

**SENATE MEETING
PUBLIC SESSION
AGENDA**

October 28, 2015
3:30 – 5:30 PM

Senate Chambers (Room 1079 Administration Building)

1.0 S-201510.01

Approval of the Agenda †

Page 1 That the agenda for the October 28, 2015 Public Session of Senate be approved as presented.

† **NOTE:** *The Senate Agenda for the public session consists of two parts, a consent agenda and a regular agenda. The consent agenda contains items that are deemed to be routine or noncontroversial and are approved by the Steering Committee of Senate for placement on that agenda. Any Senator wishing to discuss any item on the consent agenda may ask the Chair of Senate that the item be removed from the consent agenda and placed on the regular agenda. Items removed from the consent agenda will be placed on the regular agenda and dealt with in the order in which they appear on the full agenda. Senators wishing to ask a question regarding an item on the consent agenda, without necessarily removing that item from the consent agenda, are strongly encouraged to direct questions to the Secretary of Senate in advance of the meeting.*

2.0 S-201510.02

Approval of Senate Minutes

Page 5 That the minutes of the September 23, 2015 Public Session of Senate be approved as presented.

3.0 Business Arising from Previous Minutes of Senate

- | | | |
|------------|---|---------------------|
| 3.1 | Motion SCSB20150826.03 - Governor General's Gold Medal Adjudication Process & Criteria - Data | Dr. Owen |
| 4.0 | President's Report | Dr. Weeks |
| 5.0 | Report of the Provost | Dr. Ryan |
| 6.0 | Report of the Registrar | Mr. Hanschen |
| 7.0 | Question Period | Dr. Weeks |
| 8.0 | Removal of Motions from the Consent Agenda | Dr. Weeks |
| 9.0 | Committee Reports | |
| 9.1 | Senate Committee on Academic Affairs | Dr. Ryan |

“For Approval” Items:

- Regular **S-201510.03**
Changes to the Course Title / Course Description - HHSC 800-3 Graduate Seminar
Page 19 That, on the recommendation of the Senate Committee on Academic Affairs, the change(s) to the course title / course description for (HHSC 800-3 Graduate Seminar,), on page 127 (in the Course Description area of the PDF calendar accessible on the UNBC web page) of the 2015/2016 graduate calendar, be approved as proposed.
- Consent **S-201510.04**
Course Deletion - HHSC 801-3 Graduate Seminar II
Page 21 That, on the recommendation of the Senate Committee on Academic Affairs, the course deletion of HHSC 801-3 Graduate Seminar II, on page 83 (PDF calendar accessible on the UNBC web page) of the 2015/2016 graduate calendar, be approved as proposed.
Effective date: September 2016
- Regular **S-201510.05**
Changes to Program Requirements - Health Sciences (PhD Program)
Page 23 That, on the recommendation of the Senate Committee on Academic Affairs, the change(s) to the program requirements for the PhD – Health Sciences, on page 67 (in the programs section of the PDF calendar accessible on the UNBC web page) of the 2015/2016 graduate calendar, be approved as proposed.
Effective date: September 2016
- Regular **S-201510.06**
Approval of Graduate and Undergraduate Academic Dates for the 2016-2017 Academic Year
Page 26 That, on the recommendation of the Senate Committee on Academic Affairs, the Graduate and Undergraduate Academic Dates for the 2016-2017 Academic Year, be approved as proposed.
Effective date: September 2016

9.2 Senate Committee on Academic Appeals

Dr. Whitcombe

“For Information” Item:

- Consent **SCAA201510.01**
Approval of the 2014-2015 Annual Report
Page 35 That the 2014-2015 Annual Report (September 1, 2014 to August 31, 2015) from the Senate Committee on Academic Appeals be approved as proposed and forwarded to Senate for information.
Effective date: October 15, 2015

9.3 Senate Committee on First Nations and Aboriginal Peoples

Dr. Ryan

“For Approval” Item:

- Regular **S-201510.07**
Approval of Memorandum of Understanding between Nazko First Nation Government and the University of Northern British Columbia
Page 38 That, upon the recommendation of the Senate Committee on First Nations and Aboriginal Peoples, the Memorandum of Understanding between Nazko First Nation Government and the University of Northern British Columbia be approved as proposed.
Effective Date: Upon the approval of Senate.

9.4 Senate Committee on Scholarships and Bursaries

Dr. Owen

“For Information” Items:

- Consent **SCSB20150923.03**
Gwyn Morgan “Be an Engineer” Bursary
Page 44 That the new Terms and Conditions for the Gwyn Morgan “Be an Engineer” Bursary be Approved.
Effective Date: 2015-2016 Academic Year

Consent **SCSB20150923.04**
London Drugs Scholarship
Page 46 That the new Terms and Conditions for the London Drugs Scholarship be approved.
Effective Date: 2015-2016 Academic Year

Consent **SCSB20150923.05**
Dr. Galt Wilson Northern Medical Programs Trust Residency Placement Award
Page 48 That the new Terms and Conditions for the Dr. Galt Wilson Northern Medical Programs Trust
Residency Placement Award be approved.
Effective Date: 2015-2016 Academic Year

9.5 Senate Committee on the University Budget Dr. Whitcombe

Regular **S-201510.08**
Guiding Principles for the Budget Planning Process (2015-2018)
Page 53 That, on the recommendation of the Senate Committee on the University Budget, Senate accept and
recommend to the Board of Governors the Guiding Principles for the Budget Planning Process (2015-
2018) intended to assist the President in preparing for the University budget.
Effective Date: October 28, 2015

9.6 Senate Committee on Nominations (SCN) Dr. Koehn

“For Approval” Items:

Regular **S-201510.09**
Membership Changes to Senate Committees (no material)
That, on the recommendation of the Senate Committee on Nominations, and barring further
nominations from the floor of Senate, the following candidates, who have met all eligibility requirements
to serve on Senate committees as indicated, be appointed as proposed.
Effective date: Immediately upon approval by Senate

<u>SENATE COMMITTEE POSITION TO BE FILLED</u> <i>(except as otherwise noted, all terms begin immediately)</i>	<u>CANDIDATE</u>
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SENATE COMMITTEE ON ACADEMIC AFFAIRS

Graduate Student — CSAM (03/31/2016)	Ms. Ibukun Olasanmi
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SCAAF ART ACQUISITION SUBCOMMITTEE

UNBC Faculty Member from the UNBC Arts Council (03/31/2018)	Dr. Zoe Meletis
Ad hoc expert (03/31/2018)	Mr. George Harris

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES

Faculty Senator — CASHS (03/31/2018)	Dr. Michael Murphy
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“For Information” Item

SCAAF SUBCOMMITTEE ON CURRICULUM AND CALENDAR

Faculty Member, designate of Dean of CASHS	Dr. Lisa Dickson
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“For Information” Item

Senator Appointed for Term of Office Commencing Immediately:

Student Senator (until March 31, 2016)
Ms. Ibukun Olasanmi (Graduate)

Motion Number (assigned by
Steering Committee of Senate): S-201510.03

SENATE COMMITTEE ON ACADEMIC AFFAIRS

PROPOSED REVISION OF CALENDAR ENTRY

Motion: That the change(s) to the course title / course description for (HHSC 800-3 Graduate Seminar,) on page 127 (in the Course Description area of the PDF calendar accessible on the UNBC web page) of the 2015/2016 graduate calendar, be approved as proposed.

1. **Effective date:** September 2016
2. **Rationale for the proposed revisions:** The PhD Health Sciences requires the Graduate Seminar to be completed in one continuous fashion.
3. **Implications of the changes for other programs, etc., if applicable:**
 -
4. **Reproduction of current Calendar entry for the item to be revised:**

HHSC 800-3 Graduate Seminar | This seminar is geared toward developing critical thinking skills and aims to help students evaluate a broad spectrum of topics. The seminar functions to generate debate on key issues, promotes interaction with faculty members and other students in the program, and acts as a context for presentations by the students and invited speakers. Each PhD student is expected to give two 50-minute presentations. One presentation will be on a topic agreed upon by the students and the course instructor, and the other is related to the student's research thesis research.

5. **Proposed revision with changes underlined and deletions indicated clearly using "striketrough":**

HHSC 800-~~36~~ Graduate Seminar | This seminar is geared toward developing develops critical thinking skills and ~~aims to help~~ students evaluate a broad spectrum of topics. The seminar ~~functions to generate~~ generates debate on key issues, promotes interaction with faculty members and other students in the program, and ~~acts as a context for~~ includes presentations by the students and invited speakers. Each PhD student is expected to give ~~two~~ four 50-minute presentations. ~~One presentation will be on a topic agreed upon by the students and the course instructor, and the other is related to the student's research thesis research.~~ This course extends from is scheduled from September to April.

6. **Authorization: (Please ignore — Section to be completed by Committee Recording Secretaries)**

Program / Academic / Administrative Unit: School of Health Sciences

College: College of Arts, Social and Health Sciences

College Council Motion Number: Omnibus Motion: CASHSCC.2015.09.17.03

College Council Approval Date: September 17, 2015

Senate Committee on First Nations and Aboriginal Peoples Motion Number:

Senate Committee on First Nations and Aboriginal Peoples Meeting Date

7. Other Information

HHSC 801-3 Graduate Seminar II will be deleted and the program will be updated to reflect the consolidation of the two graduate seminars into one continuous unit.

Attachment Pages: 0 pages

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING

Brief Summary of Committee Debate:

Motion No.: SCAAF2015010.03

Moved by: G. Payne **Seconded by:** D. Wessell Lightfoot

Committee Decision: CARRIED, with editorial revisions as recommended by the SCCC.

Approved by SCAAF: October 7, 2015
Date


Chair's Signature

For recommendation to ✓ , or information of Senate.

Motion Number (assigned by
Steering Committee of Senate): S-201510.04

SENATE COMMITTEE ON ACADEMIC AFFAIRS

PROPOSED REVISION OF CALENDAR ENTRY

Motion: That the course deletion of HHSC 801-3 Graduate Seminar II, on page 83 (PDF calendar accessible on the UNBC web page) of the 2015/2016 graduate calendar, be approved as proposed.

1. **Effective date:** September 2016

2. **Rationale for the proposed revisions:** The course HHSC 800-6 Graduate Seminar has been expanded to cover the credit count and ensure a continuous course.

3. **Implications of the changes for other programs, etc., if applicable:** none

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

HHSC 801-3 Graduate Seminar II This seminar is geared toward developing critical thinking skills and aims to help students evaluate a broad spectrum of topics. The seminar functions to generate debate on key issues, promotes interaction with faculty members and other students in the program, and acts as a context for presentations by the students and invited speakers. Each PhD student is expected to give two 50-minute presentations. One presentation will be on a topic agreed upon by the student and the course instructor, and the other related to the student's thesis research.

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

Course Deletion

6. **Authorization:** (Please ignore — Section to be completed by Committee Recording Secretaries)

Program / Academic / Administrative Unit: School of Health Sciences

College: College of Arts, Social and Health Sciences

College Council Motion Number: Omnibus Motion: CASHSCC.2015.09.17.03

College Council Approval Date: September 17, 2015

Senate Committee on First Nations and Aboriginal Peoples Motion Number:

Senate Committee on First Nations and Aboriginal Peoples Meeting Date:

7. **Other Information**

Attachment Pages: 0 pages

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING

Brief Summary of Committee Debate:

Motion No.: SCAAF2015010.04

Moved by: W. Owen

Seconded by: B. Schorcht

Committee Decision: CARRIED.

Approved by SCAAF: October 7, 2015
Date


Chair's Signature

For recommendation to ✓, or information of _____ Senate.

Motion Number (assigned by
Steering Committee of Senate): S-201510.05

SENATE COMMITTEE ON ACADEMIC AFFAIRS

PROPOSED REVISION OF CALENDAR ENTRY

Motion: That the change(s) to the program requirements for the PhD – Health Sciences, on page 67 (in the programs section of the PDF calendar accessible on the UNBC web page) of the 2015/2016 graduate calendar, be approved as proposed.

1. **Effective date:** September 2016
2. **Rationale for the proposed revisions:** Updating the program listing to reflect the change from two 3 credit courses to one year long 6 credit course.
3. **Implications of the changes for other programs, etc., if applicable:** “None”
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4. **Reproduction of current Calendar entry for the item to be revised:**

Health Sciences (PhD Program)

The PhD in Health Sciences offers students the opportunity to develop an advanced level of understanding and training in any one scientific discipline, or a combination of scientific disciplines, related to human health, the processes (e.g. sociological, biological, chemical, physical) that influence human health or the organization and delivery of health services. The PhD in Health Sciences promotes an integration of the linkages between social, ethical, political, and cultural dimensions, and an understanding of basic biological, ecological and physical determinants of health. Students are expected to acquire a familiarity with the scope of disciplines that contribute to knowledge and practice in health while developing expertise in a specific disciplinary area. Graduates from this program will have an area of concentration and a familiarity with other disciplines and be able to work constructively and show leadership within the increasingly complex multidisciplinary frameworks that are evolving across all parts of the health continuum.

Students must complete 6 credit hours of a mandatory interdisciplinary seminar series: HHSC 800-3 Graduate Seminar I and HHSC 801-3 Graduate Seminar II. The seminars cover core topics of Grant Writing and Project Management, Ethics and Human Subjects Research, and Methodologies Employed in Health Sciences Research as well as presentations on areas of concentration by faculty and senior students in the program..

Students must also complete a 12 credit hour thesis (HHSC 890-12 PhD Dissertation) to the satisfaction of their committee. In addition, they must also take a minimum of 6 credit hours in elective courses relevant to their area of concentration as determined by their supervisor. Students may be required, at the discretion of their supervisory committee, to take additional courses within their area of concentration.

Students must pass three separate checks on their academic progress towards a PhD: a qualifying exam, a defense of the thesis proposal, and a defense of the thesis. The qualifying exam is tailored to ensure a cross-disciplinary aptitude, and tests the student’s grasp of the core interdisciplinary materials presented in the seminar series as well as core concepts of their area of concentration derived from elective course work. The thesis proposal defense is tailored to ensure students have a grasp of their area of concentration, and therefore examines the level of knowledge within the

area of concentration. Upon successfully passing both the qualifying examination and the thesis proposal defense, students are granted candidate status, and embark upon the thesis work under the supervision of their faculty advisor. Following completion of the research, candidates must defend their thesis before an examination committee.

Summary

HHSC 800-3 Graduate Seminar I	3 credit hours
HHSC 801-3 Graduate Seminar II	3 credit hours
Elective Courses	6 credit hours
HHSC 890-12 PhD Dissertation	12 credit hours
Total Required	24 credit hours

5. Proposed revision with changes underlined and deletions indicated clearly using "strikethrough":

Health Sciences (PhD Program)

The PhD in Health Sciences offers students the opportunity to develop an advanced level of understanding and training in any one scientific discipline, or a combination of scientific disciplines, related to human health, including the organization and delivery of health services and the processes (e.g., sociological, biological, chemical, physical) that influence human health, ~~or the organization and delivery of health services.~~ The PhD in Health Sciences promotes an integration of ~~the linkages between~~ social, ethical, political, and cultural dimensions, and an understanding of basic biological, ecological and physical determinants of health. Students are expected to acquire a familiarity with the scope of disciplines that contribute to knowledge and practice in health sciences while developing expertise in a specific disciplinary area. Graduates from this program ~~will~~ have an area of concentration, and a familiarity with other disciplines and ~~be~~ are able to work constructively and show leadership within the increasingly complex multidisciplinary frameworks that are evolving across all parts of the health continuum.

Students must complete 6 credit hours of a mandatory interdisciplinary seminar series: ~~HHSC 800-63 Graduate Seminar I and HHSC 801-3 Graduate Seminar II.~~ The seminars covers core topics of Grant Writing and Project Management, Ethics and Human Subjects Research, and Methodologies Employed in Health Sciences Research as well as and features presentations on areas of concentration by faculty and senior students in the program.-

Students must also complete a 12 credit-hour thesis dissertation (HHSC 890-12 PhD Dissertation) to the satisfaction of their committee. In addition, they must ~~also~~ take a minimum of 6 credit hours in elective courses relevant to their area of concentration as determined by their supervisor. ~~Students may be required, at~~ the discretion of their supervisory committee, students may be required to take additional courses within their area of concentration.

Students must pass three separate ~~checks~~ assessments of ~~on~~ their academic progress towards a PhD: a qualifying exam, a defense of the thesis dissertation proposal, and a defense of the thesis dissertation. The qualifying exam is tailored to ensure a cross-disciplinary aptitude, and tests the student's grasp of the core interdisciplinary materials presented in the seminar series as well as core concepts of their area of concentration derived from elective course work. The thesis dissertation proposal defense ~~is tailored to~~ ensures students have a grasp of their area of concentration, and therefore examines the level of knowledge within ~~the~~ that area of concentration. Upon successfully passing both the qualifying examination and the thesis proposal defense, students are granted candidate status, and embark upon the thesis work under the supervision of their faculty advisor. Following completion of the research, candidates must defend their thesis before an examination committee.

Summary

HHSC 800-63 Graduate Seminar I	63 credit hours
HHSC 801-3 Graduate Seminar II	3 credit hours
Elective Courses	6 credit hours

HHSC 890-12 PhD Dissertation 12 credit hours

Total Required 24 credit hours

6. Authorization: (Please ignore — Section to be completed by Committee Recording Secretaries)

Program / Academic / Administrative Unit: not applicable

College: College of Arts, Social and Health Sciences

College Council Motion Number: Omnibus Motion: CASHSCC.2015.09.17.03

College Council Approval Date: September 17, 2015

Senate Committee on First Nations and Aboriginal Peoples Motion Number:

Senate Committee on First Nations and Aboriginal Peoples Meeting Date:

7. Other Information

Attachment Pages: 0 pages

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING

Brief Summary of Committee Debate:

Motion No.: SCAAF2015010.05

Moved by: W. Owen **Seconded by:** K Smith

Committee Decision: CARRIED, with editorial revisions as recommended by the SCCC.

Approved by SCAAF: October 7, 2015
Date


Chair's Signature

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



Motion Number (assigned by
Steering Committee of Senate): S-201510.06

SENATE COMMITTEE ON ACADEMIC AFFAIRS

PROPOSED REVISION OF CALENDAR ENTRY

Motion: That the Graduate and Undergraduate Academic Dates for the 2016-2017 Academic Year, be approved as proposed.

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

Graduate Calendar: <http://www.unbc.ca/sites/default/files/sections/calendar/2015-2016gradcalendar.pdf>

Undergraduate Calendar: <http://www.unbc.ca/sites/default/files/sections/calendar/2015-2016ugradcalendarversion3.pdf>

2. Proposed revision with changes underlined and deletions indicated clearly:

ATTACHED TO THE MOTION FORM

3. Rationale for the proposed revisions:

To set the Academic Dates for the 2016-2017 Academic Year.

4. Effective date: September 2016

5. Implications of the changes for other programs, etc., if applicable: The Academic Dates have an impact on all areas of the University

6. Authorization:

Program / Academic / Administrative Unit: N/A

Other Committee Motion Number: N/A

Other Committee Approval Date: N/A

College: College of Arts, Social, and Health Sciences AND College of Science and Management

College Council Motion Number:

College Council Approval Date:

7. Other Information

Attachment Pages: 6 pages

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING

Brief Summary of Committee Debate:

Motion No.: SCAAF2015010.06

Moved by: W. Owen

Seconded by: D. Wessell Lightfoot

Committee Decision: CARRIED.

Approved by SCAAF: October 7, 2015
Date


Chair's Signature

For recommendation to ✓, or information of _____ Senate.

Academic Dates

Academic Year

The academic year extends from September 1 to August 31 and is composed of the following semesters:

- *September Semester: September to December*
- *January Semester: January to April*
- *May Semester: May to August*

2016 – 2017 Undergraduate Semester Dates

2016 September Semester

September

5	Monday	Labour Day, University closed
6	Tuesday	Orientation Day
7	Wednesday	First day of classes, September Semester All September Semester fees due
21	Wednesday	Last day to add/drop September Semester courses without financial penalty Last day to change September Semester courses from audit to credit and credit to audit

October

10	Monday	Thanksgiving Day, University closed
27	Thursday	Last day to withdraw from September Semester courses without academic penalty, 50% tuition refund

November

10	Thursday	Mid-Semester Break (no classes November 10)
11	Friday	Remembrance Day, University closed

December

2	Friday	Last day of classes
6	Tuesday	First day of exam period
16	Friday	Last day of exam period
17	Saturday	Maintenance Shutdown, Prince George Campus closed
25	Sunday	Christmas Day, University closed
26	Monday	Boxing Day, University closed
27-31	Tues. to Sat.	University closed

Semester Summary

60 Instructional Days

- 11 Mondays
- 12 Tuesdays
- 13 Wednesdays
- 12 Thursdays
- 12 Fridays

11 Exam Days

2017 January Semester

January

1	Sunday	New Year's Day, University closed
2	Monday	University closed
3	Tuesday	Orientation Day, University open
4	Wednesday	First day of classes, January Semester All January Semester fees due
18	Wednesday	Last day to add/drop January Semester courses without financial penalty Last day to change January Semester courses from audit to credit and credit to audit

February

13	Monday	Family Day, University closed
14-17	Tues to Fri	Mid-Semester Break (no classes February 14-17)
23	Thursday	Last day to withdraw from January Semester courses without academic penalty, 50% tuition refund

April

1	Saturday	Registration Opens for 2017-2018 Academic Year
7	Friday	Last day of classes
11	Tuesday	First day of exam period
14	Friday	Good Friday, University closed
16	Sunday	Easter Sunday, University closed
17	Monday	Easter Monday, University closed
26	Wednesday	Last day of exam period

Semester Summary:

63 Instructional Days

- 12 Mondays
- 12 Tuesdays
- 13 Wednesdays
- 13 Thursdays
- 13 Fridays

11 Exam days

2017 May Semester and 2017 Spring Intersession

May		
8	Monday	First day of classes, May Semester and Spring Intersession All May Semester fees due, including Spring/Summer Intersessions
12	Friday	*Last day to add/drop Spring Intersession courses without financial penalty
22	Monday	Victoria Day, University closed
23	Tuesday	Last day to add/drop May Semester courses without financial penalty Last day to change May Semester courses from audit to credit and credit to audit
26	Friday	Convocation *Last day to withdraw from Spring Intersession courses without academic penalty, 50% tuition refund

June		
16	Friday	Last day of classes, Spring Intersession
19	Monday	First day of exam period, Spring Intersession
23	Friday	Last day of exam period, Spring Intersession
24	Saturday	Maintenance shutdown, Prince George Campus Closed
26-30	Mon. to Fri.	Summer break for May Semester courses (no classes June 26 - 30)
27	Tuesday	Last day to withdraw from May Semester courses without academic penalty, 50% tuition refund

2017 May Semester and 2017 Summer Intersession

July		
1	Saturday	Canada Day, University closed
3	Monday	University closed
4	Tuesday	First Day of classes, Summer Intersession
7	Friday	*Last day to add/drop Summer Intersession courses without financial penalty
21	Friday	*Last day to withdraw from Summer Intersession courses without academic penalty, 50% tuition refund

August		
7	Monday	BC Day, University closed
11	Friday	Last day of classes, May Semester and Summer Intersession
14	Monday	First day of exam period, May Semester and Summer Intersession
18	Friday	Last day of exam period, May Semester and Summer Intersession

* For condensed courses, the last day to add/drop and the last day to withdraw (50% tuition refund) is indicated in the course specific documentation.

Semester Summary:

62 Instructional Days

- 11 Mondays
- 13 Tuesdays
- 13 Wednesdays
- 12 Thursdays
- 13 Fridays

5 Exam Days

Spring Intersession Summary:

29 Instructional Days

- 5 Mondays
- 6 Tuesdays
- 6 Wednesdays
- 6 Thursdays
- 6 Fridays

5 Exam Days

Summer Intersession Summary:

28 Instructional Days

- 4 Mondays
- 6 Tuesdays
- 6 Wednesdays
- 6 Thursdays
- 6 Fridays

5 Exam Days

Academic Dates

Academic Year

The academic year extends from September 1 to August 31 and is composed of the following semesters:

- September Semester - September to December
- January Semester - January to April
- May Semester - May to August

2016 – 2017 Graduate Semester Dates

2016 September Semester

September

5	Monday	Labour Day, University closed
6	Tuesday	Orientation Day
7	Wednesday	First day of classes, September Semester All September Semester fees due
21	Wednesday	Last day to register or revise registration for the September Semester Last day to withdraw from program without financial penalty Last day to change September Semester courses from audit to credit and credit to audit

October

10	Monday	Thanksgiving Day, University closed
27	Thursday	*Last day to withdraw from September Semester courses without academic penalty

November

10	Thursday	Mid-Semester Break (no classes November 10)
11	Friday	Remembrance Day, University closed

December

2	Friday	Last day of classes
6	Tuesday	First day of exam period
16	Friday	Last day of exam period
17	Saturday	Maintenance Shutdown, Prince George Campus closed
25	Sunday	Christmas Day, University closed
26	Monday	Boxing Day, University closed
27-31	Tues. to Sat.	University closed

Semester Summary

60 Instructional Days

- 11 Mondays
- 12 Tuesdays
- 13 Wednesdays
- 12 Thursdays
- 12 Fridays

10 Exam Days

2017 January Semester

January

1	Sunday	New Year's Day, University closed
2	Monday	University Closed
3	Tuesday	Orientation Day, University Open
4	Wednesday	First day of classes, January Semester All January Semester fees due
18	Wednesday	Last day to register or revise registration for the January Semester Last day to withdraw from program without financial penalty Last day to change January Semester courses from audit to credit and credit to audit

February

13	Monday	Family Day, University Closed
14-17	Tues to Fri	Mid-Semester Break (no classes February 14-17)
23	Thursday	Last day to withdraw from January Semester courses without academic penalty

April

1	Saturday	Registration Opens for 2017-2018 Academic Year
7	Friday	Last day of classes
11	Tuesday	First day of exam period
14	Friday	Good Friday, University closed
16	Sunday	Easter Sunday, University closed
17	Monday	Easter Monday, University closed
26	Wednesday	Last day of exam period

Semester Summary:

63 Instructional Days

- 12 Mondays
- 12 Tuesdays
- 13- Wednesdays
- 13 Thursdays
- 13 Fridays

11 Exam days

2017 May Semester

May

8	Monday	First day of classes, May Semester All May Semester fees due
22	Monday	Victoria Day, University closed
23	Tuesday	Last day to register or revise registration for the May Semester Last day to withdraw from program without financial penalty Last day to change May Semester courses from audit to credit and credit to audit
26	Friday	Convocation

June

24	Saturday	Maintenance Shutdown, Prince George Campus closed
26-30	Mon. to Fri.	Summer break (no classes June 26-30)
27	Tuesday	*Last day to withdraw from May Semester courses without academic penalty

July

1	Saturday	Canada Day, University closed
3	Monday	University closed

August

7	Monday	BC Day, University closed
11	Friday	Last day of classes
14	Monday	First day of exam period for May semester intersession
18	Friday	Last day of exam period for May semester intersession

*Graduate Students must have permission of their supervisor to alter their registration and must maintain continuous enrolment in order to maintain their position in Graduate Studies.

Semester Summary:

62 Instructional Days

- 11 Mondays
- 13 Tuesdays
- 13 Wednesdays
- 12 Thursdays
- 13 Fridays

5 Exam Days

2016 – 2017 Senate Dates

September 28, 2016

October 26, 2016

November 23, 2016

December 14, 2016

January 25, 2017

February 22, 2017

March 22, 2017

April 26, 2017

May 24, 2017

June 28, 2017 (if required)

July 26, 2017 (if required)

August 23, 2017 (if required)

DRAFT

Motion Number (assigned by
Steering Committee of Senate): SCAA201510.01

SENATE COMMITTEE ON ACADEMIC APPEALS

PROPOSED MOTION

Motion: That the 2014-2015 Annual Report (September 1, 2014 to August 31, 2015) from the Senate Committee on Academic Appeals be approved as proposed and forwarded to Senate for information.

Effective date: October 15, 2015

Proposed by: Todd Whitcombe, Chair, Senate Committee on Academic Appeals

Faculty / Academic Department: N/A

Program: N/A

Implications for Other Programs / Faculties: N/A

Rationale: The annual report from the Senate Committee on Academic Appeals is to be submitted to Senate in October of each year.

Faculty Council / Committee Motion Number: N/A

Faculty Council / Committee Motion Date: N/A

TO BE COMPLETED AFTER SCAA MEETING

Brief Summary of Committee Debate:

Motion No.: SCAA201510.01

Moved by: C, Schiller

Seconded by: K. Guest

Committee Decision: CARRIED

Approved by SCAA: October 15, 2015
Date


Chair's Signature

For recommendation to _____, or information of Senate.



Senate Office

Office of the Registrar

Tel: 960-5795

Fax: 960-6330

E-mail: Kellie.Howitt@unbc.ca

MEMORANDUM

TO: Senate

FROM: Todd Whitcombe
Chair, Senate Committee on Academic Appeals

DATE: October 15, 2015

RE: 2014 – 2015 Annual Report from the Senate Committee on Academic Appeals

The Senate Committee on Academic Appeals (SCAA) is responsible for reviewing and ruling on appeals, from students, related to academic discipline and standing.

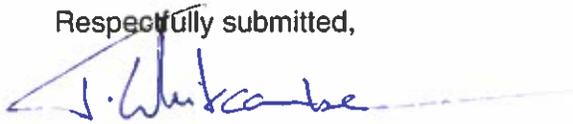
The committee met six times between September 1, 2014 and August 31, 2015, and heard appeals as outlined below. Of the 6 appeals heard this reporting year, one was in relation to a suspension, one was related to a requirement to withdraw, three were related to grade appeals, and one was related to removal from program. The previous year's figures have been included for comparison.

	<u>2014/15</u>	<u>2013/14</u>
<u>Appeals Heard</u>		
Undergraduate	4	0
Graduate	<u>2</u>	<u>2</u>
Total Number of Appeals	6	2
<u>SCAA Decisions</u>		
Appeals Upheld	1	0
Appeals Upheld with Conditions	0	1
Appeals Denied	5	1
Appeals Tabled	0	0
Appeals Pending Decision	0	0
Appeals Outside Jurisdiction of Committee	0	0
Appeals in which Re-adjudication was Instructed	0	0

The membership of the committee as of August 31, 2015 was as follows:

Michael Murphy, Faculty Senator – CASHS
Todd Whitcombe, Faculty Senator – CSAM
Catharine Schiller, Faculty Member Representative – Professional Program
Kristen Guest, Faculty Member Representative
Vacant, Graduate Student Senator
David Clarkson, Undergraduate Student Senator
Daniel Burke, Student Senator (Aboriginal if possible)
Pam Tobin, Lay Senator
Troy Hanschen, Secretary of Senate (non-voting)
Kellie Howitt, Recording Secretary (non-voting)

Respectfully submitted,



Dr. Todd Whitcombe, Chair
Senate Committee on Academic Appeals

Motion Number (assigned by
Steering Committee of Senate): S-201510.07

SENATE COMMITTEE ON FIRST NATIONS AND ABORIGINAL PEOPLES

PROPOSED MOTION

Motion: That, upon the recommendation of the Senate Committee on First Nations and Aboriginal Peoples, the Memorandum of Understanding between Nazko First Nation Government and the University of Northern British Columbia be approved as proposed.

Effective Date: Upon the approval of Senate.

Rationale: The purpose for this MOU is to build a foundation on how the Nazko First Nation and the University of Northern British Columbia can work together for a cooperative, long-lasting, and mutually beneficial relationship.

Motion proposed by: Titi Kunkel

Academic Program: Not applicable

Implications for Other Programs / Faculties? Yes

College: Not applicable

College Council / Committee Motion Number: It went to CASHS and CSAM College Councils for information.

College Council / Committee Approval Date: Not applicable

Attachment Pages (if applicable): 5 pages

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON FIRST NATIONS AND ABORIGINAL PEOPLES MEETING

Brief Summary of Committee Debate:

Motion No.: SCFNAP201507.02

Moved by: R. Hoffman

Seconded by: B. Schorcht

Committee Decision: CARRIED.

Approved by SCFNAP: July 8, 2015



Date

Chair's Signature

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

May 14, 2015

Ministry of Jobs, Tourism, and Skills Training
PO Box 9071, Stn Prov Govt
Victoria, BC V8W 9E2

To whom it may concern

RE: ESS CFP - ACBTP #0471 Quesnel language Cert - Request for rectification

This letter is to confirm that the University of Northern British Columbia is working in partnership with the Nazko First Nation to develop a Memorandum of Understanding (MOU). This MOU will represent the affiliation agreement between the two organizations.

Yours truly



Dr. Mark Dale
Dean of Regional Programs



Stuart Alec,
Chief, Nazko First Nation

May 12, 2015

Nazko First Nation Band Council
Box 4129; 405 Barlow Avenue
Quesnel, BC V2J 2C3

Attention: Chief Stuart Alec

Dear Chief Stuart,

For many years, the University of Northern British Columbia (UNBC) has enjoyed positive collaboration with the Nazko First Nations (Nazko). We thank you for your Band Council Resolution and your support in developing and delivering programs to your community. We are working on the development of a Memorandum of Understanding between UNBC and Nazko to formalize our working partnership. The MOU, will describe how Nazko and UNBC can work together for a cooperative, long-lasting and mutually beneficial relationship, is important to UNBC.

With this letter, we would like to formally acknowledge that the Office of the Provost and Office of the Dean of Regional Programs has initiated the approval process for the document through the appropriate university Senate Committees and the University Senate. Once it has received approval at these stages, we are able to provide Nazko with a signed copy of the MOU.

Once again, we would like to thank you for your continued support with this initiative and we look forward to future engagements with the Nazko First Nation community.

Yours truly,

Handwritten signatures of Dr. Bill Krane and Dr. Mark Dale. The signature on the left is in blue ink and the one on the right is in black ink.

Dr. Bill Krane, VP Academic and Provost, Dr. Mark Dale, Dean of Regional Programs

Pc Dr. Daniel Weeks, President and Vice-Chancellor, UNBC
Ms. Rheanna Robinson, Office of Research, UNBC



Nazko First Nation Band Council Resolution

Number 2015-07

WHEREAS: Chief and Council recognize the need and importance for the following Carrier Language Certificate Program for its members

THEREFORE BE IT RESOLVED THAT the Chief and Council supports the University of Northern British Columbia to offer the proposed Carrier Language Certificate under the Aboriginal Community-Based Training Partnerships for the Ministry of Jobs, Tourism, and Skills Training funding.

We the undersigned members of the Council of the Nazko First Nation hereby confirm that the foregoing Band Council Resolution was approved by a majority of the quorum of Band Council present at a duly convened meeting held on

the 16th day of March, 2015.

A majority of the quorum of Band Council consists of two members of the Band Council.

Stuart Alec
Chief Councillor

Valores Alec
Councillor

Ryan
Councillor

**MEMORANDUM OF UNDERSTANDING BETWEEN
THE NAZKO FIRST NATION GOVERNMENT
AND
THE UNIVERSITY OF NORTHERN BRITISH COLUMBIA**

Purpose

The purpose of this Memorandum of Understanding ("MOU") is to describe and build a foundation for how the Nazko First Nation (Nazko) and the University of Northern British Columbia (UNBC) can work together for a cooperative, long-lasting, and mutually beneficial relationship.

Background

Whereas:

- 1) Nazko and UNBC seek to enter into a process to build a mutually beneficial and supporting relationship and establish a framework for both organizations to work together to research, develop, and deliver appropriate programs and courses for the Nazko people;
- 2) Nazko and UNBC mutually respect, recognize, and accept the mission and principles of their respective organizations and seek to formalize their commitment to work together.

Agreement

It is therefore agreed that:

1. Nazko and UNBC will consider supporting and encouraging one another, as appropriate, to lead to the growth of research, educational programs, curriculum, and community development activities relevant to the Nazko communities. This will include, but is not limited to:
 - a) Continuing to support an open dialogue on issues as they arise;
 - b) Supporting one another on grant applications;
 - c) Providing general letters of support;
 - d) Providing general advice and sharing of background information.
2. UNBC will consider, as appropriate, supporting Nazko in local research and educational activities relevant to the Nazko communities. This will include, but is not limited to:
 - a) Supporting the Nazko First Nation on grant applications;
 - b) Providing general letters of support for local research and educational activities;
 - c) Providing information to Nazko relevant for specific reporting requirements for research/programming as necessary.
3. Nazko will consider, as appropriate, supporting UNBC in its community-related research and educational activities relevant to the Nazko communities. This will include, but not be limited to:
 - a) Supporting UNBC on grant applications;
 - b) Providing general letters of support for UNBC activities.
4. It is, therefore, agreed that Nazko and UNBC will consider, as appropriate, to:
 - a) Establish continuous and open communication between the two organizations;
 - b) Investigate further the potential for co-managed research collaboration on various specific research topics and the development of relevant programming to be added to this MOU as appendices;
 - c) Promote the ethical conduct of co-managed research including consideration of principles of OCAP (ownership, control, access, and possession) and the respective ethics boards/processes of UNBC and Nazko. Principles of OCAP will be negotiated on a case-by-case basis and UNBC Research Ethics Board guidelines will be considered for projects that involve the participation of human participants. For any research projects that may include animals or bio-hazardous materials, the UNBC Animal Care and Use Committee and Bio-hazardous Ethics Committees will be included respectively. In the case of any conflict between the parties about

the conduct of research, UNBC and Nazko representatives make a commitment to open discussion, positive negotiation, and a problem-solving approach to all matters related to fulfilling the purpose of this MOU and a strong, respectful, and mutually beneficial relationship that does not detract from the respected institutional or community related responsibilities and requirements;

- d) A Nazko "Memorandum of Agreement: Research Protocol" will be written for a particular research project when working with Nazko communities.

Funding

Funding for program development and research activities will be negotiated on a case-by-case basis.

Meetings and Cancellation

Meetings between a representative from the UNBC Office of Research and Nazko Administration will occur in June of each year to review this MOU and/or as needed. Either party may cancel this MOU by providing the other party with written notice.

Review of NAZKO/UNBC MOU

The NAZKO and UNBC will review the MOU annually after the initial signing of the Memorandum.

Dated this _ day of ____ 2015.

Dated this __ day of ____ 2015.

NAZKO FIRST NATION,

**UNIVERSITY OF NORTHERN BRITISH
COLUMBIA,**

by its authorized signatories:

by its authorized signatory:

Print Name

Print Name

Councillor, Nazko First Nation

Dean of Regional Programs, UNBC

Print Name

Print Name

Chief, Nazko First Nation

President, UNBC



Motion Number (assigned by SCS): SCSB20150923.03

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Gwyn Morgan “Be An Engineer” Bursary be approved.

Effective Date: 2015-2016 Academic Year

Rationale: To activate the Gwyn Morgan “Be An Engineer” Bursary commencing the 2015-2016 Academic Year.

Proposed By: Jennifer Hicke, Administrator - Development Awards

External Relations Contact: Jennifer Hicke, Administrator - Development Awards

Faculty/Academic Department: N/A

Date: September 23, 2015

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20150923.03

Moved by: Erasmus

Seconded by: Lasure

Committee Decision: CARRIED

Attachments: 2 pages

Approved by SCSB: September 23, 2015
Date

Chair’s Signature

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Gwyn Morgan “Be an Engineer” Bursary

Awards Guide Description/Intent: The Gwyn Morgan and Patricia Trottier Foundation is a private foundation with a focus on education, notably in the field of engineering. Through the foundation Mr. Morgan and Ms. Trottier are looking to support one second year engineering student who demonstrates financial difficulties to provide him/her the ability to finish their education and enter into the workforce as professional engineers.

Donor: The Gwyn Morgan and Patricia Trottier Foundation

Value: \$5,000

Number: One

Award Type: Bursary

Eligibility: Available to a full time undergraduate student enrolled in his or her second year of studies in the Environmental Engineering (BASc) Program.

Criteria: Demonstrated financial need and satisfactory academic standing.

Effective Date: Established 2015

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



Motion Number (assigned by SCS): SCSB20150923.04

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the London Drugs Scholarship be approved.

Effective Date: 2015-2016 Academic Year

Rationale: To activate the London Drugs Scholarship commencing the 2015-2016 Academic Year.

Proposed By: Jennifer Hicke, Administrator - Development Awards

External Relations Contact: Jennifer Hicke, Administrator - Development Awards

Faculty/Academic Department: N/A

Date: September 23, 2015

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20150923.04

Moved by: Erasmus

Seconded by: Bankole

Committee Decision: CARRIED

Attachments: 2 pages

Approved by SCSB: September 23, 2015
Date

Chair's Signature

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: London Drugs Scholarship

Awards Guide Description/Intent: Giving back to the community is a corporate philosophy established by the late Tong Louie. In that spirit, London Drugs' corporate contributions are dedicated to health and wellness organizations, medical research, education, and the arts. These awards have been established in celebration of London Drugs' 60th Anniversary, in order to support individuals pursuing an education in the health sciences.

Donor: London Drugs

Value: \$2,000

Number: 2

Award Type: Scholarship

Eligibility: Available to a full or part time undergraduate or graduate student enrolled in a health sciences program.

Criteria: Academic Excellence and Demonstrated Financial Need

Effective Date: Endowed 2007

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



Motion Number (assigned by SCS): SCSB20150923.05

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Dr. Galt Wilson Northern Medical Program Trust Residency Placement Award be approved.

Effective Date: 2015-2016 Academic Year

Rationale: To activate the Dr. Galt Wilson Northern Medical Program Trust Residency Placement Award commencing the 2015-2016 Academic Year.

Proposed By: Jennifer Hicke, Administrator - Development Awards

External Relations Contact: Jennifer Hicke, Administrator - Development Awards

Faculty/Academic Department: N/A

Date: September 23, 2015

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20150923.05

Moved by: Schorcht

Seconded by: Erasmus

Committee Decision: CARRIED

Attachments: 3 pages

Approved by SCSB: September 23, 2015
Date

Chair's Signature

For information of Senate.

**Dr. Galt Wilson Northern Medical
Programs Trust Residency Placement
Award**

For UNBC Students

Terms and Conditions

THE UNIVERSITY OF NORTHERN BRITISH COLUMBIA



External Relations
August 2015



**Terms and Conditions for the
Dr. Galt Wilson Northern Medical Programs Trust Residency
Placement Award
at the University of Northern British Columbia**

The University of Northern British Columbia (UNBC) is delighted to establish the Dr. Galt Wilson Northern Medical Programs Trust Residency Placement Award with funds allocated by the Northern Medical Programs Trust. This document outlines the terms and conditions for this award.

AWARDS GUIDE INFORMATION:

Award Category: General Awards

Award Name: Dr. Galt Wilson Northern Medical Programs Trust Residency Placement Award

Awards Guide Description/Intent: The Northern Medical Programs Trust has allocated a new graduation award for Northern Medical Program students who choose to complete a residency placement in the Northern Health region. The Northern Medical Programs Trust communities support the recognition of Dr. Galt Wilson's foundational role in developing medical education in and for northern British Columbia through the naming of this award.

Donor: Northern Medical Programs Trust

Value: \$30,000 (\$10,000 per residency placement location)

Number: variable

Award Type: Award

Eligibility: Available to full time fourth year Northern Medical Program students who have matched to a residency position in one of the three rural residency placement locations (Terrace, Fort St. John, or Prince George).

Criteria: Must be enrolled in the Northern Medical Program.

Conditions: If there are no residency matches at one or more locations, the balance of the award will be divided between the remaining Northern Medical Program residency placement students who are undertaking residency at one of the three (3) rural residential placements identified in the eligibility section.

Effective Date: Established 2015

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by a committee chaired by the Vice-Provost of Medicine or designate.

ANNUAL AWARDS PARTNERSHIP ARRANGEMENTS:

The Northern Medical Programs Trust will:

- Provide the award funds in the amount of \$30,000 to the University by March 31 of the year that the award is to be provided.
- Inform UNBC in writing on or before 31st of December in the year prior to your intended withdrawal of the award. This provides UNBC time to withdraw advertising of the award in the Awards Guide for the upcoming year.

UNBC will:

- Provide a charitable tax receipt in the amount of the gifts provided by the donor(s) in the year the University receives the donations.

- Promote and advertise the Dr. Galt Wilson Northern Medical Programs Trust Residency Placement Award in all appropriate UNBC materials and publications.
- Ensure student recipients provide a letter to the donor thanking them for their support.
- Provide an annual update on the student recipient(s).
- Provide recognition to the Northern Medical Programs Trust as outlined in the Donor Recognition Program (http://www.unbc.ca/giving/recognition_programs.html).

Representatives of the Northern Medical Programs Trust and the University may meet from time to time to review the terms of this agreement to ensure both parties continue to be satisfied with the partnership. It is understood that the funds of the donation were obtained in a rightful manner and are otherwise unencumbered.

The agreement will commence upon signing of the document. Signed in agreement on behalf of:

To be signed upon approval by UNBC Senate
Signatory
Northern Medical Programs Trust

Daniel Weeks, President & Vice-Chancellor
University of Northern British Columbia

Date

FOR OFFICE USE ONLY

Reviewed by the Financial Aid and Awards Officer and Dean of _____:

Linda Fehr, Financial Aid and Awards Officer

_____, *Dean of* _____

Copies to:

Financial Aid and Awards Office
Manager of Treasury Services
Office of External Relations (2)

First award available in the January semester of 2016.



Motion Number (assigned by SCS): S-201510.08

SENATE COMMITTEE ON THE UNIVERSITY BUDGET (SCUB)

PROPOSED MOTION

Motion: That, on the recommendation of the Senate Committee on the University Budget, Senate accept and recommend to the Board of Governors the Guiding Principles for the Budget Planning Process (2015-2018) intended to assist the President in preparing for the University budget.

Effective Date: October 28, 2015

Proposed by: Todd Whitcombe, Chair of the Senate Committee on the University Budget

Faculty / Academic Department: N/A

Implications for Other Programs / Faculties: None

Rationale: The Guiding Principles for the Budget Planning Process are intended to be used by the Senate Committee on the University Budget to assist the President in preparing for the University budget.

Faculty Council / Committee Motion: N/A **Date:** N/A

Date: October 16, 2015

TO BE COMPLETED AFTER SCUB MEETING

Brief Summary of Committee Debate:

Motion No.: SCUB20151016.05

Moved by: M. Bouchard

Seconded by: B. Deo

Committee Decision: CARRIED.

Attachments: 1 page

Approved by SCS: October 16, 2015
Date


Chair's Signature

For recommendation to ✓, or information of _____ Senate.

GUIDING PRINCIPLES FOR THE BUDGET PLANNING PROCESS (2015 – 2018)

SCUB, September 2015

Preamble:

The over-arching premise for budgeting at UNBC is that we aspire to excellence as a university. The budget must recognize our aspirational goals which are critical components in all budgeting decisions.

Openness:

1. Budget allocation decisions will be conducted in a deliberate, participatory, and transparent manner.

Our People:

2. Budget allocation decisions will recognize the need to support our people – students, faculty and staff - who are instrumental in advancing the Academic, Research, and Integrated Institutional Plans and will recognize the real impact of the budget on our people.

Operational Effectiveness:

3. Budget timelines should be better synchronized with the University's many annual operational cycles to allow more efficient operation with respect to recruiting for personnel and for students.

4. Budgeting should be a multi-year exercise.

5. Authority and accountability go hand in hand for budget line items and should be held by the relevant budget holder.

6. We should strive to modify our budgeting forecast model to better reflect the Academic, Research, and Integrated Institutional planning and move towards narrowing the variance between the actual and planned revenues and expenditures across the institution.

Commentary:

Regarding openness, the budget office will work with the appropriate faculty governance and administrative bodies to solicit input from all stakeholders and provide information on a regular basis. Goals and objectives will be articulated annually at all organizational levels.

With regard to our people, the strength of the University lies in its people and decisions should be reached in a manner that recognizes their importance to the overall success of the institution.

Regarding operational effectiveness, in a tight market, timing is everything and our decisions need to be made in a manner that allows us to both attract and retain the best employees. We must also commit to planning at all levels, using past data and realistic projections to allow better allocation of funding while providing the University the opportunity to grow. Funding should also allow all of the organizational levels to operate in a semi-autonomous but responsible fashion. The intent of these guidelines is to develop an effective budgeting process such that the actuals for any budget year will have neither a deficit nor an excessive surplus, both of which hinder effective planning and undermine the growth and development of the university.