverse set of stakeholders. This led to the development of a set of risk themes for UNBC: Strategic, Governance, People, Financial, Operational, and Facilities. A comprehensive Risk Register will be developed in 2022 to ensure UNBC is positioned to anticipate and mitigate risk across a wide range of issues.

Labour relations

The 2022/23 year will see the University enter bargaining with both CUPE locals. Union executives and the University administration have taken a more collaborative approach over the past two years in their communications with one another. The parties meet regularly to address issues of mutual concern and approach areas of conflict through listening and an earnest desire to reach compromise and solutions.

This open and deliberate commitment to more frequent, more robust communication has led to a new era of labour relations at UNBC. This was demonstrated in the spring of 2021, when, in early April, the negotiating parties of the UNBC Faculty Association and UNBC announced that they had secured a deal outside of arbitration. Those teams continue to work towards implementing the new agreement, rebuilding trust, and collaborating for the good of the entire UNBC community.



Timberwolves unveil Indigenous logo, jerseys

It was a project many years in the making. Following a long process of collaboration and consultation, one that was fueled by passion, the UNBC Timberwolves became the first college or university athletic program in Canada to unveil an alternate logo and jersey designed completely by an Indigenous artist.



The new look was designed by Gitxsan artist Trevor Angus, who attended UNBC from 2000 to 2003 and previously designed the logo for the University's First Nations Centre.

"I was so excited when this opportunity came about. I remember attending UNBC basketball games, and thinking I wish I could redesign the jerseys with my Gitxsan flare," said Angus. "When the Timberwolves approached me with the idea, I was thrilled. It was a long time in the making due to COVID, but I am happy that it is finally being unveiled."

The uniforms are another tangible, substantial step UNBC is taking towards Indigenous representation and acknowledgement.

"I am incredibly proud of this entire project and what it represents," said UNBC President Dr. Geoff Payne. "The Timberwolves have worked diligently in collaborating with so many voices, and it is truly a special day. I can't say enough about the support from the Lheidli T'enneh, the UNBC First Nations Centre, the UNBC Office of Indigenous Initiatives, as well as the loyal supporters of our university. This will only propel us forward towards better relationships and understanding, and I am thrilled it is happening here in northern B.C."

The jerseys are, truly, a work of art. Angus took the Timberwolves wolf logo that has been used since 1998, and interpreted it, along with creating custom Indigenous piping that adorns the sides of the soccer and basketball uniforms. The artist also supplied UNBC with an additional wolf design that sits subtly beneath the main Timberwolf logo.

"I loved the whole wolf theme that was already there, and I worked on

that. I always thought of the wolf as an animal that works in a pack, or a team, so I thought it was such a good fit," said Angus. "I had the vision of what I wanted to do before I ever put pencil to paper. I'm happy with the results. I hope UNBC wins lots of games while wearing these jerseys."

Beyond the incredible art supplied by Angus, the jerseys and shorts display meaningful messages that were important to the Timberwolves and the program's stakeholders. In consultation with Lheidli T'enneh Chief and Council, the shorts bear syllabics that translate to "En Cha Huna," while that very phrase sits across the back shoulders of every jersey. "En Cha Huna," is UNBC's motto, from Dakelh (Carrier) Elders, and is interpreted as "respecting all forms of life."

Prior to the launch of the jersey, the UNBC student-athletes met with UNBC's Manager of Aboriginal Student Engagement, Bev Best, who explained the significance of the jerseys, as well as the traditional smudging ceremony each uniform received.

"Relationships take time, patience, and hard work if it is to be a true relationship," said Best. "That's what the First Nations Centre and Athletics have, and we continue to work towards a positive future for student success at UNBC. I feel fortunate to be a part of that."

The new jerseys made their soccer debut on Oct. 23, 2021 at the first annual "Nats'ilnik Day," which is the Dakelh word for "coming together." The basketball teams followed up with their first "Nats'ilnik Day" on Nov. 6. "I think it is so awesome that UNBC has done this," said Angus. "It shows such a respect for the territory that the (Prince George campus where the Timberwolves play) sits on."

Mandate Priority Reporting

UNBC tracks and reports on multiple activities across the institution that link directly to the principles listed in the Minister's 2021-22 Mandate Letter and Letter of Direction. These priorities are as follows:

- **Putting people first**
- **Lasting and meaningful reconciliation**
- **Equity and anti-racism**
- **A better future through fighting climate change**
- **A strong, sustainable economy that works for everyone**

These priorities are reflected across the actions highlighted in the table below, that are categorized by the University's strategic objectives stated in last year's IAPR. Others are reported on more specifically in the "Reporting on Strategic Initiatives" section.

Take meaningful steps towards addressing equity, diversity and inclusion.

Office of Equity Affairs

- A new Associate Vice President, Equity Diversity and Inclusion was named, effective March 4, 2022. An Office of Equity Affairs has also been created, falling under the University President's portfolio.

Office of Indigenous Initiatives

- Developed and hosted multiple engagement events, including "Walking This Path Together," and Solstice and Equinox celebrations of Indigenous traditions and culture.

First Nations Centre

- First Nations Centre space and programming, including messaging, is inclusive to all UNBC community members.

Office of University Governance

- Supporting the development of equity, diversity and inclusion related University policies and procedures and inclusion of EDI elements into existing policies and procedures.
- Encouraging inclusivity across governance bodies by fostering an environment where differences are welcomed, recognized, appreciated, respected and responded to in ways that develop and utilize talents and strengths.
- UNBC signed on to the Scarborough Charter on anti-Black Racism and Black inclusion in Canadian Higher Education.

Office of Research and Innovation

- The ORI has been leading the development and revision of the Canada Research Chairs Equity, Diversity and Inclusion Action Plan association with the Canada Research Chairs Program. This has resulted in meaningful steps towards addressing EDI issues at UNBC.

Wellness Services

- BIPOC Counsellor position hired.
- Professional Development: "LGBTQIA2+ Foundations: Creating Clarity and Confidence" and "Transgender Awareness and Putting it Into Practice" with Wellness Team.
- Meeting with Foundry Prince George (arm of Northern Transgender Health Clinic) to ensure we understand process and referral process for our students.
- FNC Coffee Group – co facilitated all year with Elders.
- Bell Let's Talk – anti-atigma for Mental Health campaign.
- Coordinator on EDI AVP hiring Committee.
- Reviewed and updated clinical forms to be inclusive.
- Creating our new spaces to have accessibility as priority including fully accessible exam rooms in medical clinic and accessible doors and common spaces.

Department of First Nations Studies

- Developed Indigenous Speaker Series delivered monthly by the program.
- Expanded the number of Indigenous guest speakers (Elders, traditional knowledge holders, and visiting scholars) in various classes.
- Ongoing development of courses, workshops, and modules that address racism in the health-care context.
- Ongoing archeological community-based research with both Babine Nation and, now, Charlie Lake in northeastern B.C.
- Ongoing community-based research with Métis and Indigenous responses to Alberta oil sands development.

Faculty of Indigenous Studies, Social Sciences and Humanities

- EDI statements drafted by most academic programs.
- EDI statement adopted for Faculty (website).
- Reviewed and revised hiring practices to achieve gender equity, eliminate biases.
- Created space at Faculty Council for continued dialogue on items for attention, discussion, and action.
- Working on MOU and MOA to overcome hiring inequities within Indigenous communities.
- Budget realignment to address historic inequities and allocations.

Faculty of Environment

- All members of search committees complete EDI training prior to participation in new searches.
- In a move to envision working toward reconciliation/addressing TRC recommendations, invited a presentation by researchers looking at what is being done in campuses across Canada.
- Geography of Canada (GEOG 203) course developed from scratch trying to decolonise the content, totally restructure the approach, and have a more inclusive framework.
- Inspiring Women Among Us event offered annually, this year offering specialized EDI training in addition to events and dialogue.
- Implementing anti-racist and EDI practices in several classes across the School of Planning and Sustainability.

Division of Medical Sciences

- Completed renovations of the learner change rooms at the University Hospital of Northern British Columbia, which created a space that is inclusive for all genders.
- Contributing to Undergraduate Medical Education admissions policy and process changes that support low SocioEconomic Status, rural and Indigenous students.

Library and Archives

- Reviewed best practices for more inclusive hiring and implemented new procedures, including posting language, where to post, sending interview questions in advance, etc.

Faculty Relations

- Equity workshops were held for all members of appointment selection committees.
- Three synchronous workshops were offered to 89 faculty members and deans; the recording was viewed by another 13 members.

Human Resources

- Human resources either implemented or supported a wide range of EDI initiatives:
 - o Formation of the Presidential Task Force on Equity, Diversity and Inclusion.
 - o Formation of the student roundtable on Confronting Racism at UNBC.
 - o Appointment of a BIPOC Counsellor.
 - o Recruitment of the inaugural AVP of Equity, Diversity, and Inclusion.
 - o EDI training and orientation for search committees.
 - o An explicit commitment to EDI has been made in all job postings encouraging applications from equity-seeking groups and providing accommodation as part of the hiring process.
 - o Updated the self-identification form to track (in aggregate) candidate pool diversity.

Continuing Studies

- Equity in hiring: Discuss unconscious biases with hiring committees so we become aware of our own perceptions. Participated in unconscious bias webinars.
- New Programming: Apply Gender-Based Analysis Plus approaches in government proposals.
- Indigenization: Developed a Working with Indigenous Communities Course for respectful relationships.

Athletics

- Created an Indigenous uniform and accompanying promotional pieces, including video as part of an ongoing relationship with the Lheidli T'enneh.
- New Indigenous award for student athletes funded by partial proceeds from Indigenous logo clothing and other material sales.
- Conducted departmental EDI training and created an Equity Statement
- Created a Black History Month student athlete video that was recognized and promoted by U SPORTS.

Housing and Residence Life

- Developing an EDI statement for Housing, and crafting plans for hanging LGBTQ2+ flags.
- EDI training with Housing staff, including Gender-based Analysis Plus.
- Hiring a Restorative Relations & Student Supports Coordinator.
- Development of new Social Justice Residence Assistant role focusing on social issues, accessibility, and inclusivity.

Information Technology Services

- ITS has been approved in principle to work remotely anywhere in B.C. This allows the ITS department to better accommodate persons with disabilities, health conditions or life situations that would otherwise preclude them from working at an organization such as UNBC. The diversity of our applicant pool has significantly expanded since making this change. We will continue to improve our work model with a focus on inclusion for all people.

Facilities Management

- Facilities led the construction process for UNBC's new Ceremonial Fire Circle and the new dedicated seating and welcome area for visiting Elders at the Prince George campus entry.

Business Services

- UNBC Land Trust planning and preparation continues with Indigenous involvement and focus. An Elder from the Lheidli T'enneh First Nation has committed to acting in an advisory capacity. The draft vision includes the core principle of Indigenous Inclusion and a proposal to appoint an Indigenous representative on the UNBC Land Trust Board. Preliminary discussions are occurring around the viability of planning for Indigenous student housing.

Food, Conference and Event Services

- Food Services staff attended "Traditional foods and Indigenous recipes in BC's Public Institutions Post-secondary institutions."
- Food Services partnered with the International Office to host campus-wide celebrations serving traditional foods in the Agora Dining Hall for international students; e.g. Lunar New Year, Nowruz.

Bookstore and Retail Services

- Support for and promotion of the Indigenous Logo Line of products.
- More diversity in hiring (i.e. student workers).
- Merchandising Indigenous Artwork more prominently
- Working towards more transparency and clarity in handling sponsored students (i.e. privacy, security, process).
- Addressing accessibility issues with store layout and merchandising practices.

Northern Sport Centre

- EDI and Indigenization coursework/training provided for staff.

Communications and Marketing

- Enhanced the Indigenous Resource Dati (doorway) website.
- Worked with the Office of Indigenous Initiatives to promote the wide range of events and initiatives that Office undertook, including cultural celebrations and healing events.
- Multiple social media posts/campaigns raising awareness and discussing issues related to vulnerable and underrepresented groups.
- Multiple media requests resulting in positive news coverage highlighting the issues and how UNBC is addressing these challenges and opportunities.

Return-to-Campus Planning and Implementation for the Fall 2021 and Winter 2022 Academic Term

Ensure UNBC's planning, preparation and implementation framework aligns with the guidelines of the Provincial Health Officer and supports the health and safety of the entire University community in meeting our collective activities (academic, research and administrative services).

Office of University Governance

- The Office of University Governance moved to into primarily in-person operations as of September 2021, with the flexibility to move to virtual or hybrid modes when necessary (E.g. illness, increase in pandemic numbers/new waves, etc.).
- Supporting Senate and the Board of Governors in moving back to in-person meeting where appropriate and maintaining virtual committee meetings where most effective. Hybrid modes are also being considered where appropriate.

Wellness Services

- Exposure Control Plans complete.
- Medical Services continues to update medical requirements for our Centres in collaboration with Northern Health and BCCDC guidelines for community medical and allied Health Professionals.
- Access Resource Centre connected with other accessibility centres to support best practices for exam periods.
- Offered a variety of ongoing care and service modalities (video, telephone) while maintaining safety guidelines.
- Meeting and ensuring directed health and safety guidelines for our units.

Division of Medical Sciences

- Created and communicated guidelines and principles for DMS staff to support hybrid work arrangements while also ensuring support for in-person support of education and research activities.

Faculty of Indigenous Studies, Social Sciences and Humanities

- Followed PHO guidelines for on-campus activities, including work arrangements, meetings, and classroom instruction.
- Widening discussion on teaching modes of delivery.

Faculty of Environment

- Devising a digital strategy for online/hybrid course delivery for the Faculty of Environment.

Library and Archives

- Reopened levels 2-4 of library.
- Prepared contingency plans for staffing shortages from potential COVID waves.
- Ensured mask policy is adhered to throughout library.

Housing and Residence Life

- Encouragement of mask wearing within Residence.
- Proof of Vaccination program initiated.
- Social distancing and completion of safety plans for all events held by Residence Life.
- Housing Office open by appointment only.
- Blended offerings of events (virtual and in-person) based on PHO guidelines.
- Meetings are virtual, unless in person is necessary.
- Distributed COVID-19 rapid tests to all residents.



Information Technology Services

- ITS Continues to improve remote and hybrid options for students, faculty and staff. New initiatives coming this year are dedicated video conferencing carts to convert any small space on campus into one that allows remote participants to join.
- ITS continues to work with the Centre for Teaching Learning and Technology to explore and support a variety of hybrid classroom curriculum delivery technologies. These technologies support faculty and students throughout the return-to-campus phase of the COVID pandemic.

Food, Conference and Event Services

- Conference & Event Services monitored and implemented Event Safety Protocols in compliance with Provincial and Northern Health Orders for safe event hosting on campus.
- Food Services operations were adjusted in compliance with Northern Health Orders.

Bookstore and Retail Services

- Making sure precautions are in place for staff and customers (i.e. self-monitoring, mask use, sanitizing, physical distancing when available).
- Created a larger break room area that allows for more physical distancing.
- Continuing to offer health and safety products (i.e. sanitizer and masks).
- Created online pick up area to lessen congestion at peak periods.

Northern Sport Centre

- Continued support and implementation of UNBC's/PHO's health and safety requirements and recommendations.

Continuing Studies

- Developed an eight-week phased return to campus schedule for the Continuing Studies team.

Communications and Marketing

- Ongoing communications planning and implementation to ensure the University community had the right information in the right places at the right time.



Return-to-Campus Planning and Implementation for the Fall 2021 and Winter 2022 Academic Term

Ensure the University's mission and mandate provide the direction necessary to achieve success, based on community engagement and consultation.



Office of Indigenous Initiatives

- Conducted engagement with Indigenous communities across our region to inform the Indigenous Action Plan.

First Nations Centre

- Consistent collaboration with Lheidli T'enneh and McLeod Lake Indian Band to discuss MOU's, bursary updates and student success/retention.

Wellness Services

- National Standard for Mental Health and Wellbeing for Post- Secondary Students working group established to review and implement across campuses.
- Northern Health partnering to ensure collaborative care on student health and wellbeing.

Office of Research and Innovation

- Engage with the community by managing and maintaining key relationships in the community so that the research community can work to address some of society's biggest challenges.

Community Development Institute

- CDI experts play a role in many community-minded organizations and stakeholder groups:
 - o As a member of the Board of the Prince George Aboriginal Business and Community Development Center, Greg Halseth continued our work supporting Aboriginal businesses across northern B.C.
 - o As a board member with Community Futures Fraser Fort George (CF-FFG), Greg Halseth was very active as the federal government pushed out funding to support businesses through the pandemic and CF-FFG handled much of the dispersal of that financial support in the central interior.
 - o Greg Halseth participated with the Ministry of Jobs, Economic Recovery, and Innovation in reviewing the new BC Economic Strategy prior to its finalization and release to ensure that it met the needs of non-metropolitan B.C.
 - o Through the CDI, we worked with CF-FFG and the Northern Development Initiatives Trust on a series of roundtables and workshops looking at issues facing small businesses through the pandemic. Both partner organizations used this information to support their funding or program activities. This included extensive community participation in the Prince George, Vanderhoof, Mackenzie, McBride, and Valemount regions.
 - o Mark Groulx, Associate Professor, Environmental Planning, developed an experiential learning class that gave students the opportunity to work on 'real-life' planning challenges. Mark came to the CDI for assistance with identifying communities that would be willing to host the class project and developing partnerships with the local government and other relevant organizations. The CDI assisted him for two years, helping to establish projects in the District of Wells and the City of Fort St. John.

Faculty of Indigenous Studies, Social Sciences and Humanities

- Ongoing relationship-building with Indigenous communities to support language and culture programs and revitalization.

Faculty of Environment

- Engaging with community organizations to develop strategic planning for GIS Lab curricula, research, technology, outreach.
- School of Planning and Sustainability undertook unit strategic planning, aligned with the University mission and mandate.

Continuing Studies

- Industry engagement: Consulting with industry to develop programming or provide programming, including Suncor, Northern Health, Rio Tinto.
- Community Engagement: Consulting with community to develop programming or provide programming, including Nisga'a, Saik'uz, Takla Lake, Lake Babine Nation, PGNAETA.

Housing and Residence Life

- Implementation of Restorative Justice by engaging with different departments of the University in order to have a diverse representation on needs. A Restorative Justice expert is leading this process

Information Technology Services

- ITS is continuing to work with many established governance groups, including the following list, to ensure the best possible outcomes for students, researchers, and the UNBC community as a whole:
 - o Classroom Technologies (ITS & CTLT)
 - o Research Computing (ITS & VP Research and Innovation Office)
 - o Research Data Governance (ITS & Library)
 - o Geographic Information Systems Governance Board (ITS & GIS Program)

- o Functional Area Meetings
 - Registrar's Office
 - Finance
 - Human Resources
- o Operations Management (ITS & Facilities)
- o Engineering Computer Lab (ITS & Engineering)
- ITS has worked with the Engineering program to establish an embedded ITS staff member within the engineering program, located in the Prince George Downtown campus buildings to ensure a high level of support and service for the staff and faculty in those buildings.

Bookstore and Retail Services

- Developing a Bookstore Strategic Plan - 2022-2025.
- Consultation with functional experts in the team to fill gaps in products, service, and operations.
- Student survey (ENVS 326) done in April as part of UNBC engagement.
- Formulating a Retail Services Strategy Survey (which will be done on a more continuous basis).
- Re-started monthly email newsletter to UNBC Community.

Coming out of the COVID-19 Pandemic, re-connect with regional communities and campuses. The regions were a focal point during the inception and early days of UNBC; our long-term success is predicated on a robust and sustained regional engagement strategy.

Office of Indigenous Initiatives

- The Office is preparing an engagement tour of Indigenous communities with senior UNBC representatives.

Office of Research and Innovation

- Renewing efforts to re-establish relationships within the community to support research as well as youth and student engagement initiatives such as Active Minds and the Research Ambassadors.

Office of University Governance

- As the University continues to move towards in-person operations, the Office of University Governance is considering options to ensure Senate and Board of Governors public meetings continue to be accessible to people in the regions through a virtual means AND for Board members and Senators who are in the regions but unable to attend meetings in person to engage through virtual meetings.

Wellness Services

- Supported service awareness and professional self-care for professional programs at regional campuses.
- Supporting Regional coordinators to provide and administer the Survive to Thrive Program.

Faculty of Indigenous Studies, Social Sciences and Humanities

- Continued regional programming in English and First Nations Studies, with plans to expand engagement through curricular and non-curricular activities.
- Participated in Regional Advisory Councils.

Division of Medical Sciences

- The DMS staff located at the hospital sites and UNBC Regional staff in Terrace and Fort St. John have begun to work closer together in order to support a sense of community for staff who are isolated. We also hope to work closer together in order to provide cross coverage support when necessary.



Continuing Studies

- By offering virtual delivery we were able to connect with the regions in ways never before possible

Athletics

- The department continues to offer Regional sport camps.

Information Technology Services

- New video conferencing technologies help remove traditional barriers that once existed for regional campuses. ITS has actively embraced a remote-first model of working, allowing the embedding of ITS employees in any location without isolating those employees from the rest of the ITS team.
- ITS also is focusing on reducing the dependence on paper-based business processes. These types of business processes can be significant barriers to people working at remote locations and those working at regional campus locations.

Facilities Management

- Supporting AV upgrades in the regional campuses to maintain virtual connectivity.

Bookstore and Retail Services

- Developed streamlined processes for regional and sponsored student purchases
- Consulting with regional campuses on needs
- Align processes with their strategic plans (where practicable)

Supporting revitalization of our presence in northern B.C. through proactive community engagement and partnerships



First Nations Centre

- Ongoing connection to students/community to inform them of opportunities within organizations and/or community. Updated and consistent messaging sent through social media (Facebook, Twitter, Instagram) and the UNBC website.
- Partnership with BC Oil and Gas Commission for funding that provides programming and the laptop giveaway to students.

Office of Indigenous Initiatives

- The Office is developing Memoranda of Understanding and Agreements with multiple communities across the North, facilitating access to education.

Community Development Institute

Northern B.C.-wide initiatives

- The CDI has established a housing research program to identify and explore housing challenges and issues in non-metropolitan B.C. and Canada. We have collected population/demographic and housing stock data for 39 communities across B.C., including Dawson Creek, Fort St. John, Fort Nelson, Tumbler Ridge, Chetwynd, Prince Rupert, Terrace, Kitimat, Smithers, Houston, 100 Mile House, Williams Lake, Quesnel, Valemount, Vanderhoof, Mackenzie, and Prince George. To make this information accessible, the CDI delivered 19 webinars to over 700 people across the province in the Fall of 2021. This data and the webinar recordings are available on the CDI's Housing Information Portal. The program has been funded by BC Housing.
- Greg Halseth's SSHRC funded Local Government Entrepreneurial project conducted interviews with municipal staff in eight communities to talk about how they are responding to changing provincial supports around community and economic development. Communities involved included Dawson Creek, Fort St. John, Mackenzie, Burns Lake, Quesnel, Kitimat, Prince Rupert and Valemount. The project is also working to profile innovative entrepreneurial initiatives that municipalities such as Dawson Creek and Kitimat are starting on their own.

Northeast Region

- Working with seniors' organizations and the District of Tumbler Ridge, the CDI conducted an assessment of senior's housing in the community. The purpose was to determine, at the household level, the housing and health support services that will be required in Tumbler Ridge to support seniors aging-in-place. The assessment revealed that many seniors were struggling and needed assistance with home repairs, yard maintenance, and home adaptations for mobility. The assessment tool designed by the CDI for this project is being refined and will be made available as a tool kit to other communities.
- Working in partnership with the City of Fort St. John, the CDI undertook a four-year project designed to build a strong foundation to support the future social and economic development of the city. The project involved consultation and engagement with more than 1,600 people and 70 Indigenous, industry, business, education, health care, government, and non-profit sector organizations. The project culminated in the development of Energizing Our Future: The Social and Economic Development Framework for Fort St. John, which identified 73 inter-connected priorities in 15 inter-related action areas.

Wellness Services

- Safer Communities Board member - suicide prevention support services for northern B.C.
- Wellness Connection Network Meeting – Counselling Services monthly meeting with CNC Counselling.
- Membership with the Post-Secondary Counselling Association.
- Partnership with Northern Health providing appropriate community connected health services for our students.
- Partnership with Public Health for harm reduction and health promotion activities and services.
- Providing training opportunities with Northern Health staff within the Medical Clinic to create learning and partnership.
- Partnering with UBC Health professional programs to support their operational needs and student health care

Office of University Governance

- Ensuring the appropriate approving authority has approved of an agreement/MOU allowing the University to enter into that relationship and that the approval process and the office responsible for the repository of such documents are clearly communicated to the University community. Developing a process map for the University community as a reference document.
- Supporting members of the Board of Governors in exploring opportunities to connect with community to help advance the University's vision, mission and reputation within the communities it serves.

Faculty of Indigenous Studies, Social Sciences and Humanities

- In-person meetings and listening tour plans, when possible.
- Exploring travel-related opportunities to meet community members, in community.

Faculty of Environment

- School of Planning and Sustainability classes and faculty working with Nak'azdli Whu'ten Nation on land issues, supporting business community in Prince George with greenhouse gas reductions, working with employers across the region on student internships.
- Discussing new collaborations with City of Quesnel/Forestry Innovation Centre for innovative bioproduct analyses, cleantech.
- Helped adjudicate the first round of BC Conservation & Biodiversity Awards.
- SPS strategic planning, work planning, using Community Studio review of community engagement and partnership requirements to inform community engagement and partnership plan.

Department of Geography, Earth and Environmental Sciences

- Dr. Brian Menounos assisted BC Parks with trail assessment and bridge repairs after flooding in Mount Robson Park, by flying and processing lidar; continuing to work with them to establish monitoring of ice in Mount Robson; exploring wider

UNBC involvement in other northern Provincial Parks. (Mount Robson is hugely important to McBride and Valemount for tourism, so getting it open as quickly as possible is valuable).

- ENSC 418 (Fall 2022): student research projects at October Farm, with specific groups receiving additional support from Regional District of Fraser Fort George (compost related), City of Prince George Wastewater Treatment Plant (biosolids), BC Biocarbon (biochar) and Pacific Western Brewing (yeast).
- ENSC 404/604 (winter 2022): students involved in case study projects led by professionals from the Regional District of Fraser Fort George, Industrial Forest Service Ltd., Ministry of Energy, Mines and Low Carbon Innovation, and Sylvis Environmental.
- Dr. Greg Halsey serving as Chair of the Board of the Prince George Aboriginal Business Development Centre.
- Critical research regarding the Nechako watershed, led by Dr. Stephen Déry including the following:
 - o Research on impacts of climate change on water security in Nechako Watershed shared with watershed's First Nations, community stakeholders and industry partners, including Rio Tinto.
 - o Ongoing research on atmospheric rivers was presented to the Terrace City Council in June 2021.
 - o Tracking of hydrometeorological extremes in the upper Nechako Watershed interactions in conjunction with Fisheries and Oceans Canada's Nadina River Spawning Channel.

Division of Medical Sciences

- The Northern Medical Programs Trust continues to engage community leaders from around northern B.C. in working together to increase the number of health-care professionals practicing in the North by supporting a program experience that provides students with exposure to northern communities and rural practices.

Business Services

- UNBC Land Trust visioning process included community consultation in the form of stakeholder group interviews and participatory workshops aimed at understanding existing perspectives and receiving feedback on draft vision including principles and plans. The Board governing the UNBC Land Trust also includes majority (three of five) community members.

Continuing Studies

- Continued engagement activities with Aboriginal Skills, Employment and Training Strategy holders, Friendship Centres, collaborative engagement with Contact North, and continuous engagement with Indigenous communities and Industry.

Athletics

- Developing regional sport camps that engage youth.
- Developing a communication plan with regional varsity alumni.

Information Technology Services

- UNBC ITS is working with the other northern institutions to foster healthy working relationships within the technical teams at those institutions. This helps UNBC collaborate with those institutions to support the UNBC staff and faculty working at shared campus spaces at the College of New Caledonia (Quesnel), Northern Lights College (Fort St. John), and Coast Mountain College (Terrace).

Food, Conference and Event Services

- Conference & Event Services engages with Tourism Prince George to submit bids to host community events and provide guest accommodation service on campus.

Bookstore and Retail Services

- Re-investing efforts in communication strategies (i.e. social media and advertising) with contests and fun activities.
- Allocated additional budget to promotion and advertising for new fiscal year.
- Reached out to Pine Center Mall for additional information on potential avenue for retail growth (i.e. seasonal kiosk).
- Prioritizing dietary restrictions as area of product growth (i.e. sourcing exclusive products).
- Finding new local vendors for niche products.

Engaging and/or supporting UNBC graduates.

Alumni Relations

- Supported the implementation and execution of the virtual, online convocation.
- Created and distributed SWAG packages to new alumni.
- Developed the UNBC Alumni Spotlight series, story-telling that features graduate success stories across multiple academic disciplines and career paths.
- Increased production of video content designed for an alumni audience.
- Continued relationship strengthening between the Alumni Council and the University.
- Working to create a new alumni awards program and celebration tied to convocation.
- Investigating affinity agreements with a variety of service providers to create benefits for graduates (insurance programs, for example).

First Nations Centre

- Ongoing connections to students through our updated listserv and through social media channels.
- SAGE is Supporting Aboriginal Graduate Enhancement to Indigenous Graduate students through the First Nations Studies program.

Wellness Services

- Transition of care to community support as needed

Faculty of Environment

- All 2021-2022 School of Planning and Sustainability graduating students employed within two months of graduation.
- Participate with Political Science on recruiting for Northern Development Initiatives Trust local government internships; graduates employed for 12-18 months in the region.
- SPS consulted with employers and alumni as a part of its accreditation review on program graduate success and placement.

Department of Geography, Earth and Environmental Sciences

- Work with UNBC graduate Dr. Geoff de Ruiter of BC Biocarbon in regard to the biochar his company supplied for ENSC 418.
- NRES PhD student Kristen Kieta attended several meetings with Nechako watershed community members regarding her research on the Shovel Lake wildfire.

Athletics

- Added inductees into the new Wall of Honour for Varsity Alumni located at the Charles Jago Northern Sport Centre.
- Compiled an alumni database and engaging with them through a structured communication plan

Information Technology Services

- ITS most often hires students who have graduated or are taking coursework at UNBC. We provide incredibly flexible training options, which allows us to develop high-quality industry professionals that are sorely needed in the province right now. ITS has also developed a plan to aggressively recruit high-quality talent that has little to no experience and seamlessly advance those talents skills with relevant, on-the-job training.

Bookstore and Retail Services

- Improving regalia rental process to ensure consistency and quality of service.
- Provide new product bundles for graduation for additional value and ease of use to customer.
- Create new regalia quote form for regalia purchases.
- Expand to sell products at the ceremony venue (i.e. ease of use for guests).

Northern Sport Centre

- Identifying needs, and developing and implementing a framework to determine future strategic focus and priority community groups for NSC.

Implement the Launch of the Five new Faculties and Division of Medical Sciences

Encourage the change of culture represented by the Council of Deans role and the new organizing framework within the Faculties.

First Nations Centre

- The First Nations Centre Manager is a member of the hiring committee as an Indigenous voice in informing decisions regarding these new roles.

Faculty Relations

- Develop presentations for the Council of Deans (e.g., grievances and MOUs).

Office of Research and Innovation

- Improved our processes to support the new faculties and the division, specifically around enhancing efficiencies when it comes to operational support processes.
- New scholarship nomination process implemented.
- Improved research administration processes to faculty who apply for funding.

Faculty of Indigenous Studies, Social Sciences and Humanities

- Provided constant messaging
- Implemented changes to the administrative support team, with an embedded philosophy of collaboration.

Office of University Governance

- Providing advice and recommendations to the Deans and to senior executives regarding university governance-related matters and processes.

Wellness Services

- ARC, Medical and Counselling Services met with Deans to review our services and understand each other's roles.
- Created a "Faculty Concern for a Student" flow chart to share with new Deans.

Bookstore and Retail Services

- Updating accounts receivable coding and signing authorities to align with new faculty model.
- Outreach to the Deans on a semester basis.
- Realigned textbook shelves to reflect faculties.

Resolve elements of the "two College to five Faculty" process.

Faculty Relations

- Work with the Faculty Association, Provost, and Deans to implement the Collective Agreement with a view to supporting the five Faculty plus one division structure.

Faculty of Indigenous Studies, Social Sciences and Humanities

- Embedded team-based, collegial and collaborative philosophy.
- New committee structures in place.
- Implemented financial realignment and committed to transparency.
- Investigating continued and future engagement across Faculties for teaching collaborations and program needs for students.

Information Technology Services

- ITS is actively supporting the systems changes needed to implement the new five faculty model in conjunction with the Office of the Registrar.

Facilities Management

- Helping develop a Space Allocation Policy and Procedures.

Finalize a “people plan” for faculty recruitment and use that plan as a component of integrated planning.



Faculty of Indigenous Studies, Social Sciences and Humanities

- Faculty hiring in History, English, and Political Science
- Working towards stability in faculty complement, and building curriculum plans around people, under current resources.
- As part of SEM, reviewing capacity limits for undergraduate and graduate programs

Office of Research and Innovation

- Improved the CRC Equity, Diversity and Inclusion Action Plan which impacts faculty recruitment.

Facilities Management

- Continuing to work on office assignments to support the goals of co-location for each Faculty.

Fostering an environment of creativity, efficiency, collaboration and innovation throughout the Faculties.



Faculty of Indigenous Studies, Social Sciences and Humanities

- Re-imagined meetings and created committees as needed.
- Realigned budget to support strategic initiatives.
- Held research events to foster collaboration.
- Developed hiring strategies to promote cross-discipline growth.

Faculty of Environment

- Efficiencies are intended by merging Environmental Sciences and Geography into the Department of Geography, Earth and Environmental Sciences. Merging Environmental Planning and Environmental Sciences also considered.

Office of Research and Innovation

- Youth and Student Engagement Programs being implemented across the faculties and division.
- Indigenous Research Ambassadors programs.

Office of University Governance

- Provide academic units advice and direction on the internal and external approval processes required for new and substantially changed degree programs.

Housing and Residence Life

- Residence Assistants collaborating with Faculty in delivering educational events for residents; e.g. Birdwatching.

Information Technology Services

- ITS has been invited to participate in working groups and committees from several areas of the university. ITS provides guidance and support to these groups and communicates capacity and guidelines for technology available currently at UNBC.

Bookstore and Retail Services

- Relationship building with faculty, especially regarding course materials.
- Before fall, will implement a new platform for e-texts.

Research and Innovation

As one of B.C.'s Research Universities, develop the overall strategy and operational plans for the new Office of Research and Innovation (ORI).

Develop an overarching strategic and operational plan including resource allocation for effectively progressing the research, innovation and advancement functions.

Office of Research and Innovation

- UNBC's safe research plan was briefly updated to include more EDI language and touch on the emerging areas of research.

Information Technology Services

- ITS is working with the Office of Research and Innovation to support the High Performance Computing Senior Lab Instructor by way of staff augmentation and professional support through a contract with a HPC specialist. This support will help the HPC SLI be even more effective within their role, as well as enable the university to be most effective with its current resources.

Bookstore and Retail Services

- Re-envisioning the trade book section to align more concretely with UNBC's offerings and community needs.

Support development of policies, guidelines and operating procedures that enhance efficiency, effectiveness and excellence and are not person-dependent

Office of Research and Innovation

- New, updated policies have been developed that support the research mission.

Office of University Governance

- Supporting the development and renewal of all University Policies, procedures, and other guiding documents through the new University Policy and Procedures Framework.

Information Technology Services

- ITS is working with the library and the Research and Innovation office to establish a Research Data Governance program at UNBC, which is required by one of the larger grant-issuing bodies within Canada.
- ITS is working with the Office of Research and Innovation to establish a long-term plan for resourcing and funding research data storage requirements.
- Food, Conference and Event Services
- Conference & Event Services reviewed and recommended retiring outdated/unused policies.

Strengthen existing partnerships with government, industry, and NGOs, and work to develop new partnerships that align with core activities.

Community Development Institute

- Worked with the Canadian Council of Academies as we developed and published their rural broadband report for the Federal government.
- Continued involvement with the Canadian Rural Revitalization Foundation which tracked how rural Canada was responding to the pandemic and produced short guides on economic renewal and service provision in a changing context.
- Strengthened research partnerships with BC Housing, the Real Estate Institute of BC, the Pacific Housing Resource Network, the BC Nonprofit Housing Association, and the Planning Institute of BC as we expanded our housing research program.
- Working closely with the BC Rural Policy and Programs Branch in a review of past funding programs and policies to support a framework for future funding policies and programs.

Department of Geography, Earth and Environmental Sciences

- Collaboration with BC Hydro and the provincial government regarding ways to measure winter snow depth from air- and spaceborne campaigns, based on work with the Hakai Institute (using the Airborne Coastal Observatory) and NASA-JPL scientists.
 - o Snow measurements are required for clean energy (hydro power), geohazard assessment (flood and wildfire hazard). Snow relates to fire hazard largely through changes in soil moisture.
- Continued successful partnership with Hakai (Tula), which are extremely supportive of UNBC leading a GeoHub as an incubator for geospatial training, R&D, and direct involvement with communities including Coastal and Northern First Nations.
- Provided guidance to Pacific Salmon Foundation (NGO) for developing workshops for BC Salmon Wildfire Restoration Playbook
- Work on geospatial expertise with Hakai (Tula Foundation) and Homalco First Nation contributes to training students for meaningful jobs; these trainees can also help communities after a natural disaster occurs.
 - o An important aspect of that work included co-creation of knowledge with the Homalco (Chief and another band member co-authored high-impact paper).
- In relation to upcoming application for mine effluent disposal in Quesnel Lake, provision of data and research results on Quesnel watershed to Imperial Metals environmental team (Industry representatives), B.C. Ministry of Environment representatives and Concerned Citizens of Quesnel Lake (NGO).
- Quesnel River Research Centre developed MoU with Upper Fraser Fisheries Conservation Alliance (an umbrella First Nations organization to protect salmon populations in the Upper Fraser basin), involving a partnership using QRRC aquaculture facilities to raise salmon fry for release in the Upper Fraser (2021 and continuing). QRRC also supported a First Nations Aquaculture training course (March 2022).

Office of Research and Innovation

- Significant work has been done on this front, such as increased activity with Mitacs funding.

Division of Medical Sciences

- The Northern Centre for Clinical Research (NCCR), a partnership between UNBC, UBC Faculty of Medicine and Northern Health was established. The mission of the NCCR is to enhance the capacity and cohesion of the clinical and biomedical life sciences research programs in northern B.C., creating strategic opportunities to share resources among UBC, NH and UNBC, in collaboration with local partners.

Enrolment and Student Experience

Develop and implement a strategic enrolment plan that supports both domestic and international undergraduate and graduate students.

Ensure the implementation of Strategic Enrolment Management approaches, recognizing the importance of retention as well as recruitment.

First Nations Centre

- The First Nations Centre manager is a member of SEM UNBC working group(s).

Faculty of Indigenous Studies, Social Sciences and Humanities

- Long-term teaching schedule developed.
- Workload planning with a student focus.
- Continuing program renewal across the Faculty.
- External review of the Northern Studies program.
- Increasing curriculum predictability and visibility.
- Investing in Spring/Summer courses.

Library and Archives

- Developing a plan for a new Research Commons in the library to enhance the graduate student experience at UNBC through professional development opportunities, interdisciplinary connections, and expanding the culture of research through workshops and events.
- Opened the new Learning Commons on the first floor of the library to improve the overall student experience through better service provision, improved seating, access to power outlets, and collaborative study spaces.

Housing and Residence Life

- Restorative approaches utilized to support students holistically in conflict resolution, conduct management, and student supports by creating learning opportunities.
- Partnered with ENVS326 (Dr. Annie Booth) to survey current residents on particular needs and preferences.
- Earlier 2022 September Move-in to Residence with goals to set students up for success in allowing more time to build strong relationships and culture within Residence.
- Creation of new Restorative Relations & Student Supports Coordinator.

Office of Research and Innovation

- Youth and Student Engagement initiatives directly feed into the SEM strategy.

Information Technology Services

- ITS is actively supporting the new Client Relationship Management implementation which is a key component of the Strategic Enrolment Management strategy.
- Upcoming changes to business processes will also reduce the complexity for students needing to fill out paper forms.

Food, Conference and Event Services

- Food Services partners with Recruitment to provide an all-you-care-to-eat experience in the Agora Dining Hall for high school students during campus tours.
- Food Services partnered with student group, Eco Living Kitchen, to host six dinners addressing sustainability concerns.

**Bookstore and Retail Services**

- Work with departmental partners to find ways to support existing students (i.e. events, activities).
- Assist with recruitment activities (i.e. discount coupons).

Northern Sport Centre

- Collaborated with the UNBC International department to implement an International student-employee initiative.

Communications and Marketing

- Using data to make informed decisions about what to market, when and to whom.
- Developed multiple digital advertising campaigns, most of which meet or exceed industry and channel benchmarks for click-through rates, cost-per-click, etc.

Ensure the Academic Plan supports their direction for the University and capitalizes on the lessons learned coming out of the COVID-19 global pandemic.

**Faculty of Indigenous Studies, Social Sciences and Humanities**

- Focus on modes of teaching delivery and increasing course offerings in the Spring/Summer semesters.

Bookstore and Retail Services

- Focus on a new e-commerce platform
- Develop a more robust purchase website for remote students, faculty, and staff.
- Streamline online order fulfillment for better service delivery.

Enhance and expand the impact of academic offerings as we navigate through the post-pandemic changing landscape of higher education.

**Faculty of Indigenous Studies, Social Sciences and Humanities**

- 3-Minute Thesis event offered for graduate students.
- Held Orientation events and developed year-end celebration plans.
- Provided support for clubs and initiatives.
- Provided financial support for experiential learning opportunities.
- Subsidized course fees for archaeological field school.

Faculty of Environment

- Department of Geography, Earth and Environmental Sciences offering (and intends to continue) Intro to Human Geography in the spring/summer term as an online course. It appears to be a popular option for students who have taken a reduced course load, lost a course (dropped or failed) and/or who need to balance work and education (as of April 6, 2022, 68 students enrolled).

Office of Research and Innovation

- Integration of research into teaching has increased.

Continuing Studies

- Created new programming in Project Management, Mass Timber, Cultural Competency.
- Offered current programming virtually to expand the programming reach.

Progress

- Developing new programming including the following:
 - o Indigenous Entrepreneurship Micro-credential
 - o Mass timber Micro-credential
 - o Ecological field Data Collection Micro-credential
 - o Construction Safety Coordinator
 - o Executive Leadership Certificate
 - o Event Leadership Certificate

Bookstore and Retail Services

- New e-text platform will increase options for students, creating more value and choice of purchases.

Strategic Planning and Budget, People Development and Administrative Services

Continue implementing the four-year fiscal sustainability budget framework and strategy that informs both the 2022/23 budget and long-term fiscal responsibility while making decisions that support UNBC's core mandate to ensure economic sustainability and societal impact.

Finalize and start implementing the strategic planning and budget framework.

Office of Equity Affairs

- Drafting and publishing institution-wide EDI objectives and deliverables for the Office of Equity Affairs
- Beginning the process of creating and hiring two positions within the Office of Equity to support EDI work at UNBC.

Faculty of Indigenous Studies, Social Sciences and Humanities

- Completed budget reductions and further realigned expenditures to address budget inequities.
- Created internal-Faculty funds for dedicated strategic initiatives.
- Made more strategic use of summer revenue funds and salary savings.

Continuing Studies

- Utilized our business plan and operations plan, based on UNBC's strategic plan, to strategize new programming and direction.
- Beginning consultation phase for next five-year business plan.

Communications and Marketing

- Took responsibility for crafting the institution's Institutional Accountability Plan and Report, working with department leads from across the institution.

Housing and Residence Life

- Completed the Housing & Residence Life Budget and accompanying Strategic Action Plan.

Facilities Management

- Revitalizing the capital planning process.

Bookstore and Retail Services

- Budget for new ERP system implementation, increasing ability to generate revenue.

Implement Enterprise Risk Management Framework.



First Nations Centre

- First Nations Centre Manager provided feedback based on student services/Indigenous programming and departments.

Office of University Governance

- Supporting the development of safe disclosure policy and an updated acceptance of gifts policy.
- Developing University Policies and Procedures that align to the changes to Freedom of information and Protection of Privacy Act implemented in November 2021. Provide the University community training on the changes, the new Policies and Procedures, and the responsibilities of employees under the revised legislation and new policies and procedures.

Chief Information Officer

- UNBC's current information security strategy is based on the provincial Office of the Chief Information Officer's (OCIO) Defensible Security framework and will likely remain so until UNBC attains a level warranting a shift to a more comprehensive one.
- UNBC receives and acts on vulnerability notifications from the OCIO.
- UNBC participates in monthly information-sharing calls hosted by the OCIO.

Information Technology Services

- ITS maintains its own IT Services focused risk-register. ITS reviews the risk register regularly and has made recommendations for projects and funding to senior leadership based on risks identified through the risk register.
- ITS is researching options in conjunction with the Chief Information Security Officer for enterprise risk management tools to present to the VP Finance and Administration.

Facilities Management

- Conducting a Risk Management review that is specific to facilities and campus infrastructure.

Bookstore and Retail Services

- New Enterprise resource Planning system will align with university's security policies (i.e. Single Sign-On)
- Moving to a Canadian company will address issues in previously dealing with US companies (i.e. system and payment processors).

Northern Sport Centre

- Long-term capital planning has been completed, with large capital purchases postponed upon further review.

Finalize the approach and implementation plan related to administrative services for process mapping, review and optimization.



Office of Equity Affairs

- Working with leaders across campus to ensure EDI initiatives, supports and resources align with institutional vision and framework.

Continuing Studies

- Supported Process Mapping for Northern Analytical Lab Services and Bookstore.

Housing and Residence Life

- Housing & Residence Life Operation plan reviewed.
- Conducted a re-evaluation of processes and database utilization to increase efficiencies.

Formulate an increasingly inclusive people development approach and employee engagement strategy.

Human Resources

- LinkedIn Learning has been made available to all employees.
- Supervisor Training provided for CUPE employees
- Access to Continuing Studies courses provided for CUPE employees
- Development of one central employee Learning Management System.

Library and Archives

- Bi-weekly library/archives/academic success centre staff meetings to maintain staff connections and share updates and new ideas.
- Initiated a new library staff development series consisting of bi-weekly, one-hour learning opportunities.

Office of University Governance

- Discuss, track and communicate individual and team accomplishments, areas for development, and professional development goals. Support team in accessing professional development opportunities.
- Developing new orientation/training materials for the onboarding of new Senate and Board members and continual training for all members.
- Developing University Governance related training materials for various members of the University community, including the development of onboarding materials for new employees outlining their responsibilities under FOIPPA.

Housing and Residence Life

- Participated in the Pulling Together Guide – A guide for Indigenization of post-secondary institutions.
- EDI training provided for all Housing and Residence Life staff.
- Conducted 1-1 coaching for staff.

Continuing Studies

- Worked collaboratively with HR to develop the CUPE 3799 Training Plan, which is a wholistic approach to CUPE 3799 Training and Development.
- Working to identify ways to broaden this programming to all of UNBC.

Information Technology Services

- ITS has nearly completed a comprehensive update to the progression plan for all ITS staff. This progression plan outlines the education and experience required to progress an individual's technical career from entry-level to senior-level.
- ITS has provided training opportunities for its staff in a variety of technical and non-technical areas in the last year. For example, Information Technology Information Library (ITIL) training was made available to the whole department. Incident Management (IM) training was made available to the whole department through UNBC's participation in BCNet.

Facilities Management

- Implementing performance reviews and revising supervising structures.

Bookstore and Retail Services

- Train and cross-train all staff on new system to lessen issues with single points of failure.
- Continue to create a high-trust environment with staff empowerment as key component of success.

Northern Sport Centre

- Included multiple elements in the 2022/23 NSC operations plan, including incorporating concepts of EDI and Indigenization into operations, as well as devising strategies to increase employee morale and engagement.

Mutually Respectful Human Relations

Continue fostering positive and mutually respectful relationships and outcomes with all members of the University community.

First Nations Centre

- The First Nations Centre has always been a space where mutually respected relationships are fostered throughout UNBC; e.g. Christmas dinners, Métis Elders visits, monthly open potlucks, continued relationship and programming with the Athletics department, drum making etc.

Office of Equity Affairs

- Working with HR to ensure policies and procedures support all employees.
- Identifying risks to staff and faculty and solutions for effective, long-term support for employee satisfaction and retention.

Office of University Governance

- Supporting the President, senior executives, Senators and Board members in the continued effort to maintain and improve collegial relationships throughout the University community.

Wellness Services

- Acknowledging Intersectionality – consultation with faculty, services, and peers to support complex student needs.

Faculty of Indigenous Studies, Social Sciences and Humanities

- Building relationships and partnerships at every level.
- Ongoing commitment to the above relations, embedded in policy, action, workplace environment, and day-to-day activities.

Division of Medical Sciences

- An MOU was agreed to and signed between UNBC and the UNBC Faculty Association that clarifies the processes for DMS faculty in the tenure and promotion process.

Human Resources

- Committed to improved relationships and continuing to “put in the work.” More respectful and more frequent conversations are taking place.

Continuing Studies

- Implementing a continuous feedback/coaching model with employees to support respectful relationships and professional development.

Housing and Residence Life

- Implementing phases 2-3 Restorative Justice/approaches into Housing and the wider UNBC community in non-academic misconduct and student supports areas, thus supporting students holistically.
- Continued relationship building with other departments through collaboration in providing services and student supports.
- Continue to address issues of discrimination and conflict through restorative perspectives and restorative practices.
- Continued interdepartmental collaborations through Residence Assistants, events, and administrative partnerships.



Bookstore and Retail Services

- Enhanced communications to the community and align initiatives based on feedback.
- Building relationships with departments for collaborative approach to solving problems.
- Be transparent about approaches to pricing, offerings, and methodologies.
- Be timely with required materials for other departments.

Northern Sport Centre

- Updated two of four Core Values:
 - o Integrity: providing a respectful environment conducive to ethical, transparent behaviour that will instill trust.
 - o Compassion and Inclusivity: Nurturing a compassionate environment responding to community needs and enabling inclusion, truth and reconciliation.

Prepare for upcoming labour negotiations with CUPE3799 and CUPE2278.



Human Resources

- Bargaining Plans have been completed for both sets of negotiations.

Office of University Governance

- Supporting communication between the President/Vice Presidents and the Board of Governors regarding negotiations and updates.

Continue to improve relations with the UNBC Faculty Association, and, with the Collective Agreement transition team, facilitate implementing the 2019 Faculty Agreement smoothly and effectively.



Human Resources

- Various working groups have been formed based on MOUs, including the following:
 - o Tenure and Promotion Appeal Process
 - o Intellectual Property
 - o Librarians and Senior Lab Instructors Compensation
 - o Gender Equity
 - o Pensions and Post-Retirement Benefits
 - o Duties, Rights, Responsibilities and Teaching Workload of Senior Lab Instructors

Faculty Relations

- Weekly meetings with the FA to address issues before they become grievances.
- Created a process of working meeting (1:1 meetings to discuss, create and edit guideline documents) to focus on specific issues.
- Facilitated working groups (2:2) to work on addressing grievances.

Office of Equity Affairs

- Determine areas for support, training or resource gaps in relation to EDI initiatives and faculty relations.

Reporting on Strategic Initiatives

Progress on the Truth and Reconciliation Calls to Action and UNDRIP

UNBC continues to proactively address the Truth and Reconciliation Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples. 2021-22 was an especially difficult year. Repeated announcements from First Nations and Indigenous communities across Canada began to confirm the horrific history of Residential Schools in Canada. Detailed, scientific reports of unmarked graves, now numbering in the thousands, saddened a nation and brought us to a grim reality, a Truth that we all must accept and learn from.

UNBC recognized these announcements, providing messages of sorrow and ensuring that affected community members could access valuable resources such as counselling if needed. We lowered the flags at our campuses for 215 days at the request of the Lheidli T'enneh Nation out of respect for the announcement in May that the remains of 215 children had been identified at the former Kamloops Indian Residential School on the lands of the Tk'emlúps te Secwépemc First Nation.

UNBC also launched multiple initiatives, including 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 commissioning a new Indigenous logo for Timberwolves varsity teams designed by Gitxsan artist Trevor Angus, the first of its kind in Canadian university sports.

Yet our community recognizes much more must be done. Continued acceptance of the Truth, active listening, honest engagement and a commitment from the entire community is necessary on the journey to Reconciliation.

Further details on UNBC's progress can be found in Appendix A.

Sexual Violence and misconduct prevention and response

UNBC continues to address the issue of sexual violence and misconduct. We completed a review of our Prevention of Sexual Violence and Misconduct Policy and submitted the update and updated procedures to the Ministry. We have also created an anonymous reporting form, which is available on the website for the UNBC Community to report Sexual Violence and Misconduct incidents or concerns.

The topic is covered in new student orientation, and training modules are provided for employees. New for 2022-23, the University will investigate greater use of Restorative Justice techniques, supported by advice and guidance from experts in this field, as one avenue to mediate issues and reach positive and appropriate outcomes.

In the early part of the Winter Semester 2022, UNBC delivered the Sexual Violence Perceptions Survey that was requested by the Ministry of Advanced Education and Skills Training. Some 12.4% of UNBC students completed the survey. The information gathered in this survey will be used to better understand student perceptions and improve sexual violence prevention policies and procedures at UNBC.

Former Youth in Care

UNBC instituted a “Youth in Care Tuition Waiver” in 2014 that provided free tuition for a first undergraduate degree or certificate for a young person who has spent time as a youth in care under the provincial Child, Family and Community Services Act. Over the next few years, 10 individuals availed themselves of that opportunity. In the Fall of 2017, a new expanded Provincial Tuition Waiver Program (PTWP) was launched by the provincial government. Since that time, an additional 16 students have had the opportunity to access a post-secondary education at UNBC that may have been out of reach.

K-12 transitions and dual credit programming

UNBC is active in its engagement with northern B.C. high school students, counsellors and parents. A number of initiatives provide local communities with services that introduce people to UNBC and the opportunities it offers as a post-secondary institution. This includes youth engagement tactics through offices such as the Office of Research and Innovation, who support the popular GoEngGirl series of events, and Active Minds, UNBC’s often fully-subscribed summer day camps that expose youngsters to our campuses, faculty, facilities and more. The athletics department also provides youth outreach through multiple forums, including their Timberwolves sports camps and frequent visits to local high schools. The recruitment office has also, on occasion, hosted a few elementary-aged group campus tours.

Another initiative that has grown over the past three years with UNBC’s Research Ambassadors (a group of students who are promoters and champions of UNBC research initiatives) is the SD 91 Science Talks. This program sees UNBC Research Ambassadors and Faculty present on their research to Grade 9 and 10 students across SD 91. What started out as online presentations to EBUS Academy students (the oldest and one of the largest distributed learning schools in the province) expanded last year to be made available to any SD 91 Grade 10 Science teacher who wanted to connect while we were live. EBUS teachers helped promote it to the broader SD 91 teacher group.

UNBC has also partnered with YELL Canada, an organization that provides educational programs that “empower youth with the skills, knowledge and network they will need to take on the future.” The YELL Entrepreneurship 12 class is a dual credit option at UNBC and helps students discover career paths and build connections to the business community. UNBC has also worked with YELL and the Nechako Lakes School District on the iCUBED summit, an annual event that brings together Grade 9, 10 and 11 students for hands-on workshops, to meet teachers and entrepreneurs, and participate in business pitch competitions. In non-pandemic years the event is held on the Prince George campus, offering an immersive experience for prospective students.

UNBC also offers a diverse mix of dual-credit options for grade 12 students in partnership with School District 57, Cedars Christian School, Westside Academy, and Self-Design Learning Foundation (a public, online school). Areas of study include anthropology, astronomy, multiple sciences, business, multiple language-based courses, history, First Nations Studies, health sciences and more.

UNBC also focuses on Indigenous communities, with a dedicated indigenous recruiter in place to support prospective students through a variety of means:

- Send personalized letters to McLeod Lake Indian Band and Lheidli T’enneh students.
- Attend pizza lunches at local high schools’ Aboriginal Resource spaces where the District schedules a local Elder to create connection and to answer questions.
- Attend SD 57 parent graduation Townhalls to provide information about UNBC, supports for Indigenous learners, and dual credit options.
- Regular meetings with Lheidli T’enneh, McLeod Lake Indian Band, SD57, and the College of New Caledonia to discuss supports for students and ways to promote post-secondary education.
- Sits on SD57’s Indigenous Advisory Committee.

UNBC has also signed an agreement with the Lheidli T’enneh that sees their Nation members receive free tuition at UNBC.

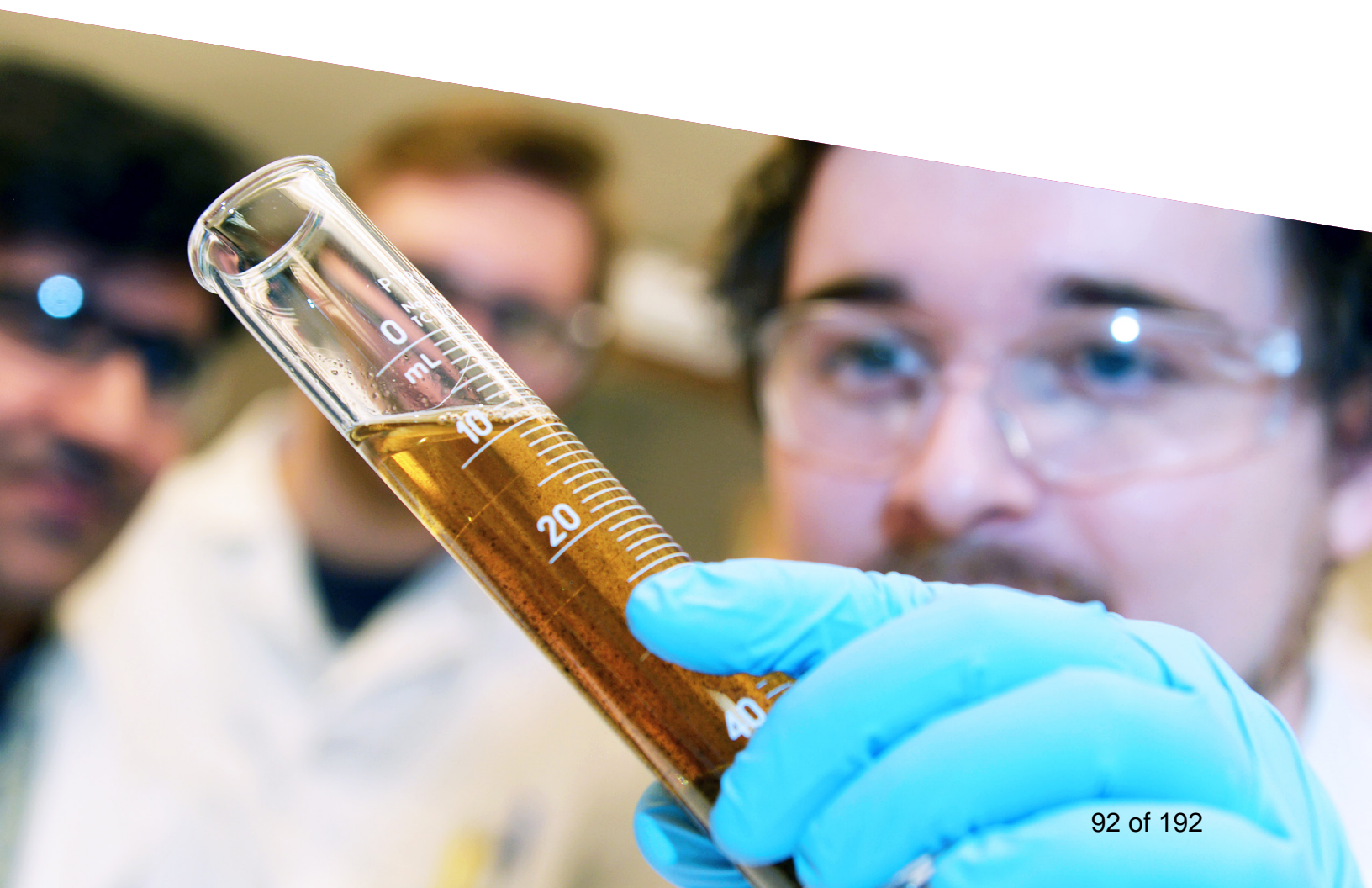
Moving forward, UNBC plans to undertake additional measures:

- A renewed focus on presenting to all Grade 10 students in northern B.C. through the Career Life Education 10 class.
- Pilot a Grade 10 “early admit” initiative.
- Provide more resources to high school counsellors, including:
 - o Course planning sheets.
 - o Regular newsletters that update counsellors on key dates, deadlines, events, and ways we can support them and their students.
 - o Counsellor updates/conferences/appreciation to strengthen relationships, highlight new programs/learning spaces at UNBC, and to identify issues.
 - o Form a counsellor advisory group to involve them in the planning and review processes for Recruitment and Admissions.

Co-op, Work Integrated learning and Career Planning

An increased focus on Work Integrated Learning and co-op at UNBC will see program growth and improvements in the coming year. For the past two years UNBC has participated in the Interior and Northern Work Integrated Learning project (INWIL) - a tri-University partnership between UNBC, Thompson Rivers University and UBC-Okanagan. Through various forms of engagement, relationship-building and the creation of resources, INWIL has worked to better understand and remove the barriers facing small- to medium-sized businesses in terms of access to Co-op students.

UNBC also participated in the Work2Learn project. This was funded through the Business and Higher Education Roundtable as an ongoing collaborative working group in which UNBC partnered with the College of New Caledonia and Community Futures to support work-integrated learning in non-profits in northern B.C.





Dedication to education

Growing up, Bev Best always knew she wanted to make a difference. Not only for herself but to inspire a generation or more of Indigenous students.

She was tired of the hurtful comments she received as a youngster. Of being placed in lower-achieving classes because she was Indigenous. And more than anything, she wanted to prove that she was more than a stereotype. So, she did something about it. She dedicated herself to education. And became a leader.

Last year, Best earned her Master of Business Administration degree making her the only person in the University's history to hold four degrees from UNBC.

She holds bachelor's degrees in Education, Arts (Major in First Nations Studies, minor in English); and Master of Arts degree – First Nations Studies and now her MBA.

"I have received a lot of support and encouragement at UNBC which made it easier to continue to go to school," says Best, the Manager of Aboriginal Student Engagement. "The last MBA degree was a huge opportunity afforded to managers, and I jumped at it, knowing it was another Masters and not a PhD. That door is still an option but for now, I am happy with my education that I get to use every day at work."

Best's journey at UNBC is one that began in 2006 as she pursued her Bachelor of Education degree in the elementary stream in Prince George. She was previously working as an Aboriginal Education worker at Fraser Lake Elementary High School. She was not prepared for courses that required writing numerous papers, and that challenged her. She was also not prepared for the difficulty in finding a place to live.

"I would show up for an interview to rent apartments and one look at me and all of a sudden the places were miraculously rented already," she says. "It was the biggest challenge, as I ended up living in a very scary place where there was a lot of crime. Coming from a

small town made it harder to adjust to city life and difficult to make friends."

Earning her teaching degree left Best wanting more. She entertained the thought of getting her PhD but getting there first required earning a master's degree.

She was teaching as a Teacher on Call for School District 57 and going to UNBC as a Master of Arts - First Nations Studies student. "After my experience in school, I knew I wanted to make a difference in First Nations students' school experience. My mother, Mary Casimel, is a residential school survivor and I have always felt an obligation to pursue the opportunities that were denied to people like my mother and the many children who never came home from residential schools.

"It was too high a price to pay by them, but my education is not, nor will it ever be wasted. I dedicate my life to using my education to educate others and make positive change in systems designed to oppress."

It was in the middle of Best's MA that she became a UNBC employee. First as a Teaching Assistant in the First Nations Studies department, then as a sessional instructor for the School of Education teaching Indigenous Epistemology. She started as the Interim Director of the First Nations Centre in 2015 and became the Manager, Aboriginal Student Engagement a year later. She finished her first master's degree and started the MBA while working full-time in the Centre.

Earning four degrees in 15 years was not an easy task. Best found it quite challenging to maintain a healthy lifestyle while going to school and working full-time, but she also had an amazing team at the First Nations Centre who not only supported her but assisted whenever they could, to make it easier.

"I also have an amazing husband who supports me in whatever endeavour I take on, whether it's by volunteering on the side or work or school, he has been my biggest supporter," she says.

But in the end, it was worth it. Best is a strong Dakelh woman who is an inspiration to not only other Indigenous women but other non-Indigenous students, women and colleagues at UNBC.

"I have always been and will continue to be an advocate for Indigenous learners. It is my passion to see Indigenous women succeed," she says. "As a Dakelh woman, it is very important for me to be a good role model and to provide as much support as I can to upcoming students to help them see the advantages an education gives to someone.

"I never could have imagined myself here today, but I am, and I want all Indigenous learners to know it is possible. It just takes time, courage and dedication."

Performance Plan & Report

Goals and Objectives:

B.C. Post-Secondary System Objectives

- 1. Capacity - The B.C. public post-secondary system has sufficient capacity to meet the evolving needs of the province.**
 - 2. Access - The B.C. public post-secondary system provides equitable and affordable access for residents.**
 - 3. Efficiency - The B.C. public post-secondary system provides quality through enriched educational experiences that meet the learning objectives of students.**
 - 4. Quality - The B.C. public post-secondary system is relevant, having the breadth and depth of programming to meet the evolving economic needs of the province.**
 - 5. Relevance - The B.C. public post-secondary system is efficient, providing multiple and flexible student pathways with clear returns on public and individual investments.**
-

UNBC Goals and Objectives – 2022-23

The following UNBC goals and objectives were developed while considering B.C.'s Post-Secondary System objectives, the Minister's Mandate and Direction letters, and UNBC's 2022/23 strategic priorities.

Student Experience and Academic Programs

- a. Renew and refresh academic programming:
 - Accreditation, curriculum review and refresh.
 - New academic programs and learning pathways.
 - Increased collaboration and integration among academic programs and five Faculties plus one Division.
- b. Develop a plan for UNBC Learning Commons.
- 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.
- e. Explore micro-credentials in coordination with Continuing Studies.

Graduate Programs and Research

- a. Finalize the governance structure for graduate programs.
- b. Update and extend the existing Strategic Research Plan.
- c. Establish and implement the Northern Centre for Clinical Research, a collaboration between UNBC, the UBC Faculty of Medicine, and Northern Health.

Student Services and Success

- a. 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.
- b. Finalize and implement the organizing framework for student services including international students (Framework: April 2022; Implementation: September 2022).
- c. Continue implementing an effective student recruitment plan to increase applicants and substantially improve offer, acceptance, and registration rates.

Community and Outreach

- a. Develop and continually implement outreach, youth, and community engagement programs including events celebrating Indigenous cultures.
- b. Operationalize the Office of Equity Diversity and Inclusion.

Strategy and Governance

- a. Renew and refresh UNBC's strategic roadmap.
- b. Develop an Integrated Planning (including Budget) Framework, including the following elements:
 - i. Unit-wide strategic action plans for selected units
 - ii. Indigenous Action Plan
 - iii. Regional outreach and engagement strategy
 - iv. CRM Data Governance Framework
- c. Develop a Capital Planning Framework.
- d. Develop an Enterprise Risk Management Framework that includes the following elements:
 - a. Fraud Risk Assessment
 - i. UNBC Risk Appetite
 - ii. Emergency Response Plan
 - iii. Individual Risk Registers for critical areas
 - iv. Review and update UNBC policies, procedures, and guidelines.
 - v. Continue website upgrades, integration, improvements, and video storytelling.

Human Capital

- a. Recruit key faculty and staff including the Vice President Academic and Provost, Vice President Research & Innovation, and University Registrar.
- 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.

Optimization and Digital Transformation

- a. Continue process mapping, review, integration, and optimization including data review, clean-up and (re)organization.
- b. Continue implementation of CRM.
- c. Develop an Information Technology Strategy and long-term action plan that considers the following elements:
 - a. Digitization and business process automation.
 - i. IT Risks and Security.
 - ii. Enterprise Resource Planning (ERP) and cloud services.
 - iii. IT equipment, classroom, and technology infrastructure.

Revenue Generation and Diversification

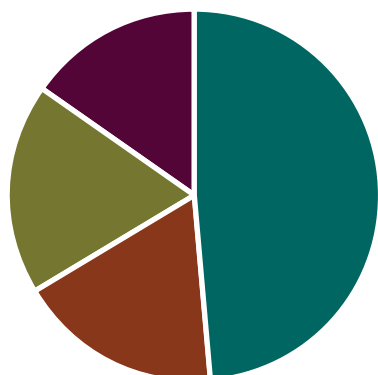
- a. Continue planning for, and implementation of, the UNBC Land Trust through an effectively engaging and consultative process.
- b. Develop a fundraising plan for 16000/16000 campaign and a fundraising strategy and framework for strategic donor cultivation and revenue diversification.



Financial Information

For the most recent financial information, please view the audited financial statements available on our website at unbc.ca/finance/statements

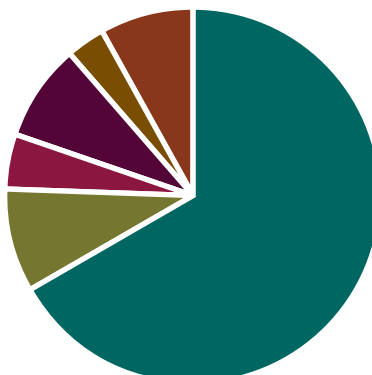
Table C: Final audited results for the year ending March 31, 2022 (in \$ millions)



Consolidated revenue: 2021-22 (\$125.623M)

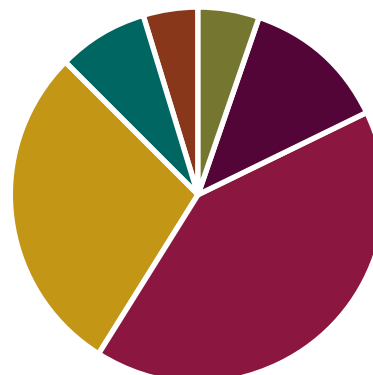
Provincial grants	\$62,071
Other grants *	\$22,611
Tuition & fees	\$23,546
Other income	\$19,140

* Includes federal grants, gifts, bequests, non-government grants and contracts



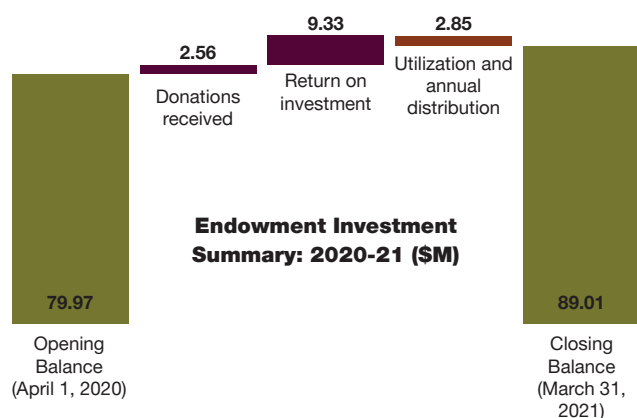
Consolidated expenses by object (123.971M)

Employee costs	\$82,743
Travel, operating supplies and expenses	\$11,048
Property upkeep and utilities	\$5,971
Contracted services and other costs	\$10,389
Scholarships and bursaries	\$3,894
Amortization	\$9,926



Consolidated expenses by function (123.971M)

Instruction	\$51,020
Institutional Support	\$35,392
Facilities Management	\$15,600
Ancillary Operations	\$6,596
Sponsored Research	\$9,786
Specific Purpose	\$5,577



UNBC Endowment Growth March 31, 2020: \$89.01M



Performance Measure Results

		2019/20	2020/21	2021/22	2021/22	2021/22
		Actual			Target	Assessment
Credentials awarded	Credentials	697	759	760	≥756	Achieved
Indigenous student spaces	Total Indigenous student spaces	406	385	392	TBI	
	Ministry (AEST)	406	385	392		
Student satisfaction with education	Bachelor degree graduates	92.2% +/- 2.4%	87.5% +/- 3.3%	89.4% +/- 2.8%	≥90%	Achieved
Student assessment of the quality of instruction	Bachelor degree graduates	92.7% +/- 2.3%	87.5% +/- 3.3%	85.3% +/- 3.2%	≥90%	Substantially Achieved
Student assessment of skill development	Bachelor degree graduates	89.9% +/- 2.3%	83.8% +/- 3.2%	84.9% +/- 2.7%	≥85%	Achieved
Student assessment of usefulness of knowledge and skills in performing job	Bachelor degree graduates	85.8% +/- 3.6%	89.7% +/- 3.6%	90.6% +/- 3.1%	≥90%	Achieved
Unemployment Rate	Bachelor degree graduates	3.9% +/- 2.0%	7.9% +/- 3.0%	5.3% +/- 2.3%	≤11.6%	Achieved
Sponsored Research Funding	Sponsored research funding from all sources (million \$)	12.9	13.9	15.2	≥13.9	Achieved
	Federal sources (million \$)	9.3	9.5	11.5		
	Provincial sources (million \$)	1.6	1.5	1.2		
	Other sources (million \$)	2.0	3.0	2.5		
Bachelor degree graduates	Skill development	89.9% +/- 2.3%	83.8% +/- 3.2%	84.9% +/- 2.7%	≥85%	Achieved
	Written Communication	87.4% +/- 3.0%	86.5% +/- 3.5%	85.2% +/- 3.4%		
	Oral Communication	89.7% +/- 2.8%	82.2% +/- 3.9%	83.4% +/- 3.5%		
	Group collaboration	89.3% +/- 2.8%	81.9% +/- 3.9%	87.7% +/- 3.1%		
	Critical Analysis	93.5% +/- 2.2%	88.9% +/- 3.1%	87.1% +/- 3.1%		
	Problem Resolution	85.4% +/- 3.2%	74.3% +/- 4.4%	80.7% +/- 3.7%		
	Learn on your own	92.1% +/- 2.5%	87.7% +/- 3.3%	88.9% +/- 2.9%		
	Reading and Comprehension	92.1% +/- 2.5%	85.1% +/- 3.6%	81.8% +/- 3.7%		

N/A = Not Assessed

Please consult the 2021/22 Standards Manual at <https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration/accountability-framework> for a current description of each measure.

Institutional Accountability Plans and Reports, which report on and provide context on these performance measures, are also published at <https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration/accountabilityframework>

Student Spaces

Results from the 2021/22 reporting year are based on data from the 2021/22 fiscal year; results from the 2020/21 reporting year are based on data from the 2020/21 fiscal year. Only Ministry funded Full-Time Equivalents are included.

Indigenous Student Spaces

For Indigenous Student Spaces, results for the previous fiscal year are reported. Results from the 2021/22 reporting year are based on data from the 2020/21 fiscal year; results from the 2020/21 reporting year are based on data from the 2019/20 fiscal year. Both Ministry and Industry Training Authority (ITA) funded Full-Time Equivalents are included. Institutions provide their own target and assessment for Indigenous Student Spaces.

Credentials Awarded

Annual performance is measured using a rolling three-year average of the most recent fiscal years; e.g. results for the 2021/22 reporting year are a three-year average of the 2018/19, 2019/20, and 2020/21 fiscal years.

Student Outcomes Measures

Results from the 2021/22 reporting year are based on 2021 survey data; results from the 2020/21 reporting year are based on 2020 survey data.

For all survey results, if the result plus or minus the margin of error includes the target, the measure is assessed as achieved. In all cases, the survey result and the margin of error are used to determine the target assessment. Survey results are not assessed if the number of respondents is less than 20 or the margin of error is greater than 10%.

Credentials Awarded to Indigenous Students

The target for this measure is currently under review. Assessment will show as "Increased" or "Decreased" over the previous year.

Assessment Scale

Performance measure results are assessed on a three-category scale: Achieved, Substantially Achieved, or Not Achieved.

Target assessment scale	Description
Achieved	100% or more of the target
Substantially Achieved	90% - <100% of the target
Not achieved	<90% of the target

Appendix A

Implementation of Truth and Reconciliation Commission Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples

Progress on Implementation of Truth and Reconciliation Commission's (TRC) Calls to Action and articles of the United Nations Declaration (UN Declaration) on the Rights of Indigenous Peoples at Public Post-Secondary Institutions in B.C. The provincial government is committed to implementing the UN Declaration on the Rights of Indigenous Peoples and the TRC Calls to Action. Institutions will have addressed relevant TRC Calls to Action and articles of the UN Declaration on the Rights of Indigenous Peoples to varying degrees. Please complete the following table to provide an at-a-glance summary of your institution's progress.

Social Work	
We call upon the federal, provincial, territorial, and Aboriginal governments to commit to reducing the number of Aboriginal children in care by ... Ensuring that social workers and others who conduct child-welfare investigations are properly educated and trained about the history and impacts of residential schools. ... Ensuring that social workers and others who conduct child-welfare investigations are properly educated and trained about the potential for Aboriginal communities and families to provide more appropriate solutions to family healing.	
Progress	
Continuing	<p>Program offerings</p> <ul style="list-style-type: none"> Following the publication of the TRC's Calls to Action, SOCW 602 (First Nations: Advanced Social Work Practice) was made a required course for all MSW students. In addition, a specific introductory module on the history and impacts of residential schools was incorporated into both SOCW 602 and the required Indigenous-content undergraduate course (SOCW 310). This module also covers the Sixties/Millennial Scoops and impacts on Indigenous children, families, and communities, focusing on our responsibility as social workers to work collaboratively with communities to bring about better outcomes for Indigenous children. This information has historically been discussed throughout these and other courses but making SOCW 602 a required course and creating this introductory module now ensures that each student who graduates with a UNBC social work degree has a basic understanding of this history. Most of our courses include curriculum on social work with Indigenous peoples. In addition, we have four undergraduate and seven graduate courses that exclusively offer Indigenous-content curriculum. Between 2015 and 2018, we expanded the number of graduate Indigenous-content courses through the creation of the Aboriginal Child and Youth Mental Health Graduate Certificate. These six online courses are being taken by students completing the Certificate, by UNBC Masters of Social Work students and other UNBC graduate students, and by graduate students from other universities. All of the courses focus on providing social services to Indigenous peoples in ways that champion Indigenous knowledge, community resilience, and capacity. This Certificate was created in consultation with an Advisory Committee that included Indigenous Elders, community leaders, youth, and government employees.

Continuing

- Applying School of Social Work students also need to take the introductory course FNST 100 – The Aboriginal Peoples of Canada.
- Developed a new blended model for the regional BSW, which will allow for increased access for regional students, and increased the number of faculty able to teach in the regions.
- Regional programs are shifting to full-time to be in line with the Prince George campus and to offer more opportunities for students.
- The Family Support Program is continuing in conjunction with the School of Business. This experiential course sees students learn how to manage a non-profit and help local community members facing situational crisis.

Program renewal

- The School of Social Work will undertake a program renewal focusing on its vision statement, new accreditation standards, and the practice changes in social work. This also includes updating our program language to use the term Indigenous as appropriate. The review also includes the overall program delivery, added new courses, and delivery models. It is being implemented in the fall of 2022.

School of Social Work mandate

- As stated in the UNBC Undergraduate Calendar, one of the primary mandates of the School of Social Work is to place “emphasis on Social Work in northern and remote areas, First Nations, women and the human services, and community practice and research.”
- This focus on social work with Indigenous peoples has existed since the Program’s inception and has resulted in the creation of a First Nations Specialization BSW; recruitment and mentoring of First Nations and Métis faculty, sessionals, and adjuncts; collaboration with Indigenous organizations around five campuses to create student practicum placements; volunteer service by faculty with Indigenous organizations (i.e., boards), and so on. At the same time, we acknowledge that there is still much work to be done, and we see this process as ongoing.

Nurturing collaborative partnerships

- Each semester, numerous First Nations and Métis social workers have been invited to share in SOCW 310 and 602 as a way of nurturing collaborative partnerships and emphasizing social work practice that is predicated on the ability of families and communities to provide appropriate solutions to family healing. These have included social workers in areas such as Child Protection, Delegated Aboriginal Agencies, Alternative Dispute Resolution (i.e. Family Group Conferencing), and Medical social work.

Research to support Reconciliation and education

- Following the publication of the TRC’s Calls to Action, one of our faculty conducted research regarding how instructors can teach about the residential school system in post-secondary classrooms while creating safety in the classroom for First Nations and Métis social work students. This research has been presented four times in three different provinces and published in the Journal for Social Work Education.

Practicum placements

- Both our BSW and MSW at all campuses (Prince George, Northwest, Peace-Liard and South-Central) include, and continually seek to increase, practicum placements at Indigenous agencies, programs and locations with Indigenous site supervision whenever possible. Further, in all practicum locations we seek to prioritize learning and actions that recognize and address the historical and current injustices experienced by Indigenous peoples along with their unmistakable resilience and determination.

Collaborative advocacy efforts

- Faculty members and students in the UNBC School of Social Work are engaged in a wide range of community organizations, activities and social justice initiatives across

Continuing	all our campuses. This includes sitting on the Boards of Indigenous and Indigenous-serving community agencies; participating in organizing and speaking at local initiatives such as the annual Women's Memorial March, Red Dress Campaign, Sisters in Spirit, Tina Fontaine and Colten Boushie actions, among many others. We are proud of this activism and seek to honour and support many other day-to-day initiatives and struggles of Indigenous peoples in our region and beyond.
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Early childhood education

We call upon the federal, provincial, territorial, and Aboriginal governments to develop culturally appropriate early childhood education programs for Aboriginal families.

Progress

N/A	New and/or continuing initiatives and partnerships <ul style="list-style-type: none"> N/A
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Indigenous language degree and diploma programs

We call upon post-secondary institutions to create university and college degree and diploma programs in Aboriginal Languages.

Progress

Continuing	New and/or continuing initiatives and partnerships <ul style="list-style-type: none"> UNBC is working with the WWNI to create a new BA degree in Nisga'a Language Fluency (many of the UNBC processes are complete and documents are expected to go to Degree Quality Assessment Board late spring/early summer for review). In conjunction with the effort listed above, UNBC is working with WWNI to create corresponding Certificate and Diploma programs in Nisga'a Language Fluency. In partnership with the Haisla Language Authority, UNBC began delivery (January 2021) of Haisla language programming leading to a certificate and diploma in Kitimat. Began discussions with the community of Kispiox to begin delivery of Gitksan language programming, with a tentative start date of September 2022. At the request of the tribal council, UNBC is beginning discussions to deliver Tsilhqot'in language programming in Williams Lake.
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Health-care professionals

We call upon all levels of government to increase the number of Aboriginal professionals working in the health-care field, ensure the retention of Aboriginal health-care providers in Aboriginal communities, and provide cultural competency training for all healthcare professionals.

Progress

Continuing	<p>New and/or continuing initiatives and partnerships</p> <p>Northern Medical Program</p> <ul style="list-style-type: none"> All academic and curriculum programing for both the Undergraduate Medical program and Master of Physiotherapy - North program are the responsibility of UBC's Faculty of Medicine and initiatives reported through UBC.
Continuing	<p>Health Sciences progress</p> <p>Following the release of the TRC Calls to Action in 2012, we revisited our Health Sciences programs Learning Objectives (LOs) in May, 2016. Among the cultural competency-oriented LOs that we have formally adopted as core elements of our programs' curricula are the following:</p> <ol style="list-style-type: none"> Embedded within program definitions <ol style="list-style-type: none"> In Health Sciences, "breadth" includes an understanding of social/indigenous determinants of population and individual health, which include socio-economic conditions, lifestyle, historical factors, genetic make-up, the environment, sociopolitical context and many others. Core curriculum features <ol style="list-style-type: none"> Recognize and engage with First Nations/Aboriginal contexts and issues. Academic depth and breadth of knowledge and skills <ol style="list-style-type: none"> Breadth involves an awareness of the way in which history, culture and power impact health. Analytical, critical, and creative thought <ol style="list-style-type: none"> Students are expected to recognize and challenge assumptions as well as analyze multiple perspectives, learning from within, from and about a subject. Liberality, inclusiveness, and an appreciation of diversity <ol style="list-style-type: none"> Students will have respect for different forms of knowledge, methods epistemologies, and ontologies. Experiential knowledge will demonstrate diversity and inclusiveness. Diverse examples in the classroom will illustrate and concretize values. Students will engage in dialogue that shares information in a non-judgmental way. Personal growth, leadership skills and effective communication <ol style="list-style-type: none"> Students are encouraged to engage in the broader university community as well as the general community. Engaged citizenship from the local to global levels <ol style="list-style-type: none"> As partners in study, research is conducted with people for the benefit of people. Students practice participatory and experimental learning while having the embodiment of good practice principles. Recognition and preservation of diverse health approaches enables understanding, communication and dissemination.

Embracing Indigenous course content

Beginning with its inception in the 2006-2007 academic year, the BHSc was designed and implemented with the goal of embracing Indigenous content and passing along an understanding of Indigenous health to the students. For example, even in the first year that the program was offered, core courses for all three streams included FNST 100-3 The Aboriginal Peoples of Canada (1st year), FNST 302-3 First Nations Health and Healing (3rd year), and HHSC 471-3 Aboriginal Health and Healing (4th year). The program has been revised on an ongoing basis over the past 13 years, but this incorporation of Indigenous content has persisted: FNST 100 and FNST 302 are still core required courses for students in all three streams. Since 2016, HHSC 471 is no longer an Aboriginal Health course, because it was found, in consultation with the Chair of the First Nations Studies program, that much of its content duplicated what students were already learning in FNST 302. On the other hand, following the release of the TRC Calls to Action in 2012, we struck a working group to review the BHSc Community and Population Health—Aboriginal and Rural Health stream. This group included the Chair of First Nations Studies and two of our own SHSc faculty who are experts in Indigenous Health Research. We determined that, in order to fulfill its mandate and achieve its LOs for students, the Comm/Pop—Ab/Ru stream required revision based on ongoing changes in course availability. Consequently, starting in the 2014-2015 academic year, we removed and added Indigenous content courses, with the following rationale: "...the...changes will update the options for First Nations-oriented specialization in the Aboriginal and Rural Health stream, ensuring that adequate upper-level FNST course options are required or recommended for students in this stream of the BHSc. The changes will also ensure that BHSc students can select from FNST course offerings that are already regularly delivered."

Continuing

Specifically, we added the following courses as requirements or recommended elective options, respectively:

- New Requirement: FNST 303-3 First Nations Religion and Philosophy or FNST 304-3 First Nations Environmental Philosophy
- New Elective Options: ANTH 206-3 Ethnography in Northern BC; FNST 249-3 First Nations Community and Environmental Planning; FNST 305-3 Seminar in First Nations Studies.

We continue to evaluate and revise our undergraduate programs on an ongoing basis. In 2014, we re-evaluated our Masters-level programs, which led to these programs being offered in a revised format starting with the 2015-2016 academic year. Before this time, the MSc was a MSc in Community Health Science, but this was no longer sufficiently broad to encompass the research interests of our faculty and graduate students. It was revised to be offered as a MSc in Health Sciences, which still includes options for graduate students engaging in community-oriented health research, but also offers opportunities for students with a more biomedical focus. Further, we had observed that the vast majority of students enrolled in the MA Disability Management were already practicing Disability Management professionals who were interested primarily in expanding the scope of their knowledge in this discipline. Few of these students were interested in research, and that those who were interested in research were especially serious about this pursuit.

Consequently, we revised the MA to remove the Major Paper (i.e. research project) and Practicum options, in order to focus on the course-based Comprehensive Exam pathway, while retaining the Thesis option for those who were particularly interested in undertaking serious Disability Management research. Neither of these programs is explicitly Indigenous-oriented, but some of our students are Indigenous People, and many others are interested in incorporating Indigenous perspectives and content

Continuing	<p>into their training. Critically, for both the revised MA Disability Management and MSc Health Sciences we formally recommended, for the first time, elective course options that would encourage students to engage in Indigenous content:</p> <ul style="list-style-type: none"> • HHSC 604-3 The Health of First Nations People • NURS 604-3 The Healing and Well-being of Indigenous Peoples.
Continuing	<p>Interdisciplinary Learning</p> <p>From its inception, the PhD in Health Sciences was approved by the B.C. Provincial Government and by the UNBC Senate as an “interdisciplinary” program, and this is central to how it is delivered. For example, there are few explicit course requirements because, as summarized above, students are required to “[develop] expertise in a specific disciplinary area.” On the other hand, the seminar course, HHSC 800-6 Graduate Seminar I, is specifically designed and delivered by inviting numerous guest speakers throughout the year in order to help students encounter a considerable diversity of topics, several of which are well outside a given student’s specific research focus—not to mention their background and expertise prior to entering the program. Some of the seminar topics always are focused on Indigenous content. The integrity of this is ensured by the interdisciplinary Health Sciences PhD Program Committee that oversees the program and directs any changes. This HSPPC always has included at least one member with considerable expertise in Indigenous issues.</p> <p>During 2017-2018, the School of Health Sciences underwent an external review of its programs by expert Faculty from other institutions. The review was generally positive. However, among the recommendations issued by the reviewers was the following: “The current program has three streams but 90% of students are in the Biomedical Major. There is a need to consider how to increase enrollment in the other two majors in Community and Population Health (Aboriginal & Rural and Environmental) which may lead to combining-repositioning these majors to make them more attractive to students. Consider renaming-rebranding the program as a degree in ‘Northern Health’ with an expanded focus on Indigenous content.”</p> <p>We are currently working to address this recommendation by evaluating our BHSc streams to consider what revisions may be feasible.</p>
Continuing	<p>New Partnership programs</p> <p>UNBC has developed a partnership with Northern Health to respond to “Addressing Racism: An Independent Investigation into Indigenous-Specific Discrimination in BC Health Care,” which includes the following:</p> <ul style="list-style-type: none"> • Professional development program development. • Development of cultural competency program. • New courses development at UNBC for health-care students.
New	<p>Hiring an Indigenous Scholar</p> <p>The School of Health Sciences along with other stakeholders under the direction of VP Research and Innovation is engaged in hiring an Indigenous Scholar to take up the position of Dr. Ronald Rix BC Leadership Chair in Indigenous Environmental Health.</p>

Medical and nursing schools

We call upon medical and nursing schools in Canada to require all students to take a course dealing with Aboriginal health issues, including the history and legacy of residential schools, the United Nations Declaration (UN Declaration) on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, and Indigenous teachings and practices. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

Progress

Continuing

New and/or continuing initiatives and partnerships

Northern Medical Program

- All academic and curriculum programming for both the Undergraduate Medical program and Master of Physiotherapy - North program are the responsibility of UBC's Faculty of Medicine and initiatives reported through UBC.

School of Nursing

- The Family Nurse Practitioner Program has a practice of preferential seating for Indigenous applicants.
- We have shared syllabi templates with inclusion and diversity and statements, land acknowledgements on positionality, privilege and situatedness with course instructors.
- Faculty have undertaken training related to decolonization, inclusion, diversity and discrimination, and anti-racism
- The Implicit Bias tool is used/integrated into more than one course.
- NURS 604 as a required course in MScN studies – this is a popular course and we have agreed to offer a second section to meet demand (starting Winter 2023).
- Secured funding to have up to five Indigenous students take up to three graduate nursing courses (focus on supporting RN development in graduate studies).
- Readings and resources written from a colonizing/white settler lens to inclusive resources and readings from Indigenous, minority and other perspectives as one aspect of decolonizing pedagogy.
- NP students are required to have San'yas Indigenous Cultural Safety training.
- Increased activities to improve cultural humility and promote anti-racism including using the Blanket exercise in at least two courses.
- Improving connections with Northern Health Indigenous Health portfolio in terms of using their resources and consulting with them regarding best practices.
- Continued connection with National Collaborating Centre for Indigenous Health and drawing on their resources and tools.
- Ongoing and improving collaboration with the First Nations Health Authority, particularly in improving recruitment and retention.
- Practices to recruit / increase the number of students who identify as Indigenous.
- Required Indigenous health course that is in year 2 of the Northern Collaborative Baccalaureate Nursing Program (NCBNP): Introduction to First Nations Health.
- Required elective for all NCBNP students: three credit hours in First Nations Studies at any level, or Global History of Indigenous People, or equivalent
- Updated NCBNP Years 1 & 2 clinical evaluations now include BC College of Nurses and Midwives standard 5.
- NCBNP Faculty survey results indicate that >80% of instructors include Indigenous health topics, 75% include intergenerational trauma and legacy of residential schools, nearly 40% include UNDRIP, 65% include Indigenous teachings and practices, 78% include cultural safety and >50% include anti-racism content in their courses.
- N418 has a dedicated module related to Indigenous health/ inequities and the role of colonization re: Social Determinants of Health.

Continuing	<ul style="list-style-type: none"> • Host guest lectures featuring Indigenous speakers. • The Northern Baccalaureate Nursing Program cohort were involved in the Intercultural Safety Course with UNBC medical students. The course was offered through UBC and it was included as part of the curriculum for the first and second semester of the NBNP. <ul style="list-style-type: none"> ◦ A 12-hour time commitment each semester was factored into curriculum and course planning. The course occurred virtually, once a semester. • Third-year nursing students, as part of their clinical experience, attend two days at Prince George Nisdeh Yoh Indigenous School of choice. • Fourth-year students may choose to take their final focus nursing course in First Nations Health & Nursing, wherein they spend 300 hours working (and often living in) an Indigenous community.
New	<ul style="list-style-type: none"> • School of Nursing is part of a CIHR-funded project “Reclaiming and Recovering Indigenous Knowledge in Graduate Nursing: Intergenerational Learning with Communities.” <ul style="list-style-type: none"> ◦ Purpose: The co-creation and implementation of Indigenous wellness curricula and practice experiences, guided and led by local community protocols, priorities, and Indigenous research methodologies through Indigenous community partnerships in collaboration with Indigenous and non-Indigenous health and education providers. ◦ Objective(s): To align the work closely with the priorities and commitments of Indigenous communities using complex and collaborative strategies to open and extend networks; To counter deficit-based approaches and treatment focused model that currently drive health-care reform.

Law schools

We call upon law schools in Canada to require all law students to take a course in Aboriginal people and the law, which includes the history and legacy of residential schools, the UN Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and antiracism.

Progress

N/A	New and/or continuing initiatives and partnerships <ul style="list-style-type: none"> • N/A
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Public servants

We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the UN Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

Progress

Continuing

New and/or continuing initiatives and partnerships

The Elder in Residence Program

- Operating in campuses in Quesnel and Prince George, this program provides staff, faculty and students with opportunities to engage with local Elders. In a two-way learning environment, the Elder in Residence program ensures that cultural knowledge and activities are accessible to all students, staff, and faculty at UNBC. The Elder in Residence Program offers a tangible link to Indigenous traditions, identities, and histories. Along with their unique cultural knowledge, protocols, stories, and ways of being, Elders often demonstrate many of the core values UNBC holds in high priority: experiential learning and discovery, inclusiveness and diversity, leadership, integrity, and community. We celebrate and honour the contributions of Elders to the University community. UNBC's Elder Protocol is symbolic of how respect and reciprocity is foundational to the relationships we hold with Elders at UNBC. By connecting with Elders regularly, students build a sense of community, belonging and identity through ongoing exposure to the supportive environment and cultural activities that the Elder in Residence Program provides.

Additional initiatives

- UNBC developed a "Walking this Path Together" series that informs UNBC students, faculty and staff on Indigenization.
- Ongoing engagement continues, particularly with the leadership of the new five faculty plus one division structure regarding Indigenization of the curriculum.

Teacher education

We call upon the federal, provincial, and territorial governments, in consultation and collaboration with Survivors, Aboriginal peoples, and educators, to: ... Provide the necessary funding to post-secondary institutions to educate teachers on how to integrate Indigenous knowledge and teaching methods into classrooms.

Progress

Continuing

New and/or continuing initiatives and partnerships

The Weaver in Practice: Theory-Practice-Product

- The term weaver is used carefully to incite the gathering of learning and teaching prior to placing it in the "Basket of Knowledge."
- The interwoven strands of the 9-9-9 are fundamental to forming the base for the basket. Much like a braid that is used for smudging, the Phormium Tenax (also known as a flax plant) is divided into three strands and woven together to form the base. Once the base is completed, there will be 27 other strands added that will

<p>Continuing</p>	<p>represent the 9 Rs, 9 Ls, and 9 Ss which will weave in the B.Ed. courses. A description for the 9-9-9 and all courses will be provided below the strands. All knowledges and connections will be woven throughout to form the product (basket of knowledge).</p> <ul style="list-style-type: none"> • EDUC 405: Interwoven: Reflective Practice and Portfolio. This is an opportunity for the students to gather what they have learned/written/created and to insert into their portfolio. In addition, this course is useful when students are seeking employment as they get to provide evidence of their learning and teaching.
<p>Complete</p>	<p>Program Review</p> <ul style="list-style-type: none"> • Since the renewal of the Bachelor of Education program, we continually work hard to address the TRC/Calls to Action not only in the B.Ed., but also at a graduate level. • Expanding the strengths of the School of Education renewed BEd program through research model of understanding and practice that exceeds the BC Teachers' Council requirements for certification. • The Multidisciplinary Leadership program is currently in the hands of the Degree Quality Assessment Board. • At the B.Ed. level, we have fostered the needs of Prince George, Terrace (Northwest Campus), Quesnel (South-Central Campus) and (Skidegate, Haida Gwaii). • EDUC 346: Introduction to Aboriginal/Indigenous Education is taught by sessional instructors and at the Regional level, EDUC 346, 446 and 405 are instructed by local members of their respectful districts (SD28 & SD82). • First Peoples Principles of Learning (PPPL), BC Teachers Council (BCTC) Curriculum Standards, and the 9 Rs, 9 Ls, and 9 Ss are interwoven throughout. The weaver moves in and out of all courses to implement an Indigenous worldview. For example, Respect, Relationships, Responsibilities, Reciprocity, Relevance, Reverence, Reclamation, Reconciliation, and Reflexivity. • Cultural Safety has been pre-recorded and used in course syllabi.
<p>Continuing</p>	<p>Prince George Campus</p> <ul style="list-style-type: none"> • As noted in last year's report, the SOE uses our signature pedagogy of "People (Duneneh), Place (Hoozooh), and Land (Keyoh) daily, interwoven with land acknowledgement, place-based learning, and response. This represents— a way of being in place that is deeply aware of the connections between ourselves and our students, with each other, and with the spaces we all inhabit. • EDUC 346 focuses on the TRC/UNDRIP/History of Residential Schools/Timeline/Cultural Safety/First Peoples Principles of Learning (FPPL), BCTC Standards, and the first 4 Rs introducing Respect, Relationships, Responsibilities, and Reciprocity. This course is based on Indigenous ways of knowing and being. Students are encouraged to think about Indigenous models of understanding in preparation for practice. • EDUC 446 allows students to move from theory to practice. In this course, the students engage with bi-weekly presentations from the instructor, provide a written response, and the instructor on opposite weeks meets face-to-face to delve deeper into the presentations previously sent. By Blocks 3 & 4, the students formulate and analyze their model, and then move into putting the model into action. By the end of Block 4, the students prepare to showcase their model via exhibition. In Block 5, they move into their 10-week practicum. The purpose of thinking and creating their model is for the students to take their learning and to implement into their lesson or unit planning. The course is designed to be engaging and to be inclusive for all learners. The final part includes dialogue about transforming the hearts and minds of the learner.

Continuing	<p>M.Ed.</p> <ul style="list-style-type: none"> • As mentioned in the last report, we are offering two new streams that will change to Transformational Leadership and Exceptionality Education from Multidisciplinary Leadership and Special Education. The program will run as a cohort. • As noted, five new courses were developed for the Renewed M.Ed. <ul style="list-style-type: none"> ◦ Reconciling Space and Practice: Ways of Knowing and Being. ◦ Reflective and Transformative Practices in Educational Contexts. ◦ Interpretive Inquiry and Role of Literature on Practice and Policy. ◦ 'En cha Huná: Living Our Learning. ◦ Mental Health Disorders in Exceptionality Education.
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Journalism and media schools

We call upon Canadian journalism programs and media schools to require education for all students on the history of Aboriginal peoples, including the history and legacy of residential schools, the UN Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations.

Progress

N/A	<p>New and/or continuing initiatives and partnerships</p> <ul style="list-style-type: none"> • N/A
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Business schools

We call upon the corporate sector in Canada to ... Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the UN Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and antiracism.

Progress

Continuing	<p>New and/or continuing initiatives and partnerships</p> <p>Strategic Visioning Process</p> <ul style="list-style-type: none"> • The School of Business has been implementing a strategic visioning process to better align its curricula with the overall UNBC vision such as the concepts of “In the North for the North” and “A Green University.” The School will continue this process to further integrate the concepts into the curricula, particularly including Indigenous Peoples and sustainability as we are to serve the needs of northern people.
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**Continuing/
implemented**

Bachelor of Commerce

- Bachelor of Commerce students must take FNST 100-3 (The Aboriginal Peoples of Canada) as part of their degrees. This course introduces the languages, history, culture, and enduring presence of the Aboriginal people of Canada, intended to explore the range of Aboriginal social formations, both past and present, and to consider the future. Oral, written, and archaeological records are examined. Special attention is given to the crucial economic, social, and spiritual contacts that exist within Aboriginal societies and the changes that have occurred since contact with Europeans. This course ensures that Indigenous perspectives are incorporated and reflected in students' learning.
- COMM 302 (Entrepreneurship) has two elements of connection to Indigenous communities in our region:
 - Examples of entrepreneurial development included tools provided by entities such as the Aboriginal Business and Community Development Corp., an Indigenous-led, Indigenous-run entity that assists prospective entrepreneurs to explore business viability. The Executive Director, Vince Prince, presented to the class.
 - Examples of innovation included the efforts by "Band-Owned Enterprises" to develop economic activity and meet needs in the community through extensions of the Nation, rather than individual entrepreneurs. The Sasuchan Development Corporation was examined, and its CEO (Steve Nycholat) presented to the class.

MBA Program Requirement

- MBA students are required to successfully complete COMM 690 (Canada's Asia-Pacific Gateway). This seminar course explores political, economic, and managerial issues that are particularly important in northern and rural areas, including First Nations peoples and communities. In particular, this course discusses the history of First Nations relations and Business pertaining to the North and Asia Gateway, including what the social aspects and impacts of trade on First Nations were and where reconciliation for cultural and social currently fits with business developments.



BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 18, 2022
Agenda Item:	10.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

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

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

Our Values

Experiential Learning and Discovery

Inclusiveness and Diversity

Community

Integrity

Academic Excellence

Our Signature Areas

Environment and Natural Resources

First Nations and Indigenous Priorities

Health and Quality of Life

Northern Community Sustainability and Development

Innovative and Quality Distributed Delivery Programs

Report to the UNBC Board of Governors

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

The relationship between the University and the Faculty Association continues to improve since the ratification of the 2019-2023 Collective Agreement. The University and the Faculty Association have engaged in positive communications, consultation, collegial relations, and amicable methods to settle differences or grievances as they arise. This environment of mutual respect benefits our students, the academic and research environments, and the broader community in which UNBC operates.

The University received fewer grievances in the first half of 2022 than in 2021 and 2020 (4 vs 6 in 2021 and 19 in 2020). The Office of Faculty Relations has provided workshops on *Employment Equity, MOUs and Grievances, Chair's Search Processes, Faculty Workload, and Promotion and Tenure/Continuing Application Processes*, with the last three being joint sessions with the Faculty Association. These efforts assist in reducing the number of grievances.

The Office of Faculty Relations also continues to support the transition to the ratified 2019-23 Collective Agreement as new processes such as Performance Pay Increments are implemented. In addition, six joint working groups outlined in the Collective Agreement were constituted in January with one working group having already completed their report, and two others nearing completion. The work of these groups will help prepare the Parties for the next round of negotiations.

As the Office of Faculty Relations continues to develop, the mandate of the Office will expand to include a focus on Faculty Engagement by providing more proactive assistance and guidance on all aspects of faculty career development and collaborating with the Office of Equity, Diversity and Inclusion.

2. Indigenous

Office of Indigenous Initiatives

- Celebrating the opening of the Elders Welcome area and the Ceremonial Fire Circle. Developing appropriate booking and use procedures for the Ceremonial Fire Circle.
- Continuing to engage indigenous communities in updating and developing memorandums of understanding (e.g. Tsay Keh Dene; Haisla).

- Visiting indigenous communities across Northern British Columbia and engaging Education Directors, Council Members and Band Administration in fostering and building relationships (Saik'uz, Nadleh Whut'en, Ts'il koz Koh, Lake Babine Nation, Stelat'en). These northern engagements will inform the development of the specific educational themes and recommendations for the draft Indigenous Action Plan.
- Piloting the Indigenous Research Ambassador program with the Office of Research and Innovation.
- Developing plans for a gathering of community representatives and elders in Fall 2022. The purpose will be to engage in feedback on the draft Indigenous Action Plan themes and recommendations.
- Continuing to develop a memorial for the initial 215 children found at the Kamloops Residential School.
- 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.
- Building community partnerships to determine plans for funding year 2022/23 (ASP programs must have community partnership).
- Develop a committee of Indigenous community members to inform future ASP funding decisions for 2023/24.
- Implement the action items listed in the Province of BC's Declaration on the Rights of Indigenous Peoples Act.
- Partnering with Exploration Place to determine the possibility of an exhibit on campus showcasing "the witness blanket" made up of pieces reclaimed from Residential Schools across Canada.
- Working with delegates from Lheidli T'enneh to develop a partnership like the historic Indigenous Education Leadership Table LTFN has with School District 57
- Assisting President Payne and associates to inform the new strategic plan.
- Developing annual plans to celebrate National Indigenous History Month, National Indigenous Peoples Day, Red Dress Day, and the National Day of Truth and Reconciliation.
- Developing plans for Indigenous Signage across Campus and Regional campuses.
- Continuing to assist the Weaving our Ways Committee to develop the Storytellers event.

3. Graduate Degree Programs

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 has been completed and each group is working with their senior leadership to confirm next steps in creating this centre.
- 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.
- Initiating discussion and "homework" on the concept of a program in Veterinarian Medicine based on a distributed model and how UNBC can play a part in resolving the Veterinarian shortage in Northern BC.

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. Work continues on the implementation of these two initiatives.
- 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 of 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.
- In response to the Ministry's call in April 2022 to support programming for 2,000 Tech Relevant seat expansion in BC, Deans have been considering options to meet the requirements of this call.

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

- Implementing 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 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

- Welcoming Amy Beyer, Associate Registrar International to lead International Education.
- Continuing to support the restructuring of the International Education endeavour, to be integrated with the Registrar's Office and related activities in Recruitment and Student Affairs, and the academic units.

7. Kaffeeklatsch Discussions

- Facilitating open discussions among students, the Readiness Group, and various academic and service units on issues of academic planning and pedagogy in the pandemic-adapted era. This has been a highly successful format for broadly based discussions and will be restarted in F22.

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

1. Academic Initiatives:

- 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.
- Supporting the Deans and their academic units in developing realistic enrolment targets while enhancing the student experience following Strategic Enrolment Management (SEM) principles, and Integrated Planning and Budgeting processes.

2. Registrar

a. Delivery Methods

- Preparing for F22 scheduling and registration requirements, expecting a good diversity of F2F, virtual/on-line, and "hybrid" or "mixed" course formats.

b. Transition to the Five Faculties

- Continuing to support the implementation of the Banner system changes, with a rebuild of the Banner codes and system to create greater efficiencies (e.g. in course scheduling, calendar entries, admissions) and to prepare for degree audit enhancements in the future.
- With the Registrar's departure, Kimberly Read has accepted the role of Interim Registrar. We are proceeding with the recruitment of the University Registrar.

3. Recruitment

- Celebrating the successful launch 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.
- Beginning Phase 2, Admissions - Graduate, Undergraduate and International.

4. Library

- a. Celebrating the opening of the Library of the Future and Learning Commons project renovations of the main floor of the Library. 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 has been completed.

- b. Supporting the Library Commons working group that 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. Supporting the Library's 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.
- d. The Librarian in conjunction with staff from the Registrar's office & the Regional team took on the task of planning a face to face convocation out of Prince George and graduation celebrations in Quesnel, Terrace and WWNI.
- e. Commencing the search for a University Librarian with the recent resignation of Kevin Stranack. Dr. Trina Fyfe has agreed to serve as the Interim University Librarian, as of July 1, 2022.

5. CTLT

- a. Implementing our Learning Management System (LMS) – Moodle software, and web conferencing – Kaltura meetings for F22. We will be offering workshops, guidance and assistance this summer to faculty members. The new LMS provides a superior student experience and improved engagement with instructors. Moodle is a BC shared service which lowers our software operating costs.

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
 - Preparing for the launch of the Integrated Planning and Budgeting process for 23/24 with the President, Vice-Presidents, Integrated Planning, and Financial Services.
 - Supporting the Green University Visioning Task Force and community engagement to identify a "Green University Strategic Vision" for the next 50 years.

- b. Continuing to support the project management and implementation of the Phase 2 Customer Relationship Management (CRM) System focused on Admissions for Graduate, Undergraduate and International. This enterprise wide solution will integrate across UNBC student services and enhance the full student life cycle from inquiry to alumni.
 - c. Supporting process improvement and optimization to align external processes with the CRM System implementation. This initiative is focused on improving services and support through optimization of processes, automation of forms, and technology adaption.
 - d. Supporting the Deans in finalizing and implementing their governance structures for the five Faculties. Approved by Senate, May 25, 2022. This includes the renaming of specific academic units to better reflect and align with the five Faculties structure (i.e. Schools, Departments).
 - e. Collaborating with Faculty to define requirements, develop conceptual designs, and renovation plans to combine classrooms 8-364 and 8-365 into one 30 seat active studio classroom. This newly renovated classroom will be completed by August 2022, and will support hybrid teaching and pedagogy.
2. Information Technology
- a. Developing an IT Strategy Plan to align and manage technology innovation across the University for an integrated approach to achieving outcomes and optimizing resources.
 - b. 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.
 - c. Supporting the implementation of Ellucian WorkFlow optimization and automation to replace paper-based processes, explore technology adaption, and enhance reporting.
3. 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.
4. Regional Planning
- Virtual Regional Advisory Council (RAC) meetings were held in Quesnel, Terrace and Fort St. John in April & May. Attendance was strong from our stakeholder groups and good discussion was held and some action items were noted. Our next formal RAC meeting will be in Sept/Oct and our intention is to have those face-to-face at our regional campuses.

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.

Very excited at the possibility of working on a distributed DVM program!

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.

BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 18, 2022
Agenda Item:	10.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: June 18, 2022

1.0 Overall Financial Summary

\$ in Millions	2018-19	2019-20	2020-21	2021-22 B	2021-22 A	Variance
Revenues	84.49	90.93	92.90	95.32	97.23	2%
Expenditures	78.31	84.43	81.02	90.33	88.47	2%
Operating Margin	6.18	6.50	11.88	4.99	8.76	76%
Capital and Transfers	8.13	4.42	6.61	4.99	5.76	-15%
General Operating Fund	(1.95)	2.08	5.27	0.00	3.00	-
Ancillary Services Fund	0.52	(0.13)	(1.87)	(2.09)	(0.07)	97%
Other Funds and Adjustments	0.03	(3.05)	(0.12)	(0.06)	(1.28)	-25%
Consolidated Surplus/(Deficit)	(1.40)	(1.10)	3.28	(2.15)	1.65	177%

Note 1: Green, yellow, and red circles present a comparative annual trend for the period 2018-22 and represent high, medium, and low values during that period.

Note 2: Variance represents difference of actual performance for 2021-22 as compared to the budget.

Positive figures represent **favourable variance** resulting from higher revenue or lower expenditure;

Negative figures represent **unfavourable variance** resulting from lower revenue or higher expenditure.

1.1 UNBC's consolidated surplus for 2021-22 in the audited financial statements was \$1.65M, which is \$3.8M higher than the original budgeted deficit of \$2.15M. The better financial performance was due to:

- Higher fee revenue \$0.8M primarily related to international and other fees that was partly off set by lower than budgeted domestic fees and higher other income \$0.1M.
- Higher grant income \$1M primarily related to higher provincial grant for incremental payment for the 2019 Sustainable Services Negotiating Mandate, and recognition of one-time grant for the new Nursing Baccalaureate program that was partly off set by lower than budgeted other grants.
- Lower expenditure net of additional routine capital and transfers \$1.1M primarily related to lower than budgeted travel, utilities, and maintenance costs.
- Better financial performance by Ancillary Services \$2M – refer to § 10.1.10.
- The above favourable variances were partly off set by higher than projected spending in other funds and adjustments \$1.2M.

2.0 Annual Audit and Financial Reporting

2.1 UNBC's consolidated financial statements for the year ended March 31, 2022 were approved by the Board of Governors on May 26, 2022. KPMG LLP issued a clean report with no significant observations. All reports to the Ministry and research granting agencies are submitted on time. We acknowledge the diligent and excellent services of Financial Services team in achieving these outcomes despite of competing priorities and staffing challenges.

Office of the Vice President, Finance and Administration
3.0 Return to Campus

- 3.1 The temporary remote work arrangement introduced by UNBC in March 2020 in response to COVID-19 pandemic expired on May 31st. UNBC will continue to monitor the evolving situation and adapt, as required, to provide adequate campus experience to UNBC community while ensuring their health and wellbeing. UNBC will continue to apply learnings from the pandemic to consider the future of work based on operational needs and priorities through evaluating a business case like the Information Technology Services that has been approved in principle.

4.0 Enterprise Risk Management

- 4.1 University-wide risks have been identified through 18 risk identification individual and group interviews with more than 45 individuals representing a diverse set of stakeholders. These risks have been ranked and validated through a participatory workshop and categorized into: (a) Strategic; (b) Governance; (c) People; (d) Financial; (e) Operational; and (f) Facilities.
- 4.2 The major risks as per the participatory ranking include (a) limited capacity and over-stretched employees; (b) lack of strategic enrollment management; (c) business interruption; (d) limited capacity and constraints for information technology support; (e) employee recruitment and retention; (f) academic programming and changing landscape of higher education.
- 4.3 As part of the next steps, risks will be incorporated into a risk register, reviewed, and prioritised by the Executives along with the identification of the owner to determine the mitigation and timelines. UNBC is also evaluating the appropriate mechanism and capacity to implement and sustain the risk management initiative that will be finalized in the coming months.

5.0 Process Optimization and Digitization

- 5.1 An institutional framework for ongoing review and process optimization is being finalized with an aim to build internal capacity and provide opportunities to apply skills and learning for process review and optimization. The details will be shared in coming months.
- 5.2 The workflow automation through digitizing the paper-based forms is initiated as a pilot and will be progressed based on available capacity and resources. The current state is:

Forms / Processes	Current state mapping	Optimize without systems renewal	Workflow design / development	Test, adapt and sign-off	Communicate and implement
Average Time Required	1-3 months	1-3 months	2 months	2-3 months	3-6 months
Employee Request	100%	100%	100%		
Employee set-up and payment	100%	100%	100%		
Leave request	100%	100%	100%	25%	
Access device	100%	100%	20%		
Web access	100%	100%			
Spending authority	100%	100%			
Travel authorization	100%	100%			
Travel Claim	100%	100%			
Cheque requisition	50%				
Employee onboarding and exit					

Office of the Vice President, Finance and Administration

- 5.3 The payroll process has been reviewed through a series of lean sessions facilitated by KPMG to map the current state, identify pain points, and opportunities. The organizing framework of the payroll services is currently being reviewed to facilitate the process improvements, and an efficient and integrated approach. The next steps will be finalized in coming weeks.

6.0 Human Capital

- 6.1 The Human Resources team continues to support reorganization of International Office, Student Services, Information Technology, and Client Services. The workflow automation for the employee request form has been reinitiated and the lean-thinking mindset is being applied to improve the current processes. Subject to the Privacy Impact Assessment, the available automation in Microsoft Teams will continue to be explored to initially automate exit surveys, self-identification of candidates, and census for employees' self-identification.
- 6.2 In consultation with the AVP EDI, the hiring processes and relevant policies are being reviewed. Working with the Continuing Studies (CS) the employee onboarding and orientation is being reviewed and redesigned with to leverage CS systems and skills to deliver a quality onboarding experience. The work on the position management, data cleaning, and system-generated reporting continues with some delays due to staff turnover and limited IT support. To mitigate recruitment and retention challenges, an updated unified progression plan for IT staff and a new progression plan for purchasing agents have been finalized that is supported by CUPE 3799. The implementation is expected to mitigate staffing challenges.
- 6.3 The bargaining plan for CUPE 3799 and 2278-03 has been agreed with the Board and PSEC. The bargaining is expected to begin in coming months after the financial mandate is finalized. The work on the exempt compensation framework including performance management and progression has been initiated and is expected to be completed in coming months.
- 6.4 The recruitment of over 100 positions (new positions and vacancies due to employee turnover or internal transfers) is in progress. Key recruitments include Vice-President, Academic and Provost (complete), Registrar, Vice-President, Research and Innovation, Director, Student Success, Assistant Director, Human Resources, Manager, Health and Wellbeing.
- 6.5 A recommended service provider for the Employee Assistance Program has been short-listed through a request for proposal process. Subject to the results of a privacy impact assessment, the final award of the contract will be recommended to the Board for approval. The communication plan for the eligibility of five paid sick days in accordance with the new Provincial legislation related to those employees that were not previously eligible (e.g., casual CUPE staff) will be finalized in coming months in consultation with the employee unions.

7.0 Safety and Security

- 7.1 UNBC continues to encourage the wearing of non-medical masks within public spaces on campus and daily health checks are still required before attending campus. With the increase of on-campus activities, an increase has been seen in ergonomic assessments; medical accommodation and furniture changes. The Spring semester saw the return of field-based research and teaching activities that required increased engagement with the safety office for field safety training, orientation, and project risk assessments.

Office of the Vice President, Finance and Administration

- 7.2 UNBC successfully met the requirements for renewal of nuclear radiation licenses through the Canadian Nuclear Safety Commission in May.
- 7.3 An accessibility sub-committee of the Joint Occupational Health and Safety Committee collaborated with Dr. Rheanna Robinson to launch UNBC's first red shirt day event in honor of "National AccessAbility Week".
- 7.4 As part of the glove recycling program, a project initially funded through a Green Fund application, with UNBC shipping over 675lb of gloves, the company sent two recycled plastic Adirondack Chairs which are currently on display (and for use) in the student street.
- 7.5 In March 2021 UNBC approved an 8-hour parking option and an increase to parking fees at the Prince George campus. The 8-hour option was implemented but the fee increase was deferred to the next fiscal year due to the pandemic and will be implemented in June.

8.0 Capital Projects

- 8.1 All projects are progressing on time and within budget ensuring complete adherence to the safety standards.
- 8.2 A total of 44 prioritized projects are planned for the fiscal year 2022-23. The prioritization included consideration of deferred maintenance, institutional priorities, innovation, and efficiency. The list was balanced against available funding, available staff resources and expected delivery and construction timelines. During 2021-22, 23 projects were completed. The annual report was presented to the Finance and Investment Committee in June.
- 8.3 Key risks include budgetary pressures due to escalating material costs and shipping delays from global supply chain disruption. Several projects have been placed on hold pending material availability (primarily AV/IT equipment) and others have been redesigned to use available materials. Another ongoing risk is personnel availability: short term COVID illnesses, long term disability cases and departures have risen in recent months. Shortages in critical trades could impact project schedules.

9.0 Facilities Management

- 9.1 All facilities are open and operating in compliance with regulatory requirements. Pressure testing of the building sprinkler Fire Department Connections was completed in May, with minor deficiencies to be corrected this summer.
- 9.2 The Bioenergy Plant has offset 82% of natural gas usage during March and April against the annual goal of 85%, and following repairs completed in early March the plant has been operating at 99% offset. The annual Climate Change Accountability Report has been completed. Following several years of increased emissions while the Bioenergy plant was being refurbished, UNBC has returned to reducing emissions year over year.

10.0 Business Services

- 10.1 Business Services continues to demonstrate teamwork and perseverance to ensure continued success with increased activities. Service excellence remains a key focus, especially maximizing individual efforts and achievement through coaching. Specific highlights include:

Office of the Vice President, Finance and Administration***Hospitality Services***

- 10.1.1 Event and activity bookings on campus continue to increase over the spring and summer. Concurrently, processes and procedures are being updated in response to the many changes that have occurred with staffing resources and campus spaces.
- 10.1.2 Guest Accommodations is open from May to August, and staff is responding to higher than predicted utilization. Near-normal summer operations are expected for Guest Accommodation, meeting-room rentals, and catering services.

Retail Services

- 10.1.3 The bookstore will undergo a new software implementation in quarter 2. This is expected to increase efficiency, customer satisfaction and sales functionality while decreasing wait times, errors, and associated costs. Guided by survey results, the store refresh is 75% complete with feature space at the front, a children's section, and several new products – with planning underway for bundled products for the back-to-school season. General merchandise sales are trending upwards, consistently exceeding projected volume, and the inventory total is down allowing better focus on core products and growth strategies.

Housing and Residence Life

- 10.1.4 Winter semester in Housing ended with ~410 students living in Residence. Over the summer ~70 students are expected. Additionally, this will be the first full Guest Accommodations season since 2019 with approximately 112 confirmed suites (263 guests), and an additional ~25 suites (100 guests). Moreover, the maintenance plans, replacing the Neyoh roof over the summer will be implemented as per schedule.
- 10.1.5 Several positions are currently being recruited and the work will begin with a consultant on the implementation of Restorative Justice into non-academic misconduct and student support. September move-in dates have been adjusted prior to the Labor Day weekend to provide students and staff intentional time for relationship building, transition, and event participation.

Northern Sport Centre (NSC)

- 10.1.6 At the end of April, NSC had 1,319 active student members, with 4,575 members in total, an increase of 294 student members and 823 total members since January.

Continuing Studies (CS)

- 10.1.7 In quarter 4, CS delivered 48 virtual or face-to-face public courses, 7 custom courses, and 22 online (asynchronous) courses. A total of 1063 participants were trained.
- 10.1.8 In the fiscal year 2021-22, CS received \$80,000 from the Ministry of Advanced Education and Skills Training to develop the Indigenous Entrepreneurship Micro-credential, in association with Emily Carr and HubSpace. The CS team also began program development for the following courses: Executive Leadership, Event Leadership, Eco Field Data Collection Micro-credential, Construction Safety Coordinator Certificate, and Mass Timber Micro-credential.

Office of the Vice President, Finance and Administration

10.1.9 The CS team developed and ran the Working with Indigenous Communities course in March, with another course scheduled to be delivered in June. This program resulted in a partnership with Rio Tinto to develop a custom Working with Indigenous Communities program for their employees. It successfully ran the new Project Management program, expanding geographical reach in Northern BC through virtual delivery and expanded partnership with Trans Canada, training 20 Indigenous students from across Northern Alberta as Environmental Monitors.

Overall Financial Summary

10.1.10 The overall financial performance for 2021-22 is substantially better than the 2021-22 budget and the 2020-21 actual.

\$ in Millions	2018-19	2019-20	2020-21	2021-22 B	2021-22 A	Variance
Housing & Residence Life	● 2.83	● 2.55	● 0.70	0.72	● 2.29	218%
Hospitality Services	● 0.93	● 0.64	● 0.01	0.03	● 0.17	-
Continuing Studies	● 1.97	● 2.17	● 1.38	1.43	● 2.05	43%
Retail Services	● 2.17	● 2.03	● 1.33	1.46	● 1.67	14%
Northern Sports Centre	● 2.07	● 1.87	● 1.05	1.56	● 1.54	-1%
English Language Studies	0.42	0.02	0.00	0.00	0.00	-
Parking & Security Services	● 1.30	● 1.20	● 0.92	0.95	● 1.29	36%
Revenues	● 11.69	● 10.48	● 5.39	6.15	● 9.01	47%
Expenditures and Transfers	● 8.75	● 8.84	● 6.84	7.69	● 8.14	-6%
Gross Operating Results	● 2.94	● 1.64	● (1.45)	(1.54)	● 0.87	156%
Debt Servicing and Contributions	● 2.42	● 1.77	● 0.42	0.55	● 0.94	71%
Net Operating Results	● 0.52	● (0.13)	● (1.87)	(2.09)	● (0.07)	97%

Note 1: Green, yellow, and red circles present a comparative annual trend for the period 2018-22 and represent high, medium, and low values during that period.















Note 2: Variance represents difference of actual performance for 2021-22 as compared to the budget. **Positive figures** represent **favourable variance** resulting from either higher revenue or lower expenditure; **Negative figures** represent **unfavourable variance** resulting from lower revenue or higher expenditure. Higher debt servicing and contributions is an unfavourable operating variance for Ancillary Services; however, classified as favourable variance from UNBC's overall financial perspective.

UNBC Childcare and Early Learning Centre















10.1.11 Plans are underway for upgrading the play yard at the Centre, and the Society continues to fundraise for this project. Building the casual staff list continues to be a primary focus, and the updated contract with UNBC is expected to be signed in the near future. The preschool year will be finished at the end of June and will restart in September. Toddler and full time 3-5 care will remain open over the summer.

Appendix A: Key Priorities and Action Items (DRAFT) – Status Update
Action Items and Timelines to be updated/amended, as required on an ongoing basis

 Not Started
  Initiated
  Partially Completed
  Substantially Completed
  Completed

Action Items	Tentative Completion Date	Status
1. Strategic Planning and Budget		
a. Conceptualize and implement the strategic planning and budget framework and formalization of Strategic Planning and Budget Sub-Committee for 2022-23 cycle.	September 2021	
b. Finalize annual plan and budget 2022-23 document and presentations.	March 2022	
c. Conceptualize the strategic planning and budget framework for 2023-24 cycle.	September 2022	
d. Conceptualize and start implementing dashboard reporting framework for financial and administrative services – will continue to evolve, as required based on feedback.	September 2022	
e. Finalize the strategic deferred maintenance and long-term capital planning framework.	June 2023	
2. Enterprise Risk Management		
a. Finalize conceptual framework and complete risk interviews, validation, and ranking.	April 2022	
b. Finalize UNBC enterprise risk register and implementation framework.	September 2022	
c. Conceptualize the organizing framework for Audit and Risk at UNBC.	November 2022	
d. Conceptualize and implement fraud risk assessment framework.	February 2023	
e. Finalize emergency response plan.	June 2023	
a. Conceptualize and integrate UNBC risk appetite into enterprise risk management.	August 2023	
b. Implement individual risk registers for critical areas.	December 2023	
3. Human Capital		
a. Finalize the bargaining plan for CUPE 3799 and CUPE 2278.	March 2022	
b. Implement the training and development framework for CUPE employees.	September 2022	

Office of the Vice President, Finance and Administration

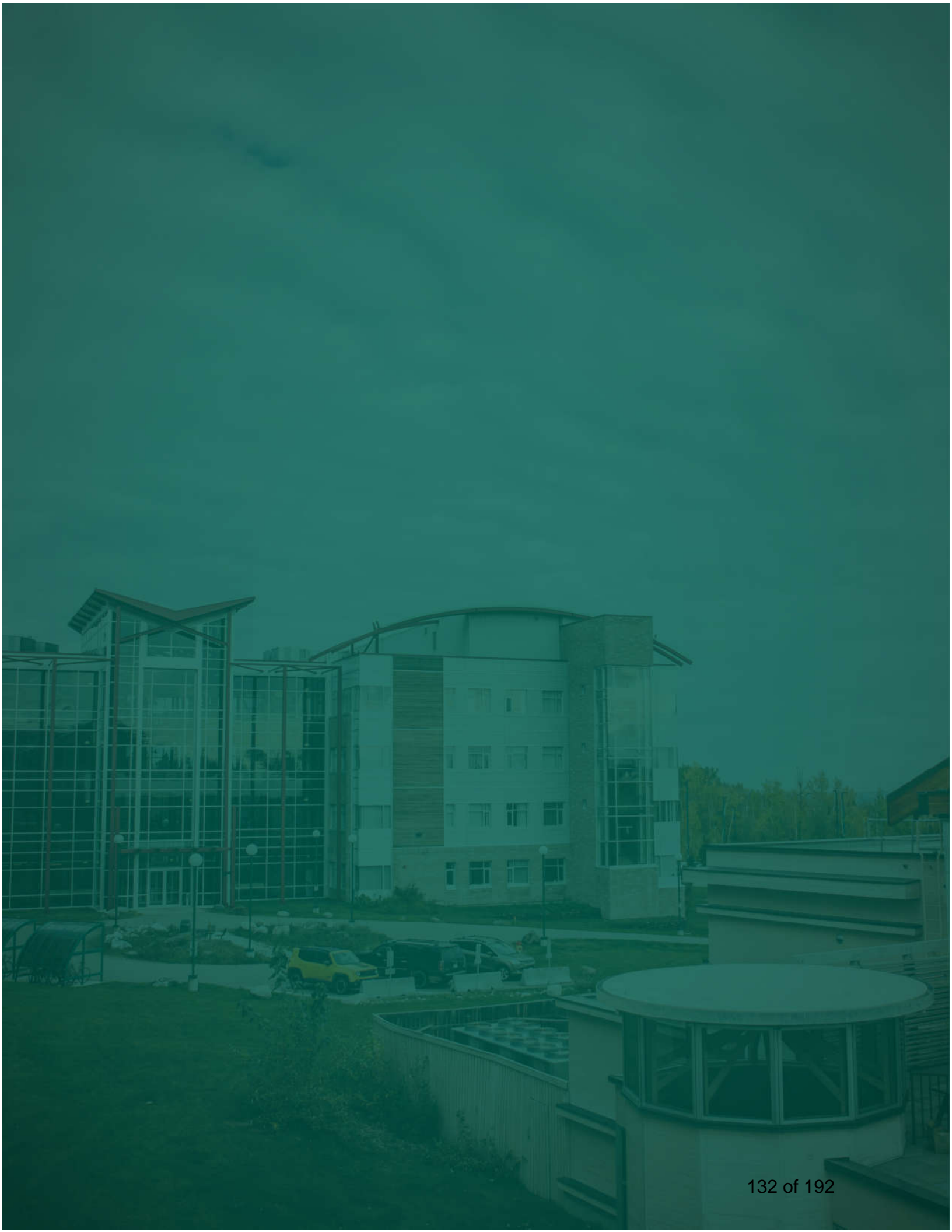
Action Items	Tentative Completion Date	Status
c. Conceptualize the framework for effective engagement and development of managers and employees within administrative services.	October 2022	
d. Conceptualize the exempt compensation framework including performance management and performance-based progression.	November 2022	
e. Conceptualize the performance management framework for people's development within administrative services.	June 2023	
4. Strategy, Optimization and Digital Transformation		
a. Complete environment scan and set strategic priorities for administrative services.	September 2021	
b. Complete the lean review for payroll processing facilitated by KPMG.	August 2022	
c. Start implementing the process optimization and digitization initiative and conceptualize an institutional framework for ongoing review and process optimization.	September 2022	
d. Implement the revised organizing framework for human resources.	December 2021	
e. Implement the changes related to re-alignment of Health and Wellbeing Portfolio	March 2022	
f. Finalize and implement an effective organizing framework for payroll services.	August 2022	
g. Finalize an effective people's plan and organizing framework for Financial Services.	October 2022	
h. Review and finalize an effective people's plan and organizing framework for Safety and Security and Contract and Supply Chain Management.	October 2022	
i. Standardize meeting schedule and agenda for UNBC Pension Plan; review and revise governing documents.	December 2022	
Revenue Generation and Diversification		
a. Establish and operationalize UNBC Land Development Corporation and provide orientation to UNBC community including Board of Governors.	March 2022	
b. In coordination with the ad hoc Committee of the Board of Governors, revalidate the working assumptions, action items, timelines, and the next steps for UNBC Land Trust development.	October 2022	

BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 18, 2022
Agenda Item:	10.b. Climate Change Accountability Report – R. Somani
Material:	1. Climate Change Accountability Report

2021 PSO Climate Change Accountability Report





2021

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Foreword from President and Vice Chancellor Geoff Payne

With the tragic wildfires and floods we witnessed so close to home, 2021 showed us once again the stark reality of climate change. There is no time to delay in our pursuit of a more sustainable world that we can safely pass on to future generations. UNBC has a responsibility to play a leading role, both in our region and beyond, towards that goal. As outlined in this Climate Change Accountability Report, we continue to make meaningful strides in our efforts to reduce emissions. This includes successes such as the return of our Bioenergy Plant to full service after recent maintenance challenges, as well as the continued efforts to reduce our energy usage, for example through the adoption of Passive House design in our new buildings.

We are Canada's Green University because the UNBC community is committed to working together to find ways to make our operations more efficient and sustainable every day. Our students, faculty, and staff all play an integral role in ensuring UNBC continues to be a leader in environmental stewardship. However, we still have much to do. That is why I am in full support of our newly formed Green University Strategic Vision Task Force, which will empower leaders from across our community to help evolve the strategic vision for sustainability at UNBC.

The climate challenges we face are stark and clear for all to see. Yet I remain optimistic that we can still effect meaningful change. At UNBC, we must continue to lead and work together tirelessly to put impactful actions in place that will ultimately help build a more sustainable world.

Declaration Statement

This PSO Climate Change Accountability Report for the period January 1, 2021 to December 31, 2021 summarizes our greenhouse gas (GHG) emissions profile, the total offsets to reach net-zero emissions, the actions we have taken in 2021 to reduce our GHG emissions, and our plans to continue reducing emissions in 2022 and beyond.

By June 30, 2022, the University of Northern British Columbia's final 2021 Climate Change Accountability Report will be posted to our website at www.unbc.ca

Emission Reductions: Actions & Plans

Stationary Sources

Actions Taken to Minimize Emissions

Stationary energy use in buildings is the most significant contributor of emissions at UNBC. In 2021, building energy use contributed to more than 97% of total emissions. As in previous years, UNBC continued to implement measures in 2021 to reduce emissions from stationary sources. One of the most impactful projects completed was the first phase of Round 2 of the Continuous Optimization program. Undertaken in partnership with BC Hydro, the Continuous Optimization program involves investigating existing building systems to identify and implement opportunities for energy savings. The first round of the program took place between 2013 and 2017, tackling nine of the largest buildings at the Prince George campus. Eight of those nine buildings were then selected for a second round of the program. In this second round, the first set of buildings completed in 2021 included the Agora, Research Laboratory, and Teaching Laboratory. A total of 25 existing measures were reconfirmed and 13 new measures implemented, including controls optimization, equipment scheduling, and new installations and upgrades. In total, from this first phase completed in 2021, it is expected that electricity savings will be over 1 million kWh per year and fuel savings over 6,000 GJ per year, ultimately leading to an emissions reduction of approximately 105 tonnes of CO₂.

Another major effort in the pursuit of increasing energy efficiency and reducing emissions is the multi-year series of heat exchanger upgrade projects that UNBC is undertaking. In 2021, a comprehensive upgrade was completed for the heat exchanger system in the Dr. Donald Rix Northern Health Sciences Centre, following on from upgrades completed in previous years, including in the Power Plant, Charles J. McCaffray Hall, Teaching & Learning Centre, and the Conference and Northern University Student Centre. The main intent of these projects is to replace aging inefficient heat exchanger systems with newer more efficient systems. This entails replacing large inefficient plate-and-frame heat exchangers with smaller more efficient brazed plate heat exchangers. Additionally, this often involves replacing multiple large inefficient fixed speed pumps with fewer and smaller variable speed drive pumps. The redesigns can also include decoupling systems so that they can be run independently, such that equipment can be shut down when not needed. These optimizations, large and small, ultimately improve the efficiency of each system that is upgraded, thereby resulting in reduced energy consumption.

In 2021, UNBC completed its second Passive House certified building: the new Facilities Management Building (Figure 1). Building on the success of the Passive House certified Wood Innovation Research Lab completed in 2018, the new building applies various energy efficiency design measures to minimize its emissions. This includes a free cooling system wherein the building is cooled using a side stream of water from the campus domestic cold water system, instead of drawing from the main chilled water system. The Passive House design of the building ensures that its energy demands are comparatively minimal even in extreme cold or hot weather. The building is also connected to the bioenergy district heating system. Additionally, with its cantilevered design, the building demonstrated that Passive House design can also be incorporated into a unique shape.

Another important success in 2021 has been the more consistent operation of the Bioenergy Plant after recent maintenance issues. Since it began operating in 2011, the Bioenergy Plant at UNBC (Figure 2) has been the most important factor in reducing emissions, supplying up to 85% of the peak heating demand of the Prince George campus, which otherwise would be supplied by combustion of natural gas. Through both the Bioenergy Plant and the smaller Pellet Boiler that supplies



Figure 1:
Facilities Management Building

heat to a number of small buildings through the winter, UNBC has been able to reduce its annual building emissions consistently by more than 60% compared to 2007 baseline levels. However, major maintenance issues, especially in 2019, had a detrimental effect on emissions reduction as the Bioenergy Plant had to be shut down for prolonged periods, resulting in increased use of the natural gas boilers. After significant efforts, including the replacement of the boiler, these maintenance issues have now been resolved, and the Bioenergy Plant is again operating optimally and displacing the use of natural gas.

Plans to Continue Reducing Emissions

Looking ahead, UNBC will continue to work on the second round of the aforementioned BC Hydro Continuous Optimization program. The second phase of buildings was recently completed in March 2022 and work is already underway on the third phase to be completed in 2023. It is expected that these projects will result in significant electricity and fuel savings, and thus further reduce UNBC's annual building emissions.

As part of the ongoing initiative to upgrade our heat exchanger systems, multiple systems will be upgraded in the Agora building in the summer of 2022. These upgrades will provide several energy efficiency improvements, thereby reducing energy usage and emissions. Further similar upgrades in other buildings, including the energy intensive Research Laboratory, are planned to be completed in the coming years. One of the positive byproducts of the upgrades is that the return temperature of the main district heating loop is anticipated to decrease, which should eventually allow for low temperature heat recovery.

UNBC is also investigating various low carbon electrification opportunities to further displace the use of natural gas. This includes the potential conversion of domestic water heating from natural gas boilers to electrically powered heat pumps at the Northern Sport Centre (NSC). The NSC is not connected to the bioenergy district heating system and currently relies only on natural gas for its heating needs, thus providing a potential opportunity for low carbon electrification. Similarly, as the Maintenance Building currently uses propane for its space heating, a new heat pump system will also be investigated to replace the propane system.

In order to avoid the prolonged unplanned maintenance downtime that was incurred in the Bioenergy Plant in 2019 and 2020, long term major maintenance planning is being carried out with the assistance of the original equipment manufacturer. This will help establish the schedule and budget for necessary major maintenance activities that have to be carried out in the coming years to ensure the continued reliable operation of the Bioenergy Plant, thereby limiting the use of natural gas for heating.

Longer term plans to reduce emissions include investigating opportunities for heat recovery in the Bioenergy Plant and the primary district heating loop, which could have a significant effect on reducing energy consumption. Additionally, the Passive House standard that has been adopted for new buildings will also be investigated for application in retrofits of existing buildings, such that their energy demand and consequent emissions can also be minimized.

Mobile Sources

Actions Taken to Minimize Emissions

Fleet emissions in 2021 represented approximately 2% of total emissions. The size of the fleet reduced from 30 vehicles in 2020 to 28 vehicles in 2021. There are only five non-research fleet vehicles, one of which is a fully electric Nissan Leaf that is used by the Facilities Department. The Nissan Leaf is the main light-duty vehicle for travelling on the main campus and within Prince George. It is expected that fleet travel would have also decreased due to the COVID-19 pandemic and the increased use of communications technology to carry out virtual meetings instead of physical site visits.



Figure 2:
Bioenergy Plant

In 2021, UNBC completed upgrades to its three electric vehicle charging stations, installing new Siemens Level 2 chargers, as pictured in Figure 3. These chargers are freely accessible and users only have to pay for parking. The updated chargers will provide fast, reliable, and convenient charging. This will support the use of electric vehicles by the university and wider community of Prince George, while also providing a scenic charging destination for those driving through the city. The previous chargers prior to the upgrade were older, slower, and only intermittently reliable.

Plans to Continue Reducing Emissions

As fleet vehicles are replaced, UNBC will review alternative zero emissions options where feasible in order to further reduce fleet emissions, as was done successfully in the case of the Facilities Nissan Leaf. This will require collaboration between departments including the user groups and Procurement, and will likely take the form of a zero emissions fleet procurement policy, setting out a standard process for fleet vehicle replacement that prioritizes zero emission vehicles. There are already opportunities being identified wherein zero emission vehicles may be a viable replacement for certain vehicles reaching end of life. It should be noted that the majority of fleet vehicles are research vehicles that tend to travel to remote locations and typically need to be able to store and tow heavy equipment, as well handle rough terrain. The improvement of charging infrastructure in remote areas and increased availability of affordable zero emission vehicles that can meet these requirements will be important in enabling a faster conversion to a zero emission fleet. In addition, with the increasing adoption of electric vehicles by the UNBC community and anticipated increase in electric fleet vehicles, further planning will be carried out on the long term strategy for charging electric vehicles on campus.

In 2022, a new gas fleet card system is being adopted to replace the existing system. It is anticipated that this will allow for easier data tracking of fuel consumption. While the program is voluntary, all fleet vehicle owners were strongly encouraged to participate. The transition to the new system provided an opportunity to connect with the fleet vehicle owners and reiterate the importance of tracking and reducing fleet emissions.

Paper Consumption

Actions Taken to Minimize Emissions

In 2021, paper emissions accounted for less than 1% of total emissions. At 18.9 tonnes of CO₂, this was the lowest year for paper emissions since reporting began in 2010. While this may have been skewed somewhat by the effects of COVID-19, paper emissions have been decreasing significantly even before COVID-19: paper emissions were already at 19.2 tonnes of CO₂ in 2019, a significant reduction from the high point of 79.8 tonnes in 2011. This is owing to a decrease in the overall use of paper and an increase in the amount of recycled and alternative fibre content in paper that is purchased, which continued in 2021.

UNBC procured a significant amount of paper with recycled content and alternative fibre sources in 2021. This included 2,400 units (1 unit = 500 sheets) of Sugar Sheet paper which is sourced from waste fibre generated from sugar cane processing. This was in addition to over 1000 units of paper with recycled content ranging from 10% to 30%. Paper without any recycled content or alternative fibre accounted for only 11% of the total amount purchased.

The continued transition from paper to digital processes, such as the more prevalent use of digital signatures, also contributed in reducing paper emissions. The increased use of virtual instead of in-person meetings would have also reduced the usage of paper materials for meetings. Tools such as PaperCut for printing also provide a mechanism for individual users, including staff, to monitor their paper usage and limit unnecessary printing.

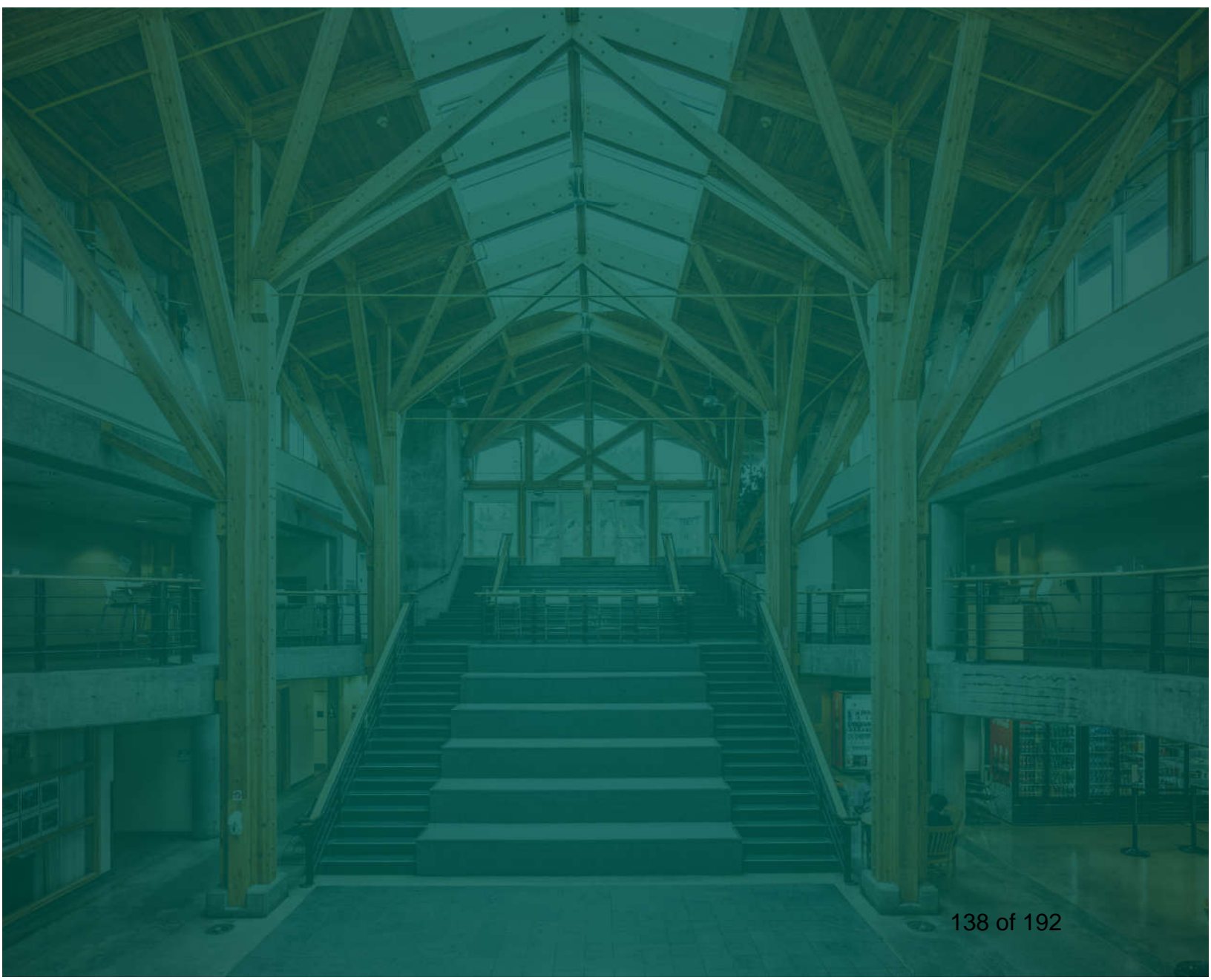


Figure 3:

Level 2 Electric Vehicle Chargers

Plans to Continue Reducing Emissions

UNBC will continue to increase the proportion of paper that is procured with recycled content and from alternative fibre sources, with the aim of reducing the overall emissions intensity of paper consumption. In addition to procurement practices, paper consumption will also be reduced through the continued transition from paper-based to digital workflows; a number of such projects are already underway and being implemented by the UNBC Information Technology Services department.



2021 GHG Emissions and Offsets Summary Table

University of Northern British Columbia 2021 GHG Emissions and Offsets Summary

GHG Emissions created in Calendar Year 2021	
Total Emissions (tCO ₂ e)	7,182
Total BioCO ₂	4,528
Total Offsets (tCO ₂ e)	2,654
Adjustments to GHG Emissions Reported in Prior Years	
Total Offsets Adjustment (tCO ₂ e)	3
Grand Total Offsets for the 2021 Reporting Year:	
Grand Total Offsets (tCO ₂ e) to be Retired for 2021 Reporting Year	2,657
Offset Investment (\$25 per tCO ₂ e)	\$66,425

Retirement of Offsets

In accordance with the requirements of the Climate Change Accountability Act and Carbon Neutral Government Regulation, University of Northern British Columbia (the Organization) is responsible for arranging for the retirement of the offsets obligation reported above for the 2021 calendar year, together with any adjustments reported for past calendar years (if applicable). The Organization hereby agrees that, in exchange for the Ministry of Environment and Climate Change Strategy (the Ministry) ensuring that these offsets are retired on the Organization's behalf, the Organization will pay within 30 days, the associated invoice to be issued by the Ministry in an amount equal to \$25 per tonne of offsets retired on its behalf plus GST.

Climate Risk Management

UNBC completed a recent Risk Assessment within the Facilities department that included climate related risks, including wildfires, disruptions to campus water supply, and potential situations that would require campus evacuation. Various actions were identified from that assessment, including the replacement of critical underground domestic water valves (an initiative that is already underway), and the ongoing work on wildfire risk mitigation in the forested areas of the Prince George campus. UNBC has also partnered with the City of Prince George on flooding risks related to Shane Lake dam and the Shane Creek watershed.

Forest management to mitigate wild fire risks is an ongoing and constant priority for the university, which has only been further emphasized in the wake of more frequent and severe wildfires in recent years. To prepare for wildfire smoke, the Facilities department has reviewed the outdoor air flushing programming and capabilities. Additional spare air filters are also secured each fire season due to more frequent replacements being required.

Severe heat waves are another climate risk identified for UNBC, as was evident in 2021. Start-up prep and maintenance of the chilled water system has taken on additional importance. Localized individual AC units have also received similar attention to ensure they are functioning well. Additionally, mechanical cooling is included in the specification for all new buildings, largely as a provision for current and future climate change impacts. The rising peak summer temperatures will also inform the investigation into the replacement or upgrade of the existing cooling towers, and any other central chilled water system upgrades. As has been observed in recent years, preparing for and reacting to increasingly severe climate events does incur additional costs, including in the form of increased utility costs (e.g. high electricity use for chillers during a heat wave) and increased maintenance costs (e.g. cost of additional spare filters due to wildfire smoke).

Recent years have also shown the value of having back-up systems. For example, when the Bioenergy Plant had unplanned prolonged shutdowns due to maintenance issues in 2019 and 2020, existing natural gas boilers were used to maintain heating on campus. Similarly, in the event of power outages, diesel generators automatically start up to power emergency circuits. For emergency situations in which most students and staff cannot go to the campus, COVID-19 has proven that the university is still able to function and deliver most of its core services remotely using communication technologies like video conferencing.

The two most recently constructed UNBC buildings have both been Passive House certified, and all future new buildings are expected to meet the same standard. This strategy will be beneficial for the university's resilience to a changing climate. Passive House buildings are more resilient to both higher and lower temperature extremes. They require less energy to operate and are slower to lose or gain heat in the case of a power outage. As a longer term measure, UNBC will also investigate adopting the same Passive House strategies in potential retrofits of other existing buildings.

Other Sustainability Initiatives

There are a number of ongoing initiatives at UNBC that support sustainability, including the following:

- The Green University Strategic Vision Task Force is a newly formed group that builds on the previous Green University Planning Committee, and acts as a central multi-stakeholder committee consisting of senior administration, staff, faculty, and students. This Task Force will be responsible for overseeing the overall strategic vision for sustainability at UNBC.
- UNBC is one of four research universities in British Columbia that hosts program coordinators for the Pacific Institute for Climate Solutions (PICS). Through PICS, UNBC collaborates with other universities on shared climate related initiatives.
- UNBC has been part of BC Hydro's Energy Management program since 2010. Through this program, BC Hydro helps to fund the Energy Manager position as well as a variety of energy conservation projects and campaigns. This includes the Energy Wise Network program, through which UNBC organizes an energy conservation campaign every year for students, staff, and faculty. The most recent such campaign centered around an Energy Bingo game that included a number of tasks to engage participants in energy conservation and sustainability.

- The Facilities department continues to provide tours to interested visitors of the Bioenergy Plant and Pellet Boiler, as well as more recently the new Passive House certified buildings. In addition, the Energy Manager or Facilities Director will provide guest lectures or collaborate with the academic departments for research or coursework (e.g. providing a tour of roof solar panels for a student group doing a project on a solar power plant). UNBC also participates in external sustainability activities, such as the Prince George Electric Vehicle Experience event that took place in October 2021 (Figure 4).
- UNBC established a recycling program in 1992, which today includes an in-house recycling centre to collect and compact its recyclables, allowing for comprehensive collection of materials. UNBC also offers recycling receptacles for batteries as well as a drop-off bin for recyclable electronics. Additionally, during demolition on renovation projects, the Facilities team preserves as much reusable material like furniture, insulation, and lighting as possible so that it can be reused where needed in the future.



Figure 4:

UNBC at the 2021 Prince George Electric Vehicle Experience Event

- UNBC maintains a Green Fund that provides seed grants for innovative research, education, and civic engagement projects that promote sustainability at UNBC. The program was started in 2009 through a levy on parking fees. It has funded over \$150,000 worth of projects.
- The Energy Conservation Revolving Loan Fund is maintained by the Energy Manager and provides funds to implement energy efficiency projects. Energy cost savings are used to repay the loan and fund future energy projects. The fund was created in 2012 when \$250,000 was made available for energy project funding. To date, projects worth a total of \$3 million have been funded.
- To promote cycling to campus, UNBC offers secure covered bike storage, six stand-alone high-security bike lockers, a bike repair station, shower facilities, and lockers for cyclists. In addition, all UNBC undergraduate and graduate students participate in the U-Pass transit program, which offers a discounted rate for unlimited access to public transit. For those commuting by car, UNBC also supports a carpooling program with a discounted parking permit.
- In partnership with the Feed BC program, UNBC Food Services supports local agriculture and food businesses through local food production, procurement, and active student engagement.
- As an additional sustainability benefit of the Bioenergy Plant, bio-ash resulting from the process is collected and used as a fertilizer at a local farm, through a permit from the BC Ministry of Environment, thereby diverting it from simply being landfilled.

Success Stories

The Continuous Optimization program, supported by BC Hydro, continues to be very beneficial in reducing energy usage and consequent emissions at UNBC. In 2021, UNBC concluded the second round of Continuous Optimization for the first phase of buildings: the Agora, Research Laboratory, and Teaching Laboratory. A number of existing measures were verified and confirmed, while several new energy efficiency measures were implemented. By reducing electricity and fuel usage, it is expected that the measures for these three buildings alone will reduce emissions by 105 tonnes of CO₂ annually. In addition, the cost savings will be approximately \$160,000 annually in avoided utility costs. Significant savings are similarly expected as UNBC completes the second and third phases of the second round of Continuous Optimization. The Continuous Optimization program is another example of the success that UNBC has had working closely with BC Hydro since joining the Energy Management program in 2010.

2021 also saw the successful completion of the Facilities Management Building (FMB), UNBC's second Passive House certified building. It offered a number of design challenges that were different from the first UNBC Passive House certified building: the Wood Innovation Research Lab (WIRL) that was completed in 2018. This included incorporating a unique cantilever design that is not typical for Passive House buildings that tend to be more box-like in shape. The building also has no gas connections and is tied into the bioenergy district heating system. Furthermore, it is cooled without additional energy input by using the campus domestic cold water system. Both FMB and WIRL have proven that different types of buildings can be successfully built to a Passive House standard in Northern BC, on budget and on schedule, using local materials and contractors. Not only will these buildings use significantly less energy, they will also be more resilient to the changing climate.

One final success story to highlight was not completed in 2021, but was recently revisited as part of a student tour: the solar panel system on the roof of the Conference and Northern University Student Centre, as shown in Figure 5. The solar panels were installed in 2015 when sixteen undamaged panels were donated by School District 57 after a fire at a local elementary school. UNBC procured nine additional panels and the system was installed mainly as a teaching instrument, to showcase a renewable energy source in action and provide an experiential learning opportunity for students at all levels. In the seven years since install, all the solar panels have remained successfully operating without any need for maintenance, simply generating and supplying power to the building. The solar panel energy data can be viewed easily in real-time. To date, the solar panels have generated more than 35,000 kWh of energy, meeting the expected design capacity of 5,000 kWh per year. Thus they remain a valuable demonstration of renewable energy generation at UNBC.



Figure 5:

Solar Panels on the Roof of the Conference and Northern University Student Centre

Executive Sign-off

Signature 

Rahim Somani

Name (please print)

May 24, 2022
Date

Vice-President, Finance and Administration

Title

If you have an idea of how UNBC can further reduce its GHG emissions or if you have a success story to share, please contact Energy Manager Sahil Dino at [**sahil.dino@unbc.ca**](mailto:sahil.dino@unbc.ca)



BOARD OF GOVERNORS – PUBLIC SESSION

Meeting Date:	June 18, 2022
Agenda Item:	10.b. Reports of the Vice-Presidents – Interim Vice-President, Research and Innovation
Material:	1. Quarterly Public Written Report of the Interim Vice-President, Research and Innovation

Report to the UNBC Board of Governors

Submitted by Dr. Kathy Lewis, Interim Vice President, Research and Innovation (and Graduate Programs)
Board Meeting Date: 18 June 2022.

1. Highlights

It has been a busy three months since my last board report, with some exciting results. I am very pleased to report that our EDI Action Plan has now been approved by the Canada Research Chairs Program as meeting their requirements. Many thanks to staff in the Office of Research and Innovation for their work on this. We are also very excited with two recent announcements that positively impact research at UNBC. The first was the appointment of Dr. Margo Greenwood as the Interim Scientific Director for the CIHR Institute of Indigenous People's Health, and the move of the Institute to UNBC. The second was the announcement of \$1.9million in federal funding to support the development of the Environmental Solutions hub housed out of the Northern Analytical Lab Services facility.

2. Overview of Office of Research and Innovation (ORI) 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

- Annual report to March 2022 received from the Community Development Institute. Highlights include CDI's participation on an expert panel for the Council of Canadian Academies to identify the legal, ethical, social and policy factors related to the deployment of high-speed internet in rural/remote communities. CDI also hosted webinars on housing in non-metropolitan BC, and have several research projects underway focused on housing in rural areas.
- New centre coming to UNBC: CIHR Institute of Indigenous People's Health, with Dr. Margo Greenwood as Scientific Director. Here is a link to that Institute on CIHR's website: <https://cihr-irsc.gc.ca/e/8668.html>

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

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

Overall: 27 new active grants/contracts were received and 37 new pending grants/contracts were submitted through ORI between March 1, 2022 and May 31, 2022.

- Two Canada Foundation for Innovation/BC Knowledge Development Fund grants were successful (Drs Reid and Dery).
- New Frontiers in Research Fund – Exploration Grant: Nathan Andrews (PI and adjunct at UNBC) was successful with his application (Annie Duchesne is Co-PI and Joseph Shea is co-applicant). “Hidden Figures” in the Social and Natural Sciences: Exploring racism, whiteness and epistemic oppression in the Canadian academy.
- CIHR Project Grant: Caroline Sanders and team (project led by TRU) were successful with their application on Reclaiming and recovering Indigenous knowledge in graduate nursing education.
- CIHR Health Research Training Platform: Shannon Freeman and team (project led by U of T) were successful with their application (Early Professionals, Inspired Careers in Age Tech (EPIC-AT): Innovators of Tomorrow Health Research Training Platform in Age Tech)
- CIHR Health Research Training Platform: Denise Jaworsky (physician/researcher affiliated with NMP) and team (project led by Sunnybrook Research Institute) were successful with their application (The Life-Threatening Illness National Group (LifTING) Research Training Platform: Spanning Boundaries Between Research and Care)
- NCCIH: Ministry of Health: Advancing ‘In Plain Sight’ Report Recommendations
- AGE-WELL AGETECH Implementation Response Program, Assessing the Effects of Implementing AgeTech to Support Dementia Care in a Rural Setting in Northern British Columbia: Shannon Freeman
- Research Data Centre Awards (internal grants): Taru Manyanga and Malgorzata Kaminska were both successful
- DMS Catalyst Grant (UNBC/UBC): Taru Manyanga and Trina Fyfe
- U Vic (Decolonizing Disability) funded by BC NEIHR: Rheanna Robinson
- Mitacs Accelerate awards to Hossein Kazemian, Zoe Meletis, and Terry Jiang/Kafui Monu/Erin Wilson and BSI award to Charles Scott
- Internal call for proposals for SSHRC Institutional Grants (SIG) Explore and Exchange grants has just closed; applications are currently under review with internal UNBC committee members

5. Student Research Support

Since the last Board report:

- Mitacs Globalink Interns – 13 students coming to UNBC from International locations
- Mitacs Globalink Research Awards – 1 confirmed, 2 pending
- Two Research Ambassadors are staying on for the summer to continue to enhance research culture at UNBC and to plan activities for the upcoming year.

6. Research Facilities and Infrastructure

- PacifiCan funding of \$1.9 million to support the Environmental Solutions Hub, located at the Northern Analytical Lab Services facility. This will support purchase of much-needed equipment and salaries of lab technicians.

7. Graduate Programs

- Opportunities to support graduate students and supervisors, through a letter of agreement and a graduate handbook are being presented to the five faculties. A proposal for a graduate governance structure is also being presented.

8. Partnerships and Advancement Activities

- We hosted a UNBC-Ministry of Forests Symposium – 2.5 day event in May focused on collaboration. It was very successful and is already leading to enhanced collaborations between UNBC and MOF researchers.
- Society for Ecosystem Restoration Networks of BC – one day symposium hosted at UNBC. Well attended and will lead to increased opportunities for undergraduate and graduate students to become involved in SERNbc projects, as well as UNBC faculty.
- Five new scholarships or bursaries were approved, and revisions to the terms and conditions of 3 additional awards were approved.
- We launched the **#UNBCPayItForward** Campaign
 - UNBC represents the dreams and aspirations of 16,000 community-focused champions who, in 1988 paid \$5 and signed a petition to create a university in and for the north. This year, UNBC is proud to reach a significant milestone of graduating over 16,000 students. To celebrate this exciting achievement, we have launched the #UNBCPayItForward Campaign. We have asked our supporters to pay it forward and make a gift today that will improve access to education and enhance student experiences. We have suggested a gift amount of \$9.97 which equates to the original \$5 donation made by each of the original 16,000 champions (adjusted for inflation, of course). Or a gift valued at \$99.70, \$997.00 or \$9,970.00.
 - UNBC supporters are so passionate about this campaign that they have contributed over \$50,000 in matching funds to date.
 - The 16,000 Alumni Award has been established to honour the first 16,000 alumni and the opportunities created by the vision and leadership of the original 16,000 petition signers. The award will support the next 16,000 graduates and beyond.
 - Support from each of the BOG members would be greatly appreciated. This would allow us to show the community that the entire UNBC community stands behind this campaign and our request of alumni and other UNBC supporters to pay forward the support of the original 16,000.
 - Campaign Page: <https://www.unbc.ca/giving>
 - Donation Page: <https://www.unbcgiving.ca>

9. Youth Engagement and Outreach

- Registration for Active Minds Summer Camps opened at the end of May 2022.
- We are offering six weeks of virtual STEM camps for kids ages 6-8 and 9-12.
- We are hosting two weekly camps in-person for kids ages 9-12. These camps are the first hosted jointly with the UNBC Athletics department (Active Minds, Active Bodies). Several UNBC faculty are volunteering their time to host science activities for the kids. The in-person camps have already sold-out (~15 youth per camp).

10. Priorities for upcoming months

- 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.
- Submit the updated interim Strategic Research Plan to SCAAF and Senate for information. Plan has been reformatted and updated (example EDI language has been added) and has been reviewed by ORI Staff and an adhoc committee of researchers.

- Continue with review and revision of policy on Centres and Institutes, and develop an information sheet on overhead distribution.

"APPENDIX 1"



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Carolyn Ward Hasteys Bursary be approved.

Rationale: To activate the Carolyn Ward Hasteys 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: Yes (Determined by the Development Officer)

Date to SCSB: December 13, 2021

***SCII Vetting Process:** (Section to be completed by SCFNAP Committee Recording Secretary)
SCII Motion Number: SCFNAP/SCII2022.01.03
SCII Meeting Date: January 13, 2022
SCII Brief Summary of Committee Discussion: CARRIED

TO BE COMPLETED AFTER SCSB MEETING

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

Motion No.: SCSB20220223.03

Moved by: Hanlon

Seconded by: Gehloff

Committee Decision: CARRIED.

Attachments: 1 Page

Approved by SCSB: February 23, 2022
Date


Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Carolyn Ward Hastey Bursary

Awards Guide Description/Intent: This award has been established in loving memory of Carolyn Ward Hastey who passed away November 11, 2021 after a brief battle with lung cancer. Carolyn was born on October 9, 1955 in Doaktown, New Brunswick. She was a beloved Mum, Sister, Auntie, and best friend to those who knew her. Carolyn will always be remembered for her witty sense of humour, warm laughter and gorgeous smile. She maintained a hopeful and optimistic outlook even in the face of adversity. Carolyn was a hard worker who enjoyed music, gardening, jewellery-making and DIY home improvement. She was an avid environmentalist who was very conscientious about minimizing her environmental footprint by recycling and educating others on the importance of preserving our planet. Carolyn would have been proud to support UNBC students pursuing an education and a career in the environmental field.

Donor: Family and friends of Carolyn Ward Hastey

Value: \$1,000

Number: One

Award Type: Bursary

Eligibility: Available to a full-time undergraduate or graduate student enrolled in a Faculty of Environment Program. First preference will be given to survivors of the Canadian residential school system. Second preference will be given to direct descendants of survivors of the Canadian residential school system.

Criteria: Demonstrated financial need and satisfactory academic standing

Effective Date: Established 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 Finning Canada Award be approved.

Rationale: To activate the Finning Canada 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: Yes (Determined by the Development Officer)

Date to SCSB: December 1, 2021

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

SCII Motion Number: SCFNAP/SCII202201.04

SCII Meeting Date: January 13, 2022

SCII Brief Summary of Committee Discussion: CARRIED

There was discussion if the eligibility should be, Indigenous and/or female. No change was made.

TO BE COMPLETED AFTER SCSB MEETING

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

Motion No.: SCSB20220223.04

Moved by: Mayes

Seconded by: Palmer

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: February 23, 2022

Date

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Finning Canada Award

Awards Guide Description/Intent: Finning is the world's largest Caterpillar dealer delivering unrivalled service since 1933. They sell, rent and provide parts and service for equipment and engines to customers in various industries, including mining, construction, petroleum, forestry and a wide range of power systems applications. Finning is committed to investing in communities where they live and work. They support and encourage underrepresented groups such as Indigenous and female students pursuing an education in science, technology, engineering, or mathematics (STEM).

Donor: Finning Canada

Value: \$3,000

Number: One

Award Type: Award

Eligibility: Available to a full-time undergraduate student entering or enrolled in a science, technology, engineering, or mathematics (STEM) program. First preference will be given to students who identify as Indigenous or female.

Criteria: Demonstrated financial need and academic proficiency

Effective Date: Endowed 1994, revised 2022

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 Centerra Gold and Royal Gold Community Award be approved.

Rationale: To activate the Centerra Gold and Royal Gold Community 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: Yes (Determined by the Development Officer)

Date to SCSB: Jan 24, 2022

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

SCII Motion Number: SCII202202.06

SCII Meeting Date: February 10, 2022

SCII Brief Summary of Committee Discussion: CARRIED

TO BE COMPLETED AFTER SCSB MEETING

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

Motion No.: SCSB20220223.05

Moved by: Mayes

Seconded by: Zhou

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: February 23, 2022
Date


Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Centerra Gold and Royal Gold Community Award

Awards Guide Description/Intent: As part of their commitment to helping advance the areas of reclamation and environmental stewardship within the mining industry, Centerra Gold and Royal Gold are pleased to offer a two-year renewable award for \$5,000 to a student from one of Mount Milligan mine's local communities.

The purpose of the award program is to promote post-secondary education and careers related to the mining industry, particularly in environmental sciences.

Donor: Centerra Gold and Royal Gold

Value: \$5,000 (total value of \$10,000 over 2 years)

Number: One

Award Type: Award

Eligibility: Available to a student enrolled or enrolling in any undergraduate program at the University of Northern British Columbia. Preference will be given to students enrolled in environmental, science or engineering programs.

Additional preference will also be given to candidates from the following communities: McLeod Lake Indian Band; Nak'azdli Whut'en; Takla Nation; Fort St. James; Vanderhoof; Mackenzie; Fraser Lake; Prince George; Halfway River First Nation; West Moberly First Nation; and Yekooche First Nation.

Application Instructions: Applicants must submit a personal statement and one letter of support to the Awards Office via awards@unbc.ca. The personal statement must be 600 words or less and explain the student's need for an award and how their training or education will benefit their community and advance the mining industry's contributions to sustainable development.

Note: This award is renewable for up to one year, subject to the recipient maintaining the criteria of satisfactory academic standing.

Criteria: Satisfactory academic standing

Effective Date: Established 2022

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 PETRONAS Nursing Award be approved.

Rationale: To activate the PETRONAS Nursing 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

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: March 11, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB202203232.03

Moved by: Zogas

Seconded by: Palmer

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: March 23, 2022

Date

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: PETRONAS Nursing Award

Awards Guide Description/Intent: PETRONAS Canada is one of the largest natural gas resource owners in the country. The company believes in investing in education and human capital development at all levels. PETRONAS Canada aims to create positive alliances where they operate by protecting and adding value to the well-being of employees, partners and communities. They continue to contribute to sustainable development through improving access to quality education and promoting learning opportunities so students can realize their career aspirations. This award has been established to support students in the UNBC Northern Baccalaureate Nursing Program which will benefit the community of Fort St. John and surrounding areas.

Donor: PETRONAS Canada

Value: \$5,000

Number: Two

Award Type: Award

Eligibility: Available to a full-time undergraduate student enrolled in the Northern Baccalaureate Nursing Program. First preference will be given to residents of Northeast BC including Fort St. John, Fort Nelson, Dawson Creek, Tumbler Ridge, Chetwynd, Pouce Coupe and Taylor.

Criteria: Satisfactory academic standing

Effective Date: Established 2022

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Computer Science Entrance Award be approved.

Rationale: To revise the Computer Science Entrance 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

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: February 14, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220323.04

Moved by: Palmer

Committee Decision: CARRIED

Seconded by: Bankole

Attachments: 1 page

Approved by SCSB: March 23, 2022

Date

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: Entrance ~~Awards~~

Award Name: Computer Science Entrance Award

Awards Guide Description/Intent: This award has been established to encourage and support talented students entering or transferring to undergraduate studies in Computer Science at UNBC.

Donor: UNBC ~~Department of~~ Computer Science Department

Value: \$1,000

Number: ~~Up to~~ Ten

Award Type: Award

Eligibility: Available to full or part-time undergraduate students ~~entering their first or second year level of studies in who have either completed less than 60 credit hours in a~~ Computer Science Program at UNBC, or who are transferring from another post-secondary institution into a Computer Science Program at UNBC ~~at any level of undergraduate studies~~. Applicants should include details on their experience, interest and performance in mathematics and/or computer science in their award application.

Criteria: Academic Proficiency ~~and with courses in mathematics and/or computer science.~~

Conditions: ~~The student must officially declare Computer Science as a major. Course enrollment for the year in which the award is held must be approved by the Chair of Computer Science or designate. The award can be held only once.~~

Application Instructions: ~~Complete the Online Awards Application, submit a letter outlining your experience, interest and performance in mathematics and/or computer science via awards@unbc.ca. Copies of any awards achieved may also be sent via awards@unbc.ca.~~

Note: Successful applicants cannot receive this award more than once.

Effective Date: Established 2007, revised 2022

Recipient Selection: ~~The Senate Committee on Scholarships and Bursaries, on recommendation of the Department of Computer Science. Subject to Available Funding.~~ 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 Northern Interior Cruising Committee Scholarship be approved.

Rationale: To revise the Northern Interior Cruising Committee 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

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: March 1, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220323.05

Moved by: Zhou

Committee Decision: CARRIED

Seconded by: Palmer

Attachments: 1 Page

Approved by SCSB: March 23, 2022

Date

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Northern Interior Cruising Committee Scholarship

Awards Guide Description/Intent: The Northern Interior Cruising Committee (NICC) ~~has~~is ~~made up of~~ members from ~~l~~industry, Ministry of Forests and ~~F~~forestry ~~G~~consultants. Their mandate is to promote a level of standards which is imperative to the proper collection and processing of timber cruiseing data. This data is used to determine the quality and quantity of the timber within a stand and provide key information for use in the timber appraisal process.

Donor: The Northern Interior Cruising Committee

Value: \$1,000

Number: One

Award Type: Scholarship

Eligibility: Available to a full-time student who has achieved strong academic and practical achievement in ~~Natural Resources Management~~ NREM 203. ~~The candidate must submit a brief essay demonstrating his/her commitment to forest mensuration by providing evidence of practical proficiency in cruising or related work (e.g. summer employment).~~

Criteria: Academic excellence

Application Instructions: ~~Submit a brief essay demonstrating your commitment to forest mensuration via awards@unbc.ca. Applicants should include details in their application on their commitment to forest mensuration~~

Note: ~~The College will review the applications and nominate the recipient.~~

Effective Date: Established 1997, revised 2022

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the Faculty of ~~Natural Resources~~.Environment



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the SCSB 2021-2022 Annual Report be approved.

Rationale: The annual report is due to be submitted to Senate in April.

Proposed By: Linda Fehr, Coordinator – Awards & Financial Aid

External Relations Contact: N/A

Faculty / Academic Department: N/A

Date: March 15, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220323.06

Moved by: Mayes

Committee Decision: CARRIED

Seconded by: Bankole

Attachments: 4 pages

Approved by SCSB: March 23, 2022

Date

Chair's Signature

For Information of Senate & Board

Senate Committee on Scholarships and Bursaries

Annual Report to Senate

March 23, 2022

OVERVIEW

Since the last annual report in March of 2021 the Senate Committee on Scholarships and Bursaries has met ten (10) times. During this time, and on behalf of Senate, the Committee has completed the following administrative tasks:

- Recommended to Senate the 2021/2022 general scholarships and bursaries fund expenditures
- Ratified nominations of 2021/2022 awards recipients
- Reviewed and approved thirty Terms and Conditions for newly established awards
- Approved twenty-two revisions to Terms and Conditions for existing awards
- Reviewed eleven student requests for scholarship deferrals/reinstatements

STATISTICAL SUMMARY – 2021/2022

Award Type	Number	Value
Donor-Directed	672	\$1,559,626.00
UNBC General Fund (not including waivers)	102	\$ 271,000.00
UNBC Scholars Waivers	102	\$ 440,418.84
Graduate Tuition Waivers	72	\$ 349,663.06
Athletic Tuition Waivers	32	\$ 228,788.41
Provincial/Youth in Care Tuition Waivers	12	\$ 51,345.38
School District 57 Waivers (matching)	1	\$ 1,000.00
Canada 150th Anniv. Intn'l Scholarship Waivers	13	\$ 26,000.00
Totals	*1006	\$2,927,841.69 **

* 11% **decrease** in number from 2020/2021

** 1% **decrease** in value from 2020/2021

Notes: 2021/2022 Decreases are largely attributed to: a) a reduction in the General Fund Budget; b) the discontinuation and/or reduction of some tuition waiver programs {Canada 150th Anniversary International Scholarship Waivers, Master's Tuition Waivers} and c) an increase in the number of award deferral requests and student withdrawals due to the COVID 19 pandemic/on-line instruction.

Student Data	Number	%	Notes
Self-declared Female Recipients	533	67%	
Self-declared Male Recipients	266	33%	
Self-declared Indigenous Recipients	71	8%	
International Recipients	150	18%	
Northern Residents	508	63%	
Undergraduate Entrance Recipients	108	13%	
General Awards Recipients	146	18%	(all student types)
In-Course Undergraduate Award Recipients	308	39%	
Graduate Award Recipients	216	27%	(UNBC-administered)
NMP/PT Award Recipients	21	3%	
Number of individual recipients	799	100%	(one or more awards)

Award Category	Number	Value	Median Value
Needs-based Awards	323	\$ 513,146.32	\$1,000
Merit-based Awards	683	\$2,414,295.37	\$2,500

NEW DONOR-NAMED AWARDS ESTABLISHED IN 2021/2022

Name of Award	Number	Value	Total
Allan & Susan MacDonald Athlete Award	5	1,000	5,000
Bonnie Walberg Memorial Award	1	2,000	2,000
Somani Family Equity, Diversity, and Inclusion Scholarship	1	1,100	1,100
Tajudduala Sadruddin Somani Award of Academic Excellence	1	1,000	1,000
Willows Bursary	1	1,000	1,000
Allan & Susan MacDonald OT/PT Award	5	1,000	5,000
Northern BC Nursing Scholarship	1	1,500	1,500
Yvette and Dollar Bock Health Scholarship	1	4,500	4,500
Pacific Blue Cross Health Services Award	1	1,000	1,000
Female Athletes in STEM Scholarship	1	500	500
Resource Connector North Bursary	1	1,000	1,000
Drs. Murray and Nowlan Physiotherapy Award	1	1,000	1,000
Gitxsan/Nisga'a Award	1	1,000	1,000
Michael P.F. Reed Bursary	1	1,500	1,500
Tajudduala Sadruddin Somani Equity, Diversity and Inclusion Award for Varsity Athletes	1	500	500
District of Houston Bursary	1	1,000	1,000
Vi Lambie Memorial Award	1	1,000	1,000
Native Northwest Reconciliation Award	1	1,000	1,000
Vivian Shaw Memorial Bursary	2	3,500	7,000
Judith Sandford Bursary	1	1,000	1,000
Sarah Hein Memorial Bursary	1	1,000	1,000
Glenda Brommeland Memorial Award	1	1,000	1,000
Miss Pacific Fisher Bursary	3	10,000	30,000
Pat McLeod Bursary	2	2,000	4,000

Pretivm Award	1	5,000	5,000
Pretivm Indigenous Award	1	8,500	8,500
Pretivm Women's Award	1	5,000	5,000
School of Engineering Bursary	12	Varies	40,000
School of Engineering Scholarship	12	Varies	40,000
Timberwolves Athletic Award	n/a	Varies	Varies
TOTALS	63	\$59,600	\$173,100

UNAWARDED DONOR-NAMED SCHOLARSHIPS AND BURSARIES 2020/2021

Name Of Award	Reason	Total Value	# Times Not Awarded (past Five Years including this year)
Aldyen Hamber Women's Studies Bursary	Program specific	\$1,500	3
Arne & Lesley Carlson Undergraduate Scholarship	Specific criteria	\$1,250	2
BC Association of Social Workers – Northern Branch Bursary	BSAW membership proof no provided	\$1,500	1
BC Hydro Environmental Studies Bursary – 2 of 3	Specific criteria	\$4,000	1
Bill Reid Award	Specific criteria	\$7,500	2
Coastal GasLink Indigenous Community Development Award - 4 of 10	Region specific criteria	\$12,000	2
Doug Floyd Memorial Scholarship for Graduates – 1 of 2	Program specific	\$3,000	1
Dr. Alfred Joseph Award	Region specific criteria	\$500	1
Geoffrey R. Weller Scholarship	No study abroad students in 2021/2022	\$1,750	1
George W. Baldwin QC Graduate Scholarship	Program specific	\$4,000	3
HSJ Lawyers LLP Scholarship	Course specific criteria	\$2,000	4
Nechako Chapter No. 40 – Order of the Eastern Star Bursary	Affiliation specific	\$900	2
Nordic Sport Leadership Award	Affiliation specific	\$2,000	2
Northern Nations Community Award	Program specific	\$2,500	2
Prkachin Award to Support Advanced Study in Psychology	Program Specific	\$1,250	3
Ricci Dalton Award (2)	Specific criteria	\$1,000	2

S.M. Blair Family Foundation Scholarship (2)	No applicants (Science Fairs)	\$4,000	2
Simons Foundation International Scholarship	No study abroad in 2021/2022	\$2,000	2
Sophie Thomas Bursary	Donor did not nominate	\$1,000	3
Aldyen Family Women's Studies Bursary	Program Specific	\$1,500	3
Tom Dennett Memorial Scholarship	Specific Criteria	\$1,000	4
Canfor Annual Award (1 of 4)	No eligible applicants	\$3,500	3
William Wilfred Kordyban Memorial Award for Cancer Service	Program Specific, specific volunteer experience	\$3,500	1
Totals	30 awards*	\$63,150**	

*Percentage of *number* of available awards not awarded in 2021/2022: 2.8%

**Percentage of *value* of available awards not awarded in 2020/2021: 2%



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the CIBC Indigenous Award be approved.

Rationale: To activate the CIBC Indigenous 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

Indigenous Content: Yes (Determined by the Development Officer)

Date to SCSB: April 1, 2022

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

SCII Motion Number: SCII202204.18

SCII Meeting Date: April 14, 2022

SCII Brief Summary of Committee Discussion: CARRIED

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220420.03

Moved by: Zogas

Committee Decision: CARRIED

Approved by SCSB: April 20, 2022

Date

For Information of Senate & Board

Seconded by: Gehloff

Attachments: 2 pages

Chair's Signature

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: CIBC Indigenous Award

Awards Guide Description/Intent: CIBC has a rich history of helping people, businesses and communities in Canada and around the world grow and prosper. They are proud to make a positive impact in their communities by supporting cancer research, championing inclusive communities and investing in future leaders. CIBC believes there should be no limits to ambition and are thrilled to offer their support to Indigenous students pursuing post-secondary education.

Donor: CIBC

Value: \$5,000

Number: One

Award Type: Award

Eligibility: Available to a full-time or part-time undergraduate or graduate student who self identifies as Indigenous.

Criteria: Demonstrated financial need and academic proficiency

Effective Date: Established 2022

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 Indigenous Student Athlete Award be approved.

Rationale: To activate the Indigenous Student Athlete 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

Indigenous Content: Yes (Determined by the Development Officer)

Date to SCSB: March 2, 2022

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

SCII Motion Number: SCII202204.15

SCII Meeting Date: April 14, 2022

SCII Brief Summary of Committee Discussion: CARRIED

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220420.04

Moved by: Mayes

Committee Decision: CARRIED

Approved by SCSB: April 20, 2022

Date

For Information of Senate & Board

Seconded by: Gehloff

Attachments: 2 pages

Chair's Signature

AWARDS GUIDE INFORMATION:

Award Category: Athletic

Award Name: Indigenous Student Athlete Award

Awards Guide Description/Intent: This award has been established to support and encourage Indigenous UNBC varsity athletes in their athletic careers and pursuit of education.

Donor: Generous supporters of UNBC Athletics

Value: \$1,000

Number: One

Award Type: Award

Eligibility: Available to a full-time undergraduate student who is a current member of a UNBC varsity athletics team who identifies as Indigenous.

Criteria: Demonstrated financial need and satisfactory academic standing.

Effective Date: Established 2021

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the UNBC Athletics Department.



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Pacific BioEnergy Award be approved.

Rationale: To activate the Pacific BioEnergy 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

Indigenous Content: Yes (Determined by the Development Officer)

Date to SCSB: March 11, 2022

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

SCII Motion Number: SCII202204.17

SCII Meeting Date: April 14, 2022

SCII Brief Summary of Committee Discussion: CARRIED

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220420.05

Moved by: Zogas

Committee Decision: CARRIED

Approved by SCSB: April 20, 2022

Date

For Information of Senate & Board

Seconded by: Hanlon

Attachments: 2 pages

Chair's Signature

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Pacific BioEnergy Award

Awards Guide Description/Intent: Pacific BioEnergy Corporation (PacBio) has been a leader in the development of the wood pellet industry in British Columbia since 1994. Their vision was simple and strategic. PacBio took residual fibre from sawmills that was once disposed of in beehive burners and turn that material into a carbon neutral, renewable fuel to replace coal and fossil fuels.

From 2011 to 2022, PacBio partnered with UNBC and donated wood pellets to help fuel the Prince George campus energy system and IK Barber Enhanced Forestry Lab. PacBio is proud to have been a part of the Prince George community for over 25 years. This award has been established to thank PacBio for their contributions to UNBC and to thank the community and employees of PacBio for their support.

Donor: Pacific BioEnergy Corporation

Value: \$1,000

Number: One

Award Type: Award

Eligibility: Available to a full-time undergraduate or graduate student. First preference will be given to former PacBio employees or their family members. Second preference will be given to members of the Nazko First Nations community. Third preference will be given to students with a passion for sustainability, green energy or environmental conservation.

Criteria: Satisfactory academic standing

Application Instructions: Students must outline how they meet the eligibility requirements in their application

Effective Date: Endowed 2022

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 PETRONAS Indigenous Nursing Award be approved.

Rationale: To activate the PETRONAS Indigenous Nursing 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

Indigenous Content: Yes (Determined by the Development Officer)

Date to SCSB: March 11, 2022

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

SCII Motion Number: SCII202204.16

SCII Meeting Date: April 14, 2022

SCII Brief Summary of Committee Discussion: CARRIED

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220420.06

Moved by: Zogas

Committee Decision: CARRIED

Approved by SCSB: April 20, 2022

Date

For Information of Senate & Board

Seconded by: Gehloff

Attachments: 2 pages

Chair's Signature

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: PETRONAS Indigenous Nursing Award

Awards Guide Description/Intent: PETRONAS Canada is one of the largest natural gas resource owners in the country. The company believes in investing in education and human capital development at all levels. PETRONAS Canada aims to create positive alliances where they operate by protecting and adding value to the well-being of employees, partners and communities. They continue to contribute to sustainable development through improving access to quality education and promoting learning opportunities so students can realize their career aspirations. This award has been established to support students in the UNBC Northern Baccalaureate Nursing Program which will benefit the community of Fort St. John and surrounding areas.

Donor: PETRONAS Canada

Value: \$5,000

Number: Two

Award Type: Award

Eligibility: Available to a full-time undergraduate student enrolled in the Northern Baccalaureate Nursing Program who identifies as Indigenous.

Criteria: Satisfactory academic standing

Effective Date: Established 2022

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 UNBC and NLC Partnership Award be approved.

Rationale: To activate the UNBC and NLC Partnership 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

Indigenous Content: Yes (Determined by the Development Officer)

Date to SCSB: March 25, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220420.07

Moved by: Hanlon

Committee Decision: CARRIED

Approved by SCSB: April 20, 2022

Date

For Information of Senate & Board

Seconded by: Zogas

Attachments: 2 pages

Chair's Signature

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: UNBC and NLC Partnership Award

Awards Guide Description/Intent: This award has been established in honour of the partnership between the University of Northern British Columbia (UNBC) and the Northern Lights College (NLC).

Donor: University of Northern British Columbia

Value: \$750

Number: One

Award Type: Award

Eligibility: Available to a full-time or part-time undergraduate or graduate student who has studied at the Northern Lights College. First preference will be given to students entering UNBC.

Note: Successful applicants cannot receive this award more than once.

Criteria: Satisfactory academic standing.

Effective Date: Established 2022

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 16,000 Alumni Award be approved.

Rationale: To activate the 16,000 Alumni 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

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: April 8, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220420.08

Moved by: Hanlon

Committee Decision: CARRIED

Approved by SCSB: April 20 2022

Date

For Information of Senate & Board

Seconded by: Mayes

Attachments: 2 pages

Chair's Signature

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: 16,000 Alumni Award

Awards Guide Description/Intent: The 16,000 original members of the Interior University Society (IUS) signed a petition and paid a \$5 membership fee to be a part of the movement to create the University of Northern British Columbia (UNBC). This act demonstrated the broad public support for the idea of a northern university and is one of the reasons UNBC exists today. In 2022, UNBC surpassed 16,000 graduates. This award has been established to honour the first 16,000 alumni who are paying forward the support and opportunities created by the vision and leadership of the original 16,000 petition signers.

Donor: UNBC, our alumni and supporters

Value: \$1,000

Number: One

Award Type: Award

Eligibility: Available to a full-time or part-time undergraduate or graduate student. First preference will be given to student who are exceptionally involved in their community.

Criteria: satisfactory academic standing

Note: Successful applicants cannot receive this award more than once. There will be an equal opportunity scope for students at the Prince George and the regional campuses.

Effective Date: Endowed 2022

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the BC Oil and Gas Commission Engineering Bursary with a name change to BCOGC Engineering Bursary be approved.

Rationale: To revise the BC Oil and Gas Commission Engineering 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

Indigenous Content: Yes (Determined by the Development Officer)

Date to SCSB: February 25, 2022

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

SCII Motion Number: SCII202204.12

SCII Meeting Date: April 14, 2022

SCII Brief Summary of Committee Discussion: CARRIED AS Amended, minor changes to eligibility.

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220420.09

Moved by: Zhou

Seconded by: Bankole

Committee Decision: CARRIED

Attachments: 2 pages

Approved by SCSB: April 20, 2022

Date



Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: ~~Entrance or In-Course~~General

Award Name: ~~BC Oil and Gas Commission~~BCOGC Engineering Bursary

Awards Guide Description/Intent: The BC Oil and Gas Commission is a regulatory agency with responsibilities for overseeing oil and gas and geothermal operations in British Columbia, including exploration, development, pipeline transportation and reclamation. The Commission has partnered with several post-secondary institutions across the ~~P~~rovince to support education. This award has been created to financially support students fulfilling their dreams of completing an Engineering Degree at UNBC.

Donor: BC Oil and Gas Commission

Value: ~~\$2,250~~2,500

Number: Two~~-in 2019/20, Two in 2020/21~~

Award Type: Bursary

Eligibility: Available to a full-time undergraduate student enrolled in an Engineering Program. First preference will be given to applicants who self-identify as Indigenous, ~~and~~ or are from a rural or remote community.

Criteria: Demonstrated financial need and satisfactory academic standing.

Note: ~~This award is renewable for up to one additional year subject to the recipient maintaining satisfactory academic standing.~~

Effective Date: Established 2018, revised 2022

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the BCOGC Indigenous Knowledge Research Grant be approved.

Rationale: To revise the BCOGC Indigenous Knowledge Research Grant 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

Indigenous Content: Yes (Determined by the Development Officer)

Date to SCSB: February 25, 2022

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

SCII Motion Number: SCII202204.13

SCII Meeting Date: April 14, 2022

SCII Brief Summary of Committee Discussion: CARRIED

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220420.10

Moved by: Hanlon

Committee Decision: CARRIED

Approved by SCSB: April 20, 2022

Date

For Information of Senate & Board

Seconded by: Gehloff

Attachments: 2 pages

Chair's Signature

AWARDS GUIDE INFORMATION:

Award Category: ~~Entrance or In-Course~~General

Award Name: ~~BC Oil and Gas Commission~~BCOGC Engineering Bursary

Awards Guide Description/Intent: The BC Oil and Gas Commission is a regulatory agency with responsibilities for overseeing oil and gas and geothermal operations in British Columbia, including exploration, development, pipeline transportation and reclamation. The Commission has partnered with several post-secondary institutions across the ~~P~~rovince to support education. This award has been created to financially support students fulfilling their dreams of completing an Engineering Degree at UNBC.

Donor: BC Oil and Gas Commission

Value: ~~\$2,250~~\$2,500

Number: ~~Two in 2019/20, Two in 2020/21~~

Award Type: Bursary

Eligibility: Available to a full-time undergraduate student enrolled in an Engineering Program. First preference will be given to applicants who self-identify as Indigenous, ~~and~~ or are from a rural or remote community.

Criteria: Demonstrated financial need and satisfactory academic standing.

Note: ~~This award is renewable for up to one additional year subject to the recipient maintaining satisfactory academic standing.~~

Effective Date: Established 2018, revised 2022

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Finning Canada Award be approved.

Effective Date: 2022-2023 Academic Year

Rationale: To revise the Finning Canada 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: Yes (Determined by the Development Officer)

Date to SCSB: March 1, 2022

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

SCII Motion Number: SCII202204.14

SCII Meeting Date: April 14, 2022

SCII Brief Summary of Committee Discussion: CARRIED

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220420.11

Moved by: Hanlon

Committee Decision: CARRIED

Approved by SCSB: April 20, 2022

Date

Seconded by: Gehloff

Attachments: 2 pages

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Finning Canada Award

Awards Guide Description/Intent: Finning is the world's largest Caterpillar dealer delivering unrivalled service since 1933. They sell, rent and provide parts and service for equipment and engines to customers in various industries, including mining, construction, petroleum, forestry and a wide range of power systems applications. Finning is committed to investing in communities where they live and work. They support and encourage underrepresented groups such as Indigenous and female students pursuing an education in science, technology, engineering, or mathematics (STEM).

Donor: Finning Canada

Value: \$3,000

Number: One

Award Type: Award

Eligibility: Available to a full-time undergraduate student entering or enrolled in a science, technology, engineering, or mathematics (STEM) program- with a declared major in: Computer Science, Biology, Chemistry, Environmental Science, Forest Ecology and Management, Environmental Engineering, Civil Engineering, or Mathematics and Statistics. First preference will be given to students who identify as Indigenous or female.

Criteria: Demonstrated financial need and academic proficiency

Effective Date: Endowed 1994, revised 2022

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

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

Rationale: To revise the Tom Dennett Memorial 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

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: March 18, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220420.12

Moved by: Mayes

Committee Decision: CARRIED

Approved by SCSB: April 20, 2022

Date

For Information of Senate & Board

Seconded by: Zogas

Attachments: 2 pages

Chair's Signature

AWARDS GUIDE INFORMATION:**Award Category:** Entrance**Award Name:** Tom Dennett Memorial Scholarship**Awards Guide Description/Intent:** This scholarship was established in memory of a teacher, mentor, and friend who inspired many students to go on to study science.**Donor:** Todd Whitcombe**Value:** \$1,000**Number:** One**Award Type:** Scholarship

Eligibility: Available to a full or part-time undergraduate student who has transferred to UNBC from Langara College and is enrolled in any science program. First preference will be given to students ~~enrolled~~enrolling in Chemistry, Biochemistry and Molecular Biology or Environmental Science. If there are no eligible transfer students from Langara College, the scholarship will be available to a full or part-time undergraduate student in the Faculty of Science and Engineering.

Criteria: Academic Proficiency**Effective Date:** Endowed 2015, revised 2022**Recipient Selection:** Senate Committee on Scholarships and Bursaries on recommendation by the UNBC Awards Office.



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the UNBC Master of Engineering Prize be approved.

Rationale: To revise the UNBC Master of Engineering Prize 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

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: March 15, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220420.13

Moved by: Zogas

Committee Decision: CARRIED

Approved by SCSB: April 20, 2022

Date

For Information of Senate & Board

Seconded by: Gehloff

Attachments: 2 pages

Chair's Signature

AWARDS GUIDE INFORMATION:

Award Category: Graduate

Award Name: UNBC Master of Engineering Prize

Awards Guide Description/Intent: This award has been established to encourage students to pursue graduate studies in the Master of Engineering in Integrated Wood Design Program. The recipient will be chosen from submissions to the Wood Innovation Student Award Competition.

Donor: ~~The UNBC College of Science and Management~~ The UNBC School of Engineering

Value: \$10,000

Number: One

Award Type: Prize

Eligibility: Available to individuals or teams of two who enter the Wood Innovation Student Award Competition. The recipient will be decided on from among those who enter the competition.

Note: The winner(s) of the Wood Innovation Student Award Competition, once accepted to the Master of Engineering, Integrated Wood Design Program at UNBC, will have the value of the Prize applied to their student account(s). In the event that the winner is a team of two, the award will be split in half.

Effective Date: Established 2019, revised 2022

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the Wood Innovation Student Award Competition Jury.



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for 'The 16,000' Legacy Award with a name change to 16,000 Petition Signers Award be approved.

Rationale: To revise the 'The 16,000' Legacy 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

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: April 8, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220420.14

Moved by: Hanlon

Committee Decision: CARRIED

Approved by SCSB: April 20, 2022

Date

For Information of Senate & Board

Seconded by: Bankole

Attachments: 2 pages

Chair's Signature

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: 16,000 Petition Signers Award

Awards Guide Description/Intent: In celebration of the University of Northern British Columbia's 25th anniversary, the University established this award to honour the 16,000 petition signers. The 16,000 original members of the Interior University Society (IUS) signed a petition and paid a \$5 membership fee to be a part of the movement to create UNBC. This act demonstrated the broad public support for the idea of a northern university and UNBC exists today as a manifestation of their vision and leadership. Thank you for providing opportunities for the future of the north and generations to come.

Donor: UNBC and our supporters

Value: \$2,500

Number: Two

Award Type: Award

Eligibility: Available to a full-time or part-time undergraduate or graduate student. First preference will be given to petition signers or descendants of petition signers. (The full list of petition signers is located at: www.unbc.ca/25/public-campaign.)

Criteria: Satisfactory academic standing

Application Instructions: If applicable, please include if you are a petition signer or who the petition signer is that you are a descendent of.

Note: Successful applicants cannot receive this award more than once. There will be an equal opportunity for students at the Prince George and the regional campuses.

Effective Date: Endowed 2014, revised 2022

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 Paul Zanette Memorial Award be approved.

Rationale: To activate the Paul Zanette Memorial Award commencing the 2023-2024 Academic Year.

Proposed By: Tara Mayes, Development Officer – Donor Relations

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

Faculty/Academic Department: N/A

Indigenous Content: No (Determined by the Development Officer)

Date to SCSB: April 11, 2022

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: .

Motion No.: SCSB20220511.03

Moved by: Zogas

Committee Decision: CARRIED

Approved by SCSB: May 11, 2022
Date

For Information of Senate & Board

Seconded by: Gehloff

Attachments: 2 pages

Chair's Signature

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Paul Zanette Memorial Award

Awards Guide Description/Intent: Paul Zanette had a passion for Prince George, the design of the city and its downtown core. He believed the design of a city is a reflection of the people who live there. Paul grew up in Prince George and became one of the city's most visionary citizens. He also played an important role in defining the original master plan for UNBC's Prince George campus and developed the idea of how each building would relate to each other and to the environment. Paul's contributions to UNBC arose from his many roles as founder, employee, instructor, and supporter. This award has been established to support students in Paul's memory who are passionate about planning and design.

Donor: Paul Zanette together with his family and friends

Value: \$1,000

Number: One

Award Type: Award

Eligibility: Available to a full-time undergraduate student enrolled in the Environmental Planning Program who has completed 60 credit hours. First preference will be given to students interested in design with a particular interest in understanding and improving the design of the City of Prince George. Second preference will be given to students with a declared major in Rural and Northern Community Planning.

Criteria: Academic proficiency

Application Instructions: If applicable, applicants should include detail in their application on their interest in understanding and improving the design of the City of Prince George.

Effective Date: Endowed 2010

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